# Coaching for Results
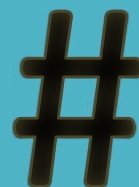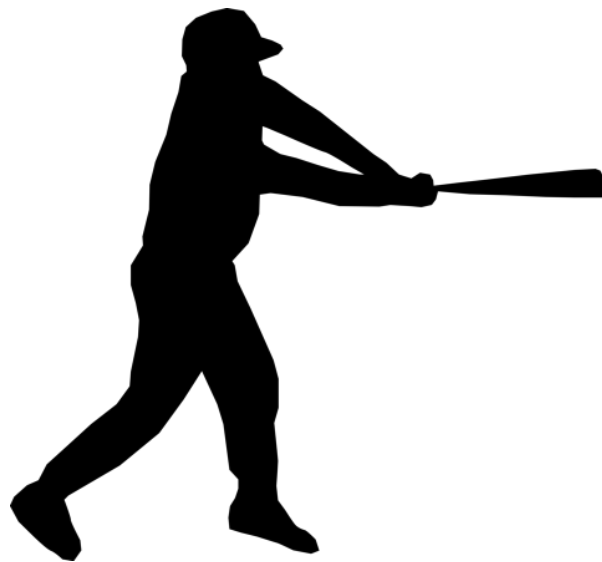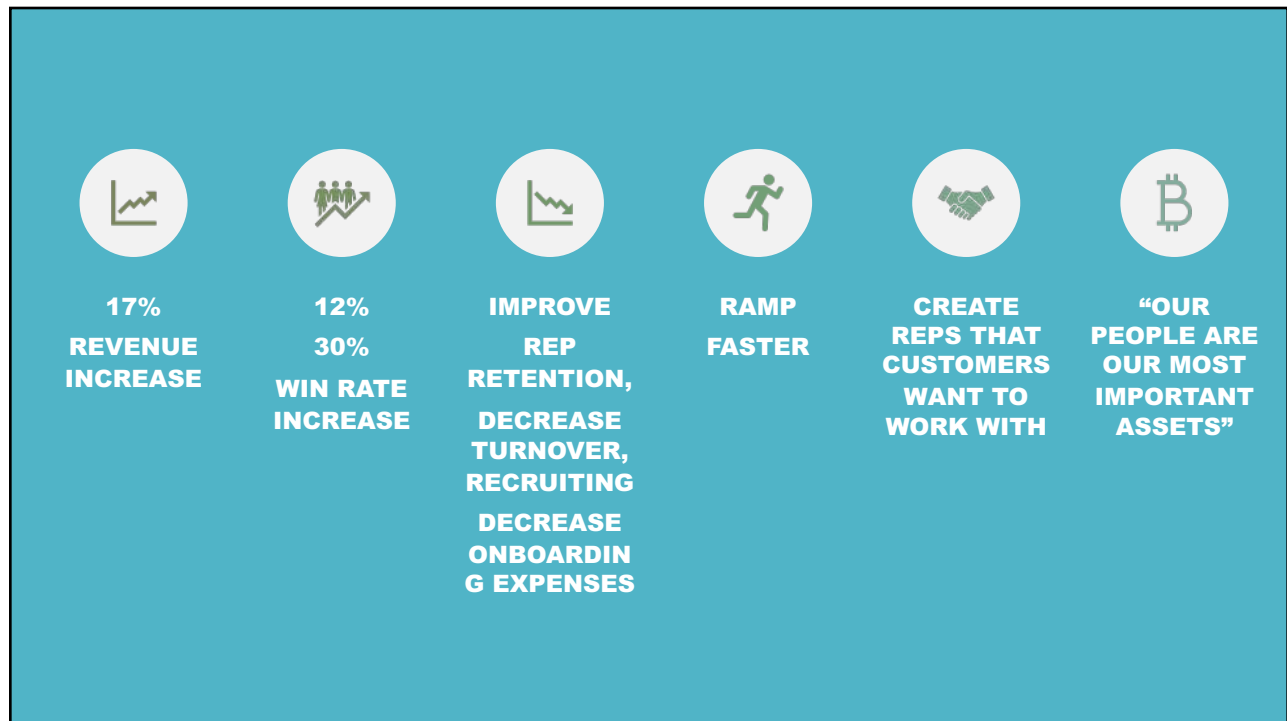
I believe that everyone is extraordinary – our job is to help bring that out

I believe that we use our businesses to build people, not the other way around.

