IN OUR OWN WORDS

Advice from Ecolab Leaders to Drive Your Development

TALENT PIPELINE

THE SOLUTION IS YOU.
This guide was developed as a tool to provide associates with support, opportunities and guidance to maximize performance and facilitate personal and professional growth. It is intended to build on the Talent Pipeline – Ecolab’s foundation for talent development.

To create it, we turned to the people who know about talent development and what works at Ecolab – Ecolab leaders. We gathered their quotes and advice and compiled the ideas into a format that can be used in a variety of ways - for personal development, to facilitate discussions with others, and to assist with the formal development process.

This book is filled with practical ideas that have been successful for others at Ecolab. In fact, a number of recurring themes became apparent in the advice - evidence that many of these activities have been successful for a variety of associates in a variety of positions.

This tool is organized into five guiding principles for development for everyone at Ecolab, as well as guiding principles for managers and advice specifically for associates in sales roles. Use it to build skills, enhance performance and realize your full potential while fueling the company’s success.

“As Ecolab associates, we are fortunate to work with a talented, hardworking, caring team of individuals with great experiences and insights. Learning from others at Ecolab is one of the richest ways to enhance your career - and grow both personally and professionally.”
~ Doug Baker

Driving Development
TABLE OF CONTENTS

4 HOW TO USE THIS BOOK

5 DEVELOPMENT IDEAS FOR EVERYONE
   KNOW YOURSELF
   STRETCH
   THINK LONG-TERM
   TAKE ACTION
   NETWORK

13 DEVELOPMENT IDEAS FOR MANAGERS
   TALENT DEVELOPMENT IS TOP PRIORITY
   LISTEN, CARE, EMPOWER

16 DEVELOPMENT IDEAS FOR SALES ROLES

19 ADDITIONAL TALENT DEVELOPMENT TOOLS
### Ideas for Everyone: Five Key Areas

**Know Yourself**

**Stretch**

**Think Long-Term**

**Take Action**

**Network**

### Ideas for Managers: Two Key Areas

** Talent Development is Top Priority**

**Listen, Care, Empower**

### Ideas for Sales Roles

**Advice Specifically for Sales**

### Other Ideas for Talent Development

**Additional Talent Development Tools**

---

**How to Use This Book**

This book was created to serve as a tool that can help you identify meaningful development activities. Use it regularly to get ideas for development actions for yourself and the associates who work for you.

- Make notes as you go through the book. Mark development actions and advice that are potential focus areas for you or your associates.
- Brainstorm with your colleagues or HR generalist about different ways to utilize the suggestions and advice.
- If you are a manager, show this book to the associates who work for you. Use the advice as a discussion-starter, and help associates identify specific actions that are appropriate for them.
KNOW YOURSELF

Self-knowledge is the first step in development. To develop your career, you must first know who you are, what motivates you and what impedes your effectiveness.

The following comments from Ecolab leaders sum up the importance of knowing yourself:

“When I look back, the feedback I received from others was a turning point in having a long career with Ecolab.”

“It’s hard to see your blind spots. That’s why they’re called blind spots.”

“I was told I needed to work on my temper. How would I feel if I were treated like I was treating others? It was a life lesson.”

IN OUR OWN WORDS - IDEAS FOR ACTION FROM ECOLAB LEADERS

Getting feedback from others is key in getting to know yourself. You can start by doing self-assessment activities, but you also need to know how you’re perceived by others. Here are some ways you can be proactive about getting feedback.

- **Be Open to Feedback**: Don’t react emotionally to advice – take it as a development opportunity rather than criticism. You can only develop if you are open to feedback.
- **Self-Assess**: Do an honest self-assessment. Make a list of your strengths and development opportunities. Meet with your manager and discuss your list.
- **180° Assessment**: Complete the 180° Assessment Tool in the Talent Pipeline book. Then, meet with your manager and discuss your assessments.
- **360° Assessment**: Work with your manager or HR representative to get a 360° assessment.
- **Honest, Specific Feedback**: Ask colleagues for honest feedback on how you are perceived and what you need to do to change any negative perceptions.
- **Timely Feedback**: Ask for feedback “in the moment” – such as immediately after a sales meeting or joint sales call. This makes feedback more powerful. It also addresses problems proactively.
- **Proper Feedback Environment**: Ask for corrective feedback one-on-one. Set aside proper time for two-way dialogue.
- **Strengths are the Foundation**: Concentrate on the things you do well. It’s a faster way to develop than just focusing on skills that are lacking.
- **Team Input**: Ask your team to critique you in a confidential survey.
- **Personal Coach**: Ask a personal coach to assist you in assessing your strengths and development areas and creating a development plan.

