

FROM THE COACHES PLAYBOOK

Chapter Ten

The Art of Enrollment



Excerpt From:

Coaching Salespeople into Sales Champions (Hardcover)

By Keith Rosen, MCC

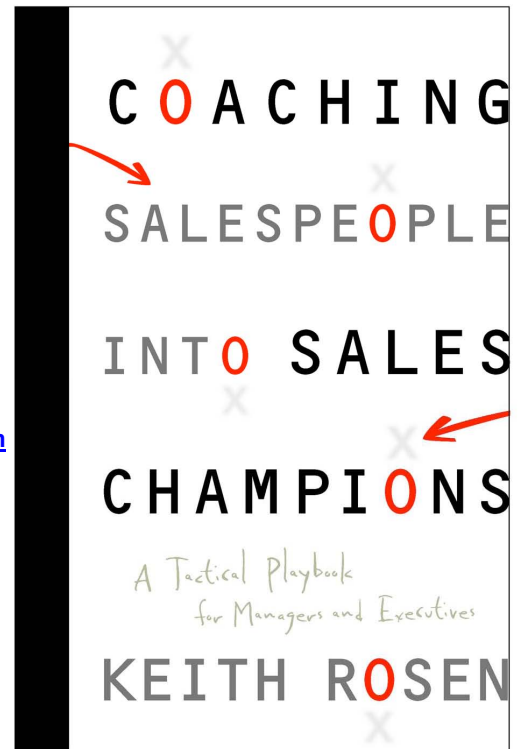
COACHING SALESPEOPLE INTO SALES CHAMPIONS

More Information and Resources

Tips from the Sidelines

- [About the Book](#)
- [Reviews](#)
- [About Keith](#)
- [Buy the Book](#)
- [Personal Coaching & Training](#)

- ❖ [Video Interviews, Live Coaching and Training](#)
- ❖ [The Executive Sales Coach Blog on AllBusiness.com](#)
- ❖ [Articles](#)
- ❖ [Have Keith Speak at Your Next Event](#)
- ❖ [Coaching Top Producers – Overview](#)
- ❖ [Subscription to The Winners Path Newsletter](#)
- ❖ [More Books by Keith](#)



Contact Keith Rosen
The Executive Sales Coach™
www.ProfitBuilders.com
info@profitbuilders.com
516-771-1444

Interim Coaching • Coach the Coach Boot Camp
Executive and Leadership Coaching • Corporate Coaching • Sales and Business Coaching



INTELLECTUAL PROPERTY AND LEGAL NOTICE

This content is licensed to the original purchaser (individual and/or company) ONLY for his or her own personal and limited use and does not include any ownership rights. Duplication or distribution via email, CD-ROM or floppy disk, network, print or other means to a person other than the original purchaser is a violation of International copyright law.

The material, content and concepts included in this handbook are proprietary information and are the intellectual property of Keith Rosen, owned exclusively by Keith Rosen.

Developed by Keith Rosen. Copyright ©, 2008 Keith Rosen. All rights reserved. No part of this handbook may be reproduced in any form, by any means (including electronic, photocopying, recording or otherwise) without the prior written permission of the publisher. No sharing, distribution, adaptation, reselling, group use or repackaging.

You may not distribute change, repackage or resell this program without express written authorization of the author. Any adaptation or corporate use requires express written authorization of the author.

Express written authorization and a license to use this material is required if you lead a workshop or develop and deliver a program such as a training program to a group or company based on or including this material or these concepts.

CHAPTER TEN

THE ART OF ENROLLMENT



It's All about Connection

I was sitting in a hotel restaurant having breakfast and preparing myself for a day of back to back meetings. While I was working on my Iphone, a waitress came over and introduced herself. "Hi, I'm Maya and I will be your server this morning. May I get you something to drink?" she inquired. We've all heard this question a thousand times when dining at a restaurant. But for some reason, the way she asked me was different. "Let's start out with some coffee and orange juice," I said. "Great!" she replied enthusiastically. "I'll get that for you right away and will be back to take your order."

"That's what it was!" I thought to myself. She was smiling. "Big deal, a smiling waitress," you may be thinking. "Waitresses are supposed to smile. This doesn't sound like something that's so incredibly noteworthy."

