



IMPACT Selling coaching guidelines – the Bad and the Good

A new sales person has been sent to a training program. It's been a big investment – program fees and 2 or 3 days “off the road”.

The Bad

Here's how the conversation goes first thing on Monday morning when she comes back into the office:

Sales Manager: *“So, Glenda, how was it? What did you learn?”*

Glenda: *“Great, I learnt heaps – I'm glad I went!”*

Sales Manager: *“Terrific! Well, when we get a moment, we'll sit down and de-brief what you went through!”*

And of course, he never quite finds the time, and eventually so much time goes past, that the moment is lost. Wouldn't happen on your watch? We hope not!

The Good

For those Managers who understand the critical role of a solid and immediate debrief, and the value of coaching in supporting the sales person to get maximum value from the training, here are some guidelines:

✓ **Before they go on the program**

Set expectations by agreeing with the person their objectives for attending – what they will aim to get from the program, and what you expect them to get.

Agree before hand that you will meet at a predetermined time for 2 hours, no later than one week after their attendance. Date and time in the diary. Set the expectation that you'll run through the program with them, looking for applications to their business.

✓ **At the de-brief**

Explain that you are both there to help the individual to get the most from their investment in time and your investment in them.

Ask them to take you quickly through the program, explaining key points and where they see application to their situation. What is the significance of the 12 Habits?

Help them to get clarity on important principles, concept and skill areas. Ask them to explain how they plan to use the concepts and skills:

- τ “Give me one situation where you can immediately apply these skills. When will you do that?”



- τ “Give me your company introduction and positioning statement – imagine I’m a prospect – let’s run through it now”
- τ “Show me your list of Funnels and Questions. How will you be using this? When will you complete this?”
- τ “Let’s do some role playing right now. I’m a customer, here is the situation....Pick a funnel and away you go.” Practice and rehearse for half an hour. Check that they have a good grasp of questioning and listening. Address straight away any problem areas.
- τ “Explain the NSBC presenting sequence. Why and how is this so important? How will you use this?”
- τ “Show me your Objection Bank and your planned responses.” Review these together. Check they have the best answers and help the person gain confidence in objection handling.
- τ “What situation do you have right now where you can use these objection responses?”
- τ “How are you planning to use the price-handling ideas?”
- τ Finally, “what areas do you want more help on?” “How can I help?”

v **Then**

Agree some field visit time where you can see them demonstrate the skills in use and where you can further coach them.

Agree dates and times, and type of selling situations they should arrange appointments for.

Have fun!

- **Attached coaching template**

Coaching Feedback-checklist

Stage	Key Points
Call Preparation	<ol style="list-style-type: none"> 1. Clear objectives for the meeting 2. Seeing the right person for the right reason 3. Knowledge of the Customer 4. Key questions planned
Opening Call	<ol style="list-style-type: none"> 1. Rapport built 2. Build response potential 3. Set a Time Frame 4. Get permission to ask questions
Funnel technique	<ol style="list-style-type: none"> 1. Open Neutral, Open Leading, Closed Questions 2. Building Responses from client and uses softeners 3. Stays in hopper rather than jumping 4. Takes effective notes 5. Listens strategically 6. Summarises accurately the needs of the client and gains verbal agreement from customer 7. Asks questions about consequences and value 8. Quantifies value to client prior to Solution
Non-verbals	<ol style="list-style-type: none"> 1. Posture is assertive and direct 2. Uses phrases and movements to encourage further responses from the client 3. Recognises signs of acceptance / resistance from the client 4. Consciously uses voice and body language to gain and keep attention
Presenting Solutions	<ol style="list-style-type: none"> 1. Uses NSBC presentation 2. Presents solutions linked to customer needs 3. Demonstrates value during the presentation 4. Links benefits to needs 5. Gains agreement that the solution meets customer's needs 6. Future paces the clients benefits by outlining how the product will address client needs
Managing Resistance & Concerns - objections	<ol style="list-style-type: none"> 1. Recognises resistance and concerns 2. Surfaces objections by asking questions 3. Isolates price concerns by asking "apart from the price issue..?" 4. Uses the best response and gains agreement from the customer 5. Uses objections to leverage commitments
Gaining Commitments	<ol style="list-style-type: none"> 1. Summarises Discussion --identifying agreements 2. Suggests a way forward 3. Gains the appropriate commitment to the next step
Follow Up	<ol style="list-style-type: none"> 1. Follows up on agreements made