



# COACHING: IT'S NEVER OVER

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## 1. Goal Setting

- Have specific goals been negotiated with each associate?
- Do they require a stretch, yet are realistic?
- Have they been updated to reflect the market/ environment?

## 2. Ongoing Feedback

- For jobs well done, has recognition and praise been timely?
- Are suggestions for improvement communicated in a way so that the associate will be receptive?
- Have I offered help?

## 3. Two-way Communication

- Have I developed an effective working relationship with each associate, and is it unique to each person?
- Is communication truly open? Can people disagree without anxiety?

## 4. Day-To-Day Coaching

- Is some portion of each day spent asking questions of the staff?
- Is it planned? Does this activity include note-taking?
- Is follow-up action taken as indicated?
- For each associate, can you point to one instance when day-to-day coaching paid off?

## 5. Team Meetings

- Do you conduct regularly-scheduled team meetings, dedicated solely to developing greater skills in your team?
- Do you discuss case studies?



## 6. Individual Development

- Can you name two developmental experiences for each associate .over the last six months?
- Do you have a specific training plan for each associate , negotiated and agreed upon between the two of you?

## 7. Personal Growth

- Do you know the aspirations and ambitions of each of your associate?
- What motivates each one? Are you delivering your part towards making those things happen?

## 8. Empowerment

- Have you practiced asking, “What is your opinion?” as opposed to solving the problem?
- Do associates have the ability to commit on the spot? If mistakes occur, are your associate supported – and the experiences viewed as learning opportunities?

## 9. Recognizing Results

- Does each associate know his or her standing?
- Are the top performers recognized and rewarded?

## 10. Assistance

- Are you there for your associate – proactively?
- Are you regularly reviewing goals, plans, and performance?
- Are you providing regular encouragement and suggestions?



# COACHING

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To be an effective coach you have to be in the field with your sales associates on a frequently scheduled basis.

## Three Types of Field Calls

1. Joint  
(Both are experts)
2. Training  
(Coach controls--salesperson invisible)
3. Coaching  
(Salesperson controls--coach invisible)

## Pre-call Questions

- What is the purpose of this call?
- What is the value of this account to us?
- Who is the decision-maker?
- What is his/her highest value need?
- What is our customer market share?
- Who is our principal competitor? Why?
- Are we positioned to take over this account?  
How?



# COACHING NOTES

Date \_\_\_\_\_

Salesperson \_\_\_\_\_

Sales Manager \_\_\_\_\_

## Today's Coaching Objective(s):

### Observation Reminders

- 1. Call purpose defined?
- 2. Followed through last call?
- 3. Knew social style?
- 4. Knew HVN\*?
- 5. Conference room reserved?
- 6. Opening transition?
- 7. Interviewed?
- 8. Listened?
- 9. Developed HVN's?
- 10. Suggested action?
- 11. Offered proof?
- 12. Benefit statements?
- 13. Asked for the business?
- 14. Met objectives
- 15. Delivered ideas?
- 16. Length of call?
- 17. Expressed positive energy?
- 18. Built trust?
- 19. Created next action (positioned)?

\* Highest Value Need(s)

### Primary Note

Call 1

Call 2

Call 3

Call 4

Call 5

Call 6

**Primary suggestion for improvement:**

*"It is not the sales leader's job to increase sales, it is his or her responsibility to grow productive salespeople"*