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1. INTRODUCTION

- How do you motivate your sales team at the moment?
- Would you like to be able to motivate your team more effectively?
- How much easier would be it if your team were more proactive?
- Are you frustrated that your people keep on making the same mistakes?
- Do you find yourself having to come to the rescue during joint sales calls?
- Are you under pressure to both increase your team's performance and take on more responsibility within your organisation?
- Do you wish your people would be more proactive?

It can be difficult being a sales manager nowadays. Pressure from above and below, frustration and hard work - these are often the mainstays of the modern sales manager. We know, because we have been there. And of course it's relentless. You hit your monthly or quarterly target, but there's little time to celebrate - there's the next target to hit. And yet you probably like the buzz of sales and the relationship building. If only you were supported a bit more consistently by your sales team!

If some of the above "rings bells" then read on, because, whilst we don't have a magic wand, we believe that, if you are a sales manager, there is a way of managing your sales team which could free you up, take the pressure off and improve performance across the board. If you are in training and development or HR, we have a programme that you may well be interested in...

So, what's the answer?

The thing to do is move from being a sales manager to being a sales coach. Coaching is now being used widely in business, but sometimes it can be difficult to see its true potential unless it is used in a focused way. There are real benefits to adopting a coaching approach to developing sales teams - for the sales manager, the individual team members and your organisation. In response to demand, we have developed our Sales Manager as Coach programme.

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2. BLENDED PROGRAMME – CONTENT AND LEARNING MECHANISMS

We have designed a programme that will really make a difference, both as a mindset and a process. It gets to the heart of what coaching is and how it can be applied within a sales environment. So, it's highly focused.

The programme is supported by a coaching model which has been widely used for the last decade - the **GROW model** (John Whitmore).

This model takes you through the stages of a coaching process - establishing the **GOAL** of the coaching, focusing on the current **REALITY**, exploring **OPTIONS** and ending with establishing the **WILL** to do it in the coachee.

The programme will ensure that the confidence and competence levels of any sales manager who attends will soar. It is designed to give everyone maximum opportunity to practise coaching skills in 2's and 3's to help participants build on their natural strengths and also covers all the key information about coaching.

See Content Listing on next page...

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Contents

- What is coaching? - the 4 pillars of coaching
- How coaching improves awareness and fosters responsibility
- What is the purpose of coaching in business and sales?
- Combining the role of sales manager and coach
- Key characteristics of an effective sales coach
- The coaching sales call - what are the rules and guidelines?
- The kerb side conference - and how to wrap up a day
- Coaching as a remote sales manager
- How to give Feedback - the sandwich, praise, reward and recognition
- Some key skills - including Listening, Questioning, building and maintaining rapport, setting targets and goals
- The importance of demonstration
- The joint sales call
- How to give evaluative feedback which will be a platform for development
- How to plan coaching
- How coaching can support training

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A Blended Programme

Blended because it will combine a number of elements to guarantee success:

- Trainer contact with all participants at the front end
- Introduction of coaching principles through e-learning mechanisms
- A workshop (normally 2 days) which will work best if it is modular
- Telephone coaching follow up
- Review online or offline, or in the field

Learning Mechanisms

To meet the participants different learning and personal styles, a range of Learning Mechanisms are used, which include;

- 2 videos (including rare footage of the No. 1 business coach, Tim Gallwey, who has written the Inner Game books)
- Self analysis questionnaires (e.g. Listening Skills questionnaire)
- Forum groups - live issues discussion and resolution
- Syndicate work
- Case study simulations
- Role play
- Coaching for Performance book (by John Whitmore)
- Key message summaries
- Coach Development Plan
- Post course checklist of resources

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3. FACILITATOR PROFILE

Our Sales Manager as Coach programme has been designed by our training consultant, Jeremy Cassell - an ICF accredited coach and certified NLP Trainer - and he is one of our team of facilitators for this coaching programme.

Jeremy's Personal Comments

Let me just tell you a little about where I have come from. I worked as a salesman, key account manager, sales manager, consultant and trainer in 2 large multi-nationals for 10 years before becoming a full time consultant, trainer and coach some 5 years ago.

I have trained hundreds of people since then in sales, negotiation and influencing (for clients such as IBM, Credit Suisse, Ernst & Young and Marks & Spencer). In that time I have worked closely with a number of sales divisions and managers. So I know a bit about the issues. And I know how frustrating it can be to get your people to consistently perform and rise up to the challenge of change and increasing customer demands.

So, what is happening out there?

