

# COACHING & MENTORING

IMPROVE  
PERFORMANCE  
& BOTTOM LINE  
RESULTS

# SESSION GOALS

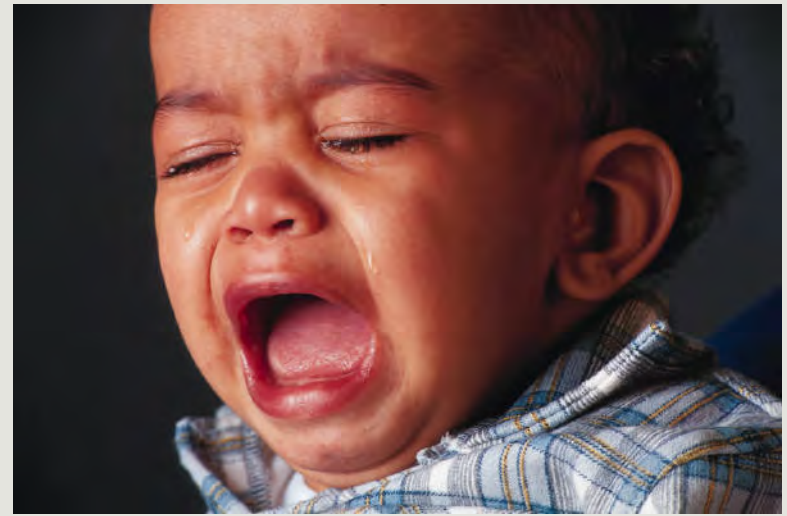
**We will unlock the process to show:**

- It is expensive to treat your staff as if they are disposable.
- Coaching can result in improved bottom line performance.
- Mentors can help in individual development.
- Performance can be improved by focusing on salespeople's thinking and habits.



# WHAT'S IN IT FOR ME?

- Working definition of coaching vs. mentoring.
- About being a great coach!.
- Introducing the “Coaching Tango”
- What's Mentoring?



# WHAT'S THE PRICE OF CHANGE?

- **Manager's Interview Time:** A minimum of 1 hour times your hourly compensation, then multiply it by the number of finalists you interviewed. \$\_\_\_\_\_

- **Human Resources Costs:**

**New Hire Administration:** Processing paper work, orientation, etc. (approximate) \$ 150.00

- **Company Paid Benefits:**

**Health and LTD Insurance.** (approximate) \$7,000.00

**For basic sales training seminar** (salesperson's hourly salary plus training materials). \$1,200.00

# WHAT'S THE PRICE OF CHANGE?

- Advertising Department's Diminished Revenue: Territory/account coverage while search is in progress, retention and new account opportunities lost. \$\_\_\_\_\_
- Manager/Salesperson's Time: Covering territory and teaching the new rep the ropes. \$\_\_\_\_\_
- Approximate total cost of replacing salesperson: \$\_\_\_\_\_
- Adjustments for mistakes or misunderstandings: \$\_\_\_\_\_

Approximate cost of developing current sales staff:  
Priceless

# IT'S HARD TO FIND GOOD PEOPLE

- A COACHING & MENTORING PROGRAM SHOULD PROVIDE IMPRESSIVE RESULTS FOR THOSE WHO ARE ABLE TO:
- Understand what coaching is, why it is important, and how it supports individual and company goals.
- Prepare for a coaching session by using observation and analysis to build a plan for successful dialogue.
- Use coaching & mentoring as a way to build a valuable sense of teamwork.

# INVEST YOUR COACHING TIME WELL

## AVERAGE RETENTION FOR INSTRUCTIONAL METHODS:

- Lecture = 5%
- Reading = 10%
- Audiovisual = 20%
- Demonstration = 30%
- Discussion Group = 50%
- Practice by doing = 75%
- Teach others / immediate use  
of learning = 90%



# MANAGER'S FOUR ROLES

## MANAGER'S FOUR ROLES

ASK

<b>MENTORING</b> PROBLEM	<b>COACHING</b> SOLUTION
<b>MANAGING</b>	<b>TRAINING</b>

TELL



# WHO YOU ARE

- **Manager:** Helps you set long-term goals and strategies, deadlines, puts them into manageable steps and monitors your progress.
- **Trainer:** Keeps you on the right path and in action, pushes you to do your best and hold you accountable for results.
- **Coach:** Provides objective input and skills guidance.
- **Mentor:** Recognized leader who models the correct way to approach the job. Someone who, by example, helps you set goals for yourself.



# COACHING BASICS

Coaching is a form of follow-up training in which you, the sales manager, works with individual sales people, one on one to build selling proficiency.

## The aim of coaching is twofold:

- 1. To maintain or enhance the salesperson's performance.
- 2. To improve or redirect performance that needs improvement

# COACHING IS A PROCESS OF OBSERVATION AND FEEDBACK

- **Observation**
- **Feedback**
- **Action plan**



# SIX QUALITIES OF A GREAT COACH

- Great communicator
- Insightful
- Committed to others
- Integrity
- Confident
- Coachable



# COACH'S ROLE:

- Support and direct from the sidelines.
- Give constructive feedback.
- Use open and closed questions to help the salesperson understand
  - what went well and what needs to be improved.
- Troubleshoot and discuss causes of any observed problems.
- Plan actions for improvement

# “THE COACHING TANGO”

- The tango is a syncopated ballroom dance, danced by couples, and having many varied steps, figures, and poses. As you know, “it takes two to tango.” - *dictionary.com*
- Coaching can be a dance that you do with your salespeople. It does have varied steps and can be both enjoyable and beneficial.



# A “COACHING TANGO” SAMPLE

1. Ask for permission to discuss a skill issue
2. Ask questions regarding how they think about the skill issue. Make it a conversation and not an interrogation.
3. Continue to ask the employee to describe what they think about the issue.
4. Recognize the employee when they have insight into what is keeping them from performing the skill (like paraphrasing on a sales call.)
5. Help them to see options.
6. Replace old thoughts with new ones.
7. Set action steps with due dates.

# MENTORING GUIDELINES

- **Setting realistic expectations.**
- **! Are the mentor's skills similar to those the employee needs to**
- **build?**
- **! What information, skill sets, insights, will be of greatest value?**
- **! What is the salesperson's preferred method of learning?**
- **! What will make the relationship as comfortable as possible?**
- **! What are some values or beliefs are important to the employee?**



**GIVE IT A TRY**

**Who has a problem  
situation?**

# A MENTOR FUNCTIONS AS A:

## TEACHER:

- Imparts various organizational and occupational skills.
- Guides in the hierarchical, political and “cultural” framework.
- Teaches the implicit rules of behavior and conduct.
- Demonstrates by example the most effective / efficient methods.



# A MENTOR FUNCTIONS AS A:

## COUNSELOR:

- Builds and encourages self-worth and confidence.
- Provides a clear picture of the potential career paths.
- Helps them overcome increasing performance pressures.



# A MENTOR FUNCTIONS AS A:

## GO BETWEEN:

- Periodically intervenes on employee's behalf.
- Acts on behalf of the employee as an advocate.
- Utilizes their position to secure resources and support.



# MENTOR TRAINING SHOULD INCLUDE:

## Advising and Empowering

- Encourage and support the employee's own decision-making abilities.

## Criticizing Constructively

- Be careful not to criticize harshly or be judgmental.

## Avoiding Rescuing

- Recognize that mistakes will happen, but not to make a habit of "saving" the other person.

## Distancing

- Some distancing, without building barriers, is necessary and healthy.

## Maintaining Interest

- Mentoring requires constant attention and a willingness to cultivate meaningful working ties.

# THANK YOU

- Questions & discussion



