



Professional Development Associates

*Facilitating the growth
of individuals & their
organizations*

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Coaching for Results

SALES TRAINING

A sales manager can have a powerful effect on the productivity of his or her sales team. Sales call coaching can improve sales call results, reduce the length of the sales cycle, minimize wasted calls, and identify sales representatives' skill deficiencies to help set a course for improvement. Better skills lead to more productive sales calls, and that's what Vital Learning's **Coaching for Results** is all about.

Coaching for Results is based on the following assumptions:

- Coaching by the sales manager is as important to your salespeople's development as any formal training that your company provides. When basic training is reinforced by sales managers with expertise in sales call coaching skills, salespeople have the best of all possible developmental situations.
- Coaching will result in better sales numbers, better salespeople, and improved morale and teamwork.

Who In Your Organization Will Benefit?

Coaching for Results is designed for new or experienced sales managers, whether in a field or a telephone sales environment.

Course Format and Length

This one-day interactive workshop is designed for 9 to 15 participants. Vital Learning's **Coaching for Results** develops improved coaching skills through a carefully developed series of activities that include:

- Facilitator presentations to introduce new topics or important points.
- Readings to introduce new topics or concepts.
- Table group activities and group discussions that provide opportunities to share views, experiences, and ideas.
- Video examples.

Objectives

Upon completion of **Coaching for Results**, sales managers will be able to do the following:

- Develop a highly effective sales team by coaching their sales call skills and jointly planning to improve deficient skills.
- Describe their role as a selling skills coach to salespeople at all levels of proficiency.
- Recognize salespeople's use of necessary communications skills and accomplishment of each call phase within the context of their sales cycle.
- Review pre-call and post-call planning with salespeople.
- Give constructive feedback to salespeople in terms of their skill use, completion of call phases, and accomplishment of sales call objectives.

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- Activities to make the transition from theory to reality based on the participants' applications.
- Role-plays to apply sales call coaching skills to the participants' world and situations.

Course Materials

Facilitator Guide—Provides step-by-step course administration instructions, and includes overhead transparencies and a video script.

Participant Workbook—Contains readings on *Coaching for Results* concepts; individual and group activities; and a Troubleshooting Guide, a tool for use after the workshop to help analyze typical problems and suggests possible actions.

Video—Portrays both appropriate and inappropriate use of sales skills by salespeople. Models use of appropriate coaching skills by sales managers.

Course Content

The Sales Manager as Coach

Think about sales call coaching in terms of:

- Your role as a coach.
- The qualities of a good coach.
- The skill needs of a sales coach.
- The capabilities of your salespeople.
- Your best coaching opportunities.
- The sales call coaching model.

Monitoring the Sales Call

- Identify the agreements to be engineered and the communication skills that should be used in any sales call.
- Review the roles that observing and listening play in sales call monitoring.
- Identify the use of essential sales call skills in a videotaped sales call.
- Evaluate the challenges of monitoring live calls.

Coaching Sales Calls

- Prepare for a coaching session.
- Evaluate how to set clear mutual objective(s) with a salesperson.

- Review the communications skills required for giving feedback on pre-call and post-call plans.
- Examine a salesperson's pre-call planning.
- Monitor a call, note skill use and agreements reached, and assess whether or not the call objective was reached.
- Review and assist in post-call planning.
- Role play providing feedback in a coaching session.

Completing the Coaching Session

- Define the steps in your typical sales cycle and evaluate the appropriate objectives for such calls.
- Assess why calls fail to move toward completion of the sales cycle.
- Review pointers on preparing feedback on a coaching session.
- Prepare and give feedback on a number of calls.
- Determine remedial actions that can be taken for a number of skill deficiencies.

Implementation Guidelines

Coaching for Results is designed to be implemented by your own in-house trainers or by one of Vital Learning's experienced and qualified trainers.

Customization

Vital Learning's *Coaching for Results* activities, discussions, skills practices, and workbook covers can be self-customized or customized by Vital Learning for your sales management environment. Your sales representative can furnish you with details.