

Situational Leadership

**Mastering the Single-Most Important
Sales Management Skill**



McDonald Forest 50K Trail Run



Lessons I Learned about Coaching

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



How to Have Effective One-on-One's with Your Salespeople



How to Have Effective One-on-One's with Your Salespeople

STEP ONE: The Agenda

Performance Goals

Process Goals

Total sales by month, quarter,
and year

Sales activities by day, week,
and month

Set as a sales quota each year

Repeated over and over again

What your salespeople need to
achieve

How your salespeople will be
able to achieve it

Target marathon time

Weekly running workouts

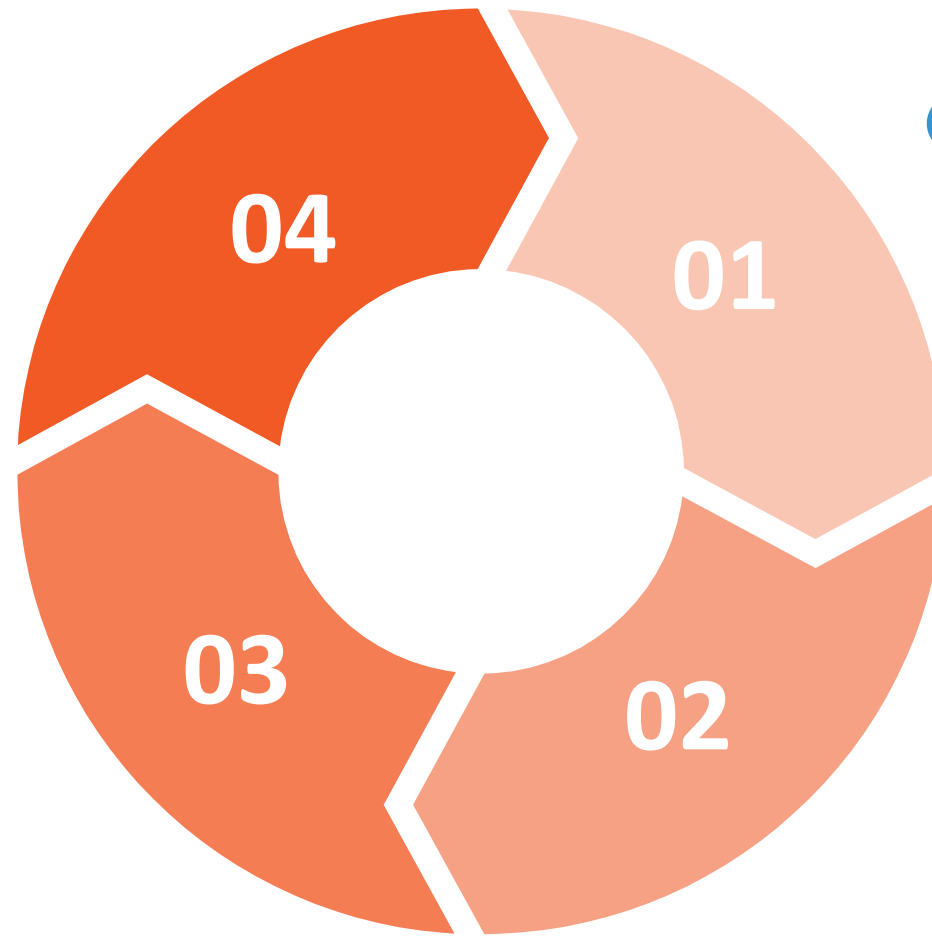


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STEP ONE: The Agenda

STEP TWO: The Flow

Sales One-on-One Meeting Flow



● **Progress**

The focus here is on the *past* and the *future*.

