

TEAM ESSENTIALS

Originally written and recorded by SrNSD Pat Danforth in 1998
for a Team Leader Cassette Tape(!) that Mary Kay used. Updated occasionally!

Congratulations! You are moving up in your Mary Kay career! It doesn't matter if your goal is simply to build a Team ... or to earn the use of a career car ... or even to become an Independent Sales Director ... you're on your way!

This business has so many rewards when we simply continue to share with others. We have a wonderful product to share, but we have an even more wonderful lifestyle, and we *can* make a difference! My sister NSD, Sandy Miller, loves to tell this story:

"One morning there was a child walking along the beach, picking up stranded starfish and throwing them back into the ocean. An old man came along and asked, 'Why are you bothering to do this? In this world there are thousands of miles of beach, and millions of stranded starfish. How can you possibly hope to make a difference?!' The child looked at him, examined another starfish, threw it into the ocean, and responded, 'I made a difference to this one.'"

Perhaps that is why *you* are in Mary Kay ... to make a difference in peoples' lives! Because the *very best reason to share this opportunity* is to continue Mary Kay's dream of enhancing women's lives! When you see this opportunity change the life of even one woman you've who has joined you in your journey, you'll feel the difference that those "paychecks of the heart" can make in your life.

Growing your Team is probably very exciting for you, and it may also be a little intimidating at times. Let me assure you, that you already have within you the ability to become an exceptional leader. You will gain the skills you need just as we all do ... learning while we earn!

When I became a Mary Kay Consultant in March 1973, I was almost 25, I was three years out of college with a degree in Home Economics Education, and had been married two years. In those two years of marriage we had already moved twice with many more moves ahead of us in Tim's Air Force career. I wanted to work, but would never have thought of a career in cosmetics ... after all, my entire skin care regimen was soap and water followed by rubbing alcohol! Direct sales would definitely not have interested me. The only thing I had ever *sold directly* was Girl Scout cookies and *I wasn't good at that*. The only job where I had ever been fired was *in sales* in a dress shop; *they didn't think I was aggressive enough*. I had never played on a team; except for a women's softball team as a newlywed, where *they always placed me in a spot to do the least damage*. And my only position of leadership was pledge class president in my college sorority. The selling, team, and leadership skills I learned, *I learned in Mary Kay*. Mary Kay taught me that *"If I have an idea, and you have an idea, then we both have an idea. But if I give you my idea, and you give me your idea, then we both have TWO ideas!"* With our company founder in mind, I would like to share some ideas that will hopefully guide you in becoming more successful.

As a Team Leader, you have most likely developed *significant sales ability*; you have also most likely been developing your “*teamwork makes the dream work*” philosophy; and now you are ready to *enhance your leadership skills*. Those three building blocks; *sales ability, teamwork, and leadership skills*, can help you reach any Mary Kay goal that you set. And they can also have a positive impact on your entire life, *and that of your family as well*.

Let me address the art of setting goals for a moment. I believe that a goal must have five qualities:

- 1) it must be *your goal*, not someone else’s *for you* ...you don’t have to have designed the goal, but you do have to adopt it as your own ... for example, if your Sales Director encourages you to earn the use of a Mary Kay career car, you must internalize and want it for your own reasons ... perhaps family finances or recognition.**
- 2) it must be a *measurable goal*, not just that you want “*to go to the top*” or “*to make a lot of money*” ... for example, “I will earn the use of a Mary Kay career car by meeting these specific requirements”**
- 3) the goal must be *broken down into bite-sized pieces* ... for example, “I have to build at least 4-5 qualified, active Team Members, and generate an average of more than \$4500 wholesale Team production each month**
- 4) there *must be a deadline for the goal* ... for example, “I want to complete this goal four months from today and,**
- 5) the goal *must make you at least a little uncomfortable!* ... if it doesn’t at least give you butterflies it is either not big enough, or you don’t really desperately want it. The bigger the goal ... *the more queasy you should be!!***

You’ll want to set the goal to keep, not just to earn the use of, the car. Setting your sights on car qualification is a commitment to becoming a lifetime Team Builder. As Mary Kay says, “nothing wilts faster than a laurel rested upon!” That means that before you complete one goal it is wise to set the next goal so that your momentum keeps building. After earning the use of a career car, a possible goal might be to become an Independent Sales Director. If becoming a Sales Director *is not* your goal at this time, then it is *still important* to set a specific goal that continues to build your Team through your personal sales and sharing. Continuing to meet *and surpass* car production should be a by-product of your successful sales and team building.

