

# Mastering Your One-on-Ones

Dialpad Sales Leader Development

April 2024







D1	D2	D3	D4
Low Competence and High Commitment	Low to Some Competence and Low Commitment	Moderate to High Competence and Variable Commitment	High Competence and High Commitment
Inexperienced Eager Enthusiastic Optimistic	Frustrated Discouraged Overwhelmed Confused	Capable but Cautious Productive but Tentative	Consistent Confident Inspired Independent
Don't know what they don't know	Yet with flashes of competence	No confidence in his or her competence	If not challenged, may get bored

Adapted from Management of Organizational Behavior, Hersey, P. and Blanchard, K.H. (1969)

D1	D2	D3	D4
Low Competence and High Commitment	Low to Some Competence and Low Commitment	Moderate to High Competence and Variable Commitment	High Competence and High Commitment
<b>S1</b>	<b>S2</b>	<b>S3</b>	<b>S4</b>
High Direction and Low Support	High Direction and High Support	Low Direction and High Support	Low Direction and Low Support

<b>S1</b>	<b>S2</b>	<b>S3</b>	<b>S4</b>
High Direction and Low Support	High Direction and High Support	Low Direction and High Support	Low Direction and Low Support
Affirm enthusiasm	Understand frustrations	Ask questions and listen	Treat as a partner/peer
Define success clearly	Analyze failures	Analyze successes	Celebrate successes
Give concrete examples	Provide perspective	Provide reassurance	Provide autonomy
Teach and show HOW	Explain WHY	Help hear own voice	Recognize publicly
Check for understanding	Fill in learning gaps	Clear path of problems	Push for a little bit more
Check work frequently	Check work consistently	Check work regularly	Check work occasionally

You and your manager have a tense relationship. Although you would like to help more, he does not seem to recognize your expertise or respond to your interest in helping. Over the last two weeks, you have learned that your manager lacks confidence in establishing forecasts for a product line on which you are an expert. A quarterly report is due, and he has not sought your advice. Although he seems aware that he should use your help, he is hesitant about asking for it.

What is the **specific goal**?

What is this manager's competence in completing the goal?

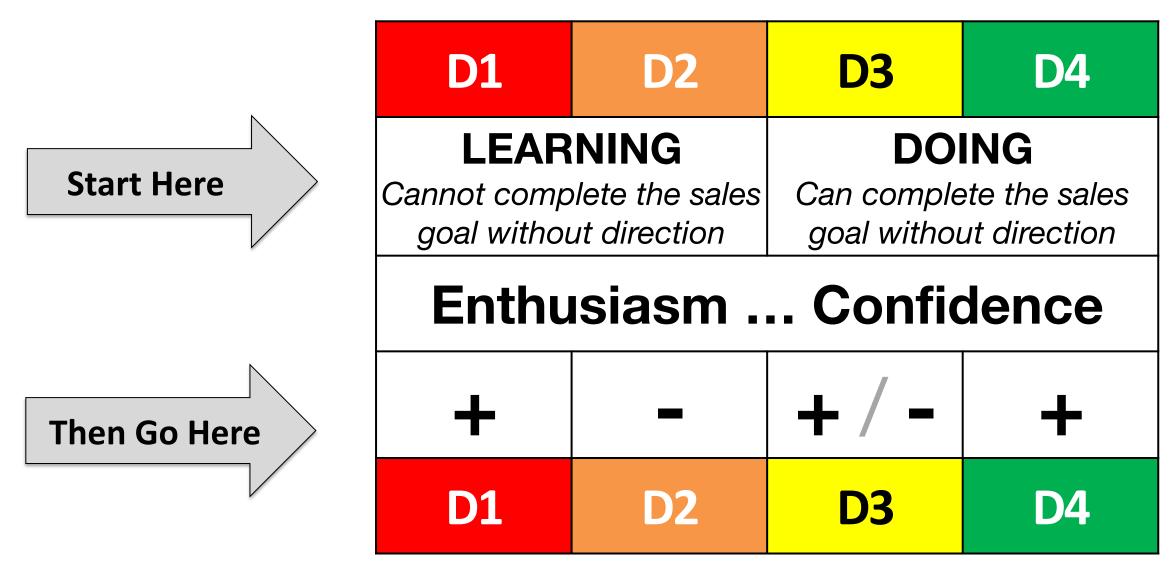
What is this manager's commitment in completing the goal?

What is his development level?

