

# Selling Essentials: Coaching for Performance



**HRDQ**<sup>®</sup>

## Course Objectives

**Upon completion of this course, you will be able to:**

- Define *coaching* in a professional setting.
- Explain the importance of effective coaching and feedback.
- Identify your strengths and areas for improvement as a coach.
- Describe the challenges of coaching.
- Demonstrate how to use the Coaching Model.
- Describe the best practices for giving feedback.

## Self-Assessment

**Instructions:** Read each of the following statements and write the number that applies:

1–Never    2–Rarely    3–Sometimes    4–Often    5–Always

| Listening   | Rating |
|---|--------|
| I paraphrase what others say to confirm understanding.                |        |
| I use body language to show I am listening.                           |        |
| I am focused and give the speaker my full attention.                  |        |
| I listen “between the lines” to hear what is not being said directly. |        |

## Self-Assessment (cont.)

**Instructions:** Read each of the following statements and write the number that applies:

1–Never      2–Rarely      3–Sometimes      4–Often      5–Always

| Communication  | Rating |
|--|--------|
| I ask questions before stating my opinion.                                   |        |
| I communicate clearly and in a positive manner.                              |        |
| I ask others to speak objectively and encourage them to express their ideas. |        |
| I provide constructive feedback in a timely manner.                          |        |
| I make direct statements and avoid indirect hinting.                         |        |

## Coaching for Performance Practice

The best time to coach an employee is after all six steps of the sales process have been completed.

|              |           |
|--------------|-----------|
| <u>True</u>  | Incorrect |
| <u>False</u> | Correct   |

Early in the sales process, the most effective coaching focuses on:

|                                |           |
|--------------------------------|-----------|
| <u>Strategic opportunities</u> | Correct   |
| <u>Tactical efforts</u>        | Incorrect |

## Origin of the Word *Coach*

**coach**: from French *coche*, from Hungarian *kocsi*, after Kocs, a village in Hungary where coaches were first made; in the sense: to teach, probably from the idea that the instructor carried his pupils.



(*Collins English Dictionary, Complete & Unabridged 10th Edition, © HarperCollins, 2009*)

## What Does a Coach Do?

In the old days, coaches carried people from one place to another. In a sense, coaches do the same thing today. They help people figure out where they want to go in terms of their skills and careers and “transport” them there.

### An effective coach:

- Focuses on improving behavior
- Uses coaching styles that help both the coach and “coachee” grow
- Uses pain and gain as change motivators

*“[Coaching] is taking a player where he can’t take himself.”*

*—Bill McCartney*



## Reflection: Traits of a Good Coach

Think of someone who has been influential in your life and has played the role of a coach either formally or informally.

What did this person say or do that made an impact?

What attributes describe him or her?

How was this relationship valuable to your career?

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Many people say that good coaches encourage, motivate, inspire, explore alternatives, and build confidence. Others say that they challenge you, ask questions, listen with interest and compassion, develop skills and potential, and act as role models.