“Trust your instincts, believe in those whose help and support you need, and learn from those who have done it before.” – *Steve Mosh*

“If you’re not getting feedback, ask for it. But, you also have to be prepared to listen to it. Getting feedback from multiple sources and deeper into the organization will allow you to stay in touch with perceptions and real needs.”

- *Susan Nestegard*
DEVELOPMENT IDEAS FOR EVERYONE

STRETCH

In order to grow, you need to challenge yourself. The importance of this concept is underscored by the amount of advice in this category – more development ideas were submitted for this area than for any other.

Ecolab leaders had a lot to say about stretching yourself:

“Don’t stick to what you know. Challenge yourself. Experiment.”

“With risk comes opportunity.”

“Experiences that feel new and are outside of your comfort zone are a chance for personal growth.”

“My most rewarding jobs have been in areas initially I believed I would like the least.”

“The best development I’ve had has been on the job – not training or special programs.”

“My greatest development came from three things – working in different positions, different divisions and different countries.”

“Many people thought my move out of the core business was a mistake. Well, it was the best move I ever made.”

IN OUR OWN WORDS – IDEAS FOR ACTION FROM ECOLAB LEADERS

There are many different ways to stretch. It’s important to note that you do not have to change jobs in order to stretch. The list of development ideas below includes activities a person can do in his/her current role, as well as things to do when changing roles or considering a new role.

STRETCH IN YOUR CURRENT ROLE

- Assume Full Responsibility: Assuming (or being given) full responsibility for a project or difficult business situation builds skills for analyzing situations and initiating action. It also conveys trust and confidence.

- Learn From Mistakes: View mistakes as tools to learn and grow. You will be free to take action, not bound by fear. Often, more is learned from mistakes than successes.

- Ask Questions – Admit What You Don’t Know: If you’re afraid to ask or speak up out of fear of appearing ignorant, you won’t learn and are more likely to make mistakes. Eagerness to learn is an admirable trait. No one is an expert on everything.

- Take Some Risks: You (or others) can find a million reasons why something won’t work. You can talk yourself out of things that you know are right. Instead, use your energy to do your homework, build support, move forward and stop worrying about things that could go wrong.

- Presenting to Senior Leadership: Preparing for and making presentations to high-level groups sharpens presentation skills, increases subject matter expertise and builds confidence.

- Tough, Challenging Situations: Although it may not seem like it, it’s good fortune to be thrown into very challenging situations, even ones for which you feel unprepared, such as poor performing areas and dysfunctional teams. Through the effort of working through a challenge and with the support of good supervisors, great learning occurs.

“For a development experience, I adopted the best ideas from a variety of people and professions and kept practicing them on my own. The self-practice was valuable in driving me to change my behavior.”

- Ladda Chatchaluay

IN OUR OWN WORDS
DEVELOPMENT IDEAS FOR EVERYONE

- **Limited Support Assignments:** Working in an assignment in which you get limited support from headquarters is a great development experience. You have to decide how to allocate resources, be creative about how to get results, and drive change—and you are totally responsible for success.

- **Large Cross-Functional Projects:** Cross-functional projects are a true test of leadership and financial, negotiation and project-planning abilities. They also provide great insight into constraints and points of view of other Ecolab divisions and functions.

- **Tough Customers:** By handling a tough or disgruntled customer, you quickly learn listening and negotiation skills, develop ways to deal with pressure, build confidence and learn how to work across Ecolab to meet customer needs.

- **Leading or Developing a Team:** Leading, developing and motivating the wide range of talent on a team is a useful way to develop leadership and management skills. This is particularly valuable when team members are “inherited” or are folks with whom you have limited relationships.

- **Opportunities to Manage People:** Low-risk opportunities to manage people are a great way to develop management skills before moving into an official management position.

- **Difficult Direct Reports or Colleagues:** Working with difficult people provides incredible learning on integrity, trust, relationships, patience, standing up for what is right, change management and courage.

**STRETCH WITH A NEW ROLE**

- **Lateral Moves:** Moving up is not always the most important move. Lateral moves broaden skills and provide exposure to different areas. They are a great foundation for later advancement into bigger roles.

