

## Phase Line 5: Sustainment

### Introduction

**Purpose:** Identify ways to increase your effectiveness and the results achieved as an RRNCO.

**Outcomes:**

- Understand how to use the *Capabilities Index* to assess your capabilities as an RRNCO.
- Use the *CCS Sustainment Index* to identify actions you can take in response to specific challenges you may face as an RRNCO.

## Assessing Your Capabilities

### THE SOLDIER CAPABILITY INDEX

$$C \frac{T^2 + A + P}{E^2} = R$$

Your **R**esults as an RRNCO are driven by your overall **C**apabilities. Your Capabilities are not just influenced by, but are actually determined by training, attitude, past performance, and expectations. If you aren't experiencing the results you desire in your role as RRNCO, examine your capabilities:

#### T<sup>2</sup> – Training

Do an assessment of the training you've had leading up to your current assignment as an RRNCO. This includes military and civilian courses or experience. Determine what skills/product knowledge/leadership training you can leverage to succeed in this highly stressful and competitive environment.

There are two facets of training - which explains the small 2 over the T. No matter where you are currently, you must improve your skills or they will decline. The skills you have acquired in this CCS training are highly perishable.

During the research for CCS this fact became obvious: *Successful* RRNCOs receive sustainment training directly related to communication skills. This wasn't always dictated by the organization's leaders. In one instance, RRNCOs took it upon themselves to practice by calling each other before telephone prospecting.

Everybody is unique and arrives at the Strength Maintenance Training Center with a unique aptitude and skill set. To assess yourself, ask:

- Should I review training from past classes for a skills refresher?
  - What other learning opportunities might provide me with new skills and experience?
1. List any *future training or other learning opportunities* that you think will help further your skills as an RRNCO:

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**A – Attitude**

A positive (or negative) attitude can have a major impact on your results. If you aren't experiencing results, then check your attitude by asking yourself:

- What is my overall feeling toward my role as RRNCO?
- How might others describe my attitude toward my role?
- Am I generally positive, enthusiastic, and determined? Or, am I negative and indifferent toward the tasks I perform each day?

2. List a few ideas you have for *maintaining a positive and enthusiastic attitude* about your role as RRNCO:

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**P – Performance**

Ongoing, honest evaluation of your performance is an important driver of your results. It's helpful to ask others, such as your NCOIC, for feedback on how your performance is perceived. Ask:

- How effectively am I using my **Comprehensive Communication Skills** each day?
- How do others perceive the effectiveness of my performance as an RRNCO?

3. List a few ways that you plan to *periodically evaluate your performance* and application of your **Comprehensive Communication Skills**:

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## E<sup>2</sup> – Expectations

Too often expectations aren't fully explained or understood between subordinates and supervisors. Lack of communication isn't anything exclusive to the ARNG recruiting and retention force. No matter which industry or organization you choose to study, this disconnection causes losses in productivity, dissatisfied workers, and high turnover.

There are lots of reasons for this, but the bottom line is that you must take ownership of this process ensure these two sets of expectations are in alignment. Now that you have attended some training, you should have a pretty good idea of what it will take to succeed. Ask yourself:

- What is my overall feeling toward my role as RRNCO?
- Do I clearly understand what my leaders expect of me? Am I sure about what I need to accomplish the first day, week, month, or year?
- Are there aspects about my duties and responsibilities I still need to clarify?
- Am I willing to dedicate the time and effort required to succeed as an RRNCO?

Be honest with yourself. If you aren't willing to dedicate what it is going to take to succeed, we still need personnel willing to hang gas masks.

4. Imagine yourself sitting down reading over a copy of your NCOER exactly one year from today. What do you expect to accomplish that should be listed on that NCOER?

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## CCS Sustainment Index

Use the following *Sustainment Index* to direct you to activities in your CCS workbook to refresh your skills and knowledge. This is not an exhaustive list and only looks at the things that you, as RRNCO, can do to be more effective in your role.

