

# HOW GREAT SALES LEADERS COMMUNICATE



Nine Critical Conversations Managers Need to Master

Keith Rosen

# WHAT

is your definition of

A magnifying glass with a black frame is positioned over a document. The lens of the magnifying glass is centered on the word "Coaching?". The background text of the document is blurred, while the word "Coaching?" is sharp and clear. The magnifying glass handle is visible at the bottom right.

Coaching?

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The Universal  
Definition of Coaching:

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**The Art and  
Language of  
Creating  
New Possibilities**



When you initiate a conversation, why is it essential to enroll people around your intentions and agenda?



The

Art

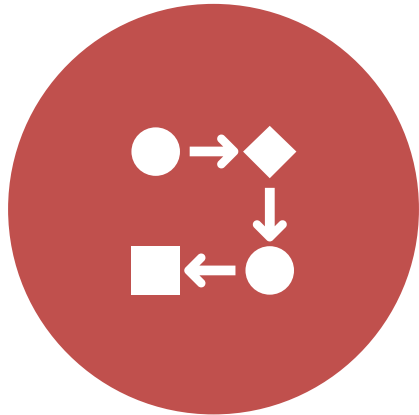
Of

Enrollment

**WHEN  
INTENTIONS  
AREN'T  
CLEAR,  
PEOPLE  
DEFAULT TO  
FEAR.**



# LANGUAGE OF ENROLLMENT SIMPLIFIED



***“HERE’S WHAT WE’RE  
DOING.”***



***HERE’S WHY WE’RE  
DOING IT.”***



***“HERE’S WHAT’S IN IT  
FOR YOU.”***





NINE CONVERSATIONS

SALES MANAGERS MUST MASTER



# 1. COACHING UP

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Why do people need to coach up to their manager?



**Sometimes,**

you need to tell people what you want, need, even how you like to be acknowledged, motivated, coached and supported.

*Why?*

Because it's hard to recognize the needs of others, if it's something that you don't get yourself.



# COACH UP!

How would you enroll your manager in how you want to be managed, motivated, supported, communicated to and coached?

# Setting Expectations How You Want To Be Managed

**COACH UP!**



“Throughout my career, I’ve noticed certain things that some of my prior managers have done, including some of the things that you do, which have had a positive and measurable impact on my performance, my attitude and the quality of work I produce.

Since we both have a vested interest in my success here, and since each person you manage is motivated by something slightly different, I thought it would be beneficial to share with you what I’ve seen you do that has really motivated me to perform at my best. Would you be open to discussing and establishing the parameters around coaching and how I like to be managed that I respond best to so that we’re aligned, and you get the best out of me?”

## 2. How to Enroll Your Team In Coaching – Preparing them for Change

# Enrollment In Coaching – Setting Expectations With Your Team

What I want for each of you is to achieve your team/department goals, as well as your personal/career goals and support each other in doing so. Quite frankly, in many ways when it comes to preparing you for your next role and further developing you in your current role, I feel I've let you down. For that, I hope you accept my apology. And I'm fully committed to be the best manager and coach to make you as successful as possible here.

I attended this master class leadership coaching workshop and have some great ideas that would make the coaching more valuable for you. This is a journey we're going through together, and I'm counting on learning from you as well so that coaching is something you see will help you live your potential and achieve your goals – just like a world class athlete.

That's why I'm asking for all your help so together we can become a unified front to achieve all our goals. But coaching is the only way this can happen. So, is everyone open to resetting the expectations around coaching, how we work together, how I can be the best manager for you, how you can support and coach me, and what we need to do to make coaching a win for all?

Great, so expect an email from me to schedule a one-to-one meeting with each team member over the next week or so to work through this together and I can become the resource and coach you need to help you achieve your career and personal goals.



### 3. How to Enroll Your Team In Coaching – A One to One Conversation

## How to Enroll Your Team In Coaching – A One to One Conversation

What I want for you is to experience the level of success you want in your career. After completing this leadership coaching program, I learned that, just like technology evolves, so does the way managers work with their team to maximize each person's potential.

Think about sports. The coach is there to make sure each player is always at the top of their game. I learned how I can be a better manager and coach so that I can support you in a way that would make you more successful. Keep in mind, this learning curve is something we're both going through together, so I may not get it perfect the first time, which is why I'll be looking for some feedback and coaching from you as well. What's most important is you understand my intentions here.

