

# “Available to the Industry”

We’ve all been there. And even if you haven’t yet, but you are responsible for Producer development and success as many of my readers are.... **it’s coming.**

You wake up at 2:30 in the morning thinking of a Producer that simply is not going to make the cut. You have arrived at the point where you know you need to **“make them available to the industry.”** Bummer...

Some can pull that trigger without a second thought. “It’s my way or the highway!”, and they MEAN IT. **But that’s not you.** You give Producers a second chance (lots of them); particularly when you haven’t trained or **mentored** them about the “real world”.

Chances are, you came to this decision a while ago, but still in the same place. It’s like the parable of the three frogs:

***“Three frogs were sitting on a log. One decides to jump into the pond and leave the other two sitting there. How many frogs are now on the log? ....There are three! He made the DECISION to jump.....but never did.”***

Sound familiar?

You set the standards of performance for the team **in your** mind, but NEVER communicated, like numbers and behaviors needed to win. But, it’s tough to enforce something now. You granted a **“behavioral easement”**.

If this is the case, then let it go and let’s start from where you are. **No judgement.**

Here are a few tools for success with Producers:

- Establish **your** standards of performance; behaviors you know will lead to good numbers; number of calls, prospects in the pipeline, etc. and COMMUNICATE THEM.
- Establish the personal characteristics likely to hit those standards, and recruit for them.
- Interview candidates using “outcome based” questions, requiring a “story” reflecting what they have DONE; not just their “intentions”.
- Train the “inside” FIRST, installing the behaviors they need. The knowledge and wisdom regarding coverage, will come.

**“Hire slow, and fire fast”**....Manage against the standards you set, and recognize you are in a “Coach or cut” situation if they fall short. Only you can decide.

Make a **“Can’t, or Won’t”** evaluation. If it’s a **CAN’T**, then identify the solution and install it. If you are dealing with a persistent **WON’T**, it may be their ticket off the team. Here is how you decide which one you are dealing with:

1. Do it MY way and win; great for both of us.
2. Do it YOUR way and win; Happy to learn from you.
3. Do it MY way and LOSE..... "**My bad**"

But after coaching, and #4 is: **Continue to DO IT YOUR way, AND lose.....** and the Producer "will not" adapt to perform.....It's time to NOT be like the frog, and just **decide** to make a move. It's time to ACT.

You owe this to your team; enforcing the standards **they** live by. The Producer may well be in the wrong environment. And, you owe this to yourself.

Start the conversation with "I have made a decision." This takes the debate out of the conversation. Be prepared for proper and fair logistics relative to the book of business, and the Producer's honorable exit.

Then, regroup, and get back into the marketplace to find another Producer. One that understands your standards, ready to be coached, and hit the ground working as hard as you do.

Good Hunting!

Phil Beakes