Normally it wouldn't be, but this smile was different. You see, it wasn't like one of those smiles you're forced to put on when talking with customers, but a truly authentic smile. I could tell because it was coming from the inside. This woman was genuinely happy. "Okay, duly noted and dismissed." I acknowledged the observation, yet felt compelled to get back to my e-mails as quickly as possible, before the coffee and food came.

Maya returned a few minutes later with my beverages and took my order. "Another one out and 20 more to go," I thought. I had just hit the Send button on the fourth e-mail I managed to respond to before someone else came over to my table and began talking to me. "Good morning!" a friendly voice said. This time, it wasn't the waitress, but someone else who worked at the restaurant. A middle-aged woman had intentionally stopped at my table rather than continuing to walk by. I returned her smile and wished her a hearty good morning as well. I wanted to get back to my e-mails. Apparently, this was not part of her agenda. She didn't let me.

"I love your glasses," she said.

"Thank you," I answered quickly, doing my best to be polite while trying to let her know I was a bit busy, knee-deep in my daily dose of morning e-mails. "Couldn't she see I was working?" I thought to myself. I sensed myself getting a little annoyed that my daily regimen was being disrupted, then challenged that feeling for a moment. In a world where we need to question people's motives, was this person being truly sincere? I gave her the benefit of the doubt and began to further engage her in conversation. She had made herself more comfortable, leaning next to the booth beside me, obviously eager for a conversation with me.

"So, are you here on business?"

"Yes," still convinced I could cut this conversation short, until she formally introduced herself and proceeded to talk about her children. When that happens, I can't help but be interested.

"By the way, I'm Tracy. I manage this restaurant. Where are you from?"

I put my Iphone down, surrendering to Tracy's persistence in wanting to have a dialogue. "New York."

"Oh, what a fun place to visit. I have two girls. It's my youngest one who goes to college out east. She's in her second year at Cornell. We had a chance to go into Manhattan when we were visiting her at school."

"My oldest daughter is about to graduate from UCLA and has already started the job interview process." Tracy continued, but with a different tone in her voice. "It is so tough out there to find a job that you not only love to do but can make a good living doing it." I could not only hear concern in her voice but I could see it in her eyes: the concern and protective instincts only a mother could project when worrying about her children.

At this point, my Iphone was back in my coat pocket, and I was practically ready for my second cup of coffee as Tracy continued telling me about her kids. Tracy had enrolled me in a conversation with her, but it was more than just a friendly exchange of words and pleasantries. Tracy and I were *connecting*.

"I just don't get it," Tracy shared, allowing her frustrations to surface. "These companies want to hire someone with a great education and experience. But other than holding some entry-level positions or finding a great internship, where are you going to get the experience if you can't get an opportunity to learn on the job and prove what you're capable of doing? They all say she has what it takes, except the experience."

I looked Tracy in the eye and said, "Tracy, I completely understand how you feel. However, I want you to know, your daughters will do just fine. They're not only going to make it, they are going to thrive. I know it."

My comment must have reinforced or reminded Tracy about the peace of mind and confidence she always had about her kids. "Thank you, Keith, but how do you know they'll be just fine? How can you say that with such certainty?"

I smiled at Tracy and asked her a question I already knew the answer to. "Tracy, are your children anything like you?"

She thought for a moment and smiled, "Why, yes, they are very much like me. My husband says they get their drive and bubbly enthusiasm from my side of the family."

"Tracy, your daughters are very lucky to have a mom like you. And if they sell themselves, that is, come across the way you do and share who they are naturally, people will notice the gifts, value, and talents they can bring to any position they apply for."

"Oh, you are so sweet for saying that. Thank you." Tracy's response was heartfelt. I could tell that she really listened to what I said and took it in rather than hearing my observation on a superficial level and dismissing it.

Tracy and I continued our discussion for another few minutes until she got called away by the hostess to handle an issue with another customer. I turned back to finish my breakfast. It had cooled off since the waitress came by and served it during the time I was talking with Tracy. But it was worth it. Yes, I made a difference that morning in someone's life.

As Tracy walked away, I glanced around the restaurant. Now that I was out of my head, or should I say, out of my iPhone, I started noticing more of what was happening around me than I had when I first walked into the restaurant that morning. I took a visual inventory of each person working in that restaurant. It was not just Tracy and Maya who were smiling. *Everyone* who worked there was smiling. The two hostesses at the front entrance were smiling, even if there were no guests for them to greet at the moment. Every busboy, waiter, and waitress was smiling, whether they were taking an order, serving a meal, or walking back to the kitchen where nobody could see them (unless you were like me and were purposely looking).

