

*Bob Schultz* & the  
**New Home Specialists**

We wrote the book on new home sales.<sup>SM</sup>

**Overview of  
The Official New Home Sales  
Development System<sup>®</sup>**

New Home Sales Specialist<sup>SM</sup> Curriculum – Workbook E-000

## Table of Contents

<b>Why It Works .....</b>	<b>3</b>
Information. Knowledge. Learning. Performance.....	3
Evaluation. Results. ....	4
<b>How It Works .....</b>	<b>5</b>
To learn more about the resources we have available to help you sell more brand new homes, .....	5
<b>Conscious Competence Learning Matrix .....</b>	<b>6</b>
<b>Conscious Competence Learning Matrix .....</b>	<b>7</b>
<b>The Sequence for Success<sup>SM</sup> .....</b>	<b>8</b>
<b>Prerequisites .....</b>	<b>8</b>
<b>Smart Selling Techniques<sup>SM</sup>.....</b>	<b>9</b>
Professional Communicator .....	9
Customers' Comments.....	9
<b>Management Responsibility.....</b>	<b>10</b>
Critique.....	10
Correct .....	10
Coach.....	10

# The Official New Home Sales Development System®



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“Our goal for every individual and company with whom we interact is to—

- ▲ **Instill** the knowledge and skills that are essential for sales success
- ▲ **Develop** through inculcation the habits required to function at an advanced level of Conscious Competence, vital for success in a competitive and challenging market
- ▲ **Inspire** the attitude that drives new home salespeople toward achievement of a mastery level of Unconsciously Competent performance.”

Bob Schultz & The New Home Specialists are the home building industry’s leading Sales, Management, and Marketing Resource, providing training and consulting to builders and new home sales professionals worldwide, we are the only home building industry-specific sales and training organization that integrates a curriculum-based program designed to achieve expert skills development for the entire new home sales process.



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## Why It Works

Our processes and systems are proven over nearly four decades and have helped builders and salespeople achieve unparalleled success. We achieve **transformational** results through our curriculum-based programs and congruency of teaching and consulting endeavors.

### Information. Knowledge. Learning. Performance.

Our curriculum and resources are built on the theory that information builds knowledge and that specialized knowledge, skills, and habits support improved performance by changing behavior. Behavior change—transferring your learning to on-the-job performance—is the foundation of true, lasting success in the new home sales arena. We believe that education and training are not an “event” but rather an ongoing process.

We make information available through seminars, interactive live video conferences, sales meetings, in books, on CDs and tapes, and online. This information must be

#### OBSERVATION

“Transformation is the genesis of a whole new realm of possibilities.”

–The Landmark Forum

#### OBSERVATIONS

“Learning is not attained by chance, it must be sought for with ardor and attended to with diligence.”

–Abigail Adams,  
Wife of US President  
John Adams

“By three methods we may learn wisdom: First, by reflection, which is noblest; Second, by imitation, which is easiest; and third by experience, which is the bitterest.”

–Confucius,  
Chinese Philosopher

converted into knowledge. This knowledge then must be used to develop skills that then must become habits. These habits, when consistently implemented over time, will cause a transformation of behavior that leads to performance improvement, which directly impacts an organization's strategic business objectives.



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## Evaluation. Results.

The Official New Home Sales Development System® integrates the Kirkpatrick Four Levels evaluation model to make “learning” and “doing” congruent and reinforces education and training through practical application, observations, and evaluations. Our system is founded on the adult-learning premise that:

*Information > Knowledge > Skills > Habits > Behavioral Transformation*

We endorse the belief that successful training improves performance by changing behavior. In our curriculum programs, we believe—

- ▲ The conversion of information into knowledge is reinforced and evaluated through the use of various tools, such as interactive questions, quizzes, and testing.
- ▲ Practice, drill, and rehearse (PDR\*) techniques develop and enhance skill competency, which leads to habits that support successful behavior change.
- ▲ Skill competency can be evaluated by observing Simulated Selling<sup>SM</sup> drills (carefully structured role play).
- ▲ Behavior change in a sales environment can be evaluated by an expert's visual observation and critique of performance, and/or by review and critique of Mystery Video Shop performances.
- ▲ Transformational behavior contributes to your sales process and the organization's business goals and objectives.

