





Coaching Your Team to Super-Seller™ Performance

Concept – Coaching Methods	Key Points	Coaching Ideas	Notes
	<ul style="list-style-type: none"> • Individual Discussions • Account Reviews • Onboarding • Ongoing Training • Sales Meetings • Ride a longs • Pre-Call Planning • Weekly Meetings • Online Collaboration • Assign a Mentor 	<ul style="list-style-type: none"> • Use the methods that work best for your team • Focus on one development objective at a time • Ask questions rather than tell, “What went well with the call?” “What would you improve?” • Use sales meetings to develop skills. Assign meetings to individual salespeople. 	
Concept – Coaching Top Performers	Key Points	Coaching Ideas	
	<ul style="list-style-type: none"> • Realize that every salesperson is good at something! • Top performers more consistently execute core sales competencies • Top performers tend to sell 3-4 times that of their average counterparts • Don’t overlook them! They need to be coached also! 	<ul style="list-style-type: none"> • Get them involved in making decisions • Delegate, but don’t over manage • Encourage them to teach • Celebrate their successes – use them as an opportunity to share best practices • Spend time with them • Encourage them to mentor 	
Concept – Coaching Mid-Level Performers	Key Points	Coaching Ideas	
	<ul style="list-style-type: none"> • Mid-level sales performers represent the largest group • They are the most volatile and coaching can swing them one direction or another • Define the reason for the inconsistent performance – make sure expectations are clear. • Assign a mentor 	<ul style="list-style-type: none"> • When you see it, say it! Good work that gets noticed gets repeated • Make feedback specific and timely • Ask how they would resolve an issue – if unsure – give them a tip. • Help them set goals • Encourage and monitor plans 	






Coaching Your Team to Super-Seller™ Performance

Concept – Coaching Low Level Performers	Key Points	Coaching Ideas	Notes
	<ul style="list-style-type: none"> • Low level performers can have a negative impact on your team • Help them improve • Move them or replace them • Find another internal job if the skill match is right and if the underperformance is not an attitudinal issue 	<ul style="list-style-type: none"> • Know the cause for underperformance • Explain the consequences of not changing • Provide training if it is a skill issue • Provide support and recognition if it is a motivational issue 	
Quick Ideas for Coaching During Sales Meetings			
<p>Sales Meetings are perfect opportunities to enhance skill development. Here are some examples:</p> <p>Feature/Benefit/Value Exercise – Post flip charts around a room with individual headings of features, benefits, value. On post it notes, ask salespersons to write as many reasons as they can think of for a customer to use your products/services (one reason per post-it note). Then, ask them to place the post it notes on the appropriate flip chart. Review the selections as a group discussing the relevance of presenting values over features and benefits.</p> <p>Objections Drills-Distribute two index cards to each sales person. Ask them to write an objection that they have heard since the last sales meeting on each card. Collect the cards and redistribute them. Now, ask the sales persons to write responses to the objections on the back of the cards that they received. Collect the cards again and redistribute. The drill begins with a salesperson stating the objection on one of their cards and calling on a person to answer. The responses are then reviewed by the group.</p> <p>Role Playing-Prior to the meeting ask the sales persons to send you a story of what happened on one of their sales calls. Create a customer scenario based on these real life situations, and a sales person scenario. Role play in groups of three. One person is the customer, one the salesperson, one the observer. Debrief in small groups and then large groups. Your people will appreciate the real life application.</p> <p>Competition Study-Assign a competitive account to each of your salespeople. Ask each to research the competitive account and prepare a comparison of your advantages/disadvantages to the group.</p>		<p>Invite a Customer-Make sure that you give the customer a clear understanding of why they have been selected to attend. Ask the customer to explain their business needs, what they like about your services and what they like about competitive services. Allow the salespeople to interact and ask questions much as if they were on a sales call. They will learn from the customer and from observing each other.</p> <p>Invite an Expert-This could be someone from another department, or someone from outside of the company. It is highly motivating for salespeople to hear what others are doing to be successful. Be certain that you give clear guidelines to the guest.</p> <p>Market Penetration-Ask each salesperson to anonymously submit what they would do to increase market penetration if they were given unlimited resources. Distribute and discuss these. Prioritize and vote on recommendations as a group. Then, act on the recommendations!</p> <p>Referral Exercise – List a half dozen personal referral opportunities on paper and make copies for each sales person. (Examples may be house paint, lawn care, babysitting, etc.) Ask the group, “If a representative of each of these services knocked on your door today and asked you if you knew someone who needed these services, how many people would you be able to name?” Have each salesperson list as many people as they can think of. This exercise is to demonstrate that one in ten people know someone who needs your product or service will give you a referral if you just ask.</p>	


