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Get GREAT at Call Coaching

People are Job One



#GirlsClub

ASK YOURSELF:

Who has done the most for my career development?

Who on my team would say this about me?

SALES MANAGERS

#1 WORST SKILL:

CALL COACHING

- Sales Executive Council

WHOA! REALLY? OUR WORST SKILL?

- ✓ MAJORITY = INFORMAL, UNDEFINED “GET TO IT IF/WHEN YOU CAN” PROCESS
Average of ~55% quota attainment
- ✓ 76% OF MANAGERS SAY THEY COACH 3-6+ HOURS / MONTH
Only 48% of Reps agree with this statistic
- ✓ MISSED COACHING MEETINGS / BAD COACHING MEETINGS = REP DISENGAGEMENT
- ✓ TOP 3 CHALLENGE = / #1 REASON FOR ATTRITION = “LACK OF DEVELOPMENT”
(American Association of Inside Sales Professionals / Aberdeen)
- ✓ GEN X & Y ARE MORE MOTIVATED BY ACCESS TO MANAGEMENT THAN BY AUTONOMY
(Bridge Group 2016)

COACH-TASTROPHIES TO AVOID

1

NO TIME

2

I DO ALL THE TALKING

3

DEBBIE DOWNER



4

THE LAUNDRY LIST

5

BE LIKE ME

6

THE HAMSTER WHEEL



COACH-ASTROPHE #1: **DEBBIE DOWNER**



THE COACH THE *REP*, NOT THE DEAL

People are Job One

REPS SHOULD LEAVE CALL COACHING FEELING LIKE A SUPER HERO



REPS VOTE WITH THEIR EMPLOYMENT



FACTOR 8 **RATE** **THE COACH**

- | | |
|---|--|
| <input checked="" type="checkbox"/> Maintained / enhanced self-esteem (positive feel) | |
| <input checked="" type="checkbox"/> Set expectations / goals / focus for the session | <input checked="" type="checkbox"/> Gained involvement & commitment of rep |
| <input checked="" type="checkbox"/> Focused on behavior not the person | <input checked="" type="checkbox"/> Offered help, practice, resources |
| <input checked="" type="checkbox"/> Asked questions and listened fully to answers | <input checked="" type="checkbox"/> Set follow up time and commitments |
| <input checked="" type="checkbox"/> Kept improvement areas to 1 or 2 | <input checked="" type="checkbox"/> Documented trends and commitments for next session |



COACH-ASTROPHE #2: **BE LIKE ME**



USE A STANDARD COACHING FORM

Talk Tracks (Objective)		Description of Skill or Action	Attempted	NOT Attempted	N/A	Results Achieved	Achieved	Work	Competen	Skilled
			√	√	N/A		√	1	2	3
Before Decision Maker	Pre-Call Plan	Prepared with call goal and first 5 questions				Rep began confidently and with direction				
	Research	Knew customer buying history and last inquiry				Leveraged knowledge to gain interest				
	Leveraged Gatekeeper	Used rapport skills to gain access and information				Rep gained access to DM and/or 2 pieces of information				
	Voicemails	Used techniques to capture attention and prompt call back				Would compel me to call back				
With the Decision Maker	Call Intro	Used Lever or value to engage customer right away				Intro captured DM's attention, call was not cut off in the next 2 minutes				
	Exploring	Uncovered situation and/or problem				Got details of situation that can lead to company opportunity				
		Uncovered pain in the problem				Got details problem / pain that can help company solve the problem and entice customer to solve the problem				
		Uncovered & confirmed priorities of what the contact / DM & end users value about product, company, service, other				Contact's prioritized values _____ Other users / contacts values: _____				
		Uncovered product details (usage, specs) to enable company product match				Rep can identify potential product solutions after call				
		Uncovered buying process and details needed to uncover steps for a win				Found DM's, purchaser, influencer, DM, approval process				
		Uncovered potential barriers including				Barriers are:				

- ✓ Sets Expectations
- ✓ Consistency For All
- ✓ Trends – Rep, Team, Floor
- ✓ Training Input + Retention
- ✓ Coach-astrophe Killer



COACH-ASTROPHE #3: **I DO ALL THE TALKING**



TRY THE COACH MODEL FOR DELIVERY!

