

The Art Of
ENROLLMENT

**CONVERSATION
STARTERS
THAT GET RESULTS
AND DEVELOP
SALES CHAMPIONS**

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The Art of Enrollment

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The Art of Enrollment

It's All About Connection

Here's an experience I had that happened during one of my travels. I was sitting in a hotel restaurant having breakfast and preparing myself for a day of back-to-back meetings. While I was on my phone, 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 please," 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, and 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 text out and 20 more to go," I thought. I had just hit the Send button on the fourth text 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 texts. 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 work. "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.

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 an interpersonal 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 phone 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 in college. We had a chance to go into Manhattan when we were visiting her at school.”

“My oldest daughter is about to graduate 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 phone 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 authentically want to connect, learn about people, and share who they are, people will notice the gifts, value, energy, relationships, 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 phone, 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.

That’s why every conversation you have is of vital importance. Even though some may seem trivial to you, each is deeply influential when compounded over time.

How does this apply to your ability to become a great manager and sales coach. 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. Her employees

interacted with her every day. That's why SHE in fact, was the culture. That's good news, because it's always in the manager's power.

This, in turn, created the positive experience every employee, and 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, or fear confrontation or difficult conversations, 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. She cares. She connects. She establishes an honest, authentic connection with people. The one thing every person wants most.

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 beyond the common denominator of focusing on business goals?

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, start by making a strong connection with each person. Establishing common ground and sharing personal experiences foster a deeper connection, leaving your employees feeling, "We are the same. They really understand me. They care."

This connection you develop with your team leads to trust, loyalty, respect, a happy environment, and the authentic desire for each person to want to succeed for themselves, for their team, and for the company.

That's why, 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.

It's time to dive into the foundation of The Art of Enrollment. Let's begin with the definition of the word *enrollment*.

Enrollment is An authentic, powerful way of communicating that empowers others to embrace, support, and believe in your position, idea, or philosophy because they see the benefit of what's in it for them or the greater good. This motivates people to want to become part what you want for them, or others, take ownership, and take action to create what can be possible for them, their success, and quality of life.

Think about some of the great leaders of our time: Dr. Martin Luther King, Golda Meir, Gandhi, Nelson Mandela, Mother Teresa, Oprah. What do these leaders have in common?

Each had a *cause* that ignited and inspired millions of people to follow, not them, but what was bigger than them. They used what I ultimately created here, the model for what these leaders did subconsciously from the heart. the art of enrollment to achieve historical, unprecedented results.

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 person's income, managers must *enroll* people toward a positive, to create a better point of view to create mutual mindshare.

Here are some situations and conversations to leverage the art of enrollment.

1. Enrolling your team in being coached.
2. A change in company policy.
3. Addressing negative behavior, performance, and a toxic attitude.
4. Improving or resetting relationships between employees or you.
5. Rebuilding trust.
6. Uncovering people's motivations and personal values.
7. Eliminating departmental silos.
8. Accepting feedback that results in behavioral changes.

9. Holding people accountable.
10. Developing or improving a skill or mindset.
11. Compensation change.
12. Change in roles and responsibilities.
13. Adopting or building a new on-site or remote team
14. Creating realistic expectations around an individual's career trajectory.

In practically any scenario where it requires opening someone's thinking, modifying behavior, sharing a negative observation, increasing their self-awareness, 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.

Take any situation or conversation in which there is a person or 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.

If the definition of coaching is the mindset, language and habit of creating new possibilities, enrollment is the language to facilitate positive, long-term change.

The Art of Enrollment.

**How the World's
Greatest Leaders
Communicate.**

The Enrollment Conversation. Three Steps to Transformational Change.

What follows are the steps to managing any crucial conversation that you need to initiate or address.

However, before moving into your enrollment conversation, Assess the Timing of the Conversation. Respect their time and ensure they're in a position to have the time and mindset to want to have this conversation.

Assess The Timing... "I wanted to talk to you about a few things I've noticed that if we can work on together, would make you even more successful and eliminate some of the challenges and additional work on your plate. Do you have a few minutes now or are you in the middle of something?" Notice how you didn't just say, I need to talk to you. If you do, you haven't set a positive intent and the human condition defaults to fear. That is, when people aren't clear people default to fear. They'll think, "What did I do wrong," never, "What did I do great."

Once they confirm, move into the following three steps. Keep it simple.