Situation	Possible Causes	Suggested CCS Sustainment Action
Lack of leads	<ul style="list-style-type: none"> <li>● Unfamiliarity with lead sources</li> <li>● Lack of market analysis</li> <li>● Poor lead management</li> </ul>	<ul style="list-style-type: none"> <li>● Read <b>Phase Line 3, Checkpoint 4, Lead Sources</b>.</li> <li>● Read <b>Phase Line 2, Customer and Product Knowledge</b>.</li> <li>● Review the case study (<b>Phase Line 3, Checkpoint 4</b>).</li> <li>● Explore ARISS market analysis and demographics resources.</li> <li>● Review reconnaissance mission, especially the steps and how to use the information (<b>Phase Line 3, Checkpoint 4</b>).</li> </ul>
	<ul style="list-style-type: none"> <li>● Not following up with enlistments</li> <li>● Not asking for leads or referrals</li> </ul>	<ul style="list-style-type: none"> <li>● Review <b>Phase Line 4, Checkpoint 3, Prospecting: Close and Follow-up</b> and <b>Checkpoint 4, Interviewing: Close and Follow-up</b>.</li> </ul>
	<ul style="list-style-type: none"> <li>● Lack of “meet and greet” ambition</li> </ul>	<ul style="list-style-type: none"> <li>● Review <b>Phase Line 1, The Brand Promise</b>.</li> <li>● Refer to <i>Journal Entry: Making the Brand Your Own</i> to refresh thinking regarding your personal brand statement.</li> </ul>
Low rate of lead conversion to prospects	<ul style="list-style-type: none"> <li>● Need to improve telephone prospecting</li> <li>● Need to improve “meet and greet” skills</li> <li>● Poor lead follow-up</li> <li>● Not prioritizing leads</li> </ul>	<ul style="list-style-type: none"> <li>● Research to understand the root cause of your low rate of lead conversion.</li> <li>● Read <b>Phase Line 2, Customer and Product Knowledge</b>; focus on motivators and values.</li> <li>● Review <i>Journal Entry, Phase Line 2, Customer and Product Knowledge</i>.</li> <li>● Read <b>Phase Line 4, Checkpoint 3</b>; focus on the skills for telephone prospects and meet and greet.</li> </ul>

Situation	Possible Causes	Suggested CCS Sustainment Action
		<ul style="list-style-type: none"> <li>● Practice <i>Prospecting</i> skills with a peer.</li> <li>● Role play upcoming prospecting situations with peer or NCOIC.</li> <li>● Review <b>Phase Line 3, Checkpoint 4, Lead Sources</b>.</li> <li>● Review <i>Reconnaissance Mission Exercise (Phase Line 3, Checkpoint 4)</i>.</li> <li>● Review ARISS, other tools and resources.</li> </ul>
	<ul style="list-style-type: none"> <li>● Not asking the questions that discover the values of the lead (WIIFM)</li> </ul>	<ul style="list-style-type: none"> <li>● Review <b>Phase Line 2, Customer and Product Knowledge: THE TEAMS</b>.</li> <li>● Review <b>Phase Line 4, Checkpoint 4, Interviewing: Targeted Questioning</b>.</li> </ul>
	<ul style="list-style-type: none"> <li>● Lack of preparation</li> </ul>	<ul style="list-style-type: none"> <li>● Review <b>Phase Line 4, Checkpoint 3, Prospecting: Prepare</b> and <b>Phase Line 4, Checkpoint 4: Interviewing: Prepare</b>.</li> <li>● Review <b>Phase Line 2, Customer and Product Knowledge: Market Segments</b> and <b>THE TEAMS</b> to anticipate motivators/values, possible concerns.</li> </ul>
	<ul style="list-style-type: none"> <li>● Lack of enthusiasm</li> </ul>	<ul style="list-style-type: none"> <li>● Review <i>Journal Entry, Phase Line 1, Brand Promise – Making the Brand Your Own</i>; focus on how you represent “You Can.”</li> <li>● Review <i>Journal Entry, Phase Line 1, Brand Promise – Choose Your Perception</i>; identify behaviors that will embody how you wish to be perceived.</li> </ul>