You have been developing your *sales skills*, and *becoming a team player*. Let’s focus on *leadership*. Mary Kay, herself, taught us, “There are three ways to lead ... by example, ... by example, ... and by example”. I’d like to share some suggestions for setting the example in attitude, appearance, approach, activity level, and organization, as you build your Team ... possibly into a top Unit ... or even into a National Area!

The example you set on attitude, of course, should always be positive ... not only for your own sake, but for your Team Members’ sake as well. They will be watching you closely to see how professionally you deal with challenges, and with

other people. There is never room for negativity, gossip, manipulation, or favoritism ... for you will find that your Team Members will treat you, as their leader, the same way they see you treat others.

As your Team Members' attitudes will reflect yours, so will their appearance.

Mary Kay always said she could walk past a meeting room and know which Unit was meeting there by the way the Consultants looked! Since Mary Kay is a cosmetics company, it is especially important to have our makeup, hairstyle, and manicure done in a professional way, even when we do it ourselves! What is trendy, and quote "in fashion" is not always the most appropriate or professional way to look when we want to attract and build long-term business. Consider that concept too, in deciding what to wear when conducting business, and whenever representing Mary Kay, Inc. From our beginning days, Mary Kay asked us to wear skirted outfits. It set us apart and gained us positive recognition in the polyester pantsuit world of the sixties and seventies. In the eighties and early nineties we were cited as positive leaders in articles on dressing-for-success. As the late nineties and early 21st century began, it became increasingly obvious that "casual attire" in corporate America became "casual work ethic." Believe me, corporate America would love to turn the clock back on the decision to relax the dress code! Now, it is up to us to continue to lead. Often, when a new Independent Beauty Consultant begins her Mary Kay career, she feels she doesn't have an appropriate wardrobe, or the funds to build one. I know *I didn't!* My skirts were from my college days in the late sixties so all were shorter than my long hair! I was the first Team Member of Jan Cushman, who is now an Independent Executive Senior Sales Director. At that time, Jan was relatively new. She and I purchased pink polyester double-knit fabric and made dresses ... we were *really cute and we have the pictures to prove it!* To set an example, I personally wear my Mary Kay Beauty Coat over a blouse with a black skirt, hosiery, and black shoes when I conduct sales appointments, career presentations, and to deliver products. I would even recommend wearing that outfit to weekly success meetings until you replace your Beauty Coat with a Red Jacket, and then possibly a Sales Director's suit!! It is a simple, inexpensive, professional look ... and there should never be a concern for prospects and Team Members about what they can wear, because that is what they see *you* wearing.

My suggested approach to the business could best be described as "taking the business seriously, while taking yourself with a sense of humor". This is a business that can change and improve your life, and it's a lot more fun along the way when we learn to lighten up and not take everything personally! One of Mary Kay's often-told jokes was that of a man saying to a woman, "You women always take everything so personally!" And the woman started crying and said, "*We do not!*" I am so glad that Jan had already learned not to take things personally when I attended her Skin Care. I was the heckler! When she turned the flip chart to the page with a picture of a pink Cadillac I actually said out loud, "You've got to be kidding me, I wouldn't be caught *dead* in a pink Cadillac!" (Mind you, I didn't even have a car!) She must have wanted to tape my mouth shut, but she laughed, and three hours later had her first Team Member! Had she taken my heckling personally we would have both lost out!

Consider these guidelines in sharing the Mary Kay opportunity:

- 1) go ahead and prejudge, but ask anyway!
- 2) remember that everyone has a sign on them that says “make me feel important”, plus signs that say “make me feel comfortable”, and “what’s in this for me”
- 3) the prospective Team Member has the right to choose with whom she signs, *but* we do not have the right to manipulate that decision
- 4) we must *continue Team Building* to build a successful Team, not just work with the Team Members we have ... that would be like continuing to rearrange the logs in a blazing campfire instead of adding new logs!