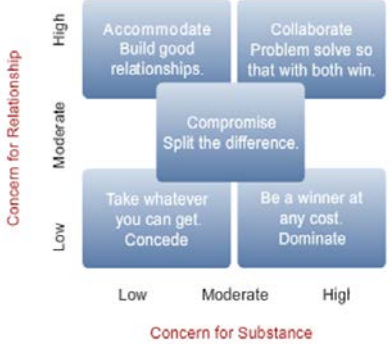
Coaching Your Team to Super-Seller™ Performance

<p>Concept – Define Your Sales Model</p> 	<p>Key Points</p> <ul style="list-style-type: none"> • Define your sales process and model • Define the individual competencies, skills, knowledge and behaviors aligned to your model • Assess salespeople on their knowledge and abilities • Encourage individual performance development plans aligned to your model 	<p>Coaching Ideas</p> <ul style="list-style-type: none"> • Review your sales process model with your team on a regular basis • Use the model to help salespeople conduct effective pre-call planning • Help salespeople plan value oriented interactions based on each individual customer influencer, role and behavior
<p>Competency – Consultative Sales Approach</p> <p>Competency – Applies Consultative Sales Approach</p> 	<p>Key Behaviors</p> <ul style="list-style-type: none"> • Demonstrates a solution-oriented approach to selling • Demonstrates value specific to each customer • Seeks to understand needs beyond the obvious • Provides innovative solutions for customers • Utilizes questioning skills appropriately • Gains deep understanding of core customer business and process • Is prepared, conducts appropriate pre and post call-planning • Articulates value proposition appropriate to each level of contact • Uses support technology appropriately depending on the interaction or presentation 	<p>Coaching Ideas</p> <ul style="list-style-type: none"> • Encourage your sales team to develop questions prior to sales calls based on pre-call analysis of customer needs • At sales meetings, role-play the sales process in small groups. Encourage sales people to provide feedback to each other • Review sales plans to ensure that dialogues emphasize value – typically in terms of saved time, money, resources, better efficiencies, etc.
<p>Competency – Expands Business</p> <p>Competency – Expands Business with Current and Potential Customers</p> <ul style="list-style-type: none"> • Prioritizes according to potential • An A is an A regardless of current or potential status • Is sought after for industry expertise • There is no such thing as used inventory 	<p>Key Behaviors</p> <ul style="list-style-type: none"> • Develops, prioritizes and maintains a territory plan • Assesses individual account value/potential • Creates SMART sales call objectives • Utilizes customer profile information to develop account strategy and relationships • Demonstrates effective telephone prospecting skills. • Sells to multi-level influencers • Strategizes with sales manager/team members • Develops strategies for each key influencer • Stays current on relevant market/industry trends • Utilizes effective prospecting tools • Utilizes current technology to research and network • Makes sales contact according to prioritized plan • Proves significance with each sales contact 	<p>Coaching Ideas</p> <ul style="list-style-type: none"> • Conduct pre-call planning with sales team members to include sales call objectives, account potential, specific value proposition for each influencer • Prioritize sales activity based on potential • Conduct round robin account analysis at sales meetings encouraging each team member to “build” on an account based on objectives and current position • Encourage sales team to network with non-competitor sales people who serve the same customer base • Encourage salespeople to use online resources (such as LinkedIn to mine pre-call intelligence. Looking up profiles of influencers reveals volumes on how to sell to them