Situation	Possible Causes	Suggested CCS Sustainment Action
<p>Low rate of converting prospects to applicants</p>	<ul style="list-style-type: none"> <li>● Not recognizing motivators and values</li> <li>● Not positioning ARNG benefits effectively</li> <li>● Failure to build trust</li> </ul>	<ul style="list-style-type: none"> <li>● Seek to understand the root cause of your low rate of converting prospects to applicants.</li> <li>● Read <b>Phase Line 2, Customer and Product Knowledge</b>; focus on motivators and values, features and benefits.</li> <li>● Review “Five Market Segments” (<b>Phase Line 2</b>).</li> <li>● Review <i>Exercise: So What?</i> (<b>Phase Line 2</b>).</li> <li>● Read <b>Phase Line 4, Checkpoint 2, Build Trust</b>.</li> <li>● Retake <b>Phase Line 4, Concept Quizzes</b>.</li> <li>● Role play prospecting situations with a peer or NCOIC.</li> </ul>
	<ul style="list-style-type: none"> <li>● Not asking the right questions</li> </ul>	<ul style="list-style-type: none"> <li>● Review <b>Phase Line 4, Checkpoint 3, Prospecting: Execute: Discuss/Present</b> and <b>Phase Line 4, Checkpoint 4: Interviewing: Discuss/Present</b></li> <li>● Review <b>Phase Line 2, Customer and Product Knowledge: Market Segments</b> and <b>THE TEAMS</b> to anticipate motivators/values and plan the <i>Targeted Questions</i>.</li> </ul>
	<ul style="list-style-type: none"> <li>● Not asking for a commitment</li> </ul>	<ul style="list-style-type: none"> <li>● Review <b>Phase Line 4, Checkpoint 3, Prospecting: Execute – Close</b>, and <b>Phase Line 4, Checkpoint 4, Interviewing: Execute – Close</b></li> </ul>
	<ul style="list-style-type: none"> <li>● Not making compelling presentations</li> </ul>	<ul style="list-style-type: none"> <li>● Review <b>Phase Line 4, Checkpoint 5, Presenting</b>.</li> <li>● Review the <i>Presenting Feedback Form</i>.</li> </ul>

Situation	Possible Causes	Suggested CCS Sustainment Action
Frequent unqualified appointments	<ul style="list-style-type: none"> <li>● Inadequate pre-qualifying of prospects</li> <li>● Not current on Enlistment eligibility</li> <li>● Redefine lead sources (you may not be shopping in the right market)</li> </ul>	<ul style="list-style-type: none"> <li>● Review APPLE-MD; qualifications.</li> <li>● Read <b>Phase Line 4, Checkpoint 3, Prospecting</b>.</li> <li>● Role play prospecting situations with a peer or NCOIC, focusing on asking APPLE-MD questions.</li> <li>● Review your <i>Enlistment Criteria Memorandum</i>.</li> </ul>
Extended sales cycle; applicants fail to make a decision	<ul style="list-style-type: none"> <li>● Not asking for commitment (closing)</li> <li>● Not setting realistic primary and back-up objectives</li> <li>● Not following up</li> </ul>	<ul style="list-style-type: none"> <li>● Read <b>Phase Line 4, Checkpoint 3, Prospecting</b> and <b>Phase Line 4, Checkpoint 4, Interviewing</b>; focus on closing.</li> <li>● Review <b>Phase Line 4, Checkpoint 3, Prospecting</b> and <b>Phase Line 4, Checkpoint 4, Interviewing</b>; focus on preparation, setting objectives.</li> <li>● Use CCS Session 1 and 2 role plays to practice closing with a peer or NCOIC.</li> </ul>
Interviews run long and/or are unfocused	<ul style="list-style-type: none"> <li>● Not setting objectives</li> <li>● Inadequate preparation</li> <li>● No questioning strategy</li> </ul>	<ul style="list-style-type: none"> <li>● Read <b>Phase Line 4, Checkpoint 4, Interviewing</b>.</li> <li>● Review <b>Communicating to Engage process flow chart</b>.</li> <li>● Prepare a questioning strategy for an upcoming interview.</li> </ul>
	<ul style="list-style-type: none"> <li>● “Dump trucking”</li> <li>● Not actively listening</li> </ul>	<ul style="list-style-type: none"> <li>● Review <b>Phase Line 4, Checkpoint 3, Prospecting</b> and <b>Phase Line 4, Checkpoint 4, Interviewing</b>.</li> <li>● Read <b>Phase Line 4, Checkpoint 2, Build Trust — Listening Actively</b>.</li> <li>● <b>Phase Line 2, Customer and Product Knowledge: Market Segments</b> and <b>THE TEAMS</b> to anticipate motivators/values and plan the <i>Targeted Questions</i>.</li> <li>● Prepare a <i>Questioning Strategy</i> for upcoming interview.</li> </ul>

