

**THE COACHING PLAYBOOK**

**VOLUME THREE**

**The Executive Sales Coach™**

**-Presents-**

**Making the Transition from  
Manager to Coach**



**Keith Rosen - THE EXECUTIVE SALES COACH™**

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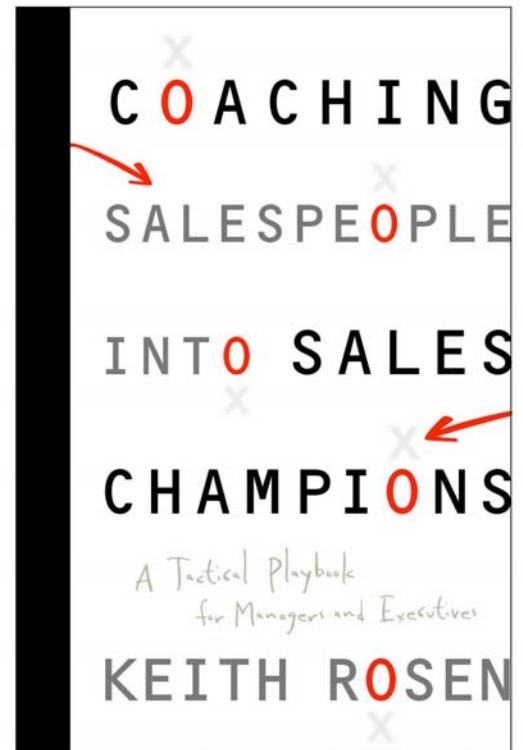
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## COACHING SALESPEOPLE INTO SALES CHAMPIONS

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## Making the Transition from Manager to Coach

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## Introduction

Old, toxic management habits are difficult to abandon, especially if you don't know what they are. After all, you cannot change what you do not see. Then there's the added challenge. That is, once these damaging behaviors are identified and you stop doing them, what are you replacing them with?

If you want to stop one habit, behavior or activity that no longer works for you, it's much easier to make the positive changes you want when you know the new behavior you need to engage in or what strategy you want to implement. There's less resistance to starting something new than there is when you're attempting to stop something old.

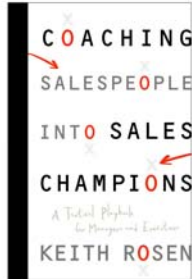
This table provides a clear description of the 27 shifts every manager needs to make to transform into a more powerful and effective leader and coach. Not only does it include a listing of the strategies and thinking that needs to be abandoned and replaced, but an outline of the specific activities, skills and thinking that need to be developed.

This is an essential tool for any manager looking to increase sales and profitability through more effective leadership. This chart can easily be used as an outline and checklist for your own leadership development and executive coaching program.

<p style="text-align: center;"><b>The Manager</b></p>	<p style="text-align: center;"><b>The Coach</b></p>
<p>1. Co-dependent relationship.</p> <p>2. Little accountability amongst salespeople.</p> <p>3. Gives the answer/solution.</p> <p>4. Focuses on the result.</p> <p>5. Dwells in the problem.</p> <p>6. Little follow up or follow through, sporadic and inconsistent support.</p> <p>7. Emphasis on what they do.</p> <p>8. Looks solely at what they do – tactical and mechanical.</p> <p>9. Assumes current knowledge and sales acumen.</p> <p>10. Attached to the outcome and their agenda-myopic.</p> <p>11. Competes. Goals are disjointed/self-serving.</p>	<p>⇒ Salespeople are independent and self driven.</p> <p>⇒ Empowers salespeople to be fully accountable.</p> <p>⇒ Draws the answer through questions.</p> <p>⇒ Focuses on the process.</p> <p>⇒ Moves towards the solution.</p> <p>⇒ Consistent coaching to reinforce changes in behavior until desired result is achieved.</p> <p>⇒ Emphasizes who they are/ want to be.</p> <p>⇒ Observes, actions, behavior, who they are and how they think (attitude).</p> <p>⇒ Makes no assumptions, questions everything then draws conclusions on facts and evidence.</p> <p>⇒ No agenda nor any attachment to the outcome during conversation – it evolves collaboratively.</p> <p>⇒ Collaborates towards a collective goal. Aligns personal goals with company objectives.</p>