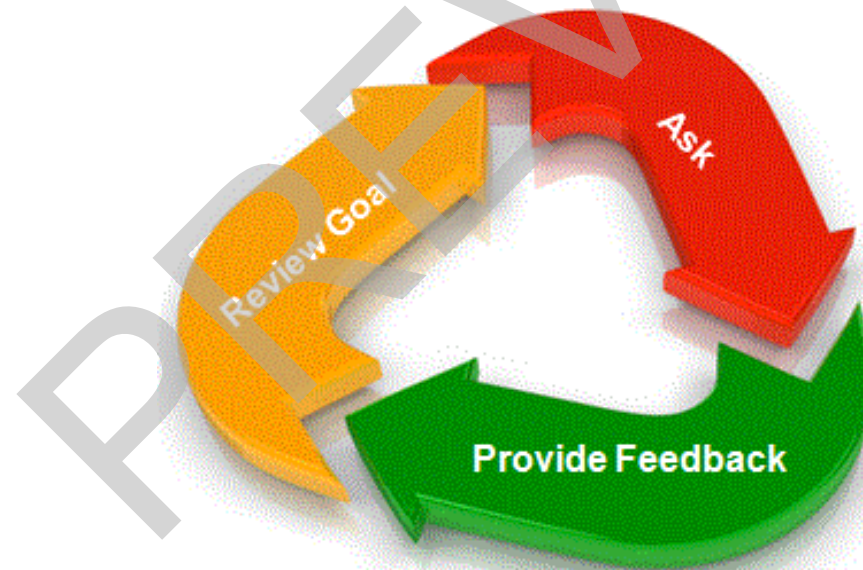




## The Coaching Model

As you have seen, many factors go into being an effective coach. Let's turn our attention to **how** to make your coaching interactions successful and productive.

The Coaching Model will support your efforts. It's a process to coach and to modify behaviors.



## Using the Coaching Model

The Coaching Model can be used at any time. Typically, you and your coachee will set a goal to improve his behavior. As you observe his behavior, you will want to discuss it with him.

First, ask permission to engage in a coaching conversation and then ask questions to understand your coachee's behavior. Next, provide feedback about what you observed. Discuss what went well and what the challenges were. Then, come to agreement on the feedback—make sure the coachee understands your feedback and agrees it's valid. Lastly, define a realistic goal for the future based on that conversation. Agree on the appropriate next steps for reaching that goal.

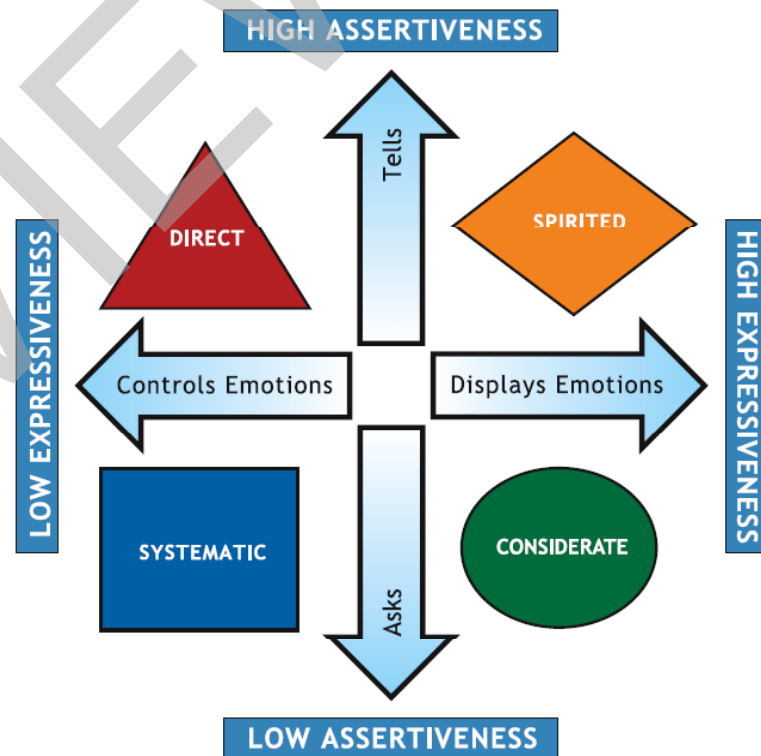
Part of the beauty of coaching is that you will always be asking questions, providing feedback, and setting new goals based on what you learn.

## Coaching Styles

Coaching Style has two dimensions: assertiveness and expressiveness. The intersection of assertive and expressive behaviors results in four unique styles, as shown to the right.