Situation	Possible Causes	Suggested CCS Sustainment Action
Many inter-views but few enlistments	<ul style="list-style-type: none"> <li>● Not matching features and benefits to motivators and values</li> </ul>	<ul style="list-style-type: none"> <li>● Review <b>Phase Line 4, Checkpoint 3, Prospecting</b> and <b>Phase Line 4, Checkpoint 4, Interviewing</b>.</li> <li>● Revisit <i>Journal Entries</i> to assess own progress in skills (<i>Field Manual</i>).</li> <li>● Review <i>Case Study: Making the Link (Phase Line 4, Checkpoint 3: Prospecting)</i>.</li> <li>● Read <b>Phase Line 2, Customer and Product Knowledge</b>; focus on motivators and values and features and benefits.</li> <li>● Complete “<i>So What?</i>” exercise based on a past or upcoming applicant interview.</li> </ul>
Too few en-listments	<ul style="list-style-type: none"> <li>● Not aware of competitive factors</li> <li>● Not addressing concerns</li> </ul>	<ul style="list-style-type: none"> <li>● Read <b>Phase Line 3, Checkpoint 2, The Competition</b>.</li> <li>● Review <i>Mapping the Competition</i> activity.</li> <li>● Research the most dominant local competitions.</li> <li>● Read <b>Phase Line 4, Checkpoint 3: Prospecting, Phase Line 4, Checkpoint 4: Interviewing</b>; focus on addressing concerns.</li> <li>● Practice with a peer or NCOIC using <i>Concerns Card</i> exercise.</li> </ul>
	<ul style="list-style-type: none"> <li>● Lack of closing skills</li> <li>● “Dump-trucking”</li> <li>● Lack of active listening skills</li> </ul>	<ul style="list-style-type: none"> <li>● Read <b>Phase Line 4, Checkpoint 3: Prospecting, Phase Line 4, Checkpoint 4: Interviewing</b>; focus on closing.</li> <li>● Revisit <i>Journal Entry</i> to review closing statements.</li> <li>● Read <b>Phase Line 2, Customer and Product Knowledge</b>; focus on motivators and values, features and benefits.</li> <li>● Complete “<i>So What?</i>” exercise based on a past or upcoming applicant interview.</li> <li>● Review <b>Phase Line 4, Checkpoint 2, Build Trust</b>.</li> </ul>

Situation	Possible Causes	Suggested CCS Sustainment Action
	<ul style="list-style-type: none"> <li>● Need better product and customer knowledge</li> </ul>	<ul style="list-style-type: none"> <li>● Review <b>Phase Line 1, Brand Promise</b>; review <b>Phase Line 2, Customer and Product Knowledge</b>.</li> <li>● Complete “<i>So What?</i>” exercise in <b>Phase Line 2, Customer and Product Knowledge</b>.</li> <li>● Review <i>Where to Find Product Knowledge</i>, <b>Phase Line 2, Customer and Product Knowledge</b>.</li> </ul>
	<ul style="list-style-type: none"> <li>● Not getting off your fourth point of contact (FPOC)</li> <li>● Not working school (high school/college/adult learning institutions)</li> <li>● Not using the user</li> </ul>	<ul style="list-style-type: none"> <li>● You cannot sell the Guard sitting on your FPOC. Lift with your legs, lean forward and find someone.</li> <li>● Review <i>Stripes for Buddies</i> programs.</li> <li>● Follow up on past enlistments asking for referrals.</li> <li>● Use the units you support as force multipliers.</li> </ul>
High attrition rate (pipeline and other)	<ul style="list-style-type: none"> <li>● Lack of contact with Soldiers</li> <li>● Need for evaluation of unit processes</li> <li>● Lack of good relationship with FLL/FTS</li> <li>● Inability to influence unit leaders</li> <li>● Not involved with the unit</li> </ul>	<ul style="list-style-type: none"> <li>● Read <b>Phase Line 3, Checkpoint 3, The Unit/RSP</b>.</li> </ul>

Situation	Possible Causes	Suggested CCS Sustainment Action
<p>Low rate of contract extensions</p>	<ul style="list-style-type: none"> <li>● Inadequate contact with Soldiers during life cycle</li> <li>● Lack of interviewing skills to uncover motivators and values</li> <li>● Unit morale low</li> <li>● High rate of deployments</li> </ul>	<ul style="list-style-type: none"> <li>● Prepare a <i>Questioning Strategy</i> for each upcoming interview.</li> <li>● Review <b>Phase Line 4, Checkpoint 4, Interviewing.</b></li> </ul>
<p>Loss of enthusiasm; hard to prospect and interview</p>	<ul style="list-style-type: none"> <li>● Burnout</li> <li>● Loss of personal motivators</li> <li>● Negative mindset about prospects; applicants; other</li> <li>● Lack of focus</li> <li>● Poor time management</li> <li>● Poor leadership</li> <li>● Worrying about things outside your sphere of influence/control</li> <li>● Personal issues</li> </ul>	<ul style="list-style-type: none"> <li>● Read <b>Phase Line 1, The Brand Promise</b>; retake <i>Emotional Intelligence Quiz</i> and plan ways to raise score.</li> <li>● Set goals with your NCOIC.</li> <li>● Review <b>Phase Line 4, Checkpoint 2, Build Trust.</b></li> </ul>