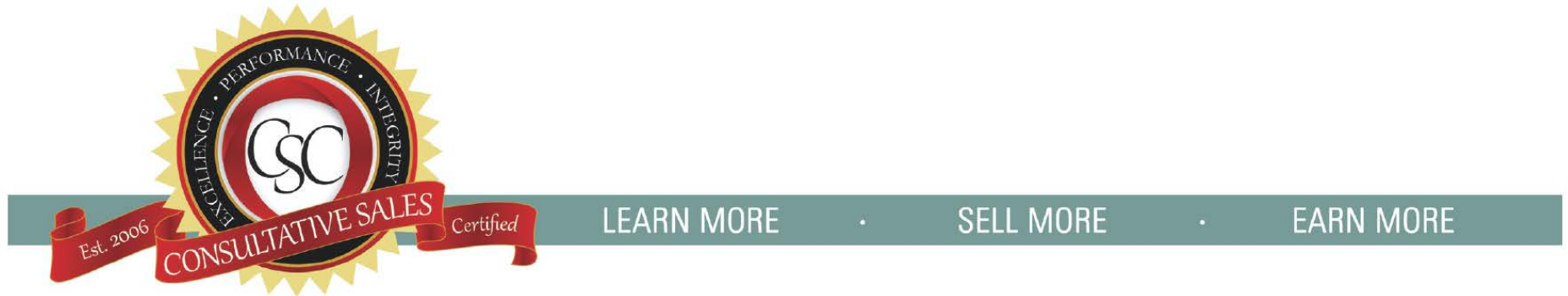
Coaching Your Team to Super-Seller™ Performance

Competency – Effectively Influences	Key Behaviors	Coaching Ideas
<p>Adjusts sales approach based on behavioral style.</p> <p>Director  Fast-paced, cut to the chase, get to the point Stress results, accomplishments and innovation Quick to make decisions – Make it their idea Motto: Just Do It!</p> <p>Expressive  Fast-paced – socially striving Stress how the decision will make them look Quick to make decisions – follow-up on their commitments Motto: Life's Too Short – Have Some Fun!</p> <p>Steady  Reserved – friendly- neighborly – soft-spoken Stress reliability, dependability, warranties Slower to make decisions – use testimonials Motto: Two Heads Are Better Than One!</p> <p>Analytical  Reserved – analytical – calculating Stress value, proof, facts and figures Slower to make decisions – quantify Motto: If You Are Going to Do It – Do It Right</p>	<ul style="list-style-type: none"> • Builds relationships with multiple influencers • Builds relationships by importance to the customer • Identifies dominant customer behavioral styles • Adjusts sales approach based on styles • Identifies communication style and most appropriate means of communication for each customer • Uses sales aids based on communication style/preference • Adjusts presentation to meet the needs of various behavioral and communication styles • Clarifies vague messages to increase understanding • Encourages dialogue with customers to understand needs 	<ul style="list-style-type: none"> • Help salespeople identify their own behavioral style and corresponding strengths and opportunities • Encourage salespeople to identify behavioral and communication styles in customers • Plan sales presentations according to the value most representative of each style group • Ask salespeople to describe how they would communicate the same message to the three different communication styles, visual, auditory and kinesthetic • Include customer behavioral and communication styles in CRM fields or other account planning and communication tools. • Encourage salespeople to appeal to communication and behavioral styles with you and other internal customers
<p>Competency – Overcomes Stalls/Objections</p> <p>Diffuse – Agree with the customer – Price is important, isn't it?</p> <p>Clarify – How much too much is it? Or What are you comparing it to?</p> <p>Categorize:</p> <p>Skepticism – Use proof – like testimonials</p> <p>Indifference – Show consequences of not taking action</p> <p>Opposition – Minimize the importance of the opposition – quantify value</p>	<p>Key Behaviors</p> <ul style="list-style-type: none"> • Clarifies stalls to the sale to verify the concern • Develops answers to most common objections • Uses proof sources to overcome skepticism • Uses consequences to overcome indifference • Gains commitments in response to price inquiries • Quantifies value in terms of cost versus price • Overcomes price concerns and other opposition type objections by minimizing 	<p>Coaching Ideas</p> <ul style="list-style-type: none"> • Practice clarifying statements with your sales team to reinforce the importance of getting beyond stalls. For example, if a customer says, “Send me some information”, you could clarify by asking, “What specific information are you interested in?” • Ask salespeople to write objections on index cards. Next, ask them to write answers on the back of the cards based on the guidelines for handling skepticism, indifference and opposition. Collect them and play objections baseball – pitching objections to each other
<p>Competency – Gains Commitments</p> 	<p>Key Behaviors</p> <ul style="list-style-type: none"> • Recognizes buying signs • Responds to opportunities to gain commitments. • Diffuses negativity professionally • Applies convincer strategies where appropriate. • Demonstrates a consultative approach to gaining commitments • Eliminates or reduces buyer anxieties or fears associated with commitment 	<p>Coaching Ideas</p> <ul style="list-style-type: none"> • As part of the pre-call planning process, ask salespeople to consider the call to action for each sales call. Ask, “What specific objective should be reached and what action should be taken as a result of this meeting?” • Encourage sales people to research client profiles and other online data. Pay attention to recommendations that they make about others. Use that information to propose solutions based on what convinces them most