STEP	DESCRIPTION	MY LINE
C	<u>C</u> LARIFY EXPECTATIONS	<i>Based on our conversation last time, I'm expecting to hear you opening up the gatekeepers and gaining information.</i>
O	<u>O</u> BERVED BEHAVIOR	<i>I heard you try at least three techniques to build rapport with her. Nice job.</i>
A	<u>A</u> SK QUESTIONS	<i>Why do you think you were shut down? What else have you tried? What will you do next? What do we need to work on?</i>
C	<u>C</u> OMMIT TO ACTION/IMPROVEMENT	<i>I love your suggestion to ask for the sales department the next time you get shut down by the gatekeeper. That should help you get something of value out of each call. We all know how much sales people like to talk, right?</i>
H	<u>H</u> OW CAN I HELP?	<i>Shall we give it a try? I'll be the gatekeeper...</i>
N	<u>N</u> EXT STEPS	<i>I want you to complete this WINS form with our focus area and email it to me by end of day. We'll meet up again next week same time.</i>

LEARN TO **SPEAK COACH**

<div>X</div> <div>Pushed right past gatekeeper without gaining any information</div>	➡	<div>✓</div> <div>What made you decide to skip over the gatekeeper?</div>
<div>X</div> <div>Horrible Intro. Way too long!!</div>	➡	<div>✓</div> <div>How did the DM react to your introduction? Do you think he was fully tuned in at the end?</div>
<div>X</div> <div>Totally threw up features on the DM</div>	➡	<div>✓</div> <div></div>
<div>X</div> <div>Walked RIGHT PAST a buying sign!</div>	➡	<div>✓</div> <div></div>
<div>X</div> <div>Shut down at the objection. Just answer his question!!</div>	➡	<div>✓</div> <div></div>

TIP: Think of your Rep as your Customer!

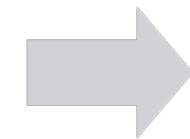
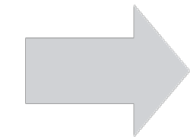
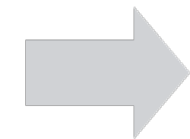
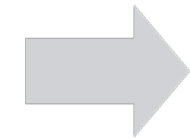
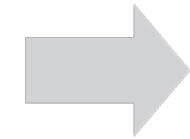
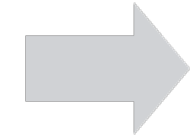


COACH-ASTROPHE #4: **THE LAUNDRY LIST**



DECIDING WHAT TO COACH

X	Pushed right past gatekeeper without gaining any information
X	Horrible Intro. Way too long!!
X	Totally threw up features on the DM
X	Walked RIGHT PAST a buying sign!
X	Shut down at the objection. Just answer his question!!
X	_____



✓	What made you decide to skip over the gatekeeper?
✓	How did the DM react to your introduction? Do you think he was fully tuned in at the end?
✓	_____
✓	_____
✓	_____
✓	_____

IMPACT CHOICES:

REP = Rep Choice

\$ALE = Anything prevent a sale?

CALL = What killed the call?

CUSTOMER = Will they take our next call?