Another example of approach is our attitude toward our Team Members. My attitude has been to hold them with an open hand. Some will leave, some will stay beside us, and *hopefully* some will pass us by! Those that *leave* need to be able to do so as gracefully as they entered the business. Those that *stay* need to know that we love them unconditionally. And those that could *pass us by* need to be encouraged to do just that. My first offspring Sales Director, Pat Fortenberry, earned the use of a pink career car before I did, earned diamond bar pins and rings before I did, went on Top Sales Director Trips before I did, and became an Independent National Sales Director six years before I did. People sometimes would ask me, “Does it bother you that Pat has passed you by?” My response was always, “No! She built my house!” ... Can you imagine if every one of your Team Members achieved their goals faster *than you*?! Can you imagine the strength of your Team, ... your Unit, ... your National Area?! For that reason, it is my recommendation that you consciously build your business with people who intimidate you in some way. You will want a Team of quality Consultants and the best way to build that Team is to approach quality women to *try the product ... buy the product ... become your hostesses ... and hear your career presentation*. My approach to my personal Team is that if they are happy with their business ... and building it the way they would if Mary Kay were standing next to them ... then I am happy too. When we love our Team Members unconditionally, encourage them to work at their own pace, and expect excellence of them, we are establishing healthy relationships that will go on throughout our careers.

The organization part is what helps you continue to build with a minimum of confusion, and a maximum of creativity. Organization in communication is improved by knowing your “scripts” for different occasions. While I adapt my scripts somewhat for my perception of the person’s focus, the scripts are basically the same ones that I have used for years. When I know what I am going to say in situations, it frees my mind to concentrate on the person instead of worry about my words!

When asking for referrals: “Carrie, you are the kind of person I really enjoy! Would you recommend some women *like you* who might enjoy being pampered with our products, or hearing about our career opportunity?”

When calling the referral: “Hello, Michelle, this is Pat Danforth, Carrie’s Mary Kay Beauty Consultant. Do you have just a minute? Carrie suggested that you might enjoy one of our pampering makeovers”. Or, “Carrie recommended you as someone who would be good teaching skin care and color.”

When inviting someone to hear a career presentation or to a guest function:

“Sheila, I would love to share some Mary Kay career information with you ... (or) ... I would love to take you as my guest to our unit meeting this week. We will be learning about customized skin care and you will have an opportunity to try several products and model them for us. We will also cover our career opportunity, and you are definitely the quality of person I am looking for to build my Team. While Mary Kay may or may not be a career that would personally interest you, after you hear the facts you will be able to make an educated decision. If you are not interested for yourself, perhaps you could be a ‘talent scout’ for me ... and I treat my ‘talent scouts’ really well!”

When responding to the question of how much it costs to get started:

“Nicole, the only required investment is \$100, plus tax and shipping, for your Starter Kit. The Starter Kit includes educational materials, literature, trays and mirrors, samples, and the disposable items for about 30 makeovers; however, it has no products to actually sell. You may start by taking orders, collecting money, ordering, and delivering ... or you may start with some products to sell on the spot. We have several sample orders that you can use to fit your circumstances. *Whatever you decide, I am behind you 100%! Please consider these factors when making your inventory decision:*

- 1) *Skin Care and Color Cosmetics are often impulse purchases* ...prospective customers don't want products tomorrow ... they generally want them today!**
- 2) *Customers tend to buy more when it is right in front of them* ... the more they see, the more they buy ... remember your last buffet line?!**
- 3) *The customers take the products home with them* ... they begin using the products and loving them immediately ... they are much less likely to cancel their orders, and much more likely to schedule second facials which can be turned into successful classes.**
- 4) *You don't have to spend time delivering and re-instructing* ...that time can be invested in more selling appointments. It's my belief that the busier you are, and the faster you need to make money, the more you may want to start with a comfortable inventory. Businesses borrow money to begin or expand ... and you are beginning your own small business!”**

Those are just a few of the scripts that have saved me time and helped me communicate clearly over the years. Communicating clearly with your customers, prospects, and Team Members, will save you much time and confusion. One of the examples I use to teach clear communication is this: My older daughter, Jessica, is a doctor (and now an attorney as well). When she was taking pre-med classes in college she was dating a young man majoring in political science. One day they were discussing up-coming assignments and she mentioned that she had to do a paper on “euthanasia”. He wanted to know why she had to do a paper on “young people in the orient”! *Youth ... in ... Asia!* Simply two different perspectives making the communication more challenging! You can see why clear communication in the first place can save time and confusion.

