



The Leadership Institute

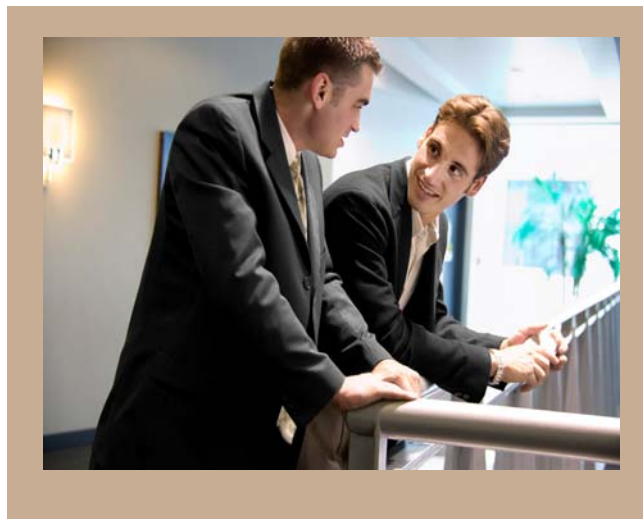
Lighting the Way

COACHING & MENTORING

IMPROVE PERFORMANCE & BOTTOM LINE RESULTS

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“Don’t judge each day by the harvest you reap, but by the seeds you plant.”
-Robert Louis Stevenson

Participant Module



The Leadership Institute

Lighting the Way

“Inspiring Dreams, Realizing Potential”

COACHING & MENTORING

WELCOME

SESSION
GOALS

PROGRAM
OUTLINE



I. WELCOME TO COACHING & MENTORING!

II. SESSION GOALS

Managers will leave with the understanding that:

It is expensive to treat your staff as if they are disposable.
Coaching can result in improved bottom line performance.
Mentors can help in individual development.
Performance can be improved by focusing on salespeople's thinking and habits.

Salespeople will leave with the understanding that:

It is costly to resist learning new skills through coaching.
Mentors can improve their earnings & advance their careers.
It is in their best interest to ask for and participate in a coaching and mentoring program at their publication.

Program Outline:

1. Overview
Whet your appetite in 50 minutes
What's in it for me? (WIIFM)
2. Working definition of coaching vs. mentoring.
Different sides of same coin.
Same only different focus.
Polishing vs. setting example
Solution vs. problem
3. About being a great coach!
Coaching overview.
Coaching skills inventory.
4. Introducing the "Coaching Tango"
Now that you understand the basics, Bam! Let's kick it up a notch!
Exploring our thinking process.
Core principles and 5 levels of thinking.
Dancing with your employee's issues.
5. What's Mentoring?
Look at the part mentoring plays in talent development.
6. Review of key points.
Here is what we discussed.
Here is how to implement coaching & mentoring programs at your paper.

Appendix::

Effective Coaching and Mentoring Programs.
Field Coaching program model from soup to nuts.
Establishing a knock your socks off mentoring program.

COACHING & MENTORING

OVERVIEW

WHAT'S IN IT OR YOU?



III. OVERVIEW

“When land was a scarce resource, nations battled over it, the same is happening now for people.”

-Stan Davls & Christopher Mayer, Future WEALTH

Exercise: What’s in it for you?

Manager's Interview Time: A minimum of 1 hour times your hourly compensation, then multiply it by the number of finalists you interviewed. \$ _____

Human Resources Costs:
New Hire Administration: Processing paper work, orientation, etc. (approximate) \$ 150.00

Company Paid Benefits: Health and LTD Insurance. (approximate) \$7,000.00

For basic sales training seminar (salesperson’s hourly salary plus training materials). \$1,200.00

Advertising Department’s Diminished Revenue: Territory/account coverage while search is in progress, retention and new account opportunities lost. \$ _____

Manager/Salesperson’s Time: Covering territory and teaching the new rep the ropes. \$ _____

Approximate total cost of replacing sales person: \$ _____

Adjustments for mistakes or misunderstandings: \$ _____

Approximate cost of developing current sales staff: **Priceless**

COACHING & MENTORING

UNDERLYING ASSUMPTIONS

UNDERLYING ASSUMPTIONS:

- ✓ Our industry is struggling to attract and retain skilled employees.
- ✓ It is difficult to accurately predict a candidate's performance.
- ✓ Your goal is to provide our company with people who are functioning at their highest levels.
- ✓ Coaching & Mentoring programs vary greatly among publications.

