

# Effective Field Visits

## Research Update and How to Avoid Common Mistakes

Greg Nathan

# What do you do as a Field Manager?

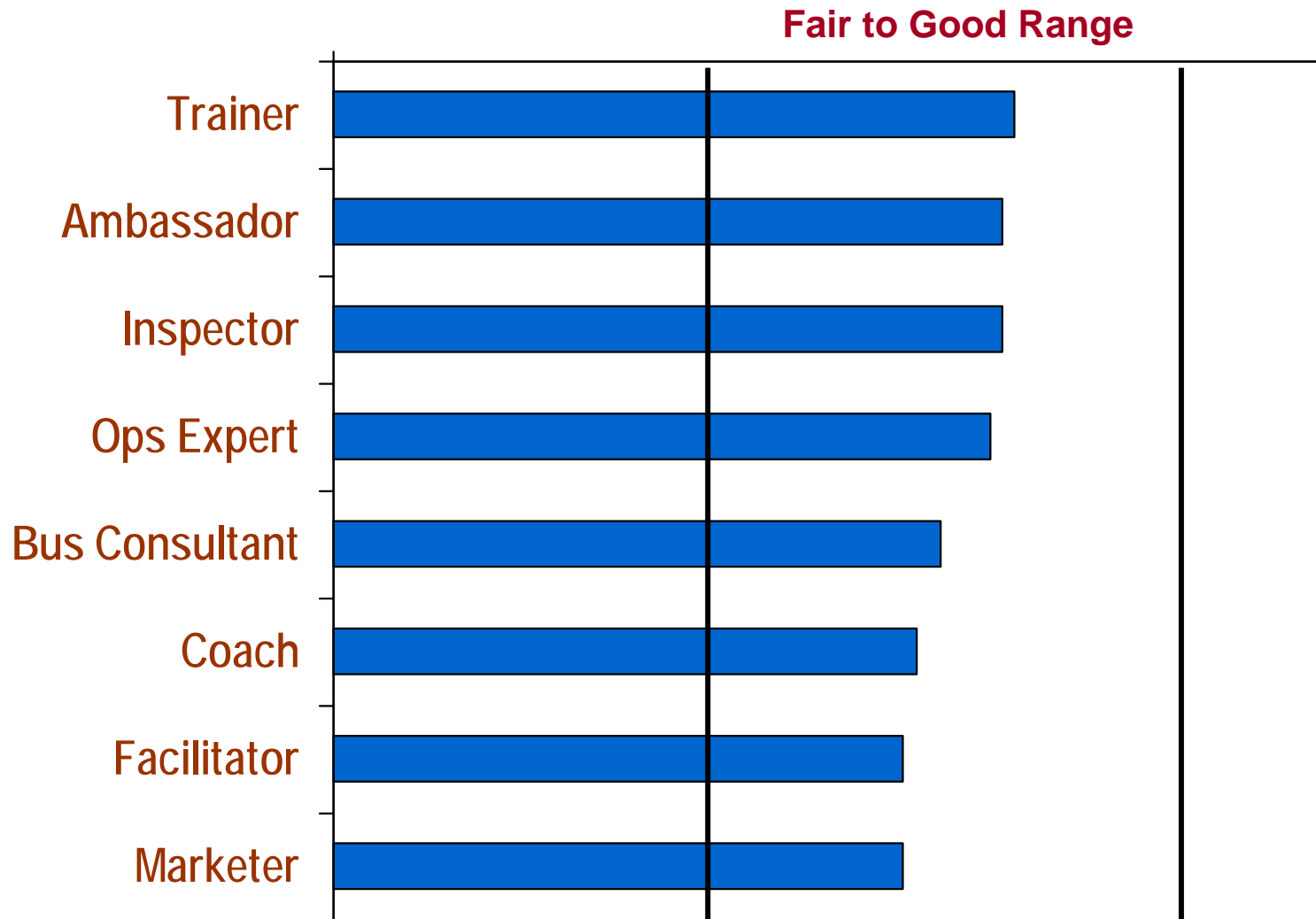
(How do you add value)

- Enhance franchisee profitability
- Promote customer service
- Facilitate 2-way communication
- Generate local market share
- Encourage alignment to brand values
- Build trust in the franchisor

# How do you do it?

1. Relate . Ambassador
2. Analyse . Business Consultant
3. Advise . Operations Expert
4. Develop . Marketer
5. Listen . Coach
6. Teach . Trainer
7. Engage . Facilitator
8. Inspect . Inspector

# How well do you do these things?



# Where are biggest opportunities?

(higher relevance, lower competence)

- Coach
- Facilitator

# Relative importance of job attributes



# Where are biggest opportunities?

(higher importance, lower experience)