Once effective four-level evaluation has been put in place to help maximize education and training, an additional bonus will be sufficient data and information to be able to demonstrate the value of the training to the bottom line.

### OBSERVATION

*“Transformation does not happen overnight. Rather it occurs over time.”*

*—Nido Qubein*

\*A concept developed by legendary sales trainer Tom Hopkins.



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## How It Works

Our structured curriculum establishes core practices, generates performance improvement, and transforms behavior through our industry-leading approach. Content is offered in increasing depth and complexity across a wide spectrum of concepts and principles, strategies, systems, tactics, and techniques. Our programs feature—

### **Essential Level Series**™

Foundations for Success in New Home Sales

Whether you are “new” or have experience in new home sales, the Essential Level Series™ delivers core programs designed to establish benchmark performance throughout the sales organization. By ensuring that everyone has a thorough understanding of The New Home Sales Development System®, companies and individuals can readily equate performance to expected business results.

### **Advanced Level Series**™

Expert Skills Development in New Home Sales

Building on the proven strategies and techniques of the Essential Level Series™, salespeople and management take skills and performance to the next level. The Advanced Level Series™ delivers enhanced skills development programs designed to provide the congruent education and training *when implemented diligently*—you need to increase personal sales and company revenue, while creating satisfied customers in any new home sales market.

### **Mastery Level Series**™

Simulated Selling™ for Transformational Results

The Mastery Level Series™ provides transformational skills training to improve on-the-job performance by changing behavior. This Series leverages the Simulated Selling™ methodology to deliver real time performance improvement while building the organizational support needed to sustain behavioral change. Each program provides insight and tactics to assign sales team members and managerial statistics to implement for accountability and enduring results.

To learn more about the resources we have available to help you  
sell more brand new homes,

go to

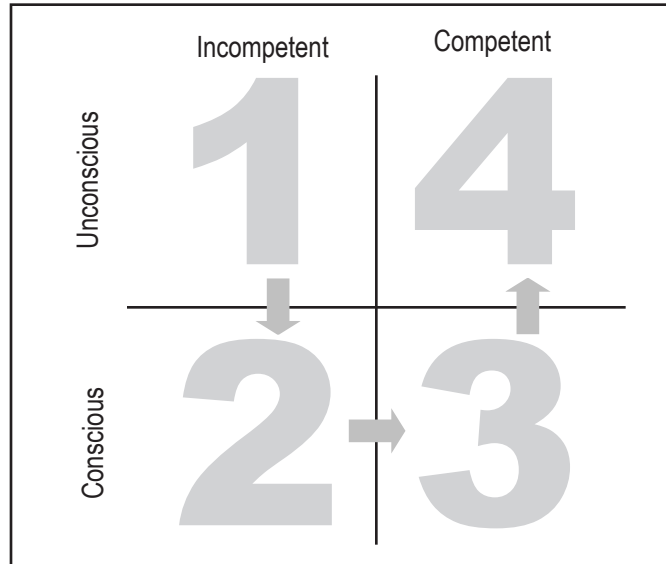
**[www.NewHomeSpecialist.com](http://www.NewHomeSpecialist.com)**  
and click on “Books & CDs” under the Resources tab.

## Conscious Competence Learning Matrix

Bob Schultz and the New Home Specialists curriculum structure incorporates a learning matrix\* of how adults learn, and provides a useful reminder of the need to implement education courses and training programs in stages.



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\*Sources as old as Confucius and Socrates are cited as possible earliest originators of this learning matrix. Gordon Training International (GTI) is a commonly referenced source in connection with the conscious competence theory today.