- **Cross-Functional/Cross-Divisional Moves:** Cross-functional moves are a great opportunity to learn and demonstrate new skills in a very hands-on way. The organization also benefits from the fresh perspective a new person brings to a role.

- **“Fix-It” Assignments:** Take an assignment in which you are responsible for fixing current problems and turning a bad situation around. The amount of development that occurs is phenomenal. From people changes (hiring and firing) to the business development strategy, there is much to be gained.

- **Move Out of Your Comfort Zone:** Moving into a totally new role opens up a whole new world. Many people are successful early in their career but get in ruts later on because they have done the same thing for so long.

- **International Assignments:** International assignments provide an exceptional development experience, both professionally and personally. You learn many things—how the business is run globally, cultural differences, languages, global challenges, patience, humility and discipline.

“Some associates second-guess their ability to take the next step. It can be helpful to discuss with them the need to take a risk and not be afraid of change or the unknown.”

- Bobby Mendez

“As I look back over my career, the best experiences were in non-traditional roles or difficult business situations. You learn so much more when forced to work outside of your comfort zone.”

- Jim White
DEVELOPMENT IDEAS FOR EVERYONE

**STRETCH**

- **Start-Up Roles:** Starting a new team, department or business is a great way to learn. It provides an opportunity to assess situations, prioritize and tackle critical issues, solve problems, apply creative approaches, focus on big picture challenges, and deliver results in different ways. You learn that success comes in many ways, but persistence is required in all.

- **Matrix Environments:** Matrix environments teach you how to influence, build relationships, and navigate organization politics. This is particularly eye-opening if your prior experience was in more hierarchical organizations.

- **Corporate and Global Account Roles:** These roles are great for learning and studying the business cultures of Ecolab’s customers, as well as for working across Ecolab’s business units/locations. You will learn different views on customers, business and finance.

- **Corporate Initiatives:** Corporate initiatives offer high visibility. Working on them provides the opportunity to talk with senior managers in all business units. It also heightens your appreciation for Ecolab and our culture.

“Take an overseas assignment. It introduced me and my family to the world, to my career path, and to our lives together.” — Phil Mason
**THINK LONG-TERM**

A career is an ongoing endeavor. You need to manage it for the long-term, not just for the next job assignment or move. Success is the foundation of a triumphant career - and that success comes from both job performance and a passion for the work.

Ecolab leaders had this insight into thinking long-term:

- “Success is a process ... not a destination.”
- “Do good work and success will follow.”
- “A career is a marathon, not a sprint.”
- “Take care of your responsibilities today - and a little bit more - and the rest will take care of itself.”
- “A career is a set of stairs, not a ramp. Be patient. You have to spend some time at each level.”

**IN OUR OWN WORDS - IDEAS FOR ACTION FROM ECOLAB LEADERS**

It’s not always easy to focus on actions that will benefit you in the long-term. It requires patience and planning. But making decisions with an eye to the future can often bring the best results.

- **Current Success Drives Future Success:** Focus on becoming a champion at your current job. If you do your job well and build credibility, you will be noticed and given even bigger challenges.
- **Maturity and Patience:** Take the long view of career opportunities. There are factors you can’t control that impact advancement opportunities.
- **Follow Your Passion:** Have a true passion for the work you choose. With both passion and energy, results will be outstanding.
- **Work Quality, Not Quantity:** Sustainable work quality is as important as the quantity of work that is done. Work at a pace at which work quality can be sustained.
- **Ego Management:** Accept the fact that all careers have peaks and valleys. Don’t overreact when you’re in a valley. The majority of people who make career changes when in a valley live to regret it.
- **Lateral Moves are OK:** Take a lateral move if it will provide needed exposure or improve your skill sets. Don’t worry about titles. Think about building the skills you need for the long-term.
- **Proper Balance:** Maintain a proper balance of personal life and career. No one can survive with a single focus and expect to have quality of life.

“Manage your career based on what you want to be doing ... not on the job you want.”

- Tracy Crocker

“Get crystal clear focus on what matters. Do the important/tough things first and the non-important things later - or maybe never.”

- Gaetan Lambiase
Ultimately, each individual is responsible for his/her own career. Development doesn’t just happen - you need to have a plan and take action to grow personally and professionally.

These comments from Ecolab leaders focus on the importance of taking action:

“No one cares about your career more than you do.”
“The one person who is most responsible for development of your career is YOU.”
“Do not leave your success to chance. Plan it.”