Coaching Your Team to Super-Seller™ Performance

Competency – Provides Timely Service	Key Behaviors	Coaching Ideas
 <ul style="list-style-type: none"> Establishes immunity through trust Careful to make claims – sets realistic expectations Uses profiles to strategically build relationships Provides Unique services to differentiate 	<ul style="list-style-type: none"> Responds quickly to customer inquiries Seeks to understand the need of customer initiated calls or interactions Directs customers to best solutions based on expressed needs, inquiries or problems Keeps promises or commitments Makes honest/accurate claims Builds trust and rapport Seeks to exceed customer expectations. Clarifies responses to customer follow-up Keeps customer profile information to strategically build relationships 	<ul style="list-style-type: none"> Reinforce that “after the sale” follow-up includes identifying additional opportunities and beginning the sales process again Consider using sales teams in order to have inside sales support to fulfill immediate service requests Keep customer profile information in CRM or other data profile. Consider different campaigns and touch points for different customer points and for different account values Ask your salespeople to research the competition and describe what differentiates your company, solutions and services that you provide
Competency – Negotiates Collaboratively	Key Behaviors	Coaching Ideas
	<ul style="list-style-type: none"> Seeks mutual problem solving for a win/win solution Utilizes a collaborative approach to negotiation where appropriate Determines the best negotiation approach to use depending on pre-negotiation knowledge Makes concessions conditional Plans for successful negotiations. (See negotiation planner) Makes concessions that improve profitability Recognizes powers and strengths in negotiation. Recognizes and overcomes buyer tactics Utilizes negotiation positions that best suit conditions Plans for how different customers negotiate. Identifies non-monetary concessions and uses them appropriately Applies the rules of win-win negotiations 	<ul style="list-style-type: none"> Use a negotiation planner Help salespeople decide the most feasible negotiation approach based on strengths and weaknesses Help salespeople understand the cost of making concessions and the importance of making them conditional Play a negotiation game to practice planning and incorporating skills outside of customer interactions (see sample negotiation game in DVR Learning Coaching Planners) Evaluate the “real” profitability of a sale both pre and post review and analysis

Proven to Increase Sales Capability and Performance!



WWW.GETCSC.COM