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For our purposes, we refer to these *Merriam-Webster Dictionary* definitions:

- ▲ Incompetent (adj.)
  - » Inadequate to or unsuitable for a particular purpose
  - » Lacking the qualities (i.e., knowledge, skills, and processes) needed for effective action
- ▲ Competent (adj.)
  - » Having the requisite or adequate ability, qualities, and capacity to function or develop in a particular way
  - » Having the capacity to respond appropriately
- ▲ Conscious (adj.)
  - » Perceiving, understanding, or noticing with a degree of controlled thought or observation through thought, will, design, or acting with critical awareness
- ▲ Unconscious (adj.)
  - » Demonstrating the requisite or adequate ability, qualities, and capacity to perform in a particular way without having to think about it



# Conscious Competence Learning Matrix

<p><b>Unconsciously Incompetent</b></p> <p><b>Situation</b></p> <ul style="list-style-type: none"> <li>▲ Salesperson is not aware that they have a particular deficiency in the area, or, they are aware and they don't care</li> <li>▲ The "experienced" salesperson might deny the relevance or usefulness of the new skill because past great market conditions allowed sales to be made even in the absence of competent skills</li> </ul> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>▲ Quickly move the salesperson into the "Conscious Incompetence" stage by demonstrating the skill or ability and the benefit that it will bring to the salesperson's effectiveness</li> </ul> <p><b>Benefit</b></p> <ul style="list-style-type: none"> <li>▲ There is <b>no</b> benefit and <b>far</b> too many barriers to success by being in this stage</li> </ul> <p><b>Observation</b></p> <ul style="list-style-type: none"> <li>▲ "It is what we learn after we think we know it all that truly begins to matter." –Bob Schultz</li> </ul>	<p><b>Unconsciously Competent (Mastery Level Series<sup>SM</sup>)</b></p> <p><b>Situation</b></p> <ul style="list-style-type: none"> <li>▲ Behaviors built on mastery of skills become second nature</li> </ul> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>▲ Continue systematic reinforcement of appropriate behaviors through evaluation of on-the-job performance, specifically through Mystery Video Shop Evaluations</li> </ul> <p><b>Benefit</b></p> <ul style="list-style-type: none"> <li>▲ This is the highest level a professional salesperson can reach</li> </ul> <p><b>Observation</b></p> <ul style="list-style-type: none"> <li>▲ "Unconsciously Competent salespeople have fun, sell just for the sport of it, and consistently execute at a mastery level to make lots and lots of money." –Bob Schultz</li> </ul>
<p><b>Consciously Incompetent (Essential Level Series<sup>SM</sup>)</b></p> <p><b>Situation</b></p> <ul style="list-style-type: none"> <li>▲ Salesperson becomes aware of the existence and relevance of the skill</li> <li>▲ Salesperson is also aware of their lack or knowledge or skill deficiency in this area but are ready to learn</li> </ul> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>▲ Cause the salesperson to realize that, by improving their skill or ability in this area, their effectiveness will improve</li> <li>▲ Expect a commitment to learn and practice the new skill, and to move to the "Conscious Competence" stage</li> </ul> <p><b>Benefit</b></p> <ul style="list-style-type: none"> <li>▲ Knowing and accepting that you don't know but being very ready, willing, able, and motivated is the beginning of the path to success</li> </ul> <p><b>Observation</b></p> <ul style="list-style-type: none"> <li>▲ "When the student is ready, the teacher appears." –Anthony Hopkins, Diego de la Vega, The Mask of Zorro</li> </ul>	<p><b>Consciously Competent (Advanced Level Series<sup>SM</sup>)</b></p> <p><b>Situation</b></p> <ul style="list-style-type: none"> <li>▲ Salesperson can perform reliably at will, when concentrating and thinking about a specific skill</li> </ul> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>▲ Move the salesperson into the "Unconscious Competence" stage through continuing perfect practice with Simulated Selling<sup>SM</sup> Techniques</li> </ul> <p><b>Benefit</b></p> <ul style="list-style-type: none"> <li>▲ This is a great place to be when on a consistent level. Validation (or not) of this level always appears in salesperson's Simulated Selling<sup>SM</sup> drills.</li> </ul> <p><b>Observation</b></p> <ul style="list-style-type: none"> <li>▲ "When I can show-it (Simulated Selling<sup>SM</sup>), I show that I know-it." –Bob Schultz</li> </ul>