A COACHING & MENTORING PROGRAM SHOULD PROVIDE IMPRESSIVE RESULTS FOR THOSE WHO ARE ABLE TO:

- ✓ Understand what coaching is, why it is important, and how it supports individual and company goals.
- ✓ Prepare for a coaching session by using observation and analysis to build a plan for successful dialogue.
- ✓ Use coaching & mentoring as a way to build a valuable sense of teamwork.

What do you believe is the most effective use of your limited coaching and mentoring time?

AVERAGE RETENTION FOR INSTRUCTIONAL METHODS:

- ✓ **Lecture = 5%**
- ✓ **Reading = 10%**
- ✓ **Audiovisual = 20%**
- ✓ **Demonstration = 30%**
- ✓ **Discussion Group = 50%**
- ✓ **Practice by doing = 75%**
- ✓ **Teach others / immediate use of learning = 90%**

AVERAGE RETENTION FOR INSTRUCTION METHODS



COACHING
VS
MENTORING

IV. WORKING DEFINITION OF COACHING VERSUS MENTORING

“Tell me and I forget. Teach me and I remember. Involve me and I learn.” - Benjamin Franklin

MANAGER’S FOUR ROLES

ASK

MENTORING PROBLEM	COACHING SOLUTION
MANAGING	TRAINING

TELL



COACHING & MENTORING

4 ROLES OF MANAGER

SUPERVISORY / MANAGEMENT ROLES INCLUDE:

- Manager:** Helps you set long-term goals and strategies, deadlines, puts them into manageable steps and Monitors your progress.
- Trainer:** Keeps you on the right path and in action, pushes you to do your best and hold you accountable for results.
- Coach:** Provides objective input and skills guidance.
- Mentor:** Recognized leader who models the correct way to approach the job. Someone who, by example, helps you set goals for yourself.

COACHING AND MENTORING ARE DIFFERENT SIDE OF THE SAME COIN:

- ✓ They are similar in technique, however, their goals and focus are different.
- ✓ Coaching is like being the coach of a sports team.
- ✓ Mentoring is like being the captain of a sports team.

CAUTION!

Both coaching and mentoring involve the communicating of practical knowledge and skills to someone who is both willing and able to learn. Check to see if they want to learn. If they are not willing, you are wasting your time and resources.



COACHING BASICS

V. ABOUT BEING A GREAT COACH!

Coaching Basics, are you investing in and nurturing your human capital?

You can maximize the effectiveness of this scarce resource by:

- ✓ Learning the coaching process.
- ✓ Identifying “coachable” performance problems.
- ✓ Developing a mentoring system.

Coaching Basics:

Coaching is a form of follow-up training in which you, the sales manager, works with individual sales people, one on one to build selling proficiency.

The aim of coaching is twofold:

1. To maintain or enhance the salesperson’s performance.
2. To improve or redirect performance that needs improvement.

Coaching is a process of observation and feedback:

- ✓ First you observe the salesperson making a call.
- ✓ Then you give feedback on what you observed.
- ✓ Finally, you and the salesperson plan actions to correct any performance problems that were observed.

Coaching is time well spent, you can:

- ✓ Determine strengths and areas needing improvement.
- ✓ Work individually with each salesperson to improve performance.
- ✓ Instill self-analysis skills in your sales force asking questions.



COACHING & MENTORING

COACHING SKILLS

Coaching Skills

The following is a list of basic skills and qualities needed to be a successful coach. *(Note: Courses on Listening Skills, Feedback Techniques and Leadership are available through The Leadership Institute.)*

What percent of your weekly coaching time do you spend?*

Planning: _____%

Organizing: _____%

Observing: (Listening) _____%

Communicating: (Feedback) _____%

Reviewing: (Follow Up) _____%

*100% = Total Time spent on coaching each week.

Six Qualities of a Great Coach:

- ✓ Great Communicator
- ✓ Insightful
- ✓ Committed to Others
- ✓ Integrity
- ✓ Confident
- ✓ Coachable

Coach's Role:

Support and direct from the sidelines.

Give constructive feedback.

Use open and closed questions to help the salesperson understand what went well and what needs to be improved.

Troubleshoot and discuss causes of any observed problems.

Plan actions for improvement.



