

CATALYST

COACHING EFFECTIVENESS
SOLUTIONS FOR SALES LEADERS

"We've talked about it a thousand times,
but they keep doing the same thing."

"If my reps don't change the way
they sell, some aren't going to make it."

"I don't have time to coach."

"I show them what to do, but
they still just don't get it."

"How do I know if they really have what
it takes to hit their number?"

"I just can't connect with everyone on my team.
Some reps just aren't motivated."

"I can't afford to take reps out of
the field for workshops that
don't really work."

We Can't Party Like It's 1999.

Selling has changed. The roles have changed and the customers have changed. The skills and strategies needed today are vastly different from those that worked just a few years ago. To make matters worse, the one person who can make the most difference – the front line manager – either doesn't have the time or lacks the ability to coach their team properly. But that's something we can change.

What's the Solution? Transform Your Leaders into Catalysts.

A *catalyst* is someone who inspires and accelerates change in others. You might call them a coach, but they are very different from so many sales leaders who "coach" by simply tracking performance and keeping score. A true *catalyst* coach understands that incentive plans, training classes, and performance scorecards are not enough to change behavior. Your reps need leaders who really understand how to inspire and drive lasting behavior change – a *catalyst*.

Everyone Wants to Go to Heaven, but No One Wants to Die

Most sales executives and sales managers readily embrace the idea of investing in the development of their reps, but few have transitioned from desire to action. We can help. We offer a three-phased road map, expertise, and the tools you need to transform your sales leaders.

Phase I: Catalyst Pre-Work

You can't change what you can't see. So before the training even begins, we offer pre-work assignments and assessment processes that include:

- » **Assessments to determine gaps in fundamental sales competencies** to ensure managers can role-model the desired behavior
- » **Anonymous 360° online survey** that provides managers with feedback related to their team's engagement level as well as the team's perspective on their manager's coaching and leadership effectiveness.

*"70% of the workforce is disengaged... The key difference is the quality of leadership in the workplace. Most engaged employees work for managers who spend a big chunk of their time helping their subordinates succeed."*¹

Phase II: Catalyst Workshop

Transformation for your sales leaders begins with a two-day Catalyst workshop where they learn to Lead, Diagnose & Develop.

Lead

Teams get engaged when their leaders embrace an *Other-Centered* approach to leadership. *Other-Centered* leaders know that success with their team comes when they focus on helping each member achieve their personal goals. They understand that the desire to change must come from within and that no combination of sticks and carrots can help a rep who lacks the intrinsic desire to change. In *Catalyst*, participants come to embrace the Other-Centered approach to leadership and develop the tactical abilities to:

- » Identify the four main barriers to change and the strategies needed to engage each rep
- » Connect coaching and development to the rep's personal goals
- » Instill the belief that change is possible

Diagnose

Selling is very similar to athletics. If a golf coach understands the fundamentals of coaching but can't accurately diagnose the root cause of the performance gap and provide unique exercises to address those gaps, the student won't improve. This is why generic coaching models simply don't work.

Our *Catalyst Dashboard* helps your sales leaders **diagnose** the performance gaps for each unique sales role and **prescribe** the most effective developmental activity to "correct their swing." Unlike generic coaching models, Catalyst trains your leaders to distill success down to very distinct behaviors that drive results and then architect a development process to help the rep reach his or her next level of performance.

"...generic coaching models simply don't work."

Develop

Lasting change happens in one-to-one sessions, not in a workshop. But to succeed, managers must learn a repeatable process and key skills for coming alongside their team members to help them embrace and address the identified skill gap. ASLAN's six-step coaching process ensures the manager can:

- » Instill confidence in capabilities and a desire to grow
- » Lead the rep to discover and embrace the targeted gap
- » Ensure the rep emotionally embraces the need to change
- » Establish commitment to a development plan
- » Learn how to leverage their time to get the most return on their coaching investment (by developing a coaching strategy for each category of rep - Independent, Achiever, Striver & Detractor)

*"The research showed that when training is complemented by in-field coaching and reinforcement, productivity is quadrupled, from 22% to 88%."*²

Phase III: Catalyst Certification

If workshops alone aren't enough to develop your reps, then they aren't enough for developing coaches either. That's why ASLAN consultants work directly with your managers in follow-up, reinforcement sessions after the Catalyst workshop. Our three-cycle process ensures managers are equipped and certified to develop their teams:

- » **Calibration sessions** to ensure managers can accurately assess skills, create an effective coaching strategy, and role-model the desired behaviors
- » **Side-by-side coaching sessions** where managers can both observe an ASLAN consultant leading a coaching session and subsequently be observed by and receive feedback from an ASLAN consultant
- » **Quarterly reviews** to verify that the self-directed, continuous education plan is implemented and effective

Catalyst Toolkit

In addition to all the other training and support provided, our toolkit includes:

- » **Coaching Development Guide** – helping coaches accurately assess skill gaps, diagnose the cause, and prescribe a skill development plan
- » **Performance Management Dashboard** – allowing each manager to track the performance of each rep in results, productivity, competency, and engagement levels
- » **Hiring Guide** – a 41-page workbook providing a detailed overview of ASLAN's process for hiring top performers
- » **Reinforcement Workshops** – supporting managers in leading sales development workshops; a reinforcement workshop outline is offered for each of the five fundamental sales competencies
- » **Additional resources** – such as our new Movies Sell workbook that includes 18 Hollywood movies (e.g., *The King's Speech*, *Almost Famous*, *What About Bob?*) to illustrate and develop key competencies

Self-Assessment:

Does your team need Catalyst? Ask these questions to find out:

- » Are the managers focused on teaching and transferring the skills they have mastered or would they rather “show them how it's done?”
- » Do your managers adjust their approach and uniquely coach each team member or do they have a “one size fits all” approach to coaching?
- » Is your sales force intrinsically motivated to change the way they sell?
- » Do your managers have a catalog of development activities to address each unique skill gap?
- » Is there a unique skill development path for each sales rep, or do managers just provide verbal feedback?
- » Have you identified the key competencies that determine results? Are you measuring them?
- » Do your managers know where to spend their limited time to see the biggest gains in sales performance?
- » Are you depending on your management team to drive lasting behavioral change, or are you relying on training workshops to develop your sales force?

“We significantly turned around our sales organization in 6 months. We did this without providing any direct sales training, but by utilizing ASLAN's solution to train and develop 120 managers in their coaching skills to impact 1,000-1,500 reps.”

— VP of Sales, AAA

“After reviewing our internal surveys, your session was the most relevant and highly rated of the meeting! I have attended trainings over the last 18 years of my career and this was truly the best of the best!”

— District Manager, Pearson Publishing

“We realized a 30% increase in incremental revenue within six months of hiring ASLAN for one reason – we embraced their process to turn our managers into coaches.”

— Director of Sales, Schneider Electric

¹*Managers Lose Talent When They Neglect to Coach Their Staffs* – Carol Hymowitz, *Wall Street Journal* (March 19, 2007)

²From the report: *The Value of Coaching by Sales Managers* (conducted by the Sales Executive Council, 2005)

Since 1996, ASLAN has focused on accelerating change within many of the world's largest sales organizations. Our solutions and expertise are focused on the three critical areas needed to ensure sustainable change: equipping leaders to coach and inspire, providing programs and tools to develop reps, and improving sales tactics (message, methods, and metrics).