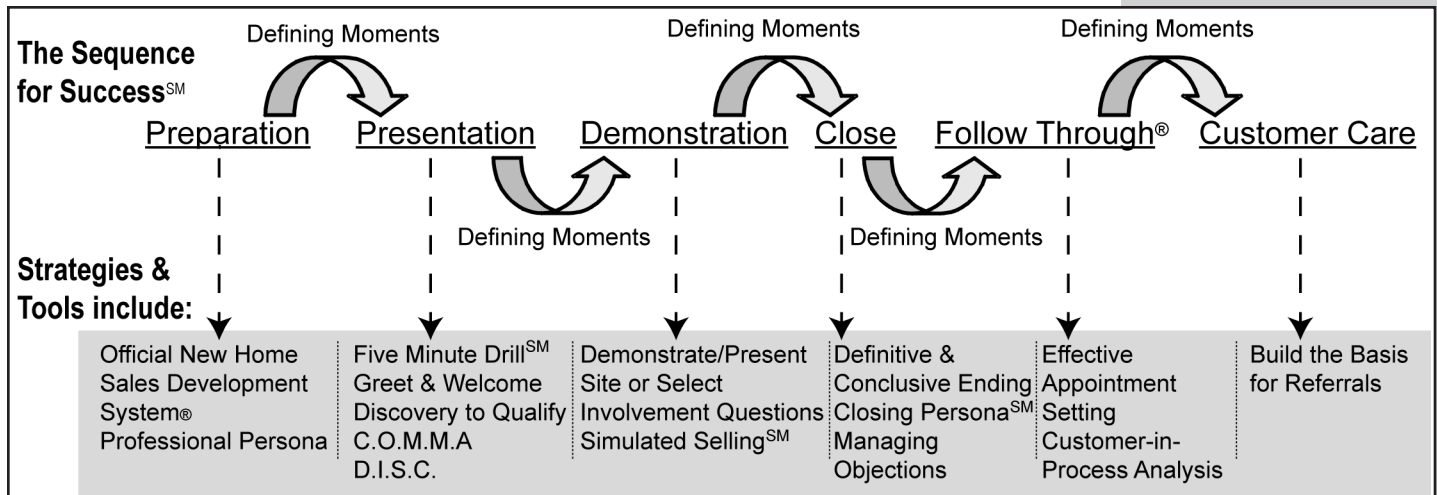
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## How It Works

Our structured curriculum establishes core practices, generates performance improvement, and transforms behavior through our industry-leading approach. Content is offered in increasing depth and complexity across a wide spectrum of concepts and principles, strategies, systems, tactics, and techniques. Our programs feature—

### OBSERVATIONS

*“Experts have their knowledge in order.”*  
—Nido Qubein



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Whether you are “new” or have experience in new home sales, the Essential Level Series<sup>SM</sup> delivers core programs designed to establish benchmark performance throughout the sales organization. By ensuring that everyone has a thorough understanding of The New Home Sales Development System<sup>®</sup>, companies and individuals can readily equate performance to expected business results.

*“The great aim of education is not knowledge but action.”*  
—Herbert Spencer,  
English Philosopher

Building on the proven strategies and techniques of the Essential Level Series<sup>SM</sup>, salespeople and management take skills and performance to the next level. The Advanced Level Series<sup>SM</sup> delivers enhanced skills development programs designed to provide the congruent education and training *when implemented diligently*—you need to increase





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## Smart Selling Techniques<sup>SM</sup>

When used to their full potential, these SMART SELLING TECHNIQUES<sup>SM</sup> (SST) will become an indispensable toolbox of effective, proven negotiation techniques. Each dialogue is designed as it would be *said*, not as it would be *read* in a textbook, like in a movie or TV script. For example, commas, dashes, and semicolons indicate pauses. When appropriate, suggestions for verbal and non-verbal actions to enhance the effect of the dialogue are given in [brackets]. These are provided as recommendations and not as part of the dialogue to be said.