I believe that to create opportunities for people to grow and prosper, we must create sustainable businesses and a culture of coaching is one proven way to do this.

17%
REVENUE
INCREASE

12%
30%
WIN RATE
INCREASE

IMPROVE
REP
RETENTION,

DECREASE
TURNOVER,
RECRUITING

DECREASE
ONBOARDIN
G EXPENSES

RAMP
FASTER

CREATE
REPS THAT
CUSTOMERS
WANT TO
WORK WITH

"OUR
PEOPLE ARE
OUR MOST
IMPORTANT
ASSETS"

76% Agree – Coaching is Important

76% state little to no coaching is being done

46% believe their coaching is effective

# If we know its important, why aren't we doing it??

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No time Who has extra time in their days?

Don't know how... don't know where to even start

55% of sales managers indicate no training or experience in coaching

# "Coaching"

Coaching:
noun | coach·ing | \ˈkō -CHĭŋ\

"An interactive process to help individuals and organizations develop more rapidly and produce more satisfying results; improving other's ability to set goals, take action, make better decisions and make full use of their natural strengths."
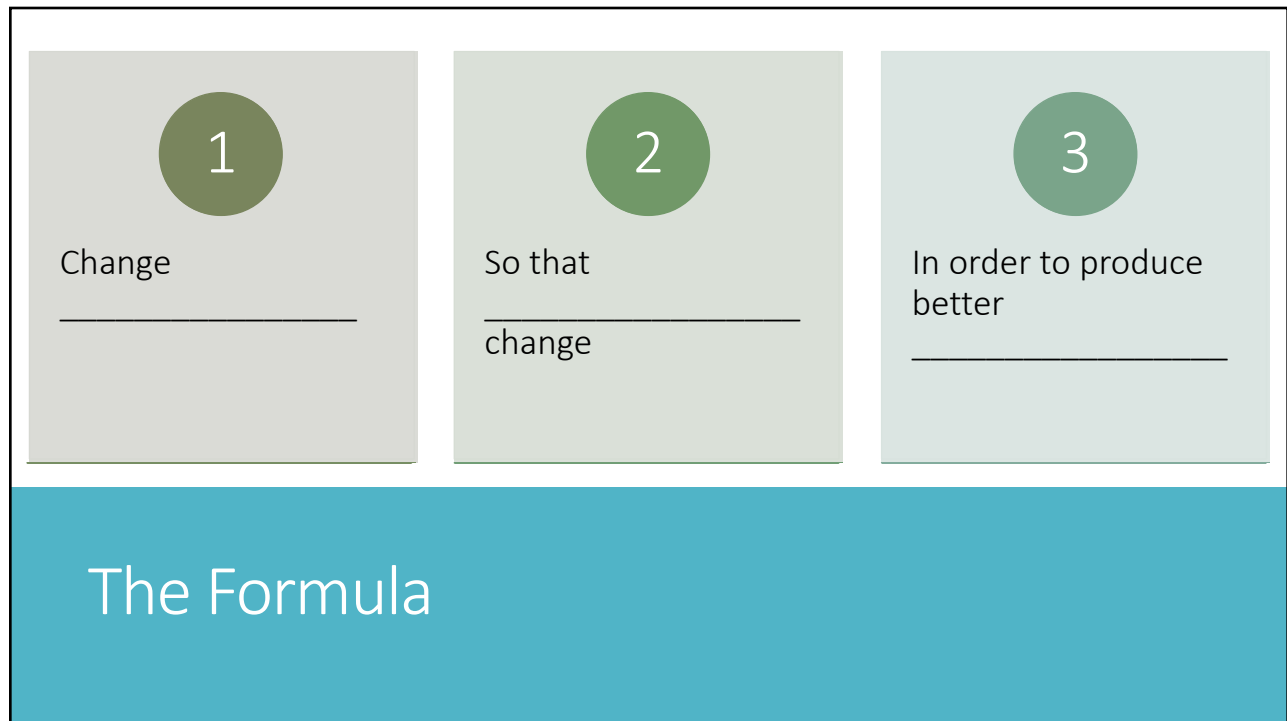
*- International Coach Federation*