You and your manager have a tense relationship. Although you would like to help more, he does not seem to recognize your expertise or respond to your interest in helping. Over the last two weeks, you have learned that your manager lacks confidence in establishing forecasts for a product line on which you are an expert. A quarterly report is due, and he has not sought your advice. Although he seems aware that he should use your help, he is hesitant about asking for it. You would ...

- A. Talk with your manager and mention that you heard he is working on the quarterly forecast report. Be careful to avoid pushing the issue. Let him know that you are available if there is some way you can help.
- B. Tell your manager that you want to help with the forecast report. Advocate for a specific plan. Be detailed-oriented, brief, and concrete. Keep the discussion focused on your approach.
- C. Talk with your manager and mention that you heard he is working on the quarterly forecast report. Ask how the report is coming along. Delicately draw him out on the specifics on the report and ask open-ended questions that facilitate his thinking. Do not advocate for a position but work to help him reach his own conclusions.
- D. Talk with your manager about his forecast and offer your help on the quarterly report. Suggest specific alternatives and solutions that your manager might pursue on the project. Draw out his reactions to your plan and describe in detail the rationale for your approach. Stress to your manager that really all that concerns you is the success of the business.

#### Situational Leadership Decision Tree



Sales Process Goal	Competence	Commitment	Develop- ment Level	Leadership Style Strategies
A specific, repeated activity that moves a salesperson closer to achieving a sales performance goal	Demonstrated, proven ability to complete a process goal	Enthusiasm, motivation, or confidence to complete a process goal	D1, D2, D3, D4	The specific mix of direction and support you will use to coach this salesperson on each process goal
	☐ Low to Some☐ Mostly High	☐ Low to Variable☐ Mostly High		
	☐ Low to Some ☐Mostly High	☐ Low to Variable☐ Mostly High		
	☐ Low to Some☐ Mostly High	☐ Low to Variable ☐ Mostly High		
	☐ Low to Some ☐ Mostly High	☐ Low to Variable☐ Mostly High		

Sales Process Goal	Competence	Commitment	Develop- ment Level	Leadership Style Strategies
A specific, repeated activity that moves a salesperson closer to achieving a sales performance goal	Demonstrated, proven ability to complete a process goal	Enthusiasm, motivation, or confidence to complete a process goal	D1, D2, D3, D4	The specific mix of direction and support you will use to coach this salesperson on each process goal
	☐ Low to Some ☐ Mostly High	☐ Low to Variable☐ Mostly High		
	☐ Low to Some ☐Mostly High	☐ Low to Variable☐ Mostly High		
	☐ Low to Some ☐ Mostly High	☐ Low to Variable☐ Mostly High		
	☐ Low to Some ☐ Mostly High	☐ Low to Variable ☐ Mostly High		

Sales Process Goal	Competence	Commitment	Develop- ment Level	Leadership Style Strategies
A specific, repeated activity that moves a salesperson closer to achieving a sales performance goal	Demonstrated, proven ability to complete a process goal	!	D1, D2, D3, D4	The specific mix of direction and support you will use to coach this salesperson on each process goal
	☐ Low to Some ☐ Mostly High	☐ Low to Variable ☐ Mostly High		
	☐ Low to Some ☐Mostly High	☐ Low to Variable ☐ Mostly High		
	☐ Low to Some☐ Mostly High	☐ Low to Variable☐ Mostly High		
	☐ Low to Some ☐ Mostly High	☐ Low to Variable☐ Mostly High		

Sales Process Goal	Competence	Commitment	Develop- ment Level	Leadership Style Strategies
A specific, repeated activity that moves a salesperson closer to achieving a sales performance goal	Demonstrated, proven ability to complete a process goal	Enthusiasm, motivation, or confidence to complete a process goal	D1, D2, D3, D4	The specific mix of direction and support you will use to coach this salesperson on each process goal
	☐ Low to Some☐ Mostly High	☐ Low to Variable☐ Mostly High		
	☐ Low to Some ☐Mostly High	☐ Low to Variable ☐ Mostly High		
	☐ Low to Some ☐ Mostly High	☐ Low to Variable☐ Mostly High		
	☐ Low to Some☐ Mostly High	☐ Low to Variable☐ Mostly High		

