

Coaching Overview for Sales Leaders

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Below is an overview of a typical six-month coaching process:

Definition of Coaching
Process of Coaching
Coaching: It's Impact on Performance
Why Coaching Works!

Coaching Defined

Professional Coaching is an ongoing partnership and process over time where clients produce fulfilling results in their professional lives. Through the process of coaching, clients deepen their learning, improve their performance, and enhance the quality of their work and lives.

Process of Coaching

Following an initial assessment and orientation, coaches and clients meet formally and confidentially 2-3 times per month, either by telephone or face-to-face. The client also has email, voicemail, and laser coaching (via telephone) access to the coach in between sessions. In each meeting, either by phone or in-person, the client chooses the focus of conversation, while the coach listens and contributes observations and questions. This interaction creates clarity and moves the client into action. Coaching accelerates the client's progress by providing greater focus, self-responsibility, and awareness of choices and consequences. Coaching concentrates on where clients are today, in the present, and what they are willing to do (and who they are willing to 'be') in the future in order to accomplish what they want to accomplish.

Coaching: Its Impact on Performance

Numerous articles have been written in the last five years citing the impact that coaching, both 1-1 and organizational, is having on performance. What you can expect from coaching:

- Enhanced Performance, Productivity, Decision Making, & Confidence
- Better Support & Focus for the Executive or Manager's Agenda
- Concentrated Focus necessary for Success in a Sales Environment
- Enhanced Awareness (self & environment)
- Enhanced Sense of Well-being/Reduced Anxiety, Stress, and Pressure
- More Effectiveness in Working Relationships
- Reduced Isolation
- Clarity of Roles & Goals
- Effective & Empowered in Face of Change
- Professional Growth & Learning
- Accountability
- Greater On the Job Satisfaction and Fulfillment

Why coaching works! Excerpts from the article, *Learning in Action*, published by Tony Klingmeyer

Ask *anyone* in the professional training and development business, "what is the biggest challenge you face when working in companies?" To a person, the biggest challenge for both the training company and the client company is how to sustain the learning over time. The value of any assessment taken, book read, or training experienced is reliant on this sole factor: sustainability over time. Countless dollars are wasted on training and development, because they lack some process or function to help the learner integrate and apply the learning in real time, at their workstations and in their work groups. (How many times have you heard someone say, "That was a great training program (or planning session, etc.), but how do I use it in my everyday work life?")

As the owner of a training and development firm, I was confronted by this issue *every* day. And for many years I had no adequate answer. Fortunately, after having received some great 'coaching', I have learned why coaching is so powerful... While acknowledging the key learnings and concepts one gains from a training experience, engaging with a coach takes the 'conceptual' out of the training (whether for skills, performance management, development or in the case of a leader, the executive's agenda, etc.), allowing for review, practice and evaluation of new skills and perspectives gained. It is a process that is grounded in client choice: the client chooses ongoingly how they wish to use and practice the learning, and the coach provides inquiry, structure and support. I have often referred to 'coaching' as JITPD: Just In Time Professional Development. Instead of it being a conceptual exercise, a client uses the coaching session to deal with real time issues: those affecting him/her that day or in the near future. As a coach, it's gratifying when you see clients use the learning in action: many times the client enters the session with a JIT issue and immediately following the session, one has several different tacks he/she can take to significantly impact that issue. Now, that's powerful learning in action... And that is valuable to both the individual AND the company!