Organization in time management can also be extremely helpful. Creating an “ideal weekly schedule” on a Weekly Plan Sheet can be quite helpful in showing you where to invest your time. You *invest* your time in people ... in doing what *only you can do* to build your personal sales and Team Building ... by holding selling and Team Building appointments ... and in giving good customer service. You *spend* your time when you do tasks that someone else could do. These tasks may be within your home, *or* your Mary Kay business ... they may be delegated to family, or hired done ... *you* must make that decision. When creating your “ideal weekly schedule” I would suggest that you follow Mary Kay’s priorities of God first, family second, and Mary Kay third. Schedule in those areas one at a time, including any other commitments you may have. The first Mary Kay time slot may be your weekly unit meeting. Not only is that where you recharge your batteries ... it is your opportunity to lead by example for your Team. The rest of the Mary Kay time slots will most likely be selling or career presentations, or customer service time. Now I’m going to share with you one of the most important concepts that I learned from Mary Kay when I was a new Sales Director. Mary Kay said, “*let others learn while I earn*”. By this, she simply meant for us to carry on with our personal sales and Team Building and invite *prospective* Consultants, *learning* Consultants, even *experienced* Consultants, to come along and observe us at work. Think about this ... you are the only person whose action you can control. When you continue to focus on your own business in sales and Team Building then you are investing your time ... actually doubly-investing it when someone is observing! If that person chooses to not to begin a Mary Kay career, or to not stay, you will still have invested time in your personal business! When you sit in a room and tell someone about the business, and they decide not to begin a Mary Kay career, you have spent your time. Having them come along on a selling or Team Building appointment will accomplish several things at once. They can: hear from you about the opportunity on the way to and from the appointment, observe the business first hand, watch money change hands, and most importantly, experience the fun and positive reinforcement of helping women feel better about skin care, color cosmetics, and themselves! This is not to say that I don’t ever hold career presentation appointments, of course I do, but my first choice is to take my prospective Consultant with me so that she can “learn while I earn”. This approach is also quite effective in educating your Team Members about the different facets of the business. When they observe you on appointments, or when doing deliveries, even when you are making phone calls, they learn much more! Please don’t be concerned about them seeing something negative ... it’s almost better that they do! Let me share with you about the very first Skin Care Class that I observed after signing my Independent Beauty Consultant Agreement! Jan and I waited an hour while the guests conducted a meeting of their own, the hostess peeled carrots at the sink during most of the class, there were more children than adults, no one bought anything, and a couple of the guests were outright rude! Jan was great ... she was very professional ... took all of it with a sense of humor ... even gave the hostess a body lotion as a thank you gift! I was appalled! But I learned more watching Jan handle that situation than I ever would

have if it had been a “normal” Skin Care Class ... *not that there is such a thing as a normal Skin Care Class!*

This is my script when inviting someone along to observe: “Becky, for my sake I hope this is a productive Skin Care Class with great sales, two or three bookings, and a new Team Member. For your sake, I hope it is a real disaster ... you’ll learn so much more!” When you and your observers look at it that way you can’t lose! *And just think of all of the objections your Team will learn to overcome!*

Your personal activity level is the key to all of the previous suggestions. The only way we can lead is to take action ourselves. Mary Kay reminds us that “We cannot teach what we do not know, and we cannot lead where we do not go!” Our credibility rests on our personal activity level. In this light, *never underestimate the power of a Skin Care Class!* On the wall of my office I have pictures of all of my offspring Sales Directors. I encourage visiting Consultants and Sales Directors to look at these pictures as I tell them where each Sales Director came into my life. In almost every instance the Sales Director became a Consultant as the result of *my holding a Skin Care Class!* I will only take the time for one example, but it is a beauty!

In the late ‘70s, Tim and I had almost a full year of moving from one state to another as he completed his training in the F-15 fighter jets. We were in a tiny, four room-apartment when Jessica was four, and Regan was a newborn. Now, I must tell you: Jessica was one of those perfect children that you could have taken to the White House ... Regan, you wouldn’t have taken to a dog fight! I had been a Sales Director for almost four years, and here I was, stuck in very unappealing circumstances that I could not control. The only thing that I *could* control was my personal activity level. I decided to hold a Skin Care Class at the kitchen table while Regan took her afternoon nap. Four of my Air Force wife neighbors came over with their *eight children*, and Jessica entertained the children in the living room. I was just about to close the class ... *the most important part* ... when Regan woke up screaming. No one could hold her, no one could pacify her. except me. So, I put her in her backpack and she ate graham crackers in my long hair for thirty minutes while we finished the class. More important than the *four basic skin care customers* was the Team Member that came from that class. From that *one Team Member* came almost twenty Sales Directors! Was the class perfect, and in picture-book surroundings? Definitely not! But was it *worth it* ... absolutely!