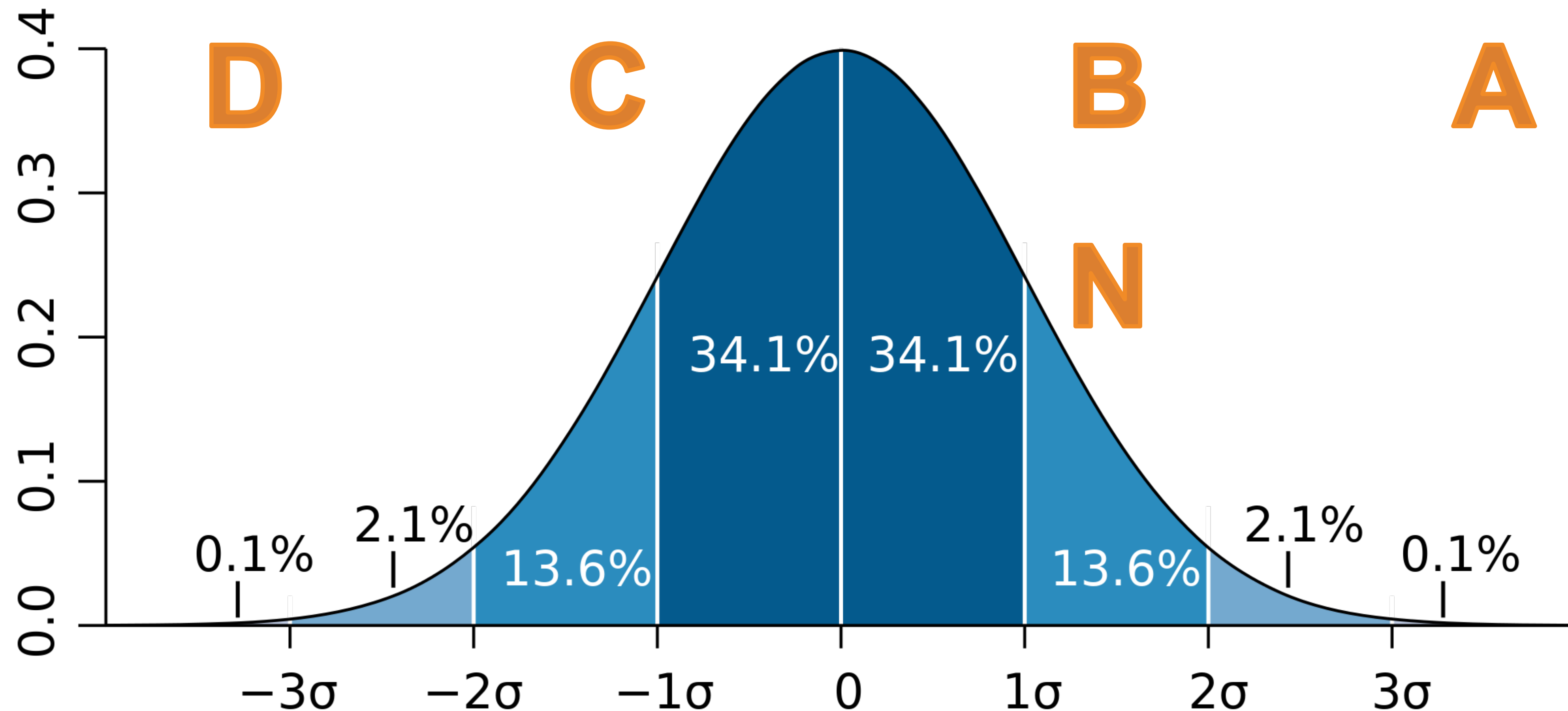
Rule of thumb: If you let your **Rep choose** you can't lose!



COACH-ASTROPHE #5: **NO TIME**



NOT ALL REPS PERFORM EQUALLY



Create a Coaching Calendar

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	7:00				
	8:00				
	9:00				
	10:00				
	11:00				
	12:00				
	1:00				
	2:00				
	3:00				
WEEK 3	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	7:00				
	8:00				
	9:00				
	10:00				
	11:00				
	12:00				
	1:00				
	2:00				
	3:00				
WEEK 4	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	7:00				
	8:00				
	9:00				
	10:00				
	11:00				
	12:00				
	1:00				
	2:00				
	3:00				

TIPS FOR SUCCESS

- ✓ Schedule the middle 2 weeks first. Do half in week 1, Do none EOM / EOQ.

- ✓ Schedule Reps in priority order (B's first!).

- ✓ Leave at least 4 hours / day unscheduled (emails, floor time, escalations, etc.)