Every conversation you have is of vital importance. Even though some may seem trivial to you, each is deeply influential when compounded over time.

Making an Impact

How does this apply to your ability to become a great sales coach and master the art of enrollment which is what this chapter is about? Think about the restaurant experience with Tracy at the helm. She was the manager. She set the tone. Tracy was the one responsible for developing the atmosphere within the restaurant, which was a by-product of the culture she promoted within her team. This, in turn, created the positive experience every customer would leave with after dining at Tracy's restaurant.

The atmosphere, tone, and culture created within a company lead back to the efforts, actions, and behavior of one person—the manager.

Before you determine that you can't make a difference, before you conclude that you don't have enough power, think about Tracy. She is a manager who makes a difference every day with the people she meets. Not because of her experience or her training. Tracy makes an impact on people because she does something that other people, more specifically, other managers, are not willing to do or care to do: establish an honest, authentic connection with people. This is why I knew Tracy's kids would be fine.

Leaving Your Legacy as a Manager

The experience I had with Tracy, a restaurant manager, made me think about the other managers I know. Interestingly, the one thing I rarely, if ever, hear from salespeople is how much they've loved their prior managers. Think about your career and the path you've traveled, which brought you to where you are today. Reflect on managers you have had in the different positions you've held. Now, ask yourself the following questions.

- How many managers have you had that inspired you to live your greatness?

- How many managers throughout your career have you connected with on a deeper level outside of what needs to be done to maintain your sales numbers? A level where loyalty, trust, friendship, and a mutual respect are developed and cherished?
- How many of your prior managers have truly changed your life and career for the better?
- Do you still maintain a relationship with any managers you had in your prior positions?

If you want to make a difference, a positive impact that can be felt and measured by your team, first start by making a strong connection with your salespeople. Establishing a common ground and sharing personal experiences foster a deeper connection, leaving your salespeople with the feeling, "We are the same. He really understands me."

This connection you develop with your salespeople then leads to trust, loyalty, respect, and the authentic desire to want to succeed for themselves, for their team, and for you as their manager.

Before you can make a difference, you have to make a connection. The most effective way to make a connection is by sharing yourself, your humanity, even your vulnerability with others.

To build off this universal principle, we are going to discuss a powerful and compelling communication strategy that, without connection, would be very difficult to employ and benefit from.

The Art of Enrollment

Let's begin this section with a comprehensive definition of the word *enrollment*.

Enrollment: An authentic, powerful way of communicating that grabs people's attention, stimulates interest, and empowers others to embrace, support, and believe in your position, idea, or philosophy. This motivates people to want to become part of your cause (a cause that may be bigger than you and them), take ownership of it, and then act in their best interest to create the possibility that you have introduced to them and/or have taken a stand for. (For example: Creating a certain corporate culture, selling or making a purchasing decision, trying something new that hasn't been done before, or advocating for a positive, yet difficult change, etc.)

What do you do to be different, to be unique, to be eternal in the mind of a salesperson? True sales coaches leave not only a lasting impression but they also create one.

Like traditional management, traditional selling is dead. Unfortunately, many salespeople today are still using antiquated selling strategies. They no longer offer a competitive edge that separates them from every other company and promotes a healthy, winning relationship with their customers. Rather than change their approach, salespeople work harder and longer as they continually react to the changes in the marketplace, only to produce the same results as before.

Motivating employees is often exhausting and time-consuming work. Trying to get people to change or do things differently is even more of a challenge. Managers struggle to get their staff to become internally driven, self-motivated, and perform at their potential. Businesses are closing their doors not due to a lack of effort but because they are still attempting to sell, manage, or run their businesses the old way, not the way it needs to be done today.

The next evolution in communication and in the way we coach our salespeople is using the art and discipline of enrollment. Think about some of the great leaders of our time: Dr. Martin Luther King, Golda Meir, Gandhi, Nelson Mandela, Andy Grove (Chairman of Intel), and Oprah (actress, talk show host, philanthropist). What do these leaders have in common? Each had a cause that ignited them to act from a global perspective. It was their innate ability that enabled them to enroll millions

of people to follow, not them, but what was bigger than them—their cause. They used the art of enrollment to achieve historical, unprecedented results.