IN OUR OWN WORDS - IDEAS FOR ACTION FROM ECOLAB LEADERS
Development is an ongoing process. Every day, strive to identify some way you can take action to learn more and further your career growth.

- Assume Responsibility: Ecolab makes resources available for development and helps in charting a development path - but it’s each individual’s responsibility to take advantage of these resources.
- Communicate, Communicate, Communicate: Share your goals openly with others. Be proactive in keeping development in front of your manager.
- Be Proactive: Push your development. Take a course, join a professional organization, network with executives and associates, communicate your goals, learn about opportunities, and assess business styles in other parts of the company.
- Increase Visibility: Take advantage of opportunities to be visible to higher levels. For example, give project updates or presentations in place of your supervisor. You will gain experience, and leaders will see what you have to offer.
- Opportunity Cost: Everyone has the same 86,400 seconds in a day. But, how they are used is up to each individual. The catch is, once you use them you can’t get them back.
- Create a Plan: Lay out a career plan that can be executed in six to nine months. Review it with your manager. It’s a lot easier for managers to guide and develop you if they know where you want to go.
- Expect the Unexpected: Be open to new, unexpected opportunities. Things almost never go as planned. Seize opportunities as they come along.
- Don’t Give Up: Dig in and find solutions to seemingly intractable problems. This builds confidence. It feels great to cross the finish line of a really hard race.
- Manage Transitions: When you change jobs, first learn what you need to do to be successful before you throw yourself into the job.
- Be Available: Always make yourself available for new tasks and responsibilities.
- Get a Mentor: Mentors are crucial. They give candid feedback, provide insight, and offer realistic and useful ideas on what course of action to take.
- Invest in Yourself: Consistently seek to improve your skills. Pick an area of improvement every day - business or personal. It may be only a small improvement, but it is the effort that matters.

“I challenge people to look around and see who is best at what they do. Then, emulate their abilities and skills.” – Jim Franklin
Networking is an integral part of development for everyone. Ecolab's culture is relationship-driven, and networking is how you come to understand the full scope of our business. Internal networking offers opportunities to watch others and learn from their actions.

The following comments from Ecolab leaders emphasize the significance of networking:

“Make the investment of time to learn the business.”
“Internal relationships will be the most beneficial to your future.”
“Ecolab is relationship-driven.”
“Working with teams or individuals outside of your area forces you to learn things from a different perspective.”

IN OUR OWN WORDS - IDEAS FOR ACTION FROM ECOLAB LEADERS

We all know that networking is important to personal growth and development. What might be less obvious is how many opportunities you actually have to network.

▲ Networks - The Bigger the Better: Work with as many Ecolab colleagues as possible. Learn what other people do at Ecolab. Also, network outside Ecolab and explore new ideas to fuel your creativity and innovative thinking.

▲ Learn the Business: Learn as much about the business as possible. Take time to truly understand Ecolab's business environment, customer needs and obstacles.

▲ Cross-Functional Projects: Look for opportunities to run or participate in cross-functional projects, such as new customer rollouts. Cross-functional projects are a great way to network and learn.

▲ Internal Committees: Get involved on internal committees. Exposure to a variety of personalities and backgrounds will give you a new perspective and expand your network.

▲ “Study” Successful People: Ecolab is full of talented people. The key is to “go to school” on the ones you are able to spend time with. Study their style, best practices and work ethic. It’s like going to college for free!

▲ People Skills: Work hard to develop strong people skills.

▲ Trading Places: Spend at least one day working in someone else’s shoes. The knowledge and relationships gained are invaluable.

▲ Customer Mindset: Treat everyone in the organization as a customer. This gives you the ability to forge long-term relationships and to accomplish business and personal goals.

▲ Power of Trust: Build and maintain a foundation of trust in all relationships.

“Learn as much about the business as possible. More important than job title and compensation, gaining experience is your biggest equity.”

- Martin Juhn
“Get involved in internal committees to gain experience working with people outside your day-to-day work. You’ll develop a different perspective on all of your preconceived ideas.” – Rick Johns
DEVELOPMENT IDEAS FOR MANAGERS

TALENT DEVELOPMENT IS TOP PRIORITY

Talent development is a strategic priority and key business driver for Ecolab. Managers have a responsibility to not only work on their own development, but to also guide the development of the associates who work for them.