Sales Process Goal	Competence	Commitment	Develop- ment Level	Leadership Style Strategies
A specific, repeated activity that moves a salesperson closer to achieving a sales performance goal	Demonstrated, proven ability to complete a process goal	Enthusiasm, motivation, or confidence to complete a process goal	D1, D2, D3, D4	The specific mix of direction and support you will use to coach this salesperson on each process goal
	☐ Low to Some☐ Mostly High	☐ Low to Variable☐ Mostly High		
	☐ Low to Some ☐Mostly High	☐ Low to Variable☐ Mostly High		
	☐ Low to Some☐ Mostly High	☐ Low to Variable ☐ Mostly High		
	☐ Low to Some ☐ Mostly High	☐ Low to Variable☐ Mostly High		

Transactional	Transformational

#### **Transactional**

#### **Transformational**

Primary Focus:

**Deals and Dollars** 

Intense pressure to drive towards a number

The **sales manager** does most of the talking

#### **Transactional**

#### **Transformational**

Primary Focus: **Deals and Dollars** 

Primary Focus: **Development** 

Intense pressure to drive towards a number

In light of the number, work on the sales process

The sales manager does most of the talking

**Salespeople** do most of the talking

#### **Transactional**

#### **Transformational**

Primary Focus: **Deals and Dollars** 

Primary Focus: **Development** 

Intense pressure to drive towards a number

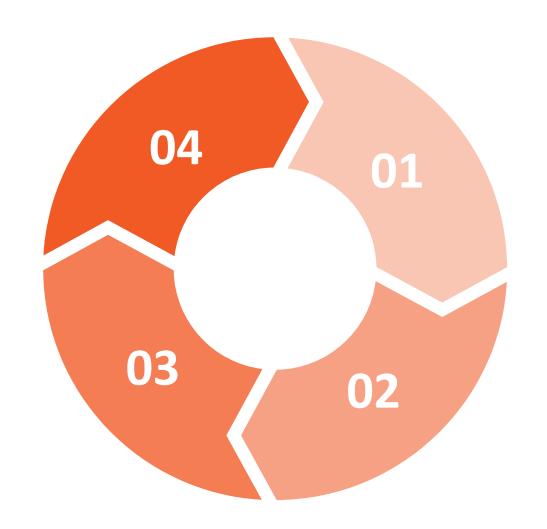
In light of the number, work on the sales process