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**interactive**

**process**

help individuals
develop
produce
full use of

**Their natural strengths!**

| 1 | 2 | 3 |
|---|---|---|
| Change _____ | So that _____ change | In order to produce better _____ |

## The Formula

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## Keys to Effective Coaching – Driving Lasting Behavioral Changes:

Have a purpose

Have sessions on the calendar

Ask appropriate questions

Focus on the athlete

Positive attitude

Respect

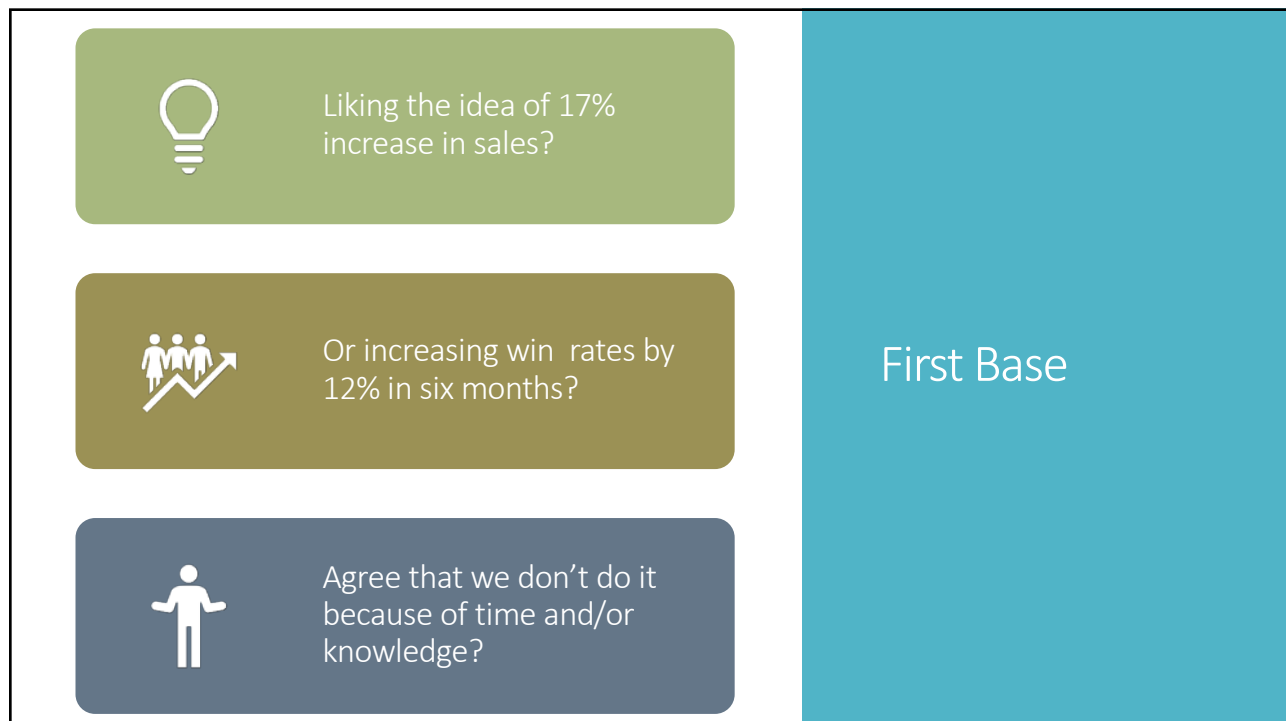Set Expectations

Develop leaders

Ask good  questions

Listen with curiosity (not "to respond")

Reflect for agreement

Paraphrase and Summarize

Ask clarifying questions

Provide feedback

## Slide 1

| | |
|---|---|
| Pipeline review → Budget meeting | |
| Telling → One sided | What Coaching is ... |
| Focused on the needs of sales manager or company → Baby sitting | NOT |

## Slide 2

- Liking the idea of 17% increase in sales?
- Or increasing win rates by 12% in six months?
- Agree that we don't do it because of time and/or knowledge?