In the following comments from Ecolab leaders, it’s evident that talent development is a crucial part of being a successful manager:

“It is essential that managers believe in, encourage and support their people.”

“Talent beats strategy every time.”

“You can teach skills, not talent.”

“Managers who become great at developing people separate themselves from 90 percent of the leaders out there.”

“Personal success comes through the success of others. Most ambitious people have enough ambition left, even after focusing on others’ ambitions.”

IN OUR OWN WORDS - IDEAS FOR ACTION FROM ECOLAB LEADERS

As a manager, you need to regularly devote time and effort to the development of your associates. It’s important for their career success, the success of your team and the future of Ecolab.

- **Hire the Best:** Never rush when hiring. Don’t compromise. When hiring, ask yourself if the candidate has the ability to succeed you or do your job better than you. This will help prevent you from hiring someone just to fill a vacancy.

- **Regular, Planned Development Discussions:** Schedule time to meet with associates on a regular basis – and stick to the schedule. If you don’t make development a priority, you will never get to it.

- **Individualized Development:** Each associate has different priorities, learning curves, motivations, hot buttons, knowledge and skills. Get to know each individual and tailor your development approach to their needs.

- **Debriefing Sessions:** Hold debriefing sessions with associates at the end of challenging assignments. Talk about what went well and what could have been done more effectively.

- **Equal Time for Good Performers:** Don’t “de-motivate” good performers by just focusing on poorer performers.

- **Ask Before Answering:** When associates call with an issue, ask, “What do you think we should do?” Once you hear their ideas, agree or say something like, “You have some good ideas, but how about ‘x’ instead?” Then, explain why you think “x” is better.

- **Opportunities to Practice New Skills:** Give associates opportunities to practice new skills, such as making a presentation to a safe audience or rehearsing a tough conversation.

- **Wear Many Hats:** Play many different roles on your team, such as teacher, counselor, disciplinarian, guide, decision-maker and sounding board.

“"Be patient and build your Ecolab team and culture. A good leader is well-respected at Ecolab. He/she faces many challenges but moves the business forward ... and loves the challenge and opportunity.”

- **Sarah Erickson**
DEVELOPMENT IDEAS FOR MANAGERS

TALENT DEVELOPMENT IS TOP PRIORITY

“Take care of our people – we are in the people and service business.”  - Greg Thorsen

- **Quality IDP Discussions:** Make Individual Development Plans (IDP) a priority. Create meaningful action plans with specific due dates. Meet regularly with associates to review progress.

- **Opportunities for Exposure and Stretch:** Expose associates to things that are above their grade level. There are many ways to do this - invite them to meetings, ask for their opinions, copy them on e-mails, etc. This increases knowledge and experience and is also motivating.

- **Let Them Go:** Let valuable associates rotate into other groups. They will gain experience that can’t be gained in the current role.

- **Inspire Confidence:** Help associates to trust their own abilities, even things they think they can’t do. Teach them to trust their instincts, trust those whose help they need, and learn from those who have done it before.

- **Experience is the Best Teacher:** Don’t try to do the job of your associates. Teach them how to do their jobs and let them learn by doing. Don’t do their jobs for them.

- **“You Can Do It” Encouragement:** Instead of rushing in to help someone (or doing their work for them), reinforce a person’s abilities to perform a task. This may result in immediate frustration for the person, but it builds long-term confidence.

- **Mistakes are OK - But Learn From Them:** Do not penalize people for making mistakes, only for failing to learn from them. Help them to learn from their mistakes.

- **Be Creative:** A newly promoted associate had difficulty transitioning out of his individual contributor role into his new management role. Wearing a uniform made the transition even more difficult. The solution was to have him wear a tie to work at least one day per week. This simple step changed his attitude.

- **Invest in Development:** Spend time and resources on development. Good development takes time and money.

- **Leadership Books:** Read books and articles on leadership and discuss them with other leaders, your manager and your team.

“I challenge my direct reports to keep a list of associates they have developed who are successful. Developing successful people is the ultimate measure of success.”  - Jeff Burt
As a manager, it’s your job to challenge and support those who report to you. To be a strong leader, you need to listen to your associates and provide guidance and motivation that empowers them to succeed.

This concept is stressed in these comments from Ecolab leaders:

“It’s not what you say but how you make people feel.”
“Your have to give to get.”
“As a manager, what your people think of you is much more important than what the people above you think of you.”
“Seek first to understand before being understood.”
“People seldom remember what you said or how you said it ... they always remember how you made them feel.”