Step 1. Take a Stand for them using the "Wanting for" statement. Here's where you share what you want for them. Take a stand for them using the "Wanting for" statement.

That could sound like, "What I want for you is to achieve your goals without the overwhelm and stress." It's essential to use "What I want for you to begin, as it shows your stand for what they want.

Step 2. State the Possibility. Here's why we're doing it. Or, here's what I noticed. Remember step two allows you to share your agenda or observations, and set positive intentions, since you're the one initiating the conversation, not them. For example.

I'd like to discuss how you're managing your calendar and your key accounts so you're meeting customer expectations without stress, while protecting your personal time.

Step 3. Ask Permission to Have a Conversation. Here's what that question could sound like and, yes, you need to ask a closed-ended question to get a yes or no. "Are you open to discussing how we can create this for you?" or "Is this a good time for you to discuss this now?"

At this point, who wouldn't want to have this type of conversation?

Here's another example that transforms a difficult conversation into a collaborative one.

Step One... *What I want for you* is to develop the personal brand you want so you can get that promotion.

Step Two... *I noticed* a few comments you made during the team meeting that made several people uncomfortable based on feedback I've received after the meeting.

Step Three... Are you open to discussing this so you can start communicating like a leader to help your brand and promotional opportunities?

Here's a final and common example of enrollment. Note this is an example of Team enrollment rather than individual enrollment where you need to enroll your team in change.

Step one. *What I want for each of you* is to build a career you love, while achieving your personal goals.

Step two. We will be rolling out a new CRM that will help you more easily manage your customers so you can attract and retain more business. Doing so will also save you about 20 hours a week on administrative tasks.

Step three. Are you open to having a discussion around how you're currently managing your accounts and how this CRM can accelerate your success?

That's it!

Before we conclude our discussion about the art of enrollment and get into the enrollment talk tracks, keep this in mind when it comes to using the wanting for statement.

If you haven't yet taken the time to sit down and uncover what motivates each person on your team, keep this in mind before you make assumptions around what you think they want.

Rather than assume what drives each person, use a general enrollment statement, one that can be used for every enrollment conversation.

As you can see in step two, you're having them define what success and fulfillment mean to them, not to you.

Once you take the time to uncover what specifically motivates and inspires each person, along with their core values, you can then customize your, wanting for statement around their specific goals to make it personal rather than general. For example. What I want for you is to be able to afford the new home you want.

One final point to consider. Enrollment defines your legacy. Ask yourself these legacy questions.

First, if you ran into one of your employees you used to manage, what would you want them to say about you.

Second, what if you ran into yourself in ten, fifteen or twenty years. What would you want to see?

This is how you will be known. The choices you made in the past created your brand and legacy today. The choices you make today will create the legacy you want tomorrow.

It's time to put enrollment into action. What follows are specific talk tracks for the critical conversations managers need to master. Here's where the art of enrollment becomes the coach's greatest edge when managing people, situations, goals, challenges and promoting positive change.

Chapter 1. Enrollment in Coaching.

Setting Expectations With Your Team

Starting a coaching relationship with clear expectations can make all the difference in team dynamics and overall success. This chapter is about defining those expectations openly, allowing team members to see that coaching is not only a path for their development but a shared journey with their manager.

By aligning goals and intentions, both manager and team members can work together to achieve individual and department objectives. This approach fosters trust, unity, and enthusiasm, creating a collaborative environment where everyone feels supported and valued.

This talk track can be used as a brief expectation setting during a meeting or can be formatted to be sent in an email. As with all enrollment talk tracks in this book, while some may be long, I rather provide you with more content, so you can edit it to make it your own, while keeping the spirit of the message intact.

The Enrollment Talk Track

"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. 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. I'm fully committed to being the best manager and coach to make you as successful as possible here.

I have some ideas that would make coaching more valuable for you. This is a journey we're going on together, so I'm counting on learning from you as well, so that coaching will help you live your potential and achieve your goals – just like every world-class athlete has a coach.

That's why I'm asking for your help so together we can become a unified front to achieve all our goals. Expect an email from me to schedule a one-to-one meeting with each of you over the next week or so to set expectations and the parameters around coaching so that it's the most valuable experience for you, and I can become the coach you need to help you achieve your career and personal goals."

Chapter 2. Enrollment in Coaching.

Setting Expectations: One-to-One

Coaching works best when it's tailored to each individual. This chapter emphasizes the importance of creating a personal connection during one-on-one coaching conversations.