I wanted to take some time to talk about what your perception of coaching is, so that we can come up with a mutually agreed upon understanding and definition of coaching, set some measurable expectations and parameters around our coaching and what I can do to make this the most valuable experience I can for you. How do you feel about discussing this? Are you open to discussing this to ensure we make it work for you?

## Questions To Set Expectations And Create Alignment, Trust, And Buy-in Around Coaching

1. How would you define coaching?
2. Have you ever been coached before? What was your experience like?
3. If you needed to re-define the parameters and definition of coaching so that it's a valuable experience for you, what would it be?
4. What would your expectations be of me from our coaching?
5. What would you like to work on or ensure we cover during our coaching sessions that would be important and valuable to you?
6. What concerns, if any, do you have about our coaching and what we discuss?
7. How are you feeling at this point about our conversation and what we've discussed so far?
8. Let's go ahead and schedule our first coaching session.

# A Simplified Template To Enroll in Coaching

## - How To Re-Define Coaching -



What I want for you is to achieve the level of success you want in your career.



I've been working on my own skills as a manager and coach and have some ideas which will enhance the value you receive from coaching. Basically, what you can expect from me are some different questions and a more robust coaching framework which I'll be sharing with you, to ensure I'm doing everything I can to support you around your goals and prepare you for your next role.



You'll also notice that you already have most of the answers you need. Of course, I welcome your feedback and any ideas that would make our coaching more valuable for you.



Are you open to working on this new and improved way of coaching so that you get the most value out of every conversation?

# 4. The Accountability Partnership

*By leading with questions, people hold themselves accountable because what people create, they own.*

1. How can I be your accountability partner who's supportive and holds you accountable to your commitments the way you want me to?

2. How do you want me to follow up with you if you don't honor your commitments? How would you want me to bring this up? What would it sound like?

## 3. Creating an Accountability Partnership

What I want for you is to honor your values, goals and priorities. And of course, I want to ensure I'm doing the same while best supporting you. To ensure we can both achieve our goals, let's create an accountability partnership.

What this means is, any time either you or I aren't honoring our values or fall into any poor or damaging behavior that can impact our personal brand and goals, we both have the permission to directly point this out to each other so we can ensure we're doing what's best for us, our team and our company because we know our intentions are positive. Are you open to creating this type of partnership?





# 5. Eliminating Department Silos to Shift from Competition to Collaboration



What I want for you is to feel that I am a trusted resource who supports you to achieve your goals. Since we're in different departments (roles) and are evaluated by different metrics, and key performance indicators, we haven't always seen eye to eye when relying on each other to get our jobs done. We all have different priorities and points of view, and I may not have always given you the attention or demonstrated the respect of your role that you deserve.



I apologize if I said or did anything that may have hurt our relationship, as that was never my intent. That's why I can really use your help. Let's reset our relationship and redesign how (our departments /we) interact and work together, so we can support each other to achieve all our goals.



I'd like to better understand your role, challenges, how you're evaluated and your business objectives. This will allow me to support you (and your department), while aligning our collective efforts to achieve our mutual goals and put a strategy in place to do so. Are you open to doing so?

## 6. Rebuilding Trust or First Impressions

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"I was reflecting on our last conversation, and I owe you an apology. I know we didn't see eye to eye and achieve the outcome you were looking for. That's why I want to apologize if I did anything that may have upset you or hurt our relationship.

That's why can really use your help. I'm hoping we can hit the reset button on our relationship/conversation and design it in a way that's mutually beneficial so you can hit your goals without the stress, and I can support you the way you want me to.  
Are you open to this?

**You Always Have a Second Chance to Make a First Impression**



# 7. How to Motivate People During Difficult Times?

**Align their business goals with their personal goals, values and priorities.**

**This stimulates self-awareness, motivation and accountability.**



**Great Companies** Recognize the Need  
To Train Managers and Salespeople  
On New Conversations  
With Their Team And Customers  
That Connect People  
In A Deeper, Personal, And  
More Meaningful Way.



## 7. How To Create Whole Balance In Your Life

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*"What I want for you* is to feel that you're staying productive, while still honoring the priorities in your life without sacrifice. With the extreme change around how we live and work, it's easy to feel isolated and uncertain about the future. I know I've been struggling in certain areas around life balance and time management.