IN OUR OWN WORDS - IDEAS FOR ACTION FROM ECOLAB LEADERS

The “listen, care, empower” concept can be easy to lose sight of - but these actions can help you be a better manager and get the best performance from your team.

- **Sincere Interest:** Take care of your people. Support them in their daily work, and be interested and support them in their personal lives. Make sure they know you truly care.
- **Be a Role Model:** Lead by example. Actions are far more powerful than words. Set the highest possible standards for your own behavior.
- **Do What’s Right:** Do what’s right versus what’s expedient. Put the welfare of your people ahead of your own. In the end, you’ll be rewarded and the business will achieve its goals.
- **Listen More Than You Talk:** Take time to understand what your staff is thinking and why. Shut the BlackBerry and cell phone off - just listen and learn.
- **Understand Why, Not Just What:** Take time to understand why your staff is telling you something. Don’t just listen to what is being said. Usually staff will only tell you something if they need support or expect something from you.
- **Respect:** Treat everyone with respect regardless of their position. You never know who may impact your future success.
- **Buy-In versus Being Sold:** People don’t like to be sold to; they like to make informed decisions. Just as in successful selling, people respond best when they are part of the creation process.
- **Give and Take:** Don’t just ask coworkers or staff to give and give. You must also help them out when they need it or they won’t be there when you need them.
- **Sleep On It:** Sleep on major decisions. Do not act on emotion. It helps to let the facts sink in before making a major decision.
- **Be Compassionate:** Err on the side of compassion when dealing with people. They are too valuable of a resource to lose due to some misunderstanding.

“Take advantage of opportunities to praise direct reports for their accomplishments.” – Kenji Komatsu
This section is devoted to development ideas for employees who are in sales roles. Some of these ideas are role-specific and may not be applicable to all sales roles. But all are good ideas to consider for development in a sales role.

**IN OUR OWN WORDS - IDEAS FOR ACTION FROM ECOLAB LEADERS**

Experience is critical to development in sales. Sharing experiences and advice with others in sales roles can foster growth for all involved.

- **Give It Time:** Not all situations should be resolved immediately. Some situations are best left to develop further - for example, a complaint from an unhappy customer about service. As a manager, you might want to fix a customer situation right away. In reality, it might be better to fix the service issue first and later repair the relationship with the customer. Time may need to pass before the customer will accept the relationship repair.

- **Corporate Accounts Roles:** These positions are great for development. They provide the ultimate opportunity to cultivate relationships with external customers. You also must learn how to communicate well and to “wrap and present” your message to engage internal staff to fulfill the commitments made at the time of sale.

- **Don’t Over-Commit:** In sales, we often want to please the customer so badly that we make commitments that are difficult to execute. We end up with a lose/lose proposition, where our field associates are dissatisfied and our new customer is disappointed.

- **Honesty Is Paramount:** Always be honest with the customer and provide details on the entire program. Hedging on something you feel might be viewed as a negative will only erode credibility. No one likes surprises or hidden points. Telling the truth also makes it easier to remember your commitments.

- **Practice Selling to Peers:** Make sales presentations to your peers, such as at a district meeting. This teaches you how to make a cold call in the hardest way possible, and you will remember what you learn.

- **Daily Achievements:** The best sales-and-service associates share a common need - to learn something new every day. Make sure that you learn something new each day. Don’t go home until you make at least one cold call. Don’t quit for the day until you’ve sold at least one new product to an existing customer.

- **Working with Senior Management and AVPs:** It’s important for sales-and-service associates to work with senior managers and assistant vice presidents. You’ll get great advice and a chance to see how they conduct themselves one-on-one.

- **“No” is an Opportunity:** Don’t be afraid of a “no” response from a customer. If a customer says “no,” it is an opportunity, not a rejection. Develop strategies for dealing with “no.”

“Managers - especially new managers - shouldn’t try to take on the job responsibilities of their associates. It will prevent them from fulfilling their own duties, and they will ‘drown.’” - Frank Pohl
DEVELOPMENT IDEAS FOR SALES ROLES

- **Developing Sales-and-Service Associates:** Set up veterans in your district as team leaders for specific geographies. Give each a small number (three to four) of associates in their group. Have these associates cover vacations together, do installs together and blitz together. This gives them a chance to get leadership experience, exposure and supervisory experience. It also gives the manager a group to whom he/she can delegate when in meetings or on vacation.