If you were the Chief Problem Solver yesterday, leading with answers, and now you're the coach, leading with questions, without letting your people know you're changing how you manage, people will not understand your intentions behind your coaching questions and default to fear.

By setting the tone for a shared learning journey, managers can gain valuable insights from each team member and better understand their individual goals.

When coaching is aligned with the unique needs and goals of each person, this encourages open communication, making the coaching experience more meaningful, trustworthy and productive for the manager and the employee.

The Enrollment Talk Track

"What I want for you is to achieve your goals, and my responsibility is to support you in doing so. That's why I want to be the best coach for you. Just like in sports, the coach makes sure each player is at the top of their game. I'm learning how I can be a great coach for you so you can get to your goals faster.

Please keep in mind, this learning curve is something we're both going through, which is why I'm relying on your feedback and coaching as well.

Let's schedule time to talk about coaching, your expectations and concerns, and your experiences to create something we can align around and what I can do to make it a valuable experience. Are you open to discussing this?"

Now, it's time to coach!

1. How would you define coaching?
2. Have you ever been coached before?
3. What was your experience like?
4. If you needed to redefine the parameters and definition of coaching so that it's a valuable experience for you, what would it be?
5. What would your expectations be of me from our coaching?
6. What would you like to work on or ensure we cover during our coaching sessions that would be important and valuable to you? How do you like to be managed?
7. How can I hold you accountable or be your accountability partner so you can achieve your goals in a way that would sound supportive and not negative or like I'm micromanaging you?
8. How would you like me to follow up with you if you don't honor your commitments or if I notice an opportunity for you to excel?
9. How do you want me to bring this up so you're open to the message?
10. What concerns, if any, do you have about our coaching and what we discuss?
11. How are you feeling at this point about our conversation and what we've discussed so far?
12. Let's schedule our first coaching session.

Chapter 3. How to Uncover Each Person's Personality, Values, and Motivation

Understanding what motivates each team member on a personal level is invaluable to effective leadership. You can't manage everyone the same. Otherwise, you're now coaching and managing in your own image, rather than honoring each person's individuality.

For example, the manager may think, "This worked for me, so it should work for everyone." In this chapter, managers ask the questions that uncover each person's values, career ambitions, and priorities.

This approach aligns their personal goals and values with their work responsibilities. It also helps personalize each crucial conversation so it focuses on what they want, not what you assume they want, or worse, share what you want. For example, "What I want for you is to be the top performer on the team." That's the manager's agenda, not the coachee's goals.

Managers use these insights to better support people's growth, which creates a stronger, accountable, self-motivated team. These questions focus more on the intrinsic motivators that are long-term, rather than extrinsic motivators, like perks and incentives that only create short-term motivation. Then, once gone, people revert to their old behavior.

Now, you can focus on holding them accountable for honoring their values, rather than initially focusing on their goals at work.

The Enrollment Talk Track

"What I want for you is to feel that my primary role is to make you successful, while aligning your personal goals, priorities, and values with the objectives and responsibilities you have at work. To best understand how I can do this, I'd like to learn more about what's most important to you, your priorities and the personal values you want to honor and live by.

This will help me understand how I can best support you in a way that you find valuable, so I can keep you focused on your goals, and values, while honoring what's most important to you.

And feel free to ask me the same questions. Are you open to discussing this, so I know how to best motivate you, especially during stressful or challenging times?"

Now, it's time to coach!

1. What is most important to you in your career? In your life?
2. What motivates you to come to work each day?
3. What impact do you want to make in this world or company?
4. What do you want your legacy to look like?
5. How do you want to be known?
6. How do you like to be rewarded or acknowledged for a job well done?
7. What would make your job even more enjoyable and fulfilling?
8. If you didn't have to work, what would you do with your time?
9. What makes you happy? What are your core values you refuse to compromise?
10. How can I support you to achieve your goals?
11. How do you like to be managed?
12. What's your preferred communication style?
13. What type of incentive would motivate you to achieve more?
14. What gives you a sense of accomplishment at the end of each day?
15. What would you like to spend more time doing at home and work?

Now, self-reflect on these questions. How many of these questions can you answer for someone new to your team? How many of these questions can you answer for someone you feel like you know very well? Knowing the answers to these questions, how might that change how you lead, sell, and support your team and clients?