That's why I wanted to discuss how we can create whole balance in every area of our lives. Now, I can best support you in this new environment so that you're feeling productive and connected to the team, the company, and to your career goals and opportunities, while maintaining a healthy lifestyle. And I'd love to hear how you're managing all the change as well.

Are you open to talking about this now?"





# 12 Questions to Support Your Employees in Creating Whole Balance

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1. What's working well for you?
2. What, if anything, are you struggling with?
3. How are you managing and balancing your personal responsibilities and priorities, while staying productive at work?
4. Walk me through how you're currently managing your day? Can you send me a screenshot of what your weekly routine looks like so we can compare how we both manage our time and learn from each other?
5. How have you set boundaries and expectations with your family when you're working at home to ensure you're productive and not distracted?
6. What's your daily self-care regimen? (Physically, mentally. Exercise, meditation, prayer, taking a walk, getting out of your house/workspace each day. The health benefits of being safely outside are priceless.)
7. How are you turning off work at the end of the day so you can enjoy and be present with your family and yourself?
8. What's your preferred method of communication? (Email, text, phone, video conference)
9. How often do you want to meet with the team and for our one on ones so that you feel connected and not alone or isolated?
10. What are your core goals, values and priorities that you refuse to compromise?
11. If I notice you're not honoring them, how would you like me to bring this up?
12. How can I best support you to create a productive, rewarding and enjoyable workplace so you achieve your business goals while honoring your personal goals, and priorities?

# 8. How to Coach Self-Awareness

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What I want for you is to maintain the positive brand you've created and achieve your career goal of moving into management. I've noticed some behaviors that may impede this, which is what I wanted to bring to your attention so we can work through this together and ensure they don't impact your goals but instead, enhance your personal brand.

Please know I'm sharing this with you to support you so you're positioned for your next career move.

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So, are you open to having this conversation?

Quite often the difficult team member may lack the self-awareness to realize they're being difficult. The only thing to stimulate self awareness are questions for them to self-reflect.

1. How would you describe your personal brand?

2. How would others describe you?

3. How do you want to be known?

4. If nothing changes, how can this affect your (relationships, reputation, career)?

5. Can I share what I've noticed?

6. What would be possible if you made these changes?

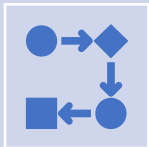
7. What's the conversation you need to have to positively reset your relationships and create relationships of mutual support that achieves everyone's goal? What would it sound like?

8. If I see you reverting back to toxic behavior, is it okay for me to let you know?

## 9. How to Build Stronger Relationships and Drive More Revenue with Your Channel Partners



Mr./Ms. Business Owner/Manager. What I want for you and your company is to achieve your goals with much less effort.



Especially when it comes to you being one of our most trusted partners, I have some new ideas that, if we can work together on, would increase your average sale, improve your salespeople's closing ratios as well as customer retention and acquisition. To do so, I'd like to devote my time working with you and your sales team so they can sell our product just as good if not better than we do.



Of course, everything we do and discuss will be totally confidential. I know this may sound like a different approach but I'm here to support you the best way I can, as I have for dozens of other partners who we've worked with who achieved worthwhile results. Would you be open to discussing this?

**People** create the mindset,  
**Mindset** shapes behavior,  
**Behavior** defines culture, and  
**Culture** determines **Success**.

That's why the **primary**  
business objective is:

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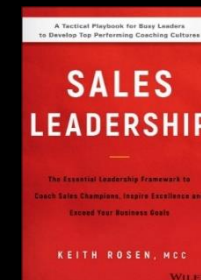
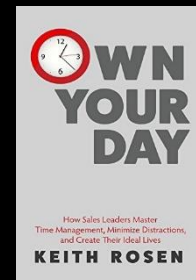
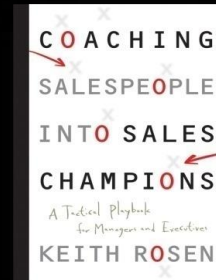
## To Make Your People & Customers More Valuable Every Day

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Have Keith as Your  
Coach!

Email Keith at [kr@keithrosen.com](mailto:kr@keithrosen.com)  
for more information on our  
personal and team coaching and  
training for salespeople and  
managers.





## Connect With Keith!

Let Keith be Your Coach!

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