First Base
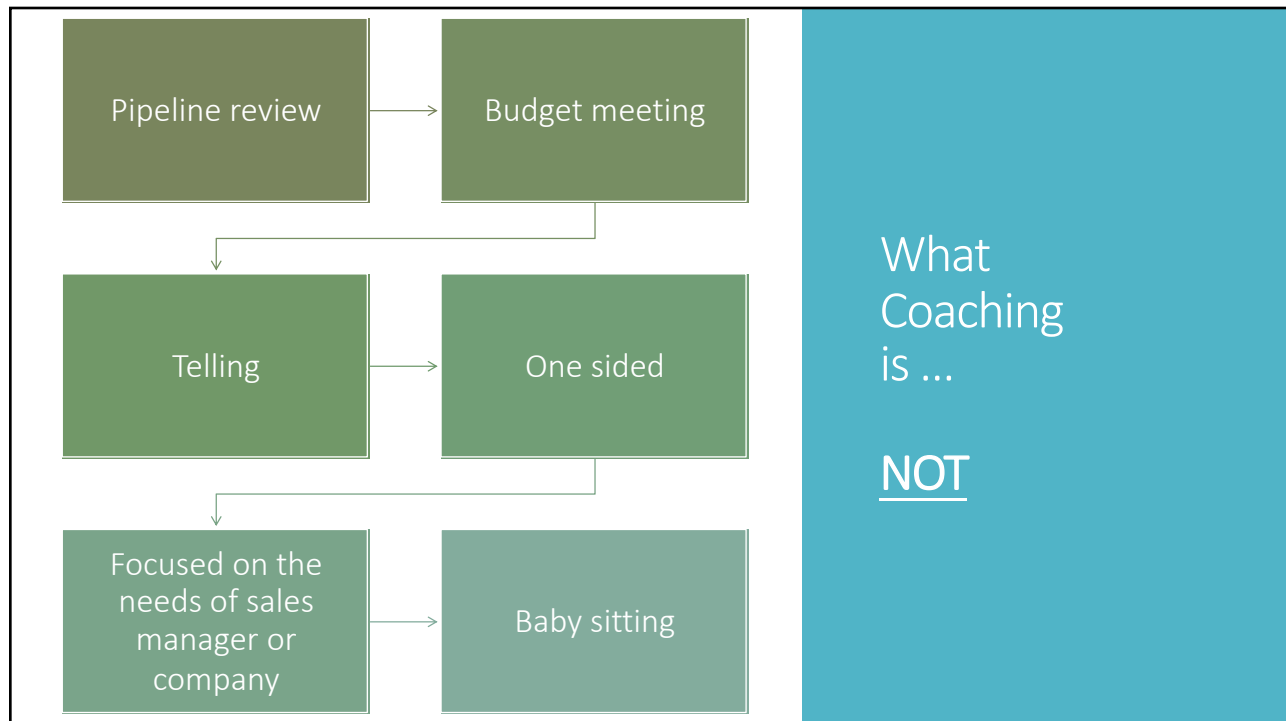
Second Base

**interactive**

**process**

help individuals

develop

produce

full use of

**Their natural strengths!**

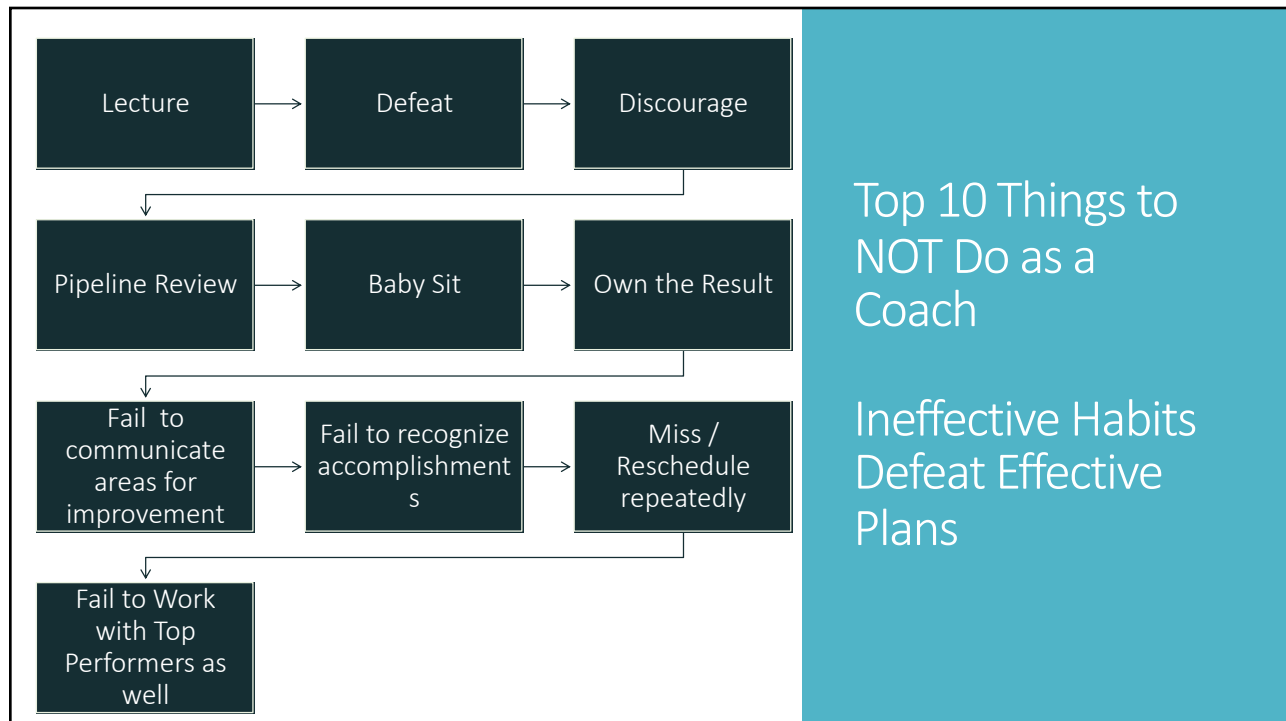"If you really want to get something done, decide when, where and how you are going to do it."

The Framework

When

Where

How

## Top 10 Things to NOT Do as a Coach

### Ineffective Habits Defeat Effective Plans

| Lecture | → | Defeat | → | Discourage |
|---|---|---|---|---|

| Pipeline Review | → | Baby Sit | → | Own the Result |
|---|---|---|---|---|

