

Sales Coaching

Manager's Guidelines

1. Objectively plan each visit

- Plan for your own role based on the salesperson's current development level - *with experienced salespeople ask them in what specific areas they would like your coaching – ie get them to take ownership of their own coaching*
- Visit objectives/fall-back positions
- Opening the meeting – introduction of second person, thumbnail, purpose/agenda etc.
- Broad open questions in order – funnels to explore
- Possible concerns/objections
- Sales aids
- Agree level and method of co-operation during the call

2. Your role during the visit

- Unless agreed beforehand let the salesperson handle the call (see above)
- Observe and note:
 - Salesperson's ability to work to the plan
 - Applied knowledge and skills - structure?
 - Look for their key *talents/strengths*
 - Enthusiasm/animation of the conversation?

3. Post call analysis

- Ask them "What do you need to know?" NB. *If they asked you for coaching in specific areas (see above) only give them coaching in those areas* (NB ownership of the coaching!)
- Review of objectives/achievements – emphasise *talents*
- Shortfalls/why?
- Did they follow their plan? If not, what stopped them?
- How well was a structured sales process followed?
- What was good and what could be improved?

4. Delivering critique

- Be objective. Comment only on what you see and hear - specifics
- Ideally, use questions to help the salesperson to reach their own conclusions - hold the mirror up
- Always establish an action plan for improvement and a review mechanism