

Presented by



Navigating Coaching: The Core of Management

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Navigator



OVERVIEW

KEY POINTS

Building Relationships
Individualizing Your Management Style
Coaching Skills
Wrapping it Up



BUILDING RELATIONSHIPS

YOU CANNOT COACH WITHOUT A RELATIONSHIP

- You do for them before they do for you!
- Fight Internal battles for them so they can be productive
- Help them achieve their (individual) goals – tailor your management style
- Think through your rules and restrictions

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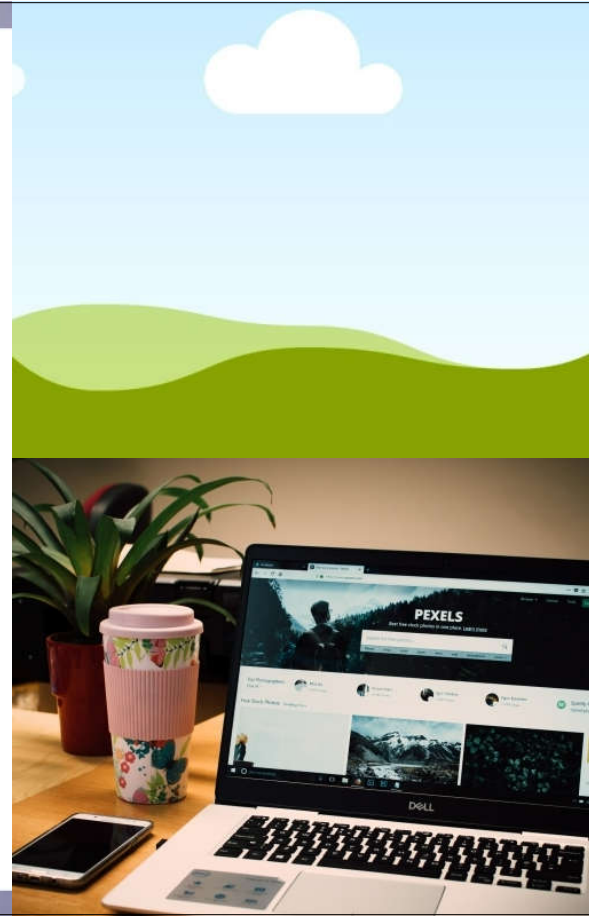
INSPIRING WORDS

**Each employee you have should see
you as THEIR manager, not THE
manager.**

INDIVIDUALIZING YOUR STYLE

YOUR EMPLOYEES ARE INDIVIDUALS.

One size does not fit all and all employees are not motivated the same way with the same strengths - adapt your actions to THEIR motivations and work styles where possible.



COACHING WORK ACTIVITY

- Share the field of battle/observe
- DO NOT do the work for them - instead see how they are actually doing it in the real world.
- Be an impartial observer.
- DO NOT view through the prism of what YOU would do. Instead, view through the prism of the results accomplished.

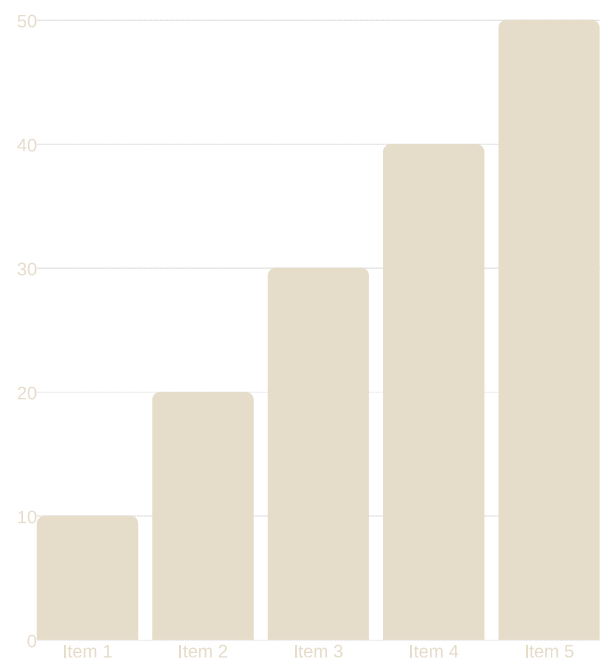
PREPARING TO COACH

REMEMBER TO INDIVIDUALIZE

- Unless the work is a physical activity (such as packaging and picking orders), refrain from coaching during. This can become a negative motivator and keep you from learning what you need to learn.
- Take the time to create a written evaluation from a results-based perspective.
- Meet one-on-one in a nonthreatening environment (conference room). Your office is a "power dynamic."

SUCCESSFUL COACHING MEETINGS

- Ask the employee to review the work and results. Can they appropriately interpret and diagnose, or even ask for needed help? Quantify if possible.
- Review instances where the work went wrong – FROM THE RESULTS, not your preferences.
- Avoid "I would have done or said"; instead, say, "if you had done or said, here's the benefit."



Gaining Commitment

CHANGE

Propose change in behavior - USING SELLING SKILLS, selling based on the benefits.

GAIN AGREEMENT

Gain agreement from the employee that this change would bring a positive result.

ROLE-PLAY

Role-play the change (or for physical activity, go do the task) using the proposed change.

FOLLOW UP

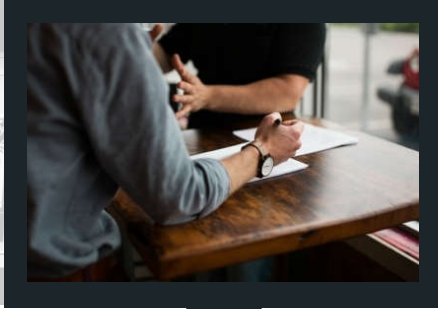
Follow Up with another observation - soon - to see if the changed behavior is being implemented.

WHAT IF COACHING DOESN'T WORK?



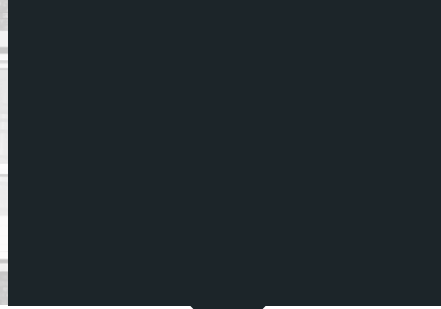
- Very little you can do with a lack of effort
- Try multiple times to change behavior
- Bottom line – if the behavior is an obstacle to achievement, and if the employee refuses to change, it's time to terminate.

The Coaching Process



BUILD RELATIONSHIPS

You can't coach without a relationship.



INDIVIDUALIZE

Your employees should see you as THEIR manager.



CHANGE BEHAVIOR

Sell change, rather than dictate it.

PPAI ONLINE[™]
Education

QUESTIONS?

PPAI ONLINE[™]
Education

THE SALES STRATEGY REVIEW

One hour conversation. Two to three tangible take aways.



GOALS &
STRATEGY



STAFFING &
COMPENSATION



PARTNERS &
CUSTOMERS

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Thank You!

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