Chapter 4. How to Enroll People in Observation and Feedback

To maximize performance, observation and feedback are essential. Unfortunately, when you tell someone you'll be going on a sales call with them, or you'll be observing them, they go right into fear mode assuming, "Why is my boss observing me? What did I do wrong? Am I in trouble?" This is why most people do not want to be observed, as it can be intimidating and looked upon as negative or micromanagement if not approached correctly.

This chapter shows how managers can frame observation as a positive practice, helping employees to see its value. By drawing parallels to how athletes are coached, this approach normalizes observation as a tool for improvement and encourages employees to embrace it as a beneficial resource.

The Enrollment Talk Track

"What I want for you is to perform at your fullest potential so you can experience the success you want. To do so, it's important that we have a mutual understanding of what observation is, what it means, and what the value is for you.

Think of any great athlete. One thing they all have in common is a coach who observes them playing, because you can't self-diagnose when you're in the middle of the game. That's why the coach is on the sidelines, seeing the things that the athletes can't see on their own. The coach observes behavior to ensure the players continue to perform like champions, which is what I want to do for you.

Keep in mind, I'd be open to you observing me as well, since I value your feedback and opinion. Are you open to discussing this?"

Now, it's time to coach!

1. What does observation mean to you?
2. What experiences, if any, have you had around being observed?
3. What do you see as the value in having us schedule some observation sessions or joint sales calls?

4. What concerns, if any, do you have around observation?
5. Let's set up the rules up front, who is going to own the different parts of the meeting. which will ensure we both know what to expect, as well as how to manage each meeting or call we go into together. Okay?"

Chapter 5. Building Trust and Setting Expectations with A New or Existing Team

When leading a team, whether you've transitioned from a peer to a supervisor role, have adopted a team, or need to build one, setting clear expectations from the start is essential.

This chapter provides the structure for managers to understand their prior experiences being managed, and how each person wants to be managed. If you don't enroll them, and the person had a terrible experience with a prior manager, without setting expectations, this person is going to take their old manager's face and put it on you, assuming you're going to be the same.

Then managers wonder why people are resistant to coaching, observation, and feedback.

An open dialogue will build trust and create a foundation for a positive working relationship. Now, managers are able to demonstrate their commitment to supporting how each person likes to be managed, motivated, even held accountable, which will ensure that everyone feels heard, respected and valued.

The Enrollment Talk Track

"What I want for you is to experience the level of success you want. I don't want to make assumptions around how you like to be managed, motivated, and supported.

That's why I want to learn what I can do to create a positive, supportive relationship that will help you advance in your career. I'd love to learn how you do things and how you like to be managed and coached, since I can learn from you as much as you can from me.

Let's set measurable expectations around how you like to be managed, communicate, collaborate, and hold each other accountable to ensure you're enjoying your job, while achieving your personal and career goals. Are you open to discussing this?"

Now, it's time to coach!

- 1-Let's start by sharing a little about ourselves, the background of our current roles & how we would like to work with each other?
- 2-How would you define your role? How would you define my role?
- 3-To avoid sounding redundant what do you already know about me? What else would you like to know about me?
- 4-How have you been managed before?
- 5-How would you describe your prior boss's management style?
- 6-What worked? What didn't work?
- 7-What do you wish your prior manager did more of? Less of?
- 8-How often did you meet with your manager for one-to-one coaching sessions? What was your experience?
- 9-What did you find most valuable in terms of how your manager supported and motivated you? Least valuable?
- 10-How did their approach align with your expectations around how you like to be managed?
- 11-What new expectations, if any, do you have that would make me your ideal manager?
- 12-What type of management style do you respond to best?
- 13-Were there any additional goals that were discussed with your prior manager or promises made which we need to re-evaluate? For example, a career promotion, change in compensation, role, and so on.

Chapter 6. Creating the Accountability Partnership

Establishing an accountability partnership goes beyond simple performance checks. It's a mutual agreement to support each other's goals, values, and priorities.

In this chapter, managers and their employees discuss how they can hold each other accountable to their goals and values, in a respectful, growth-oriented manner.

This approach turns accountability into a two-way street, fostering a trusting environment where both sides are invested in each other's success and open to feedback when activity, or behavior, veer off course.

The Enrollment Talk Track

"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 that any time either you or I fall into any poor or damaging behavior that can impact our personal brand and goals, we both have permission to point this out to each other so we can ensure we're doing what's best for us, our team, and our company.

Are you open to creating this type of partnership?"