COACHING & MENTORING

COACHING PROCESS

THE COACHING TANGO



OVERALL COACHING PROCESS:

- ✓ Put the employee at ease.
- ✓ Find out what they already know.
- ✓ Present information or demonstrate work methods.
- ✓ Repeat.
- ✓ Evaluate learning.
- ✓ Provide feedback.
- ✓ Correct.
- ✓ Reward.

VI. INTRODUCING “THE COACHING TANGO”

Now that you understand the basics, let's kick it up a notch!

The tango is a syncopated ballroom dance, danced by couples, and having many varied steps, figures, and poses. As you know, “it takes two to tango.” - dictionary.com

Coaching can be a dance that you do with your salespeople. It does have varied steps and can be both enjoyable and beneficial.

Here's how to use the Coaching Tango to help employees change habits:

Coaching is most often focused on things that salespeople do consistently. They are often unaware that they are doing them:

- ✓ Avoiding cold calling.
- ✓ Spraying and praying.
- ✓ Not listening to the advertiser.
- ✓ Winging it.
- ✓ Refusing to learn about the product.
- ✓ Forgetting to order spec ads.

IN A RUT

Employees who avoid these things consistently are in a rut.

***Rut:** a fixed or established mode of procedure or course of life, usually dull or unpromising; To fall into a rut, or a settled and monotonous routine that is hard to escape; “they fell into a conversational rut.”*

- dictionary.com

We all establish habits that are difficult to break. Many of the things that require coaching are really habits.

To make the best use of your coaching time:

- ✓ Start by focusing on what the employee thinks about his or her skills.
- ✓ Avoid telling them what you believe to be the best way to improve.

Neuroscience has determined that we are generally resistant to advice because our thoughts (beliefs) are “hard-wired” and very difficult to change. They also found that it is much easier and more efficient to replace established (hard-wired) thinking with new thoughts.

- David Rock, “Personal Best”

5 LEVELS OF THINKING

EXPLORING THE SALESPERSON’S THINKING PROCESS

Your job is to help them focus their thinking.

THE FIVE LEVELS OF THINKING:

1. **VISION:** Where are we going? (our goals and vision)
2. **PLANNING:** How to get there? (our milestones and measurements)
3. **DETAIL:** Taking action. (doing)
4. **PROBLEMS:** When things go wrong. (not thinking about options)
5. **DRAMA:** Where all that is left are emotional issues.



WHEN COACHING...

WHEN COACHING THE SALESPERSON'S JOB PERFORMANCE:

1. Spend most of your time focused on vision and planning.
2. Until their vision and planning is solid, spend less time on the details.
3. Don't spend time in the emotional mud of problems and drama.

HOW TO DANCE THE "COACHING TANGO"

Key Concepts:

The easiest way to help people change the thoughts, beliefs and attitudes (move out of a rut), is to add new ones.

First the person needs to be aware of those thoughts (hard-wiring.)

Questioning Process:

(the goal is to replace old "hard-wired" thoughts with new ones.)

Suppose that a salesperson consistently fails to make cold calls, or just goes through the motions to satisfy a goal that has been set for them.

1. Ask for permission to discuss a skill issue.

"May I ask you a few questions regarding how you think about cold calling?"

2. Ask questions regarding how they think about the skill issue. However, make it a conversation and not an interrogation. Watch your tone. Keep it smooth and stress-free for the sales representative.

"What do you think about when you are considering making a cold call?"

3. Continue to ask the employee to describe what they think about the issue.



THE QUESTIONING PROCESS

“How often do you think about making cold calls?”

“How important is cold calling to how well you do your job?”

“What do you think that your prospect feels about you?”

4. Recognize the employee when they have insight into what is keeping them from performing the skill (like paraphrasing on a sales call.)

“It sounds like you think that you are disturbing people when you call them about an appointment. Is that correct?”

5. Help them to see options.

“What other reactions might a business owner have to your call?”

6. Replace old thoughts with new ones.

“Do you think that business owners might need help selling their products and services?”

“What could you do to help a business owner attract more customers?”

7. Set action steps with due dates.

“Okay, so you’ve agreed to write a 30 second ‘elevator speech’ introducing yourself and highlighting how your publication can help the prospect get the word out to potential customers. We will go over it tomorrow morning. Then you will practice your speech both here and at home. You will call 6 prospective advertisers to make appointments. Directly after the calls, you and I will get together to go over the results.”



