

# Getting To Grips with T&C

## Building T&C into not onto your business

Number	Statement
1	Achieving sales targets are of primary importance.
2	We divorce 'sales competence' from T&C
3	The need for T&C is accepted but not regarded as best business practice
4	We accept that T&C is best business practice
5	T&C is engrained throughout our business as best practice
6	We sell compliantly but our sales skills could be better
7	We associate T&C with form filling
8	We associate T&C with activities rather than competence
9	Our focus is on activity (Obs, 1-21s) management rather than competence management
10	Our focus is on competence and development throughout the business
11	Our compliance department is seen as the sales prevention unit
12	Our T&C scheme is very prescriptive requiring a lot of mandatory activities to be completed
13	We use a lot of 'sheep dipping' when training people
14	Observations carried out tend to focus on the compliance standards rather than behavioural skill
15	All our essential processes have been documented and process owners appointed
16	Our monitoring systems create an accurate indication of an individual's competence
17	We exploit the T&C procedures to get away with doing the minimum possible
18	We try to get T&C activities completed to allow time to spend our on real jobs
19	The business has mixed feelings about the overall success of our T&C scheme
20	Internal Customer/Supplier relationships have been established and improvement initiatives agreed
21	Senior Managers understand their responsibility under T&C and fully accept them
22	We recognise the need to comply with regulation
23	There is poor alignment between the expected sales process and the actual field practice
24	We rely on some mandatory activities within our T&C scheme
25	Compliance is often consulted and their opinions are valued
26	We recognise that mistakes are learning opportunities
27	Compliance is there to check and tell us what we have done wrong -we are guilty until proven innocent
28	Poor business results are often blamed on the poor quality of training
29	The need for treating people as individuals is recognised and initiatives are underway to help achieve this
30	Our supervisors are highly skilled coaches, trainers, assessors and motivators
31	T&C is driven in by compliance
32	Supervisors are there to check up as opposed to coach and develop

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33	The company has concerns about the cost of training
34	The levels of mutual respect for parties involved and affected by T&C differs
35	There is a high level of mutual respect for all parties involved and affected by T&C
36	Compliance problems at individual and/or team level are found regularly
37	People only try to improve when they are told that they need to
38	We have extensive T&C records but limited or poor management information / TNA
39	Our desire to remain compliant discourages 'off the wall' improvements to develop
40	People are treated as individuals and this is reflected in the approaches we take
41	T&C is regarded as an unhelpful layer of bureaucracy
42	People come away from courses fully trained and competent to undertake new activities
43	Our training is always validated but checking to see the learning has transferred to the job is poor
44	Our supervisors are of mixed abilities -some are better coaches, trainers, assessors and motivators than others
45	We have no mandatory activities or events that must be completed on a regular basis
46	Our supervisors give no real thought as to why records need to be kept
47	Training is perceived as an expense
48	On the surface things look like they comply - you need to look carefully between the lines
49	CPD tends to be totally operationally driven. Only a small part of CPD is focused on an individual's real needs
50	Supervisors are required and called upon to use their judgement to resolve T&C issues
51	Supervisors record the minimum possible details on any form they complete
52	There is no perceived value from T&C within our sales force
53	We tend to focus on compliance rather than competence
54	Users are regularly consulted in improvement initiatives undertaken
55	Audit and monitoring programmes work as an extension to the compliance consultative approach
56	The preferred budget to support T&C is zero
57	New entrants are 'processed' through training in the shortest possible timescale
58	There are often inconsistencies amongst compliance staff about what is or is not allowed
59	Compliance prefers to stay at arms length from the sales force
60	Training is regarded as a valuable investment
61	Rules are there to be severely bent, if not broken
62	Advice given by sales people is sound but the documentation of such is poor
63	We do not actively seek to improve our T&C scheme. We wait for regulation to tell us
64	We have some alignment issues between required sales practices and actual field practice
65	The Management Information and TNA enables our business to operate effectively

**There are 5 cultural states within the T&C Cultural Continuum. Identify the statements that you relate to most within your company and we will share with you where this fits within the Dismissive, Minimalistic, Tolerance, Acceptance and Advocacy States.**