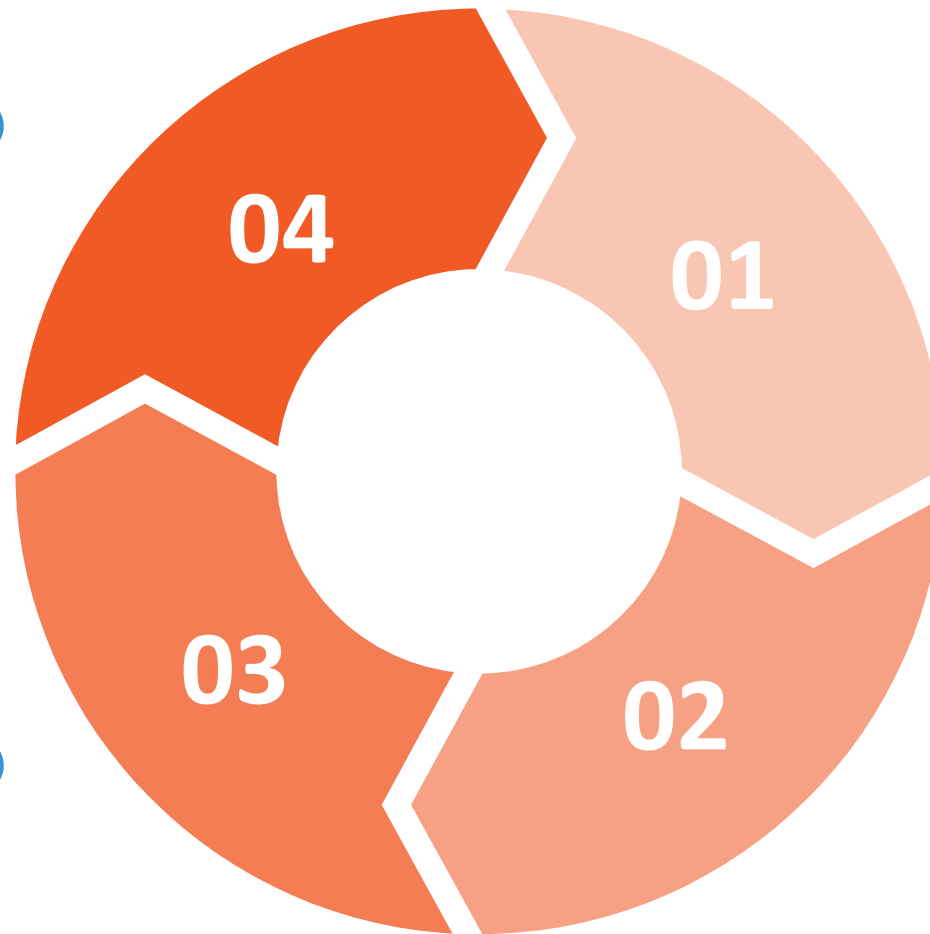
● **Plans**

Sales One-on-One Meeting Flow

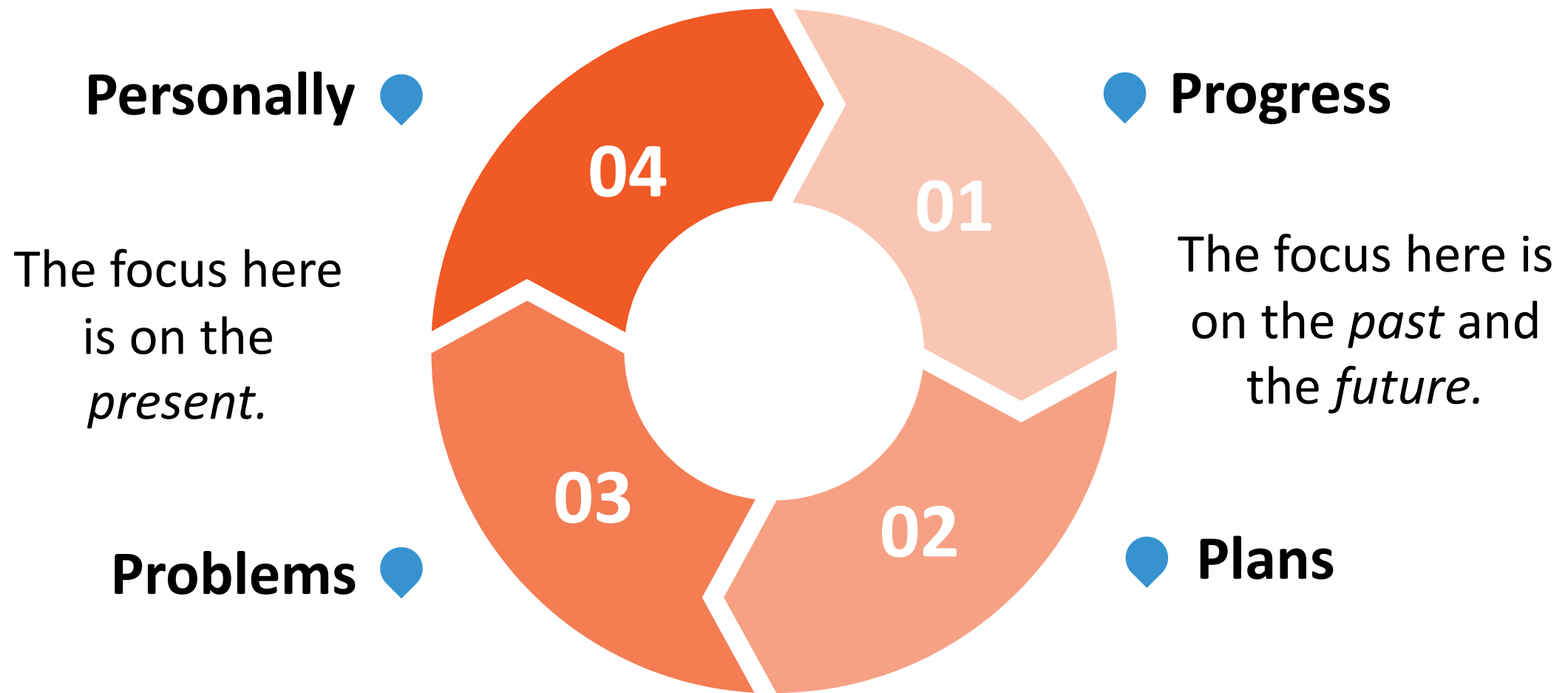
Personally ●

The focus here
is on the
present.