At this point, discuss the strategy in how you're going to let each other know if a course correct is needed. Will you let them know by text, email, sign language or a quick conversation?

Chapter 7. Building or Rebuilding Trust and Relationships

Trust is the foundation needed for every authentic, valued relationship. This chapter addresses the importance of building or rebuilding trust, especially if past interactions have eroded it.

By acknowledging your role, and taking full responsibility for your actions, behavior, and the quality of the relationship, people will be more open to discussing how to reset or rebuild their relationship to create a healthy, supportive, environment.

This approach demonstrates your authenticity, transparency, humanity, and commitment to your team. It also is a conduit to building your personal brand and how you want to be known.

That's why the good news is, you always have a second chance to make a first impression, because you can always repair or reset a relationship.

The Enrollment Talk Track

"What I want for you is to feel supported in your career, and I'm here as a resource to help you succeed. Reflecting on our last conversation, I feel I owe you an apology, as we didn't achieve the outcome you were looking for.

I want to apologize if I said or did anything that may have upset you or hurt our relationship.

That's why I need your help. I'm hoping we can hit the reset button on our relationship so you can achieve the results you want, and we can create a healthy, collaborative relationship. Are you open to discussing this?"

Now, it's time to coach!

1. How would you define "trust?"
2. What does trust mean to you?

3. What, if anything, have I done, or not done that impacted the trust between us?
4. What would a rewarding, healthy relationship look like for you?
5. How do you build trust in a relationship?
6. What are some things that can negatively impact our relationship?
7. How can I earn and ensure we maintain a trusting relationship?
8. What would destroy the trust we've built?

Chapter 8. How to Eliminate Departmental Silos

Departmental silos are the invisible walls and silent killers of efficiency, strained relationships, collaboration, and growth within an organization. When teams operate in isolation, misaligned goals and competing priorities create inefficiencies, duplication of efforts, and strained relationships. The cost isn't just operational. It's cultural, eroding trust and stifling innovation.

Breaking down these barriers requires more than changing processes. It's about resetting and rebuilding relationships and mindsets. A cultural shift needs to happen, where open communication, unconditional support, mutual respect, and shared objectives become the norm.

By fostering alignment across departments, companies can transform silos into synergies, unlocking their full potential as a unified, high-performing team and organization.

The key lies in initiating an open dialogue to realign objectives, eradicate assumptions about cross functional teams, and create mutually respected, collaborative relationships, where everyone can support each other to meet the expectations of their position.

The Enrollment Talk Track

"What I want for you is to feel I am a resource who supports you to achieve your goals. Since we're in different departments and roles, and are evaluated by different metrics, I know we haven't always been aligned when relying on each other to get our jobs done.

We have different priorities and points of view, and I may not have always given you, and your ideas, the respect and attention they deserve.

So, I'm asking for your forgiveness and for your help. I'd like to hit the reset button on our relationship (or last conversation) and how we work together so we can support each other to achieve all our goals. Are you open to discussing?"

Now, it's time to coach!

1. I'd love to learn more about your role. Can you share more about what your role and responsibilities entail?
2. How is your performance measured? By what criteria?
3. What part of the work we collaborate on is most difficult/stressful/frustrating for you?
4. What do we need to do to work together in the most productive way?
5. If I need you, what's your response time to avoid me putting more pressure on you?
6. How do you typically like to communicate?
7. How can I best support you in your role?
8. What can we do to maintain our positive relationship?
9. If we notice an issue or we're reverting to toxic behavior, knowing our positive intent, can we come up with a way to communicate this without offending each other?

Chapter 9. Managing the Expected Interruption

Interruptions are inevitable in any environment. They can easily derail your day, productivity and focus, which is why it's essential to learn how to manage them effectively.

This chapter provides a talk track for addressing interruptions without dismissing people's needs or making them feel undervalued and unimportant. Telling someone, "I'm too busy," or "I'll deal with this later," does nothing but invalidate the other person and erode trust, and confidence, suggesting that what you're doing is more important than them.

This talk track emphasizes protecting your time, while being approachable, responsive, and supportive, so people feel their time and priorities are respected, important, and a priority for their manager, as well.

Demonstrating to other people that they are your priority promotes a culture where communication is open, not dismissive, and boundaries are respected, protected, and acknowledged.

Everything is always urgent to your direct reports, peers, manager and customers. This approach ignites trust, respect and self-reflection, and an authentic desire to support them.