What has been initially perceived as an inherent, genetic ability is now a documented process that allows each of us to tap into this hidden power we all possess. The dormant desire to want to express more of who we are, what we want, how we feel, and what could be possible can now be achieved through enrollment. Each of us can do so in a natural, conversational way that honors our personal strengths, talents, goals, values, passion, and style of communicating while remaining open to cocreating greater possibilities.

Enrollment is a way to unleash each person's purest form of open, honest, and authentic communication, using thought-provoking, curiosity-based questions that generate worthwhile results in any setting. When you uncover what you are passionate about, what you believe in, and then take a strong, unwavering stand for whatever it may be, while respecting the mutual differences of one another, only then can you start to communicate and achieve more through the enrollment process: the highest form of communicating and self-expression.

Enrollment Is a Universal Phenomenon

When top salespeople want to be better at their jobs while maintaining their focus and desire to deliver rich value and serve their clients' best interests, they stop selling and start *enrolling*. When an accountant, a coach, a doctor, contractor, financial planner, attorney, mortgage broker, or salesperson wants to build their practice or their sales, they *enroll*. When universities want to attract more students, they *enroll*. When parents want their kids to change or do something, they *enroll* them. When managers hire someone, they *enroll* that person in the position.

To make this more relevant, think about it in terms of your position. When handling internal conflicts or sharing a policy change that affects every salesperson's commission, managers must *enroll* people toward a

positive, mutual mindshare. If you need your team to make radical changes in their behavior or in their thinking, you *enroll* them in that change. Here are some situations that would warrant an opportunity to use the art of enrollment.

1. Needing to get salespeople to relocate.
2. Developing an incentive program.
3. Defusing hostility and finding a common ground.
4. Making changes in company policy or procedure, such as a price increase, a change in commission or compensation, or a change in a person's job function.
5. Changing how salespeople will be developed and trained, such as taking part in a coaching program.
6. Recruiting and hiring a new salesperson.
7. Firing a team member and reducing collateral damage as well as toxic gossip.
8. Requesting a change in people's behavior or activity.
9. Getting people to own a certain problem which they have been avoiding.
10. Holding people more accountable around their performance goals as well as any administrative responsibilities.
11. Requesting someone to take on a task or do something they may normally be reluctant to do.

In practically any scenario where it requires opening up someone's thinking, modifying behavior, or taking action around something, the art of enrollment will become your primary communication strategy to bring about the changes you want without pushback, prodding, or resistance.

Creating the Possibility for Change

You may recall from an earlier chapter that coaching is the art of creating new possibilities. Enrollment allows you to communicate those possibilities in a way that people will be receptive to and motivates them to change. At its core, enrollment is all about facilitating positive, long-term change.

Whether you're selling a product, service, idea, or philosophy, no one likes to be sold. Everyone loves to feel as if they are making the decision themselves. If your salespeople perceive you as someone who is focused solely on helping them make their own decisions, they are going to want to be enrolled by you and will enjoy the process.

Take any situation or conversation in which there is a group of people who have conflicting interests, a conflict that needs resolution, an idea that needs to be communicated and embraced, a change initiative that needs to be launched, or a mutual goal that needs to be attained. Whether each person possesses a separate agenda or information that needs to be communicated, has a misunderstanding of each other's goals or has no business talking to each other in the first place, mastering the Art of Enrollment will unlock the door to full self-expression for all. It will enable you to communicate more powerfully, more authentically, and more confidently with everyone.

People don't want to be sold. They want to be enrolled.

The Six Steps of an Enrollment Conversation

Even though there is a systematic process of enrollment that you can follow, keep in mind that this is a guide and does have some flexibility. Therefore, depending on the flow of each conversation, you may tailor these steps so they fit each situation.

Step 1. Get Connected. Share a story, either about yourself or someone else who might have been in a similar situation. This cultivates the relationship, creates a safe atmosphere to share more, and makes the other person more comfortable opening up to you.

