

Coaching Conversations



"It's not what you say, it's what people hear."

—Tim Kight, Focus 3 CEO

Perhaps truer words have never been spoken when it comes to coaching conversations. Sales Managers often believe they are communicating clearly. However, what their salespeople hear is something completely different than they intended.

That begs the question, *What can Sales Managers do to ensure what they say is understood?* Consider the following:

- **Prepare** – If managers have planned coaching sessions, it is imperative they spending time preparing. Thinking about the discussion before it happens may be the difference between success and failure.
- **Listen** – Often, people listen to respond versus listen to understand. When sales leaders listen to understand, they will 'hear' the spoken and unspoken concerns of their sales professionals.
- **Have a 50/50 Dialogue** – Coaching is not a one way street. The best conversations are when the sales manager and sales representative exchange ideas, discuss concerns and find solutions. To ensure understanding, managers can check in with their salespeople. By asking check in questions, they can measure understanding, get a 'temperature check' and know if they need to redirect the conversation.
- **Adapt to Behavioral Styles** – When managers adapt the conversation to appeal to the sales professionals' styles – not their own – communication improves.
- **Gain Commitment** – Before the coaching session concludes, agreeing to the next action step confirms the manager and representative are on the same page.

When these ideas are consistently applied, communication improves, trust increases and performance is enhanced.

For more information about Coaching Conversations, contact Rodefer Consulting, LLC at 614.865.3245 or www.rodeferconsulting.com.



Building People. Enhancing Results.