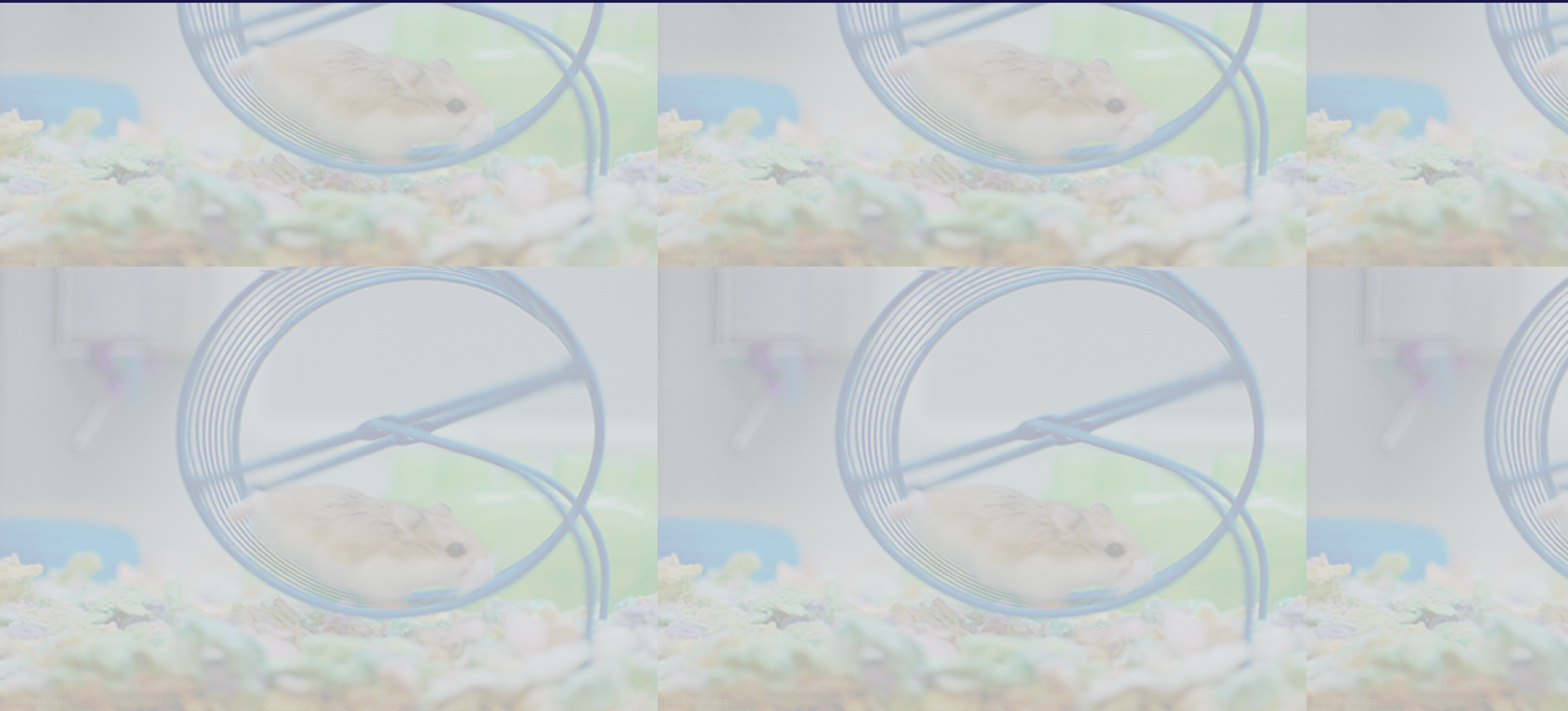
- ✓ Let your Reps know your plan!
Coordinate a convenient time.

- ✓ After a trial run, send Reps meeting invitations including time & location

- ✓ UNDER vs. overschedule. Never no show or cancel!



