



The Players Can't Play if the Coaches Can't Coach

*Doing something costs something.
Doing nothing costs something.
And quite often, doing nothing costs
a lot more.*

– Ben Feldman

Most managers agree: Coaching helps sales professionals maximize their performance and reach their goals.

But are they really doing it?

For all their good intentions, a lot of managers are dropping the ball when it comes to coaching.

Many will tell you they're overwhelmed, and who can blame them?

Between forecasting, reporting, day-to-day management responsibilities, and constant pressures to meet increasingly demanding goals, coaching often gets squeezed out. It's something to fit in when there's time—and there will never be time.

Tasked with the responsibility but without a framework or model Managers can easily apply, they and their sales professionals end up frustrated by the process, making it that much easier to push coaching further down on the growing list of priorities.

In the midst of everything else going on today, coaching can seem like a luxury. In fact, it's anything but.

Research consistently shows that effective coaching:

- Helps the best get better:**
 Coaching to strengths unlocks potential and opens the person up to new possibilities.
- Keeps your top producers loyal:**
 The attention, recognition and appreciation managers provide through consistent coaching can be the difference between retaining high performers and losing them to the competition.
- Boosts the performance of middle players:** By moving the large population of middle performers to the next level, coaching can be a great source of untapped revenue potential.
- Allows managers to identify and address problems before they escalate:** When managers know what's going on and have had regular coaching conversations all along, costly problems can be minimized or avoided altogether.

But to get those benefits, your coaches have to be willing and able to coach.

With Effective Coaching, Business Results Follow

Numerous studies reveal that employees who have received effective coaching from their managers:



Some will tell you they are coaching their teams...but are they really?

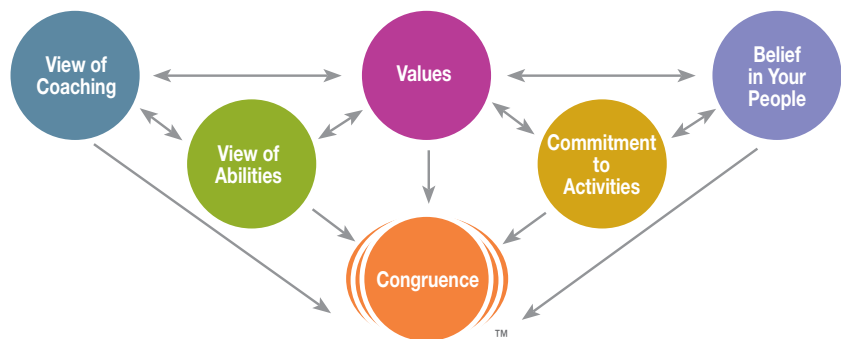
Giving feedback on ride-alongs, conducting quarterly performance reviews, and laying out a corrective plan when someone falters—these are all important, but they aren't coaching.

And there are those who see the value in coaching, but they aren't sure how to do it.

The 5 Drivers of Coaching Effectiveness

Although coaching skills are important, your managers' values and genuine belief in people are what ultimately make the difference.

The Coaching Congruence Model™ describes the five key dimensions that impact coaching effectiveness:



- View of Coaching:** Do I see coaching as an investment in helping people achieve their fullest potential, or telling them what they did wrong?
- View of Abilities:** Do I believe I have the necessary talents and abilities to coach based on my View of Coaching?

Think training's enough?

Training combined with coaching led to an **88%** increase in productivity, versus **23%** from training alone.

– The Centre for Management and Organizational Effectiveness

- **Values:** Do I exhibit positive values such as sincerity, honesty and integrity when interacting with my people?
- **Commitment to Activities:** Do I understand the activities necessary to be a successful coach, and am I willing to consistently practice them?
- **Belief in People:** Do I believe in my people and see possibilities they may not see in themselves? Do I understand how these beliefs are communicated through words and actions?

When these dimensions are in congruence, or alignment, managers will be more committed to coaching as an integral part of the job.

This model also provides a framework to help managers zero in where it counts so their time—and the time of their team members—is spent on the high-value conversations that will drive performance and get results.

Don't Drop the Ball on Coaching

Step 1: Assess the commitment of your managers:

1. Do they believe that coaching is developing potential in people?
2. Do they believe they have the ability to be highly successful as a coach?
3. Do they live by and model values of integrity, honesty and sincerity?
4. Are they willing to do all the activities required to be a successful coach?
5. Do they have an unwavering belief in the potential of their people?

Step 2: Help the coaches coach so the players can play:

1. Recognize coaching is a personal development opportunity for managers as well as their team members.
2. Aim for congruence.
3. Give managers the skills, framework and tools to be successful.
4. Create an environment that supports coaching and invests the time in it, because it's an investment that pays off for the individual and the business.