Here are a few of the things I tend to come across on a regular basis:

- More and more is expected of sales managers
- There is often an inbuilt expectation that managers have to manage, as well as be a super salesman
- Great sales people are still being promoted to management without much initial support and training
- There is less tolerance among senior people for poor performance among sales teams
- Many sales managers are not getting the training and support required to grow them and improve performance
- Most coaching at the moment comes in the form of telling or evaluating, not questioning & developing

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Having been there and done it, and now working outside large organisations, I now have a sense of one way to really make a consistent difference to the lot of the sales manager - **SALES COACHING**.

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4. CLIENT CASE STUDY: MULTI-NATIONAL MANUFACTURING COMPANY

Company Background

Our client is a large U.S. owned multi-national company, who manufacture hydraulic and pneumatic components and equipment, with manufacturing plants and sales operations across Europe.

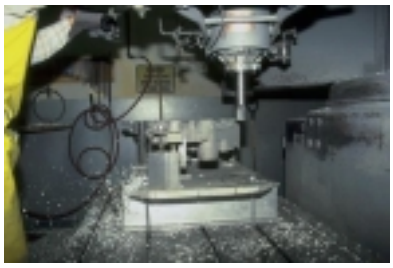
There are a number of product divisions, with historically separate sales forces for each product range. This is currently changing, and the sales force now has a responsibility for all products. The distribution channel is becoming more significant with a projection that 70% of total sales will be through resellers.

These changes, and the overall increased competition have put additional demands on the salesforce. The company decided to invest in a long term strategic development plan for the salesforce so that they are able to develop their skills and effectiveness on an on-going basis. It was clear that providing traditional stand alone training courses would not address the training needs or the business need to increase sales, manage key accounts more effectively, and build long term relationships with distributors.

The Big Picture

We have a long term business relationship (5 years+) with the client, working with them in the UK, France and Germany.

During that time we have been involved in a number of personal development and management programmes, and have designed a suite of blended solutions. We have developed a range of programmes for their sales force and sales management team, starting with a foundation programme, and moving through to;



- Negotiation
- Selling via third party channels
- Key Account Management
- Group Presentation

Our approach has been to develop positive working relationships not just with the Learning/ Development community, but with sales management across Europe, at all levels from Vice President Sales to local Area Managers.

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2 Day Sales Manager as Coach Programme

Pay off, in terms of increased business and individual development, is maximised when there is follow through from training in the field, so that on-going individual learning is achieved. It was recognised that their Sales Managers, who have had active involvement in the development programme, had a key role to play in this.

We were asked to design and deliver a 2 day Sales Manager as Coach programme. By developing the coaching skills of the sales management team they can effectively contribute to classroom and work based learning for their sales people. With their in-depth knowledge of the workshops the sales manager's coaching activities are focused to reinforcing classroom learning in their field accompaniment role.

Key Aims

By the end of the workshop their sales managers will:

- Have an insight into the value of coaching to the individual and their organisation
- Have a framework for coaching and identify when and how it can be utilised
- Know how to give feedback to motivate individuals
- Have developed their core coaching skills of questioning, listening and observing
- Have developed an action plan so they are committed to the practical uses of coaching within their organisation after the workshop has been completed

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Results and Feedback

Sales Managers have reported to us how they have been able to apply what they have learned to, for example:

- Side by side coaching in the field
- Pre call planning
- Post call debriefing
- Solving crises
- Motivating and empowering the whole team as individuals
- Dealing with key accounts

Feedback from our programme has included;

"Finally - a course that has really made my life easier"

"The best course I have attended in 15 years of sales management"

"Clarity at last - I finally understand what coaching is all about"

"Now I see how to empower my team to become more proactive and take the burden off me"

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5. THE NEXT STAGE

You are interested in our Sales Manager as Coach programme, so what happens next?

We have a foundation programme that can be adapted to different sales environments, in different market sectors. We would spend time with you establishing what the current skill level is within your sales management team, identifying best practice by working with your top people, agreeing how we can measure the success of the training and ensuring that we produce a programme that will fit with your culture.

If you are a sales director or manager, internal trainer or HR specialist and you know your organisation will benefit from an outstanding programme which will change the way you develop your people, contact us today at hr TEAM.

Your sales managers will know how to coach and be able to apply what they learn to improve results in your sales people very quickly. We are developing a reputation as sales coaching experts and we know we can make a BIG difference in your business.

We look forward to hearing from you…

- **01435 865 711**
- **info@hrteam.co.uk**

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All this information is available on our website:

www.hrteam.co.uk/salescoaching

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