That was one Skin Care Class out of the hundreds I have held over the years. Each one was *worth it* ... and they can be for you too!

And just to redeem Regan, I’ll share a quick story that illustrates how Mary Kay enhances our family’s lives. When she was growing up and dealing with teenaged girlfriends and their sometimes clique-ish tendencies I would sometimes overhear her say, “If I have a friend, and you have a friend, then we each have a friend. But if I introduce you to my friend, and you introduce me to your friend, then we each have two friends.” *Now where have we heard that concept?!* Regan has always been quite

a people-person. She is now a Senior Director with three diamond bar pins, and has earned the use of a pink Cadillac!

This is where organization of your Mary Kay products and business tools also becomes very important. As I share some ideas with you, please realize that with twelve cross-country moves my first fifteen years in Mary Kay, my organization was crucial. However, I will admit that we often had two pilots in my family ... Tim was an Air Force fighter pilot, then a Captain for Delta Air Lines ... and I am a pile-it ... *I pile-it here and I pile-it there* ... and I *usually* remember which pile it's in!

I suggest that your product inventory reflect the fact that you are serious about your business. It's recommended that you have an adequate inventory for your own chosen level of business, and that you store and transport it in a professional way. It would also be best if you had your business tools organized. Your Team will certainly tend to follow what they see you do in these areas. Because of our frequent Air Force moves I had a variety of Mary Kay offices through the years ... and I use the term "office" very loosely! My Mary Kay "offices" were in a camper ... an unfurnished living room ... an apartment linen closet ... a base-housing walk-in closet ... a mobile home in a KOA campground ... a kitchen table in another apartment ... on a card table in the corner of my bedroom while Tim was overseas ... a guest room ... a corner of the basement family room ... and finally now a "*real*" office in my home! I didn't even have a "*real*" desk until *after* I was a National Sales Director! But I always had product stored neatly on shelves (even though sometimes the shelves were cardboard boxes turned on their sides). And I always had product with me for appointments. My business tools were always in order. My demonstration cases, flip chart, career presentation notebook, literature and product samples, educational material, etc. were always clean and tidy. I developed the habit of reorganizing and refilling my cases, product displays, and handouts as soon as I returned from an appointment. That way they were always ready to go for the *next* appointment ... even if it was spur-of-the-moment.

In building my business I never did anything magic or magnificent. I simply worked wherever I was, whenever I could. My business was built as yours will be, one day at a time, one face at a time. I just kept holding selling and Team Building appointments and *the people made their own decisions on buying, booking, signing, and staying*. I could only control my own attitude, appearance, approach, activity level, and organization. In the fall of 1996, when I was diagnosed with breast cancer (I'm *fine* now!) I was so grateful that I had taken responsibility for building this wonderful business with these loving and giving people. You can't control what the future holds, you can only control your own actions. Since "*Life is what happens when you are making other plans,*" I encourage you to take control of your destiny now. **This would be my list of the Six Most Important Things to do in my Mary Kay business:**

- 1) Write my goals, break the goals into bite-sized pieces, and set deadlines.**
- 2) Share my goals with my Sales Director and others in my life.** Let those significant/supportive people know how they can help, and "what is in it for them".

- 3) **Contact current customers and Schedule a Power Start to meet the new customers that can help to build your Team**
- 4) **Hand out your business card to at least twenty-five people every week.**
- 5) **Invite three or more guests to every Mary Kay function you attend.**
- 6) **Take prospective and current Team Members with you on your sales and career presentation appointments so that they can “learn while you earn”.**

You *can* go to the top, and you can take a lot of wonderful people with you!
I'd like to close with a poem that has meant a lot to me throughout my career:

SUCCESS IS THE SUM OF SMALL EFFORTS

Success is the sum of small efforts,
Repeated day in and day out,
With never a thought of frustration,
With never a moment of doubt.
Whatever your cherished ambitions,
Begin now to make them come true.
Through efforts repeated, untiring,
Put faith in the thing that you do!