**Assertiveness:** The effort that a person makes to influence or control the thoughts or actions of others.

**Expressiveness:** The effort that a person makes to control his or her emotions and feelings when relating to others.



## Coaching Styles (cont.)

| Coaching Style | Strengths   | Areas for Improvement   |
|----------------|---|---|
| Direct         | <ul style="list-style-type: none"><li>• Provides candid feedback</li><li>• Tells the coachee how to get the job done</li><li>• Offers solutions to problems</li></ul>         | <ul style="list-style-type: none"><li>• Can be controlling and overbearing</li><li>• Doesn't focus on feelings</li><li>• May push aside personal feelings</li></ul> |
| Spirited       | <ul style="list-style-type: none"><li>• Offers inspiration</li><li>• Generates excitement</li><li>• Strives for the best</li><li>• Addresses issues as they come up</li></ul> | <ul style="list-style-type: none"><li>• Generalizes and glosses over details</li><li>• Is a poor planner and is rarely concerned with time constraints</li></ul>    |

## Coaching Styles (cont.)

| Coaching Style | Strengths  | Areas for Improvement  |
|----------------|--|--|
| Considerate    | <ul style="list-style-type: none"><li>• Encourages learning</li><li>• Listens for understanding</li><li>• Shows patience</li></ul>                                     | <ul style="list-style-type: none"><li>• Avoids change; dislikes conflict</li><li>• Tends to be overly emotional</li><li>• Has difficulty saying no</li></ul>                             |
| Systematic     | <ul style="list-style-type: none"><li>• Presents precisely</li><li>• Seeks information</li><li>• Excels at problem solving</li><li>• Models logical thinking</li></ul> | <ul style="list-style-type: none"><li>• Continually seeks more information</li><li>• Avoids contentious issues</li><li>• Feels uncomfortable with emotions; appears impersonal</li></ul> |

## Creating a Culture of Coaching

Here are several techniques you can use to create a culture where coaching is embraced:

- Plan and schedule coaching meetings
- Help reps plan for tactical and strategic opportunities
- Stay abreast of reps' deals from prospecting to closing
- Keep an open-door policy
- Have a variety of interactions, both unscheduled (as needed) and planned (for instance, travel together on sales calls and have pipeline meetings, one-on-one coaching conversations, quarterly business reviews, team meetings, etc.)



## Case Study

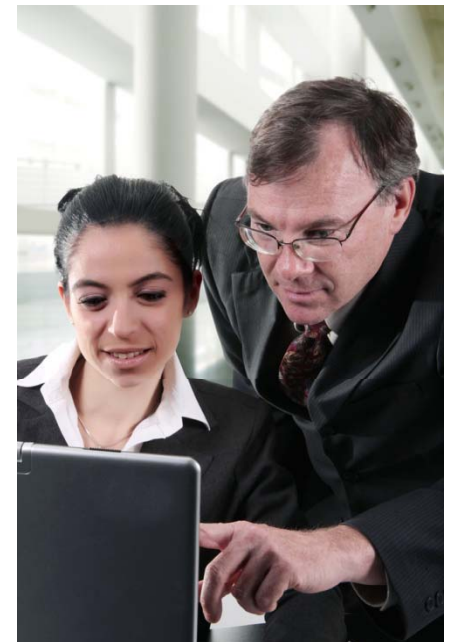
Read the following case study and answer the questions that follow in order to put your critical thinking skills into practice.

**The employee:** Charlene Miller, Sales Rep at Precision Packaging Co.

**The coach:** Tom Scott, Sales Manager at Precision Packaging Co.

**The organization:** Precision Packaging Co. provides corrugated shipping containers for customers in the manufacturing industry.

**The situation:** Tom is coaching Charlene, one of the sales reps he supervises. Charlene recently graduated from college and has been in her position for six months. She hasn't been meeting her sales goals and is getting discouraged. Tom is working with her to help her get on track.



## Questions to Consider



- What is the best coaching approach for Tom to take with Charlene?
- What kinds of questions should he ask her?
- What types of coaching conversations should he plan?

***Reflect on these questions for a moment and then view the ideas and suggestions on the following slides.***



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