

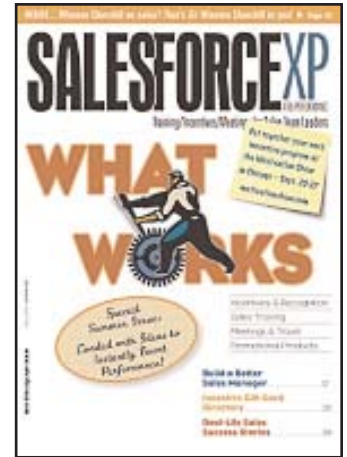
MANAGING VS. COACHING

Q&A with *Linda Richardson*

As seen in the
July 2007 edition of:

Q: *What are some signals that will help verify that sales coaching is occurring?*

Richardson: In most coaching session, the sales manager does the bulk of the work. Good coaches change this dynamic by forcing the salesperson to self-assess. By helping the salesperson self-assess, they not only learn how to self-coach, but you gain so much more - you'll get more buy-in, you'll know where that salesperson is on the learning curve, you'll work on the right obstacle vs. assuming what the problem is, and you will help the salesperson take responsibility for individual development.



Q: *Are there measurements for coaching effectiveness beyond increased sales?*

Richardson: End every coaching session with a clear, specific action stop that spells out what the salesperson will do, what the anticipated outcome will be, and when this will occur. And of course, follow up flawlessly. Salespeople must believe that you are serious about how and when they implement what is agreed to. Also just as you give feedback, be open to feedback. Ask your team members, "What am I doing that is helping? What else can I be doing? What am I doing that is getting in the way?"