- **Never Burn a Bridge:** There may be times when a customer berates you to the point that instinct tells you to fight back. Neutralize your emotions and you will come out a winner in a couple of ways. One, you look professional – and you never know where that customer will surface again. Two, you handle the situation in a way that will help you get back in the door later.

- **Sales and Tool Bag “Dump”:** Ask associates to empty their sales and tool bag in front of their manager. Then, the two can work together to put everything back. This takes some time, but it is well worth it.

- **If It’s to Be, It’s Up to Me:** Sales–and–service associates must understand that it is their job to find the answers to customer questions and issues. They cannot put tasks or issues off on someone else’s plate. Continually tell them: “Customers are going to call you, and you have to know how to help them.”

- **We’re in Show Business:** Ecolab’s business can be compared to show business. Merchandising is about attending to details that others will judge. Focus on the importance of merchandising our service and the value a white uniform represents: clean.

- **Talk Less, Say More:** It isn’t how much you say in a sales call that matters; it’s what you ask and how you respond. Prepare for calls and make sure the customer or prospect does most of the talking.

- **Do Your Homework:** Always be prepared on an account. Understanding problems and product opportunities will help sales and increase your knowledge base while simultaneously reducing misunderstandings and problems in the future. Remember to do your homework – your competition does!

- **Make a Great First Impression:** Dress appropriately, have a professional demeanor and be persistent. As Coach Lombardi said, “The harder you work, the harder it is to surrender.”

- **Don’t Take it Personally:** Control your reactions and don’t become too emotional with things that might disrupt your focus. Digest negative comments and react in a positive way.

- **Lead with the Positive on Service Reports:** When writing service reports, always find a couple of good things to say on the report before detailing the help and support that’s needed. Letting the customer know what is going right is the best way to start any conversation.

“Successful leaders at Ecolab know how to engage their associates, maximize their potential and help them deliver their best results. The best leaders are able to adapt their leadership style to the situation and/or the capabilities of their team.” - Jim Chamberlain
Take Care of the Customer – and They’ll Take Care of You: Take care of all customer requests and concerns to the fullest. In return, customers will allow you to grow with them and will be open to additional solutions.

Planning, Preparation and Role Playing: Before calling on a customer (especially an unhappy customer), plan out and rehearse a number of situations. This is a great way to prepare to answer the customer’s tough questions.

Bi-Weekly Pipeline Calls: Hold bi-weekly calls with the corporate accounts, marketing and technical teams on the same call. This strengthens strategies for assessing and winning opportunities. It also teaches the corporate accounts team to challenge the field team as they are evaluating new opportunities.

Load New Accounts with Products and Services: When you establish a new account, load it from the beginning with as many products and services as possible - and include other divisions. There is a good chance the customer will retain the products and services throughout the term of the contract. This is better than going back after the account is established and trying to resell.

Cost vs. Benefit: Ecolab’s products are considered overhead in the restaurant industry. However, when used properly they create a clean restaurant – and people remember clean restaurants. In other words, Ecolab’s products enhance a restaurant’s bottom line. Make sure your customer understands this, and know how to respond when they tell you how much Ecolab costs them.

Responsiveness: When your customer calls you, immediately call them back and go to their location to take care of their needs. This sounds extremely simple, but it is vitally important and the key to success.

“Based on my personal experience, targeted goal setting is vital to success, along with a strong focus on the important and essential issues. Of even more importance is that every team member needs to have a clear vision and a clear target as a foundation.” – Thomas Sampers
Ecolab offers a number of talent development resources. Associates in all roles can proactively drive development by using these resources regularly to set goals, build skills and knowledge and enhance performance.

Take advantage of the other tools and resources available to you.

- The Talent Pipeline website, which is accessible through Ecolab Express.
- The Ecolab Talent Pipeline book, also available on Ecolab Express, provides information on how to conduct an effective development discussion and includes numerous development activities that are linked to the Talent Pipeline’s Business Drivers. The appendix contains a 180° Assessment Tool and an Individual Development Plan (IDP) Form.
- The IDP Toolkit, also available on Ecolab Express, contains numerous tools, including a listing of effective on-the-job development activities, targeted development activities for specific roles and an IDP discussion guide.
- HR Generalists are always available to provide guidance and assistance on talent development issues.