Step 2. State the Possibility. Here's where you share a general possibility the other person can realize. Typically, this is a broad, compelling statement of a desired outcome. Start off with a

word or phrase that encourages the other person to suspend any doubts or limiting thinking when introducing what it is you want for this person or for the company as a whole. Here are some examples of words and phrases you can use: "Imagine," "Think about," "Picture," "Envision," "Consider," "What would it mean to you if," "What would be possible if," "Wouldn't it be great if," or "What if." One way of stating a possibility could sound like this. "Wouldn't it be great if we all came to work every day feeling motivated, fulfilled, and satisfied in our jobs. That's what I want to create for you."

Step 3. *Ask Permission to Have a Conversation.* Follow up step 2 with a question that will give you permission to have this conversation. This question confirms that it is a good time for this discussion: what it is you want as well as whether the person is open to hearing it. Here's what that question could sound like. "Are you open to discussing how we can achieve/create this for you?" or "Is this a good time for you to discuss this now?"

Step 4. *Take a Stand.* Whereas step 2 is a broad, compelling statement of a desired outcome, here's where you identify the specific proposition of the possibility that you want to create for that person. State your purpose clearly and concisely by using a *wanting for* statement. Here is one way to say it. "What I want for you is to come to work with a smile on your face, knowing that every day you're making a difference, delivering value, and enjoying the financial reward of your efforts."

Step 5. *Have the Conversation.* Here's where you deliver the idea or request you want them to hear. The conversation may include a new concept or philosophy that you want them to buy into, a request to do or change something, or an invitation that may be more optional than mandatory.

Step 6. *Get Complete.* This final step of the enrollment process is to establish the next course of action, gauging the person's feelings or response and determining a completion time. What are the next steps? How did this person respond to your ideas? How open was he? Here are some questions you could ask. "How do you see handling this?" "How are you going

to handle this?" "In order to complete this, what steps are you going to take that make sense to you?" "How have you handled something like this before?" "What's your strategy going to be/look like?" "When do you think you can have this back to me?" "Is there anything that would get in the way of completing this by next Wednesday?" "How is this sitting with you?" "What concerns do you have?" "What are you most excited about?" "What can I do specifically to support you around this?" "How should we determine evidence of positive change?" "What criteria do you suggest we use?" This is the time to confirm the person's level of buy in or the clarity of your conversation. This is also the opportunity for you and the person or people you are enrolling to develop a strategy and deadline or finalize any steps to produce the result you seek to achieve.

From The Sidelines

To ensure that your enrollment efforts lead to the positive, worthwhile changes you seek, **here are some final tips** to keep in mind when using these six steps of enrollment. We have already discussed these observations and principles in preceding chapters, but it's a good idea to review them before attempting to enroll someone.

1. Surrender your agenda. When enrolling someone, there is no attachment to the outcome.
2. It's never about you but about a greater goal or good. The benefit that results from what it is you want to enroll them in will either be specific to that person, your team, your company as a whole, or for the greater good of society.
3. Sharing and being vulnerable (without putting yourself in harm's way) is the purest form of self-expression.
4. Focus more on the pleasure, vision, and dreams you want to create rather than the consequence of not doing so.
5. Whether you are enrolling and engaging a group or just one person, you have the power to continually create new and greater possibilities by harnessing your creativity.
6. Be sensitive to people's attitude and state of mind when you are attempting to enroll them. That is, are they receptive and open to hearing your message in that moment or did they just find out that they might be losing one of their largest clients? Their mood and mindset will affect the results of your efforts.



Special Edition – Hardcover (Save 34%)

Get the [Book](#) and coach your people into champions. [Click here](#) for more information and [Save 34% at Amazon](#), go to [Barnes and Noble](#) or visit CoachingSalesPeopleintoSalesChampions.com.

[Write a Review!](#) We appreciate you sharing your book endorsements. Help more managers become highly effective coaches and more powerful leaders. Write a review on Amazon.com or [Barnes and Noble](#).



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. As a prominent, engaging speaker, Master Coach, and well-known author of many books and articles, 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's articles can be found in **Selling Power** and has appeared in feature stories in the **New York Times**, **Inc. magazine**, **The Wall Street Journal**, **The New York Post**, **The Washington Times**, **TheStreet.com** and **Entrepreneur radio**. Keith is also a frequent contributor on **Selling Power Live**, **CBSNews.com**, **Sales and Marketing Management** and has been appointed as the Expert Sales Advisor for **AllBusiness.com**.

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. Visit Keith Rosen at www.ProfitBuilders.com for Podcasts and videos and be sure to sign up for his free newsletter The Winner's Path [here](#).