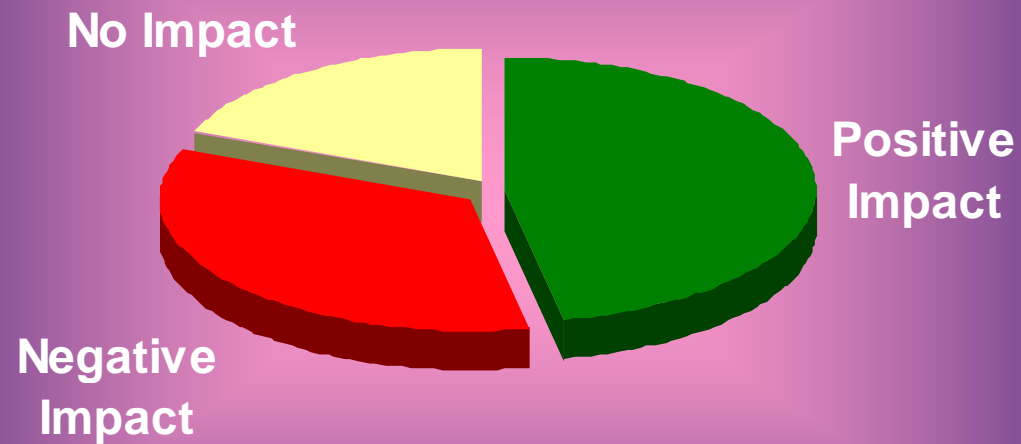
- Developing new knowledge and skills
- Being valued and appreciated
- Being part of a motivated team

# What bothers you most?

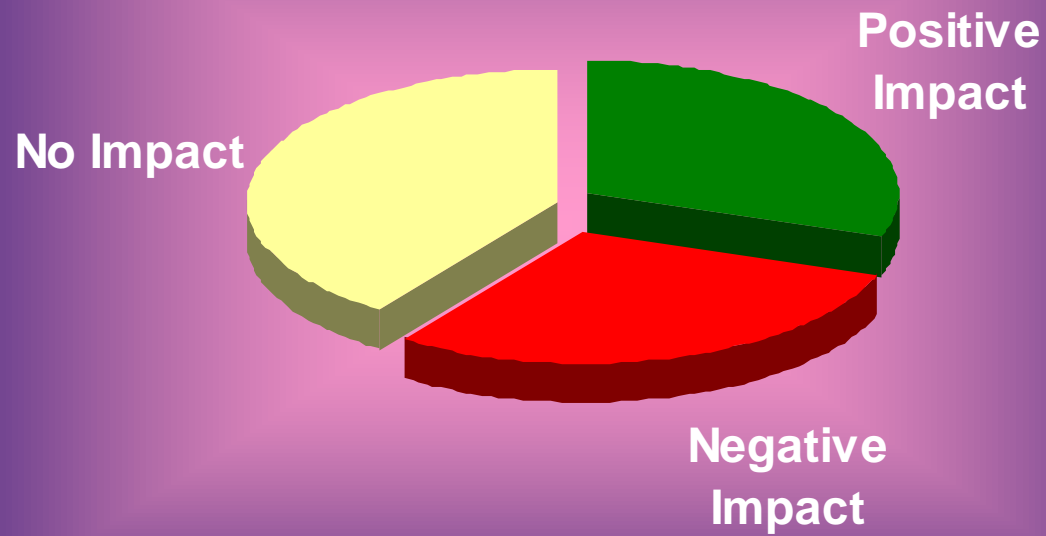
- Inefficient systems
- Complacent franchisees
- Organisational politics
- Negative franchisees
- Not feeling informed