| Fail to communicate areas for improvement | → | Fail to recognize accomplishments | → | Miss / Reschedule repeatedly |
|---|---|---|---|---|

Fail to Work with Top Performers as well

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## "Finding Time"

What can you stop doing so you can do something of greater impact?

Modify pipeline reviews to 15 mins per meeting (or less)

Schedule in a normal rhythm

Use a documented playbook or set of best practices
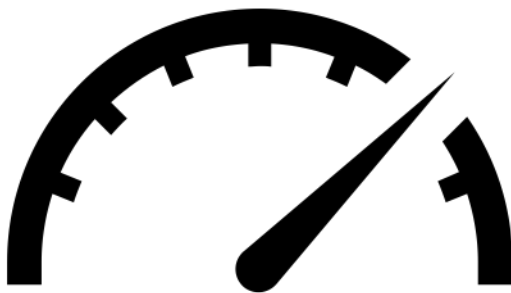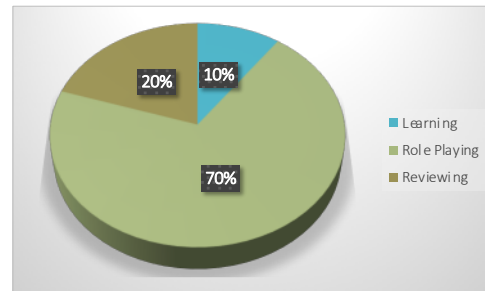
Team approach