The sales manager does most of the talking

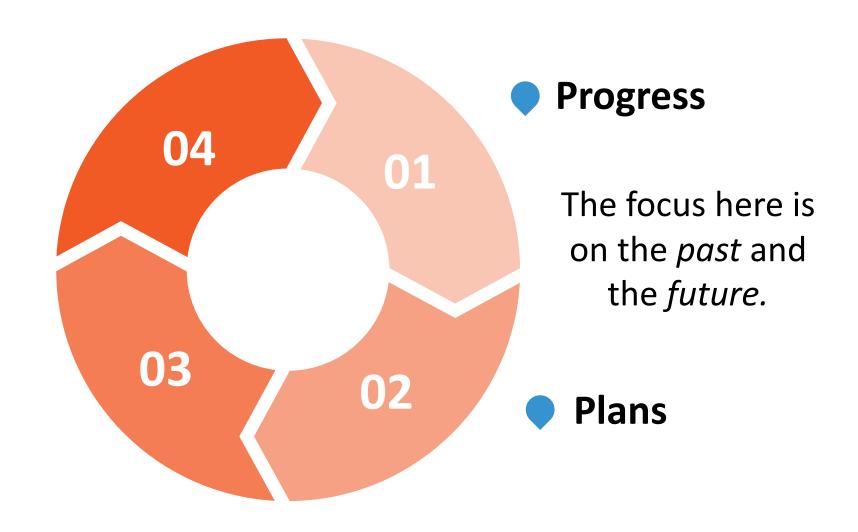
Salespeople do most of the talking

**Put out fires** 

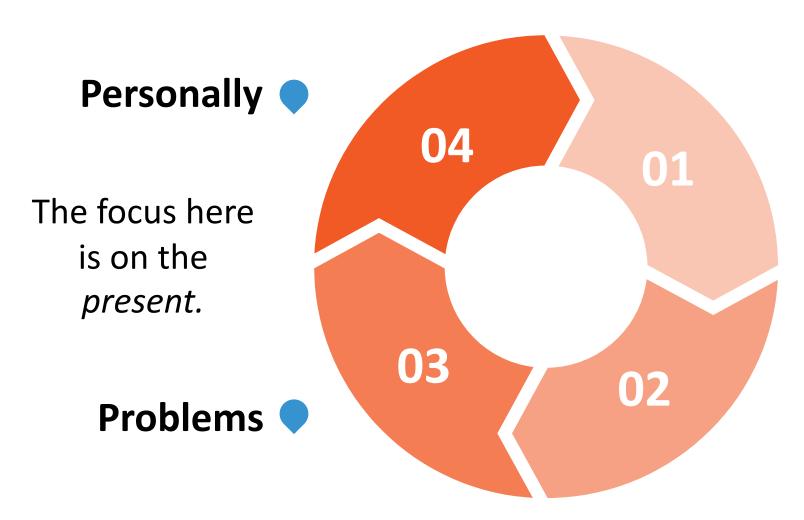
**Prevent fires** 



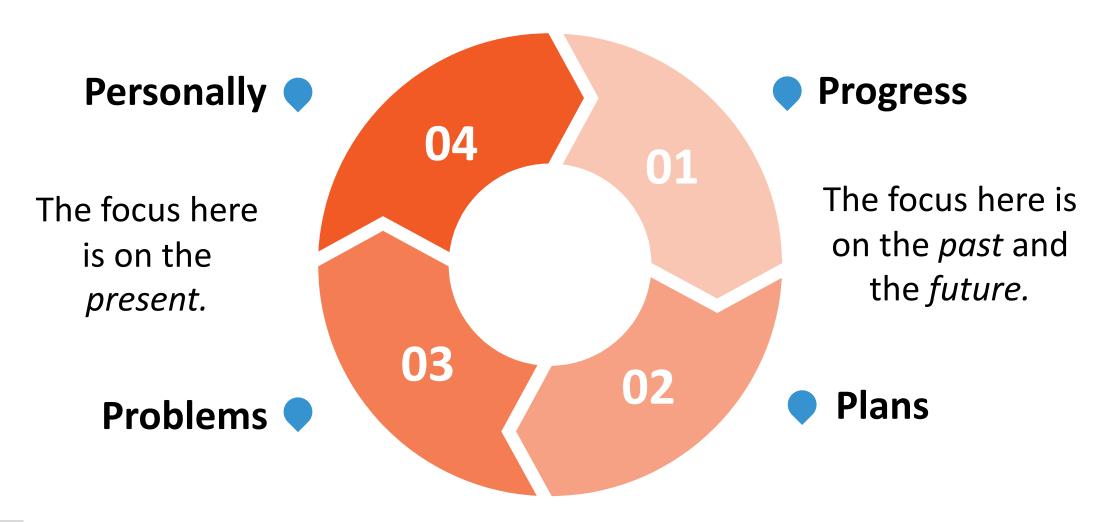




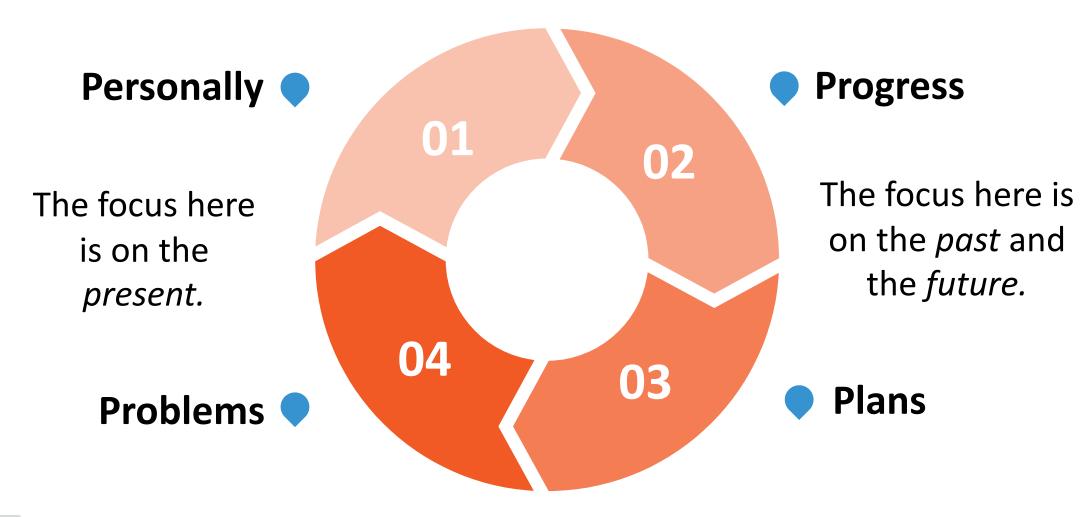














## One-on-One Follow Through on Two Tracks

#### The Sales Rep Track:

Take your own notes but have your team members send a summary of **Progress** and **Plans** within the day.