<b>The Manager</b>	<b>The Coach</b>
12. Manages everyone the same. Does not tap into their unique talents and goals.	⇒ Leads and supports their people by focusing on each person's individuality.
13. Protective, ego driven, hard to connect with his team at a deeper level.	⇒ Is transparent and comfortable embracing their vulnerability and demonstrating it to their team.
14. Motivates by consequence, scarcity and fear.	⇒ Motivates through pleasure, goals, abundance, individual aspirations.
15. Invests time in the symptoms (cold calling reluctance).	⇒ Digs deep to get to the source of the issue or problem.
16. Hollow advice when a problem is identified.	⇒ Tactically advises on a change in thinking or doing that's supported by some activity .
17. Inconsistent new hire orientation program.	⇒ 30 - 60 Day New Hire Orientation/On boarding Program.
18. Seduced by the ether of potential.	⇒ Manages their activity, results, evidence.
19. Uses, 'hope' and a 'wait and see' strategy when dealing with underperformers.	⇒ Tactical and documented turnaround strategy for underperformers.
20. Assumes the training their people need to succeed.	⇒ Uncovers and is sensitive to the needs of each individual and then coaches the gap.

<b>The Manager</b>	<b>The Coach</b>
21. Selective accountability for team performance.	⇒ Takes full accountability for team's performance.
22. Frustration, emotions and charge in tone comes across in their coaching.	⇒ Coaches all people using a charge neutral tone in their communication.
23. "Wings" their coaching. Often loses track of the initial goals and objectives. Goes off course.	⇒ Develops a C.A.P. (Coaching Action Plan) to align expectations and objectives of each party.
24. Tolerates excuses.	⇒ Develops an Excuse Free Culture.
25. Leads by "Do as I say, not as I do."	⇒ Leads by example. Walks their talk.
26. Attempts to coach the uncoachable based on the manager's agenda. Does remedial coaching.	⇒ Coaches the committed, the ones who are coachable and who want to be coached. Invests time in their top performers.
27. Diagnoses problems based on experience, emotions and current knowledge base rather than empirical data.	⇒ Benchmarks best practices for both themselves as well as their salespeople. Is clear about the metrics and taxonomy that needs to be measured and tracked when analyzing performance and best practices.



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## ABOUT THE AUTHOR

**KEITH ROSEN, MCC**

**THE EXECUTIVE SALES COACH™**

Keith Rosen is the President of Profit Builders and the executive sales coach that top managers, sales professionals, and executives call first. A prominent, engaging speaker, Master Coach, award winning columnist and best selling author, Keith is one of the foremost authorities on assisting people to achieve positive, measurable change.

For his work as a pioneer and a leader in the coaching profession, both *Inc.* and *Fast Company* magazines named Keith one of the five most respected and influential executive coaches in the country. Software Sales Journal named Keith's company, Profit Builders, one of the Top Nine Best Training Firms. Keith also sits on the advisory board for several technology companies that are leading the Sales 2.0 evolution.

A best selling author, Keith has written several books including, *Time Management for Sales Professionals*, *The Complete Idiot's Guide to Cold Calling*, *The Complete Idiot's Guide to Closing the Sale* and *Coaching Salespeople into Sales Champions*.

Keith is one of the first out of only a handful of trainers and consultants who has earned the distinguished **Master Certified Coach** designation and most important, walks his talk.

Keith sits on several editorial boards, as well as the advisory board for several technology companies, such as CanDoGo.com and Landslide.com that are leading the Sales 2.0 evolution. Keith is a frequent contributor for *Selling Power Live*, *CBSNews.com*, *Sales and Marketing Management* and has been appointed as the Expert Sales Advisor for AllBusiness.com. He's been featured in *Entrepreneur*, *Inc.*, *Fortune*, *TheStreet.com*, *Hoover's*, *SHRM*, *The New York Times*, *The Wall Street Journal*, *The New York Post*, *The Washington Times* and has also been a frequent guest on *News Channel 12* and *Fox Business News* with Neil Cavuto.

Keith lives in New York with his wife and three children.

If you're ready for better results quickly, contact Keith about personalized, one-to-one or team coaching and training at 516-771-1444 or email [info@profitbuilders.com](mailto:info@profitbuilders.com). Visit Keith Rosen at [www.ProfitBuilders.com](http://www.ProfitBuilders.com) and [www.CoachingSalespeople.com](http://www.CoachingSalespeople.com) for Podcasts and videos and be sure to sign up for his free newsletter The Winner's Path [here](#).