Schedule time

Extreme Intentionality

# The TIME Model

R2C – rep obtains information and begins self-analysis grading

R2R – reps in small groups compare analysis, role play, all improve

C2R – reps meets with assigned coach – review, observe, monitor improvement in behaviors, activities and outcomes, mastery

**Learning and Coaching Time**

- 50% R2S Self Coaching
- 33% R2R Team Coaching
- 17% C2R Individualized Coaching

- 10% Learning
- 70% Role Playing
- 20% Reviewing
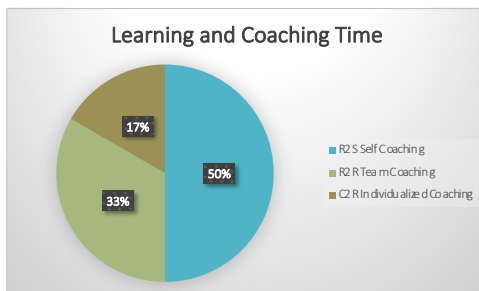
# Where to Start?

What moves the needle?

More net new?

More to existing?

Prospecting?

Closing?
… ?

## Behavior

What behavior do I need to change: _____

So that this: _____ activity will occur

In order to advance this _____ outcome or result.

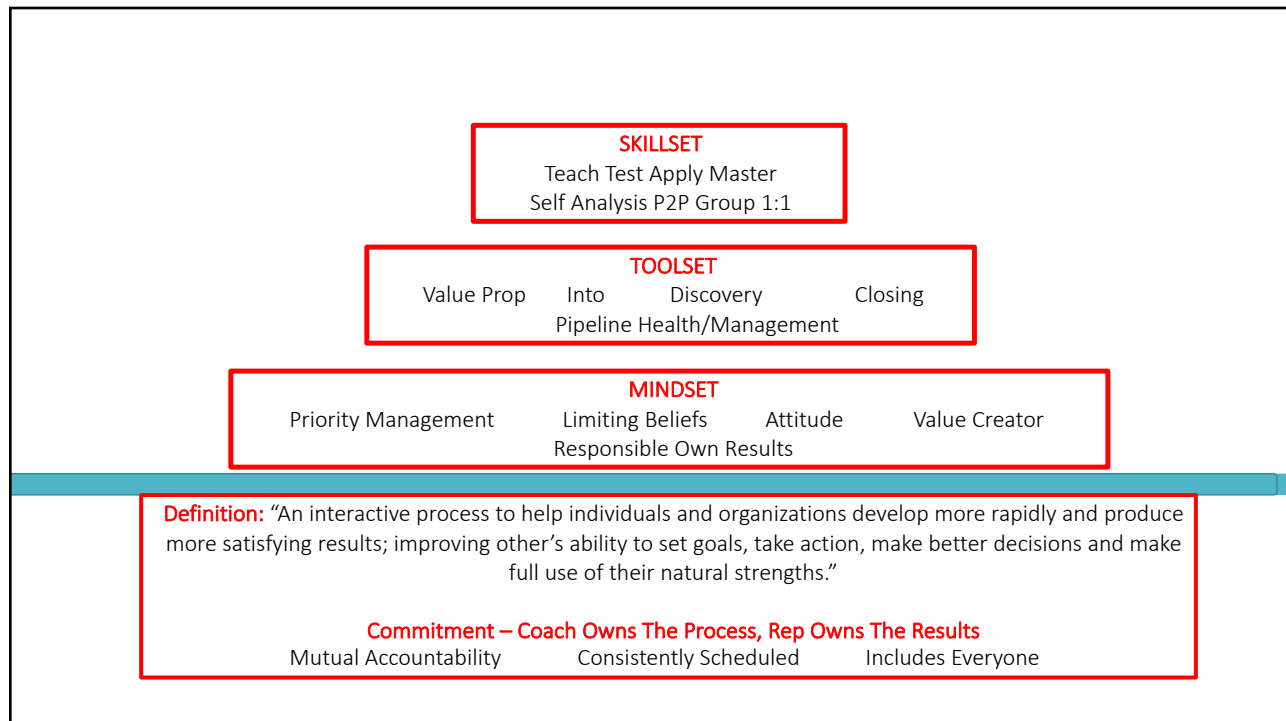What behavior (strength) do I need to continue to level up _____