#### The Sales Manager Track:

Pay special attention to **Problems** and how a rep is doing **Personally,** removing the former and remembering the later.



Follow-through is the cornerstone of execution, and every leader who's good at executing follows though religiously. Following through ensures that people are doing the things they committed to do, according to the agreed upon timetable.

**Larry Bossidy and Ram Charam** 

**Execution: The Discipline of Getting Things Done** 



#### **Monthly One-on-Ones**

Fewer meetings, but severely limits rep development. If you skip one, you could miss the entire quarter.

#### **Bi-Weekly One-on-Ones**

Fewer meetings, which could work for more seasoned reps, but not newer ones. If you skip one, you could miss the month.

#### **Weekly One-on-Ones**

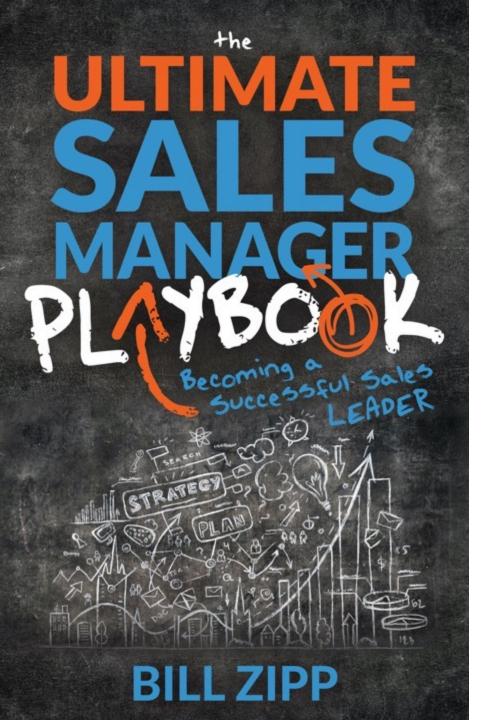
More meetings, but you can get them down to 30 minutes. For more seasoned reps, you can skip the last meeting of the month.





# Lessons I Learned about Coaching

- Meet people where they're at and take them from there.
- Sometimes you speak, sometimes you listen. Sometimes you push, sometimes you back off.
- I'm the pacer not the runner.
   Focus on their finish line
- Skillful coaching is the path to superior performance. It's worth every minute of your investment.



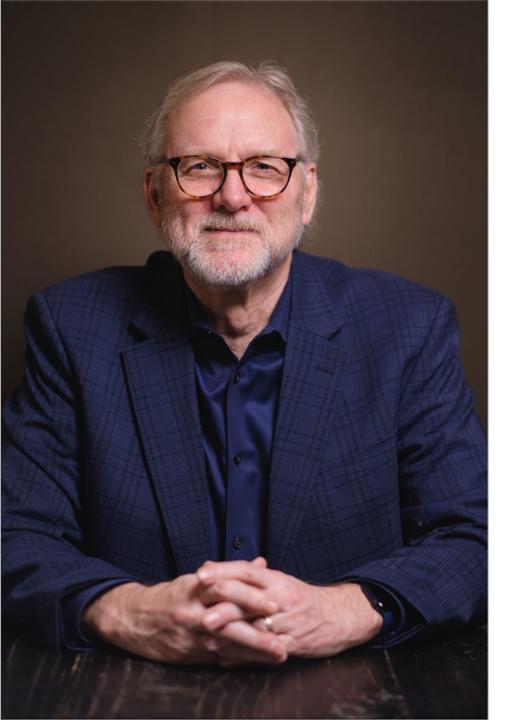
# Situational Sales Leadership April 2024

#### **Do These Three Things:**

- 1. Listen to the SSL podcasts again.
- 2. Complete a Sales Coaching Planner for every member of your team.
- 3. Read the On-on-One eBook

**Your Dedicated Web Resource Page:** 

https://billzipp.com/dialpadsalesleadership/











**businessolver** 

SAP Concur C.







# One-on-Ones: Transactional to Transformational



#### **Transactional**

#### **Transformational**

Primary Focus:

**Deals and Dollars** 

Primary Focus:

**Development** 

Intense pressure to drive towards a number

In light of the number, work on the sales process

The **sales manager** does most of the talking

**Salespeople** do most of the talking

**Put out fires** 

**Prevent fires**