

When Developing Your Sales Team **Avoid These 3 Mistakes**

- **Telling vs. Teaching**
- **Coaching On The Fly**
- **Coaching Without Direction**

Coaching Defined

Coach – Noun / To Coach - Verb

“Coaching is an active dialogue reflecting a **partnership** between 2 or more people for the purpose of improvement and development”.

Objective

Provide Sales Managers with a proven methodology for developing ordinary sales teams to achieve Extraordinary Sales Performance.

4 Common Values Shared By Leaders That Develop Exceptional Sales Teams

- **Integrity**
- **Trust**
- **Commitment**
- **Excellence**

STATE PURPOSE & REQUEST PERMISSION

“Jeff, I would like to sit down with you during your call blitz and help you develop your calling techniques, does that work for you”?

- “Jim, I would like to take a couple of minutes to talk to you about your month to date talk times, would 1 o’clock be a good time”?

Recommendation: Send out a schedule!

ASK QUESTIONS AND LISTEN

Listening

Do's...

- Stay in the moment
- Write their answers down

Don'ts...

- Be thinking about what you're going to say next...
- Do not acknowledge email or the phone

Why Ask??

Examples:

- What are the things you thought were positive about that call?
- What do you think about the talk time goals?
- Do you think your performance is helping you achieve your personal goals?

REINFORCE POSITIVES

Examples:

- **“I agree that was an excellent voice mail message. It contained all of the key voicemail elements and you delivered the message with credibility”.**
- **“You have made excellent progress on talk time. I’ve observed you using the call scheduler in ACT.**

Recommendations:

- **Coach to behaviors**
- **Separate positive reinforcement comments and developmental comments.**
- **Look for opportunities for random positive reinforcement.**

OFFER FEEDBACK

Focus on...

- **Results**
- **Outcome**
- **Impact**

Recommendation:

- **Tie feedback to personal or company goals.**

- **“When you don’t incorporate the four characteristics of voicemail into every voicemail message, the result is less callbacks which impacts your ability to bring on new business, which is the primary growth driver for our business”.**

SUGGEST POSSIBILITIES - THE FIRST STEP IN BUILDING AN ACTION PLAN

- **I recommend using the recurring call scheduler in ACT so you can track your customers more effectively.**
- **I suggest you apply the principles of Schiffman for setting appointments.**

Recommendation: Use third party or personal experience to illustrate point.

- **“Carol had the same challenge getting call backs on voicemail.**
- **She wrote three different approaches that she uses alternately and her call back % has increased 20%”**

OBTAIN COMMITMENT AND OFFER SUPPORT

This is key and what most managers miss.

- **“Do I have your commitment to complete the information contained in customer profile screen on every prospect.**
- **I will support you by recording your calls for you to listen to. We’ll get back together on the 27th to review your progress. OK?**

Be Specific About Expectations

- **Be very specific about the behaviors or activity you are requesting and state consequences if appropriate.**
- **Should be time bound with a follow up date / time identified.**

Summary

- **Values Based Coaching**
- **State Purpose & Request Permission**
- **Ask Questions & Listen**
- **Reinforce Positives**
- **Offer Feedback**
- **Suggest Possibilities**
- **Obtain Commitment & Offer Support**