So that this _____ activity will be even more powerful

In order to advance this _____ outcome or result even further

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1. Sales Process
2. Asking for the Initial Meeting
3. Value Prop messaging (differentiating)
4. Discovery Calls
5. Building a Productive Pipeline
6. Asking Questions with Intentionality and Purpose

# Top 5 Coaching Topics

**SKILLSET**
Teach Test Apply Master
Self Analysis P2P Group 1:1

**TOOLSET**
Value Prop      Into      Discovery      Closing
Pipeline Health/Management

**MINDSET**
Priority Management      Limiting Beliefs      Attitude      Value Creator
Responsible Own Results

**Definition:** "An interactive process to help individuals and organizations develop more rapidly and produce more satisfying results; improving other's ability to set goals, take action, make better decisions and make full use of their natural strengths."

**Commitment – Coach Owns The Process, Rep Owns The Results**
Mutual Accountability      Consistently Scheduled      Includes Everyone

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# MINDSET – Probe and Benchmark

Priority Management      Limiting Beliefs      Attitude      Value Creator      Responsible Own Results

Let's review your calendar from last week

Let's look at what you have scheduled for next week

What is in the way of you closing XYZ deal?

Why would ABC buy from you?

Why did that big  deal close last month?

What is your primary job? Would you say your calendar represents that?

## TOOLSET

Teach
Train
Test

Intro Calls – create a reason to invest time

Value Prop – articulate differentiated value

Discovery Calls – create a new opportunity/need

Closing – able to ask

Product Knowledge

Healthy Pipeline – clean, winnow, add

Rapid Research – 3 prospects, 3 things, 3 minutes each

## SKILLSET

### Apply and Master

Role Play

Game Films

Spaced Repetition

Experiential

Problem Solving

Desirable Difficulties

Bite-Sized Chunks

# Sample Coaching Matrix

| | Documented/Playbook | | | Rep Only | Rep Teams | Coach | Coach |
|---|---|---|---|---|---|---|---|
| | Teach | Teach | Test | Practice | Practice | Apply | Master |
| Intro Call | Playbook basics, messaging and mindset | The "Why" - mindset and purpose | Test knowledge, use case studies and examples | Self Assess | Share self assessment in 2's and 3's | Review with Coach (focus on only 1 thing at a time) | Apply in field, review with Coach |
| Discovery Call | Playbook basics, messaging and mindset | The "Why" - mindset and purpose | Test knowledge, use case studies and examples | Self Assess | Share self assessment in 2's and 3's | Review with Coach (focus on only 1 thing at a time) | Apply in field, review with Coach |
| Proposal | Playbook basics, messaging and mindset | The "Why" - mindset and purpose | Test knowledge, use case studies and examples | Self Assess | Share self assessment in 2's and 3's | Review with Coach (focus on only 1 thing at a time) | Apply in field, review with Coach |
| Closing | Playbook basics, messaging and mindset | The "Why" - mindset and purpose | Test knowledge, use case studies and examples | Self Assess | Share self assessment in 2's and 3's | Review with Coach (focus on only 1 thing at a time) | Apply in field, review with Coach |
| Onboarding and Success | Playbook basics, messaging and mindset | The "Why" - mindset and purpose | Test knowledge, use case studies and examples | Self Assess | Share self assessment in 2's and 3's | Review with Coach (focus on only 1 thing at a time) | Apply in field, review with Coach |
| Referrals | Playbook basics, messaging and mindset | The "Why" - mindset and purpose | Test knowledge, use case studies and examples | Self Assess | Share self assessment in 2's and 3's | Review with Coach (focus on only 1 thing at a time) | Apply in field, review with Coach |
| Pipeline Health/Mgmt. | Playbook basics, messaging and mindset | The "Why" - mindset and purpose | Test knowledge, use case studies and examples | Self Assess | Share self assessment in 2's and 3's | Review with Coach (focus on only 1 thing at a time) | Apply in field, review with Coach |

