

# Coaching Selling Beyond the Product™

## Coaching Selling Beyond the Product™

(CSBP) offers a comprehensive, hands-on approach to enhancing the manager's role in improving individual sales performance. It provides knowledge and skills that are immediately applicable to shaping the skills development of the team. It builds on the manager's own expertise, instills a thorough understanding of the best practice principles of coaching and feedback, helps him or her understand the critical role of coach, and gives him or her skills and techniques to develop a team of top-performing, consultative people.

To help get the most out of your management organization, Jack B. Keenan, Inc. offers a results-oriented learning experience that not only taps your sales managers' potential, but also develops and maximizes it. Coaching Selling Beyond the Product offers a core approach for managers to improve the effectiveness of their people and business units.

Coaching Selling Beyond the Product provides common language and processes, leveraging the Selling Beyond the Product processes and terminology, promoting alignment with and attainment of an organization's business goals and development strategies. Also, when integrated with an organization's performance management process, it leverages and reinforces the return on training investment because managers are then able to coach directly to the organization's priorities.



## Program Content

### ORIENTATION: THE MANAGER AS COACH

- Set the stage by discussing the four roles of a sales manager.
- Increase managers' commitment and motivation to coach.
- Introduce the concept of different 'default' coaching styles.
- Introduce the coaching goals of performance plus self-sufficiency, self evaluation and self-motivation.

### UNAMBIGUOUS COMMUNICATION

- Present the "how to" of communicating about performance in clear and unambiguous ways – the critical element of effective coaching.
- Explore a variety of methods of communicating clear expectations regarding Engaging through Committing practices.
- Learn a fundamental 3 step process for giving clear feedback.
- Understand the difference between an 'issue' and 'annoyance'.
- Practice coaching and communicating in informal live situations.

### GUIDED REASONING

- Introduce the Guided Reasoning skills to increase a performer's ability to self-evaluate their performance, increasing their self-sufficiency.
- Dialogue-Guiding Skills for reflecting on Engaging through Committing Skills.
- How to ensure ownership and "no monkeys".

### FORMAL COACHING FOR PERFORMANCE IMPROVEMENT

- Introduce the process and protocol for a more formal coaching interaction.
- How to prepare and aggregate information.
- Techniques for opening the dialogue, reaching a consensus about performance targets, agreeing on action, and closing on a positive.

### COACHING TO SUSTAIN AND LEVERAGE PERFORMANCE

- Introduce how to apply the coaching skills fundamentals to sustain, leverage, and extend the productivity of your best performers.
- Understanding the natural tendencies with high performers.
- How to challenge high performers for further improvement to reach new heights and goals.
- Skills for expressing authentic appreciation.

## OVERVIEW

Coaching Selling Beyond the Product is a two-day program comprised of five modules.

The first day covers the most effective techniques for increasing performance communication at all levels, how to communicate clear, unambiguous expectations, and how to deliver clear and unambiguous feedback.

The second day builds upon the first with a focus on guided reasoning, informal situational coaching, formal coaching practices and the best practices for coaching of high and low performers.

Coaching is one of the most fundamental of a manager's responsibilities - one that is easier discussed than is put into practice.

As such, there are numerous opportunities throughout the program where the participants are required to demonstrate their coaching proficiency.

## PROGRAM SUMMARY

Today's unpredictable and often volatile business climate is reflected in the corporate landscape by rapid changes, shifting business strategies, and the need for skilled employees to execute on these strategies efficiently, effectively, and creatively.

Commitment to execute at the highest level is required.

Compliance is necessary but not sufficient.

Unfortunately, all too often new managers who had been highly successful themselves are not equipped to manage other professionals effectively; yet the ability of these managers to do exactly that has a significant impact on team success.

Their ability to coach performance can significantly impact performance and productivity.

By communicating expectations, observing performance, and providing effective feedback and recognition, managers will improve their ability to impact performance, while at the same time increasing the capabilities of their people.

## PARTICIPANTS

Coaching Selling Beyond the Product is designed for new to experienced sales managers, particularly intact sales management teams.

## PARTICIPANT MATERIALS

Participant Guide, Curbside Conversation checklist.

## LEADER MATERIALS

Leader Guide, Modeling Video and Presentation materials.

## OUTCOMES

Upon completion of Coaching Selling Beyond the Product, participants will be able to:

### Participant Outcomes

Sustain motivation and performance through positive feedback.

Improve performance through constructive feedback.

Communicate clear and unambiguous performance expectations.

Use dialogue to encourage self-evaluation, self-sufficiency, and self-motivation.

See themselves as "coaches" instead of managers.

Diagnose why a person isn't meeting expectations, and identify alternate courses of corrective action.

Shift from a short-term focus to a long-term focus on maximizing overall performance.



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