



Case Study: Improving New Hire Sales Performance

Project

A company that managed residential apartment communities wanted to provide its newly hired Leasing Managers with a more structured new hire training experience. The key measure of success was the Leasing Managers' closing ratio. Closing ratio is the percentage of sales contacts that result in someone leasing an apartment.

Approach

The client already had many components for successful new hire training. They had strong leaders managing their apartment communities, their procedures were well-documented, and they had reliable data on sales performance. Toister Performance Solutions helped bring all of those elements together with a structured training plan.

1. Defined “fully trained”

The first step was working with stakeholders such as the Apartment Community Directors, the Vice President of Operations, and the Director of Human Resources to agree upon the definition of a fully trained employee. The definition gave us performance targets for the training program, such as achieving a 20% closing ratio within 90 days.

2. Documented the training process

The next step was gathering best practices from Apartment Community Directors who had successfully trained Leasing Managers. These best practices were integrated into a document that described the training that should take place during a new Leasing Manager's first 90 days on the job.

3. Created training tools

Finally, training tools were created to assist Apartment Community Directors when training new Leasing Managers. These tools included a weekly checklist of training activities, a catalog of available training resources (such as online training modules), and quick reference tips on how to be an effective trainer.

Results

The new training program was well received by managers and new hires. However, the most impressive result was an improved closing ratio. During our pilot, all new hires achieved their target closing ratio of 20% within 90 days. The new hires also had better overall sales results than the company had previously experienced.

Average Closing Ratio	Before	After	Improvement
After 30 Days	11%	18%	+64%
After 90 Days	20%	26%	+30%