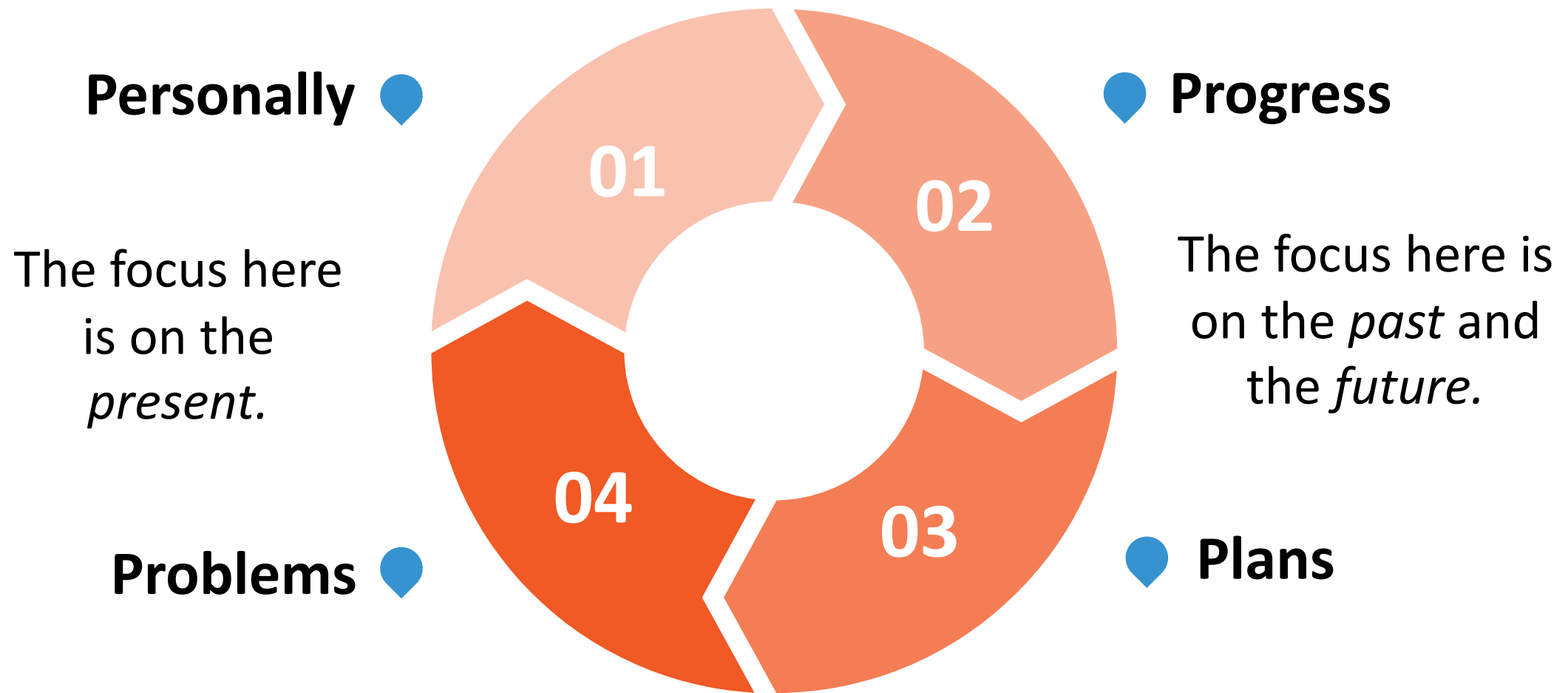
Problems ●



Sales One-on-One Meeting Flow



Sales One-on-One Meeting Flow





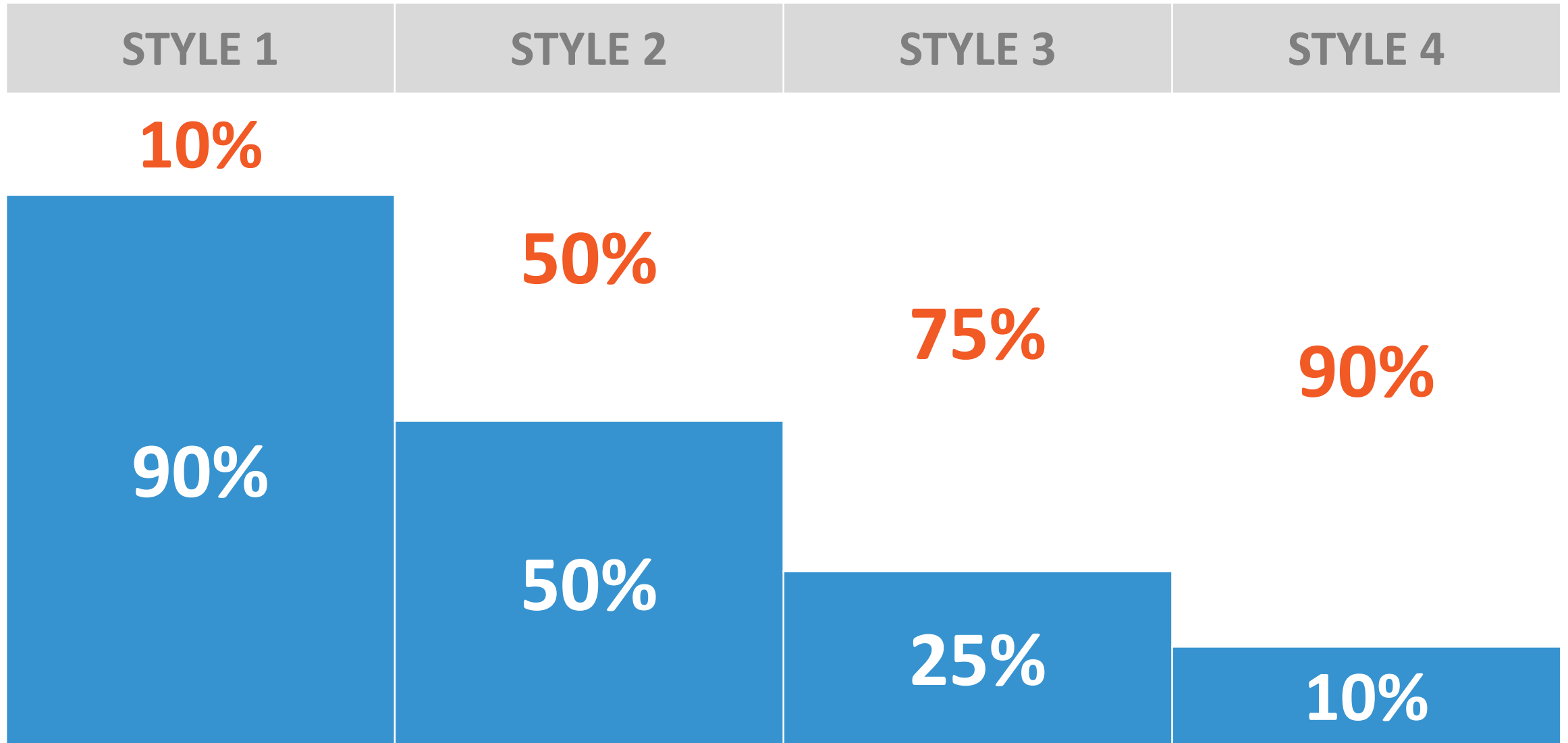
How to Have Effective One-on-One's with Your Salespeople

STEP ONE: The Agenda

STEP TWO: The Flow

STEP THREE: The Conversation

Talking versus Listening by Leadership Style





How to Have Effective One-on-One's with Your Salespeople

STEP ONE: The Agenda

STEP TWO: The Flow

STEP THREE: The Conversation

STEP FOUR: The Cadence

STEP FIVE: The Follow-Through

Situational Sales Coaching Planner

Sales Process Goal	Competence	Commitment	Development 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
	<input type="checkbox"/> Low to Some <input type="checkbox"/> Mostly High	<input type="checkbox"/> Low to Variable <input type="checkbox"/> Mostly High		
	<input type="checkbox"/> Low to Some <input type="checkbox"/> Mostly High	<input type="checkbox"/> Low to Variable <input type="checkbox"/> Mostly High		
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