THE QUESTIONING PROCESS

MENTORING



8. Positive Feedback (Neuroscience has found that people learn better by building on positives instead of reinforcing negative behavior.)

“This sounds like a great plan. You’ve identified what is bothering you about making prospecting calls and have a plan to fix it. Just keep in mind that we all have had similar concerns and the answer is to make enough call so that it becomes second nature.”

Now return to the Traditional Coaching Process (refer to page 9.)

VII. LOOKING AT THE PART MENTORING PLAYS IN TALENT DEVELOPMENT.

*“To keep a lamp burning, we have to keep putting oil in it.”
- Mother Teresa*

Mentors can play an invaluable role in developing your staff’s skills as well as promoting an understanding of the correct ways to accomplish tasks. In this context, think of a mentor as:

- ✓ *One of your lead salespeople who volunteered to help*
- ✓ *A Sales Manager—particularly if the goal is developing leadership*
- ✓ *A senior or superior salesperson*

MENTORING GUIDELINES

Important elements in the relationship include:

- ✓ Setting realistic expectations.
- ✓ Are the mentor’s skills similar to those the employee needs to build?
- ✓ What information, skill sets, insights, will be of greatest value?
- ✓ What is the salesperson’s preferred method of learning?
- ✓ What will make the relationship as comfortable as possible?
- ✓ What are some values or beliefs are important to the employee?

CAUTION:

- ✓ Not all senior or top sales people will be good mentors.
- ✓ Great mentors get satisfaction from helping others grow.
- ✓ Both parties must understand that mentoring is voluntary.

COACHING & MENTORING

MENTORING FUNCTIONS

MENTORING



A MENTOR FUNCTIONS AS A:

TEACHER:

- ✓ Imparts various organizational and occupational skills.
- ✓ Guides in the hierarchical, political and “cultural” framework.
- ✓ Teaches the implicit rules of behavior and conduct.
- ✓ Demonstrates by example the most effective / efficient methods.

COUNSELOR:

- ✓ Builds and encourages self-worth and confidence.
- ✓ Provides a clear picture of the potential career paths.
- ✓ Helps them overcome increasing performance pressures.

GO BETWEEN:

- ✓ Periodically intervenes on employee’s behalf.
- ✓ Acts on behalf of the employee as an advocate.
- ✓ Utilizes their position to secure resources and support.

Like coaching, mentoring behaviors that are critical include:

- ✓ **Listening**
An empathetic ear is vital.
- ✓ **Encouraging Two-Way Communication**
Facilitate open channels of communication and interaction.
- ✓ **Providing Insights and Information**
With communication comes the need for the mentor to constantly provide insights and opinions.
- ✓ **Identifying Opportunities**
The mentor must act as a resource for career information, and might suggest strategies for accomplishing work objectives.

COACHING & MENTORING

MENTOR TRAINING

MENTOR TRAINING SHOULD INCLUDE:

- ✓ **Advising and Empowering**
Important to encourage and support the employee's own decision-making abilities.
- ✓ **Criticizing Constructively**
Mentors must be careful not to criticize harshly or be judgmental.
- ✓ **Avoiding Rescuing**
Mentors must recognize that mistakes will happen, but must be careful not to make a habit of "saving" the other person.
- ✓ **Distancing**
Some distancing, without building barriers, is necessary and healthy.
- ✓ **Maintaining Interest**
Mentoring requires constant attention and a willingness to cultivate meaningful working ties.

VII. REVIEW OF KEY POINTS

- ✓ **Our goal was to answer the question, "What's in it for me?" and to whet your appetite in 50 minutes.**
- ✓ **It pays to develop your staff:**
 - It is less expensive than turnover.*
 - It is less costly than having empty territories.*
 - It is less frustrating for your advertisers.*
- ✓ **Coaching and Mentoring are different sides of the same coin. They differ in their focus and in some cases who fills each role.**



COACHING & MENTORING

REVIEW

- ✓ **About being a great Coach!**
 - Coach early, coach often!*
 - Focus on building skills.*
 - During the call, the coach observes, the salesperson sells.*
 - Help salesperson to identify areas for improvement.*
 - You and the salesperson create an action plan.*
 - Follow up, follow up, follow up.*

- ✓ **Dancing the “Coaching Tango”:**
 - Ask the salesperson to focus on thinking about skills.*
 - Stay close but let the salesperson lead.*
 - Thinking leads to habits and ruts.*
 - Help the salesperson change thinking by inventing options.*
 - Set action steps with metrics.*
 - Follow up, follow up, follow up.*

- ✓ **Looking at the part mentoring plays in talent development.**
 - Define what you want passed along.*
 - Pick good people.*
 - Follow from a safe distance.*
 - Hand out praise and acknowledgements.*
 - Be liberal with rewards.*
 - Follow up, follow up, follow up.*

Check the Appendix for:

Two models for creating an effective Coaching and Mentoring program at your publication.