COACH-ASTROPHE #6: **THE HAMPSTER WHEEL**



BEATING “THE HAMSTER WHEEL” WITH DOCUMENTATION

- ✓ Rep Fills Out
- ✓ Rep Owns
- ✓ Paper or Electronic

W.I.N.S. REP COACHING FORM

Name:

Date:

Call Strengths:

W.I.N.S. Areas (What I Need to Succeed):

Performance Notes & Goals– How Should This Impact My Sales Performance?

My Commitments – Actions I will take to exceed expectations on calls:

Action Item	Due By	Comments
1		
2		
3		

Director Commitments – Actions my Director will take to assist me:

2		
3		

Rep Signature:

Director Signature:

What I Need to Succeed

- ✓ Tracks Focus Areas
- ✓ Deepens Commitments
- ✓ Gains Mutual Agreements
- ✓ HR Paper Trail

TIP:

Resist owning this form!

BEATING “THE HAMSTER WHEEL” WITH AMBITION!

NEW ACTION PLAN

Due Date ?

10/26/2019

▼

ITEMS

GOAL

50 Daily Dials

Required

GOAL

50 Daily Emails

Required

QUESTION

Did you reach your dial goal? If so, what did you do differently? If not, what held you back?

FEEDBACK

Opportunity

Required

We need to work on objection handling. This week, listen to 3 AE calls marked for exceptional objection handling and let's role play during 1:1 next week.

3 “Aatta-boys!”

1 Improvement item

5 Questions minimum

2X implementation if it’s THEIR idea

1.5 Average coaching sessions / month / rep

0 Action items on your list



6 RULES TO CALL COACHING SUCCESS



6 Rules To Call Coaching Success.

Download our Call Coaching Cheat Sheet and never have an ineffective call coaching session again.


Your Call Coaching Cheat Sheet includes:

- ✓ C.O.A.C.H. rules
- ✓ How to decide what to coach
- ✓ How to talk to reps so they respond positively
- ✓ Keys to following up success

Call coaching doesn't have to be painful (for you and them). There's a better way.

DOWNLOAD IT NOW!

<http://factor8.com/ambition>

STEP NAME		CONTENT & EXAMPLE			
CLARIFY EXPECTATIONS		Based on our conversation last time, I'm expecting to hear you opening up the gatekeepers and gaining information.			
OBSERVED BEHAVIOR		I heard you try at least three techniques to build rapport with her. Nice job.			
ASK QUESTIONS		Why do you think you were shut down? What else have you tried? What will you do next? What do we need to work on?			
COMMIT TO ACTION/IMPROVEMENT		I love your suggestion to ask for the sales department the next time you get shut down by the gatekeeper. That should help you get something of value out of each call. We all know how much sales people like to talk, right?			
HOW CAN I HELP?		What would help you work on this? Want to practice?			
NEXT STEPS		I want you to complete this WINS form with our focus area and email it to me by end of day. We'll meet up again next week same time.			
HOW DO I DECIDE WHAT TO COACH?					
#1		#2			
#3		#4			
					
TALK IN QUESTIONS!		BE READY TO ROLL THIS UP TO YOUR BOSS:		COACH-TASTROPHIES	
#1	How do you think that call went?	#1	Top 3 skill gaps on your team	#1	No time
#2	What do you think was the customer's point of view?	#3	Ideas based on customer feedback	#2	Be like me
#3	What do you think you could work on to help you most increase your number?	#4	Who isn't progressing & you're ready to move to corrective action / terminate	#3	Debbie Downer
#4	What are you going to do to work on that?	#5	Resources needed for coaching coverage	#4	The laundry list
#5	How can I help?	#6	Ramp progress / strength of newbies	#5	Hamster wheel
				#6	I do all the talking

ASK YOURSELF:

What Do I Want To Be Known For?

▶ Let's Connect on LinkedIn!

▶ LB@Factor8.com

▶ 480-304-2381

▶ www.WeAreGirlsClub.com

▶ www.Factor8.com

▶ www.TheSalesBar.com

<http://factor8.com/ambition>

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