



PROFESSIONAL SALES COACHING™

Research shows one of the most critical roles a sales manager plays is the coaching of the sales team. Even though most sales managers would support this assertion, few would claim they are able to devote enough time to the practice.

Sales Coaching Is the Most Direct Way to Impact Sales Team Performance.

Professional Sales Coaching™ provides your sales managers and coaches with the framework, communication skills, and planning tools they need to build and maintain a superior sales team—one that generates mutually beneficial, long-term business relationships. During the workshop, sales managers and coaches master a proven process for using collaborative coaching conversations to build a development culture that creates a high-performance sales team.

They learn how to:

- ▶ Describe the characteristics of a high-performance sales climate.
- ▶ Demonstrate The Basic Principles to increase coaching effectiveness with their sales teams.
- ▶ Evaluate sales performance using the Coaching Issues Diagram.
- ▶ Apply a set of skill steps for providing constructive feedback, developing others, and giving recognition to increase salesperson performance and drive results.
- ▶ Successfully handle difficult coaching conversations.
- ▶ Use phone, voice mail, e-mail, and real-time messaging to coach salespeople effectively from a distance.
- ▶ Implement a coaching process with the sales team.

With *Professional Sales Coaching™*, your sales managers will not only create a more positive, motivational work environment, they'll build a stronger, more profitable sales organization—one that attracts new customers and retains them.

A Comprehensive Approach Promotes Effectiveness and Efficiency

Today's sales managers. If sales coaching is going to be executed on a consistent basis, it must be supported through skills and tools that help sales managers easily adopt sales coaching within their daily activities. Professional Sales Coaching™ addresses this issue by advocating an approach to coaching that leverages selling skills already familiar to sales managers. In addition, the program includes a wide variety of tools to help managers identify coaching opportunities and implement development strategies. These include a robust set of self-assessments, sales performance evaluation tools, reinforcement tools, and coach-the-coach components.

Benefits of Using Professional Sales Coaching™

Your sales manager will enjoy:

- ▶ A challenged and motivated sales team that consistently strives to produce at peak levels.
- ▶ Improved performance from salespeople who previously failed to meet sales goals.
- ▶ Increasingly high levels of productivity from top performers.

Your salespeople will:

- ▶ Experience greater confidence in their ability to meet—and even surpass—sales goals.
- ▶ Increase sales success through coaching and reinforcement of selling skills and product knowledge.

Your Organization Will Experience:

- ▶ Reduced turnover by providing salespeople with direction, support, and professional development.
- ▶ Systematic rather than random development of your sales force.

- ▶ Increased success in winning new business and building customer loyalty.

Program Highlights & Outcomes

This program focuses on building a comprehensive understanding of what it takes to be successful as a sales coach.

Why Coach

Participants explore what coaching means, why it's important, and what makes coaching challenging. Specifically, participants discuss:

- ▶ The challenges and rewards of improving business results by changing others' behavior.
- ▶ Three aspects for creating a high-performance sales climate in their teams.
- ▶ Advantages and disadvantages of directive and collaborative approaches to coaching.
- ▶ How to apply The Basic Principles to establish a culture of collaboration within the sales team.

What to Coach

Participants focus on the issues and competencies that outline superior sales performance, and can be used in observing and evaluating sales team performance.

Participants learn:

- ▶ To utilize three areas of sales call competence—product knowledge, customer knowledge, and selling skills/sales process—to evaluate individual and team behaviors.
- ▶ To coach to a standard using customizable assessment and evaluation tools.
- ▶ To focus their efforts on common performance improvement issues.
- ▶ To use a manager's Resource Guide to identify positive and negative cues associated with keys to selling success.

How to Coach

Sales managers acquire, develop, and apply the skill steps for conducting coaching conversations in a variety of situations. For example, participants learn:

- ▶ To set the stage for the coaching conversation and action-planning process.
- ▶ To utilize specific communications skills critical to sharing insights and observations with a salesperson.
- ▶ To gain a salesperson's buy-in—not just compliance—to coaching recommendations.
- ▶ To leverage selling skills within a coaching conversation.
- ▶ To conduct three kinds of coaching conversations: constructive feedback, development, and recognition.
- ▶ To handle difficult coaching conversations in which the salesperson is resistant.
- ▶ To coach from a distance (when the sales manager does not have the opportunity for face-to-face coaching conversations) with specific processes, tips, and techniques.

When to Coach

Coaches review steps for coaching observations, implementing a broad-scale coaching process with their team, and are provided experience with tools for reinforcing sales skills. Specifically, participants learn:

- ▶ To conduct a coaching kick-off in order to institute formal coaching as an ongoing process.
- ▶ To build long-term developmental action plans for each individual on a sales team.
- ▶ To set action plans in motion and track their people's progress.
- ▶ To observe sales calls in order to promote focused coaching.

Program Specifications

Audience: Sales managers or others in your organization with sales coaching responsibilities

Classroom Session Length: 2-day classroom workshop

Instruction: MHI Global Trainer or MHI Global-Certified-Trainer



About Miller Heiman Group

Be Ready Solutions from Miller Heiman Group empowers people across the entire organization to perform at peak potential by bringing game-changing insight to sales performance, customer experience and leadership. Backed by more than 150 years of experience and performance, Miller Heiman Group is built on well-known brands such as Miller Heiman, AchieveGlobal, Huthwaite, Impact Learning Systems and Channel Enablers. Our Be Ready Solutions offer more sales-based and customer service-based solutions than anyone in the industry. This allows you to build and sustain successful, customer-focused organizations that drive profitable revenue and top-line growth on a global scale. To learn more, visit our website. And follow us on LinkedIn, Twitter, Facebook, YouTube or Google+.