

# CONTINUED SUCCESS THROUGH COACHING

As a sales leader, one of your most critical actions is coaching your team members to help them achieve their potential. In doing this, you will help them learn new skills, develop the ability to make better decisions and in some cases overcome the challenges that are holding them back.



## SALES TRAINING VS. SALES COACHING

Sale training is very much instructional and sales coaching needs to be developmental. Also, the person being coached has just as much a role to play as the coach themselves. While an [effective sales training](#) program will guide your team in the actions they need to perform, a successful sales coaching plan will help them continually refine their skills and improve upon how they do their job.

## BUILDING A SUCCESSFUL SALES COACHING PROGRAM

A successful coaching program begins with the implementation of a structure for your team which set guidelines and expectations. This includes a [defined sales process](#) for your team to follow, the proper [sales training](#) to give them the tools they need to meet those expectations and a [structured playbook](#) to help guide them.

There are many methods and theories on the subject. One that has been used by many newly appointed sales managers is the GROW model due to its simplicity and because it focuses on actions which drive desired outcomes. It also requires that the person being coached play a role in its success.

The four key steps in GROW coaching are Goals, Reality, Options and Way. Let's look at each step.

GOALS	REALITY	OPTIONS	WAY
What do you want to achieve?	Where are you at currently?	What are your options?	What actions will you take?

*Goals: What are the goals that your team member wants to achieve.*

During this stage, as the coach, you should guide the discussion but ultimately the goals should be defined by the team member receiving the coaching. This will establish ownership and drive accountability on their part.

*Reality: What is their current status or situation.*

Review established metrics, pipeline activity and key accounts to give an overview of current status versus desired expectations such as revenue targets, average deal value or opportunities won for example.

*Options: What are the options for getting from your current to desired state.*

Discuss what approaches can be taken to help move toward established goals. This can take many forms such as professional sales training or mentoring from a senior sales team member during on-boarding as a few examples.

*Way: What specific actions will you do to get there.*

Here you should help the team member receiving the coaching choose the actions they will perform to move forward and commit to timelines and deliverables along the way to measure progress.



## IMPLEMENTING COACHING WITH YOUR TEAM

A great place to start coaching your team is through monthly 1-on-1 meetings with each member. During these meetings you can have open dialogue about the things they feel are going well, and the areas that they feel could be going better from their perspective. As you develop comfort and rapport you can integrate the principles of the GROW coaching model into the discussion as a starting point to set the stage for future meetings.

During these sessions also talk about things such as tactics used for prospecting, account growth plans, pre-call planning or even review client call and meeting notes after the fact. Again, be a good listener and allow them to speak to how they feel things went or areas they have struggled where they felt the situation could have went better.

Remember, the goal of a successful coaching plan is to help your team develop their skills to improve how they do their job. Your role as the coach is to provide insight and additional support to help them succeed.

Looking for ways to coach your team, but don't know where to start?

Kallan Sales Development works with manufacturing organizations to develop sales process strategy, enablement solutions and management activities that promote sales team engagement.



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