Field Coaching program model from soup to nuts.

Establishing a mentoring program.



APPENDIX:

“There are many truths of which the full meaning cannot be realized until personal experience has brought it home.”

- John Stuart Mill

Do Try This at Home:

- ✓ Effective Coaching and Mentoring Programs.
- ✓ Establishing a Knock-Your-Socks-Off Mentoring Program.

EFFECTIVE COACHING AND MENTORING PROGRAMS

Model Field Coaching Program

Coaching Kickoff:

Schedule a meeting of the entire sales department. Make it fun; provide refreshments and create positive energy for the program.

1. Explain coaching program and benefits.
2. Specify roles on coaching calls, coach observe – salesperson sells.
3. Give criteria for coaching calls:
 - Each call must represent a selling activity.
 - Manager’s help is not needed.
4. Publishing the coaching schedule for the next three months.

Pre-Call briefing:

1. Review call preparations.
 - Call objective.
 - Account information.
 - Anticipated needs / opportunities.
 - Anticipated customer reactions.



COACHING & MENTORING

APPENDIX

2. Review Roles:
 - Salesperson controls the call.
 - Manager observes the call.
 - Introduction of the coach to the customer.

Call observation:

1. Mention note-taking to the customer.
2. Record observations/highlight consistencies.
3. Express appreciation to the customer.

Post-call review with the salesperson:

1. State debriefing steps.
2. Elicit salesperson's self analysis:
 - Ask which skills handled well.
 - Ask which skills were handled well.
 - Ask which skills could have been used more effectively.
3. Give feedback:
 - If time permits, review the call step by step.
 - Summarize skills handled well.
 - Summarize skills that need improvement.
4. Determine action plan:
 - If performance needs improving, use troubleshooting steps.
 - If not, go on to the next call.

Trouble Shooting Check List:

1. Determine the cause of the performance problems.
2. Ask for / suggest improvement actions from the salesperson.
3. Confirm action plan and timelines.
4. Set a follow-up appointment.



APPENDIX



KEY MANAGEMENT ISSUES:

When should you jump in and save the day?

Knowing when to let an employee make a mistake they can learn from and when you need to step in and coach them is a balancing act.

Rather than tell them the solution, when possible suggest a couple of alternatives and let the employee figure out which is best.

ESTABLISHING A KNOCK YOURS SOCKS OFF MENTORING PROGRAM:

Mentoring involves the establishing of a bond based on the desire of the mentor to help and be responsible to the needs of the protégé—whether explicit or not.

1. Assess the Current Issues.
 - How do you know that you need a mentoring program?
 - High turnover.
 - Frequent Questions.
 - Unclear Regarding Succession Plans.
 - High Manager / Salesperson Ratio.
2. Establish Goals and Measurements for the Mentoring Program.
 - Determine knowledge, skills and abilities that need to be modeled and reinforced.
 - What procedures do salespeople need to know or perform?
 - What beliefs and culture need to be reinforced?
3. Identify Mentors and those who could benefit from the program.
 - Which senior or superior salespeople have the necessary knowledge, skills, abilities and will be appropriate role models.

 - Which mentor candidates are willing to voluntarily give of their time and expertise?

 - Will you compensate the mentors?
4. Make a plan.
 - Determine:
 - Who will participate?
 - The pairing of mentors and salespeople.
 - How often will they meet?
 - Are ground rules necessary?
 - How will you keep informed about the program?

COACHING & MENTORING

5. Kick It Off.
 - Create an event.
 - Make it special.
 - Create positive energy.
6. Create Milestones.
 - Quarterly check points.
 - Interview mentors and salespeople.
 - Make any necessary adjustments.
 - Announce progress to the department.
7. Celebrate!

Throw a party when behaviors improve or sales improve.

APPENDIX