**What impact does your job have  
on the quality of your life?**

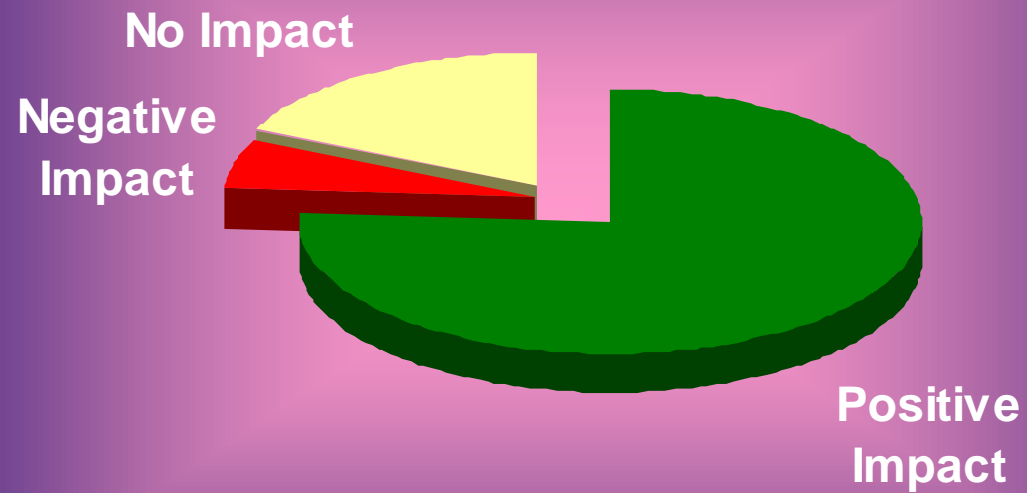
# Impact on family life



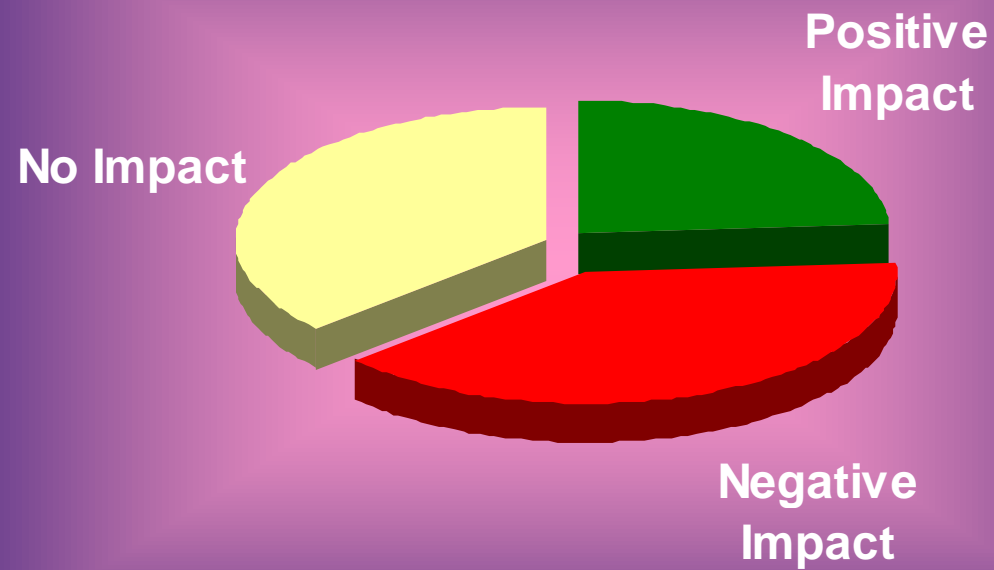
# Impact on social life



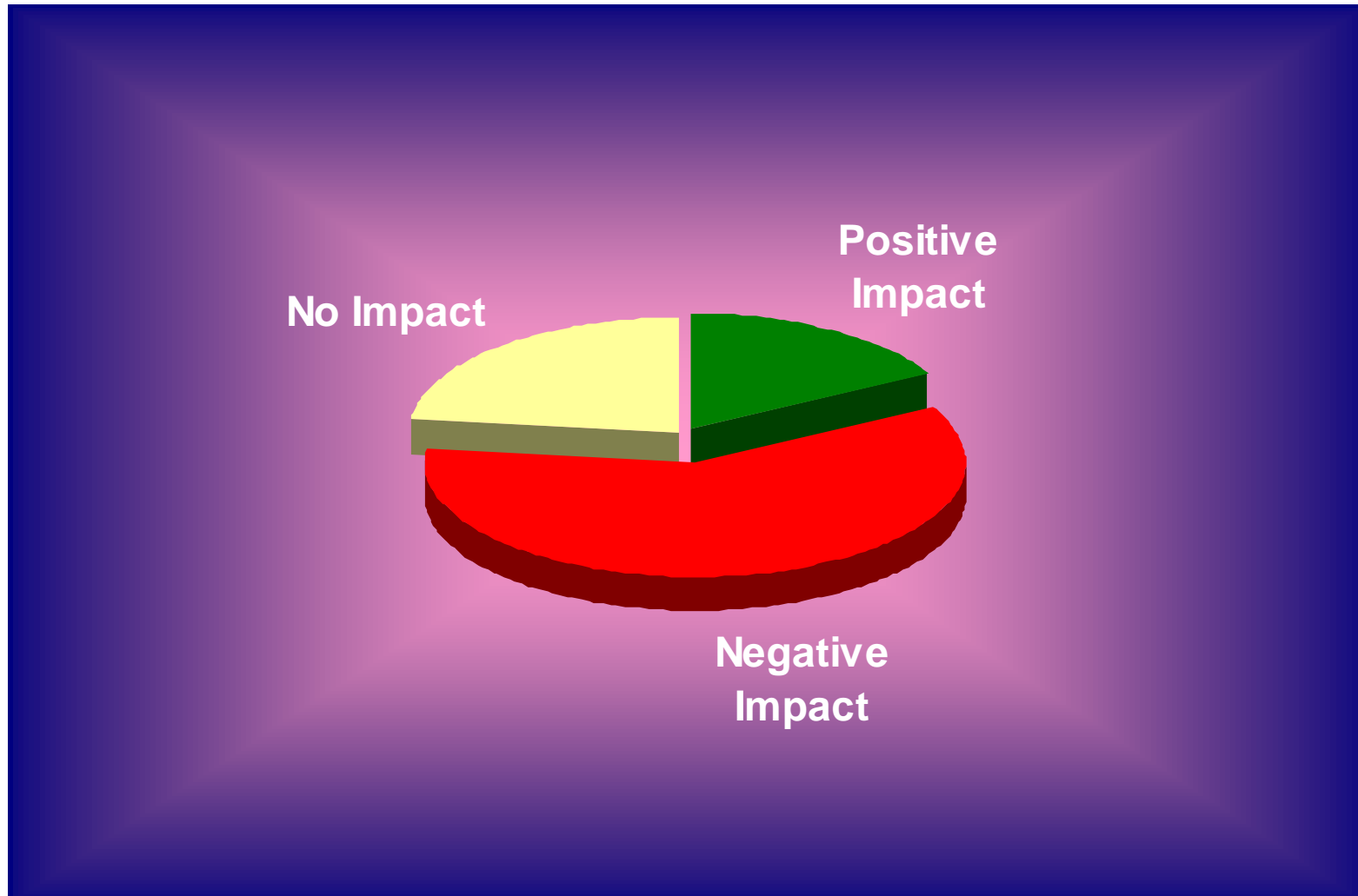
# Impact on self confidence



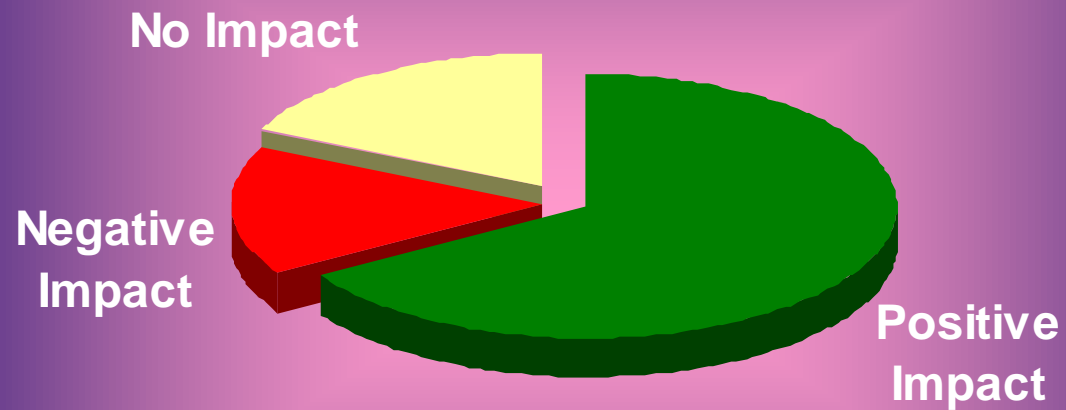
# Impact on physical health



# Impact on stress levels



# Impact on general life satisfaction



# What attributes are most important to success?

9%	Finance or business acumen
15%	Honesty, trust, integrity, fairness
9%	Competence - technical or industry expertise
21%	Empathy, listening, care, respect
12%	Follow up and delivery, time management
18%	Communication, influencing, negotiation skills

# 6 steps to structure an effective visit

**1. Joint preparation**

**2. Respectful  
initial contact**

**3. Agree on process**

**6. Positive end  
& follow up**

**5. Review outcomes**

**4. Nitty gritty**

# DO'S and DON'TS for increasing engagement

## DO

- Share control of process
- Maintain rapport
- Keep it professional
- Keep it interesting
- Give your full attention
- Focus on the positives
- Ask good questions
- Depersonalise feedback
- Finish on a positive

## DON'T

- Over manage the process
- Ignore defensiveness
- Get too chummy
- Make it slow and boring
- Get distracted with blackberry
- Be nitpicky
- Give advice without permission
- Do a guilt trip
- Leave issues hanging

**And finally, always ask the magic question**

**“What could I do to make my next visit more useful for you?”**

## Field Managers

- Become good at commerce, psychology and philosophy!
- Continually ask yourself – am I adding value?
- Enhance your coaching and facilitation skills
- Learn skills of self care
- Cultivate empathy, honesty and competence
- Practice how to deal with difficult franchisees
- Pay attention to how you structure visits
- Ask the magic question

## Operations Managers

- Invest in professional development and recognise good work
- Fix inefficient systems
- Keep people informed and facilitate peer support

**Good luck and enjoy the rest of the day!**