# Coaching Examples

| | Coaching Log | | | | | |
|---|---|---|---|---|---|---|
| Date:          Rep: | Mindset | Toolset | Skillset | 1 Thing | For Next Time | Progress? |
| From Last Time | | | | | | |
| This Time | | | | | | |

| | | | |
|---|---|---|---|
| Toolset: | Pull up your pipeline report in CRM and lets go over it together. Can they do it? | | |
| Mindset: | How do you think your pipeline health is? Why? Look for "any opportunity is real", bloated pipeline of things that won't close, et | | |
| Skillset: | Why is XYZ in the "closing" stage? Look for whether they uncovered an area to create more value than simply quoting a price | | |

## Secret of Success

Stop doing stuff that doesn't matter (change behaviors and create greater outcomes)

Start doing things that matter (change behaviors and create greater outcomes)

Do more of the things you are doing that matter (change behaviors and create greater outcomes)

Test new things that could matter (change behaviors and create greater outcomes)
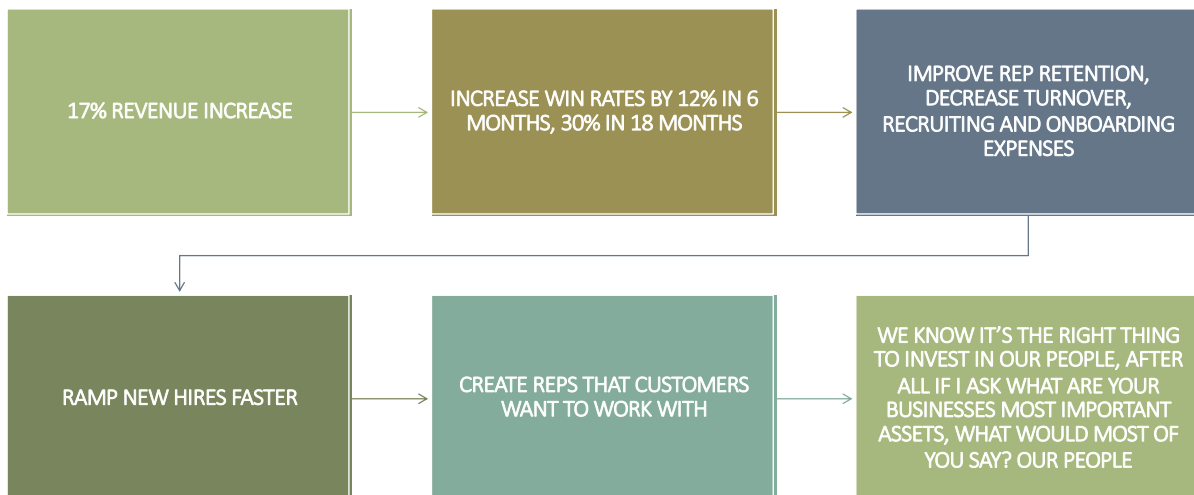
*So, you're saying there's a chance...*

**Coaching … it transformed my life and I believe it will transform the lives of others and their transformed lives will transform our businesses! My name is Brad Roderick and I do common things in uncommon ways to create very uncommon outcomes. Thank you.**

| 17% REVENUE INCREASE | INCREASE WIN RATES BY 12% IN 6 MONTHS, 30% IN 18 MONTHS | IMPROVE REP RETENTION, DECREASE TURNOVER, RECRUITING AND ONBOARDING EXPENSES |
|---|---|---|
| RAMP NEW HIRES FASTER | CREATE REPS THAT CUSTOMERS WANT TO WORK WITH | WE KNOW IT'S THE RIGHT THING TO INVEST IN OUR PEOPLE, AFTER ALL IF I ASK WHAT ARE YOUR BUSINESSES MOST IMPORTANT ASSETS, WHAT WOULD MOST OF YOU SAY? OUR PEOPLE |

# Morning Questions

❑Am I prepared for this day?

❑Am I prepared to make this day productive and successful?

❑Have I planned for this day?

❑What are the risks to take me off track?

❑<u>WILL MY PLAN FOR THIS DAY KEEP ME FOCUSED ON WHAT MY YEAR IS ABOUT?</u>