A **SITUATION** sets the possible stage for using each technique. The corresponding **STRATEGY** focuses you on the desired and expected outcome. Your success will be the result of concentrated thought—directed toward the situation—using knowledge, skill, and experience. A **RATIONALE** provides an explanation for why New Home Specialist<sup>SM</sup> presents the strategy and tactics. It lays the groundwork for why you should achieve the expected results.

### Professional Communicator



Tremendous care has been given to provide practical and functional verbal guidelines for the professional communicator's dialogue. Each technique is designed to render the desired outcome and is the written version of countless hours of real-life performance and hands-on experience. In cases where you have a choice of wording based on your specific situation, you will see an “(-OR-)” in the box.

Within the planned dialogue, instructions appear to help you craft the pace, tone, and direction of the dialogue. When properly practiced and rehearsed, these SMART SELLING TECHNIQUES<sup>SM</sup> will become natural, conversational, and convincing. Mastering them will require an investment of your time and a significant commitment from you.

Instructions to you are shown in shaded boxes. These are not part of dialogue but rather helpful hints and strategies.

### Customers' Comments



Words representing the prospective buyers' likely comments should not be construed as the only possible dialogue. The words are meant to anticipate likely conversations. This dialogue represents **words to the effect** (WTTE). For simplicity, the term customers always appears in the plural.

#### OBSERVATIONS

*“Please don't make me 'role play;' it makes me very nervous. But, you should see me with a customer. WOW, I'm really good!”*  
—Unconsciously Incompetent Mindset

*“Why do I role play? Because as a professional it's part of my job.”*  
—Consciously Competent Mindset

*“Competence leads to confidence.”*  
—Bob Schultz

*“Repetition does not mean to do again but instead **to do** — better or worse. Repetition is the most elaborate form of change.”*  
—Alexander Becker, German Designer

*“Repetition improves performance. So does imagining oneself in a successful performance.”*  
—Albert Bandura, Psychologist, Author of Social Cognitive Theory



Critique. Correct. Coach.

## Management Responsibility

Salespeople will learn and perform consistently only with diligent and consistent follow through support from sales management. Success using The Official New Home Sales Development System® depends on—

### Critique

It is incumbent upon sales management to evaluate and critique all aspects of the creation and development of The Five Minute Drill<sup>SM</sup> (i.e., facts, features, benefits in the stages as it is presented in the curriculum, as well as any other Smart Selling Techniques<sup>SM</sup> that may be provided).

Our integrated evaluation model provides tools such as interactive questions, quizzes, and testing.

For example, this alert box appears at critical points in the development of the Five Minute Drill<sup>SM</sup>. This box specifies where management responsibility lies for feedback and guidance will help assure that salespeople are applying concepts, tactics, and techniques appropriately.



DO NOT proceed to the next Section unless and until you have completed each of the steps above, and any related previous prerequisite assignments, to the satisfaction of sales management or an assigned coach.

Concepts, tactics, and techniques presented here support learning objectives that are sequential and require step-by-step measured success to achieve expected results.

### Correct

Skill development is a building process that requires sales management to evaluate the salesperson's participation and performance, and provide constructive feedback.

### Coach

Transformational results with the goal to reach the level of Unconscious Competence can only be achieved when salespeople are motivated and encouraged to perform at the highest level with critical accountability for results.

### OBSERVATIONS

*"Time is of the essence. In today's challenging market conditions, we —*  
~ *Can't take a year to accomplish what we can do in one month*  
~ *Can't take a month to accomplish what we can do in one week*  
~ *Can't take a week to accomplish what we can do in one day*  
~ *Can't take a day to accomplish what we can do in one hour*  
~ *Can't take an hour to accomplish what we can do in a few minutes."*

*—Bob Schultz*