What may happen during the time they're waiting to meet with you? You stimulate self-reflection, critical thinking and confidence, so by the time you reconnect, they have already created their solution without you.

The Enrollment Talk Track

"I appreciate you coming to me for help. I'm completing a proposal for ABC company now, which I must send to the customer within the next hour.

I want to be as supportive and responsive as I can to your request and ensure that whatever you need, we give it the time and attention it deserves so that we can successfully work through it together.

While I know it's important to you that we handle this now, is this something that demands immediate attention and must be handled right away, or can it wait until I complete this for ABC company, when I can then focus all of my time and attention on you?"

Chapter 10. How to Coach Up to Your Manager. Setting Coaching Expectations

This chapter covers the concept of “coaching up,” especially around setting clear expectations around how you like to be managed. Coaching up is essential, especially if you’re still waiting for your manager to approach you to discuss how you want to be managed and coached.

The challenge is, if your manager isn’t getting what they need from their manager, it’s difficult for them to recognize the needs of others. That’s why you’re the one who needs to initiate this conversation.

The fact is, your personal development and evolution is your responsibility, not your company’s responsibility. And if you’re not getting what you need from your manager, then either coach up, or find alternative resources to help you grow.

By establishing open communication and clarity around how you want to be coached, supported, motivated and held accountable, employees can help create a more effective and collaborative relationship with their manager.

When people are managed in their ideal way, it improves performance, trust, retention, and aligns the team with the larger company goals, reinforcing a supportive and growth-focused culture.

The Enrollment Talk Track

"What I want for the company and the team is for me to be a strong contributor to the company and to our business goals. I value your opinion and support and appreciate your willingness to coach me.

For both of us to experience the best results, get the most from me, and create a positive coaching experience, it would be great to understand your definition of coaching and your coaching approach, so that we’re aligned around how I like to be coached so you can maximize my performance and contributions.

Would you be open to discussing and establishing the parameters, and coaching approach that I respond to best to ensure I'm achieving my goals and are a valued contributor to the team and the company?"

Chapter 11. How to Coach Self-Awareness, Toxic Behavior, and Personal Brand

Self-awareness, critical thinking, personal accountability, a growth mindset and emotional intelligence are crucial characteristics for top performers, especially when addressing the toxic behavior and performance of people who don't have a strong sense of self-awareness.

This chapter explores how to empower people to self-reflect and build a positive personal brand by increasing their self-awareness and addressing toxic behaviors that could impact their reputation or performance.

Using this approach will make what could be a difficult conversation easier by encouraging people to see the impact of their behavior and the value of positive change.

By approaching these conversations with empathy and care, managers can encourage meaningful change and help employees align their goals with the right behavior to create a legacy they're proud of. That's how you will be remembered.

The Enrollment Talk Track

"What I want for you is to maintain the positive brand you've created and achieve your career goal of moving into management and making a positive impact.

I've noticed some behaviors that may impact this. That's why I wanted to bring to your attention so we can work through this together and ensure they don't impact your reputation and instead, focus on what you can do to enhance your personal brand.

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

Are you open to having this conversation?"

Now, it's time to coach!

Tip from the Coach: 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. Can I share what I've noticed?
4. If nothing changes, how can this affect your relationships, reputation, and career?
5. How do you want to be known?
6. What would be possible if you made these changes?
7. Here's an email you sent to a coworker. If someone sent this to you, how would you react?
8. If we switched roles, how would you handle this?
9. How will you positively reset your relationships? What would it sound like?
10. If I see you reverting to toxic behavior, how do you want me to let you know?

12. How to Coach Up to Your Manager to Support Them

When was the last time you flipped the script and offered to help your manager, instead of waiting for their guidance or asking for assistance? Managers juggle countless responsibilities, from strategizing for the team's future to handling immediate crises, all while ensuring everyone else has what they need.

Being a manager can be a lonely position. By stepping up and offering your support, whether it's tackling a lingering task, streamlining a process, or simply lightening their load, you not only demonstrate care, but also position yourself as a reliable team player who's not just concerned about themselves.

This proactive approach strengthens trust, opens lines of communication, and demonstrates empathy, since you're not making it about you, or you asking for something you need. Helping your manager isn't about gaining favor. It's about creating a stronger, more collaborative team dynamic so everyone wins.

The Enrollment Talk Track

"What I want for you and the team is to achieve our goals. I know how much pressure you're under to hit your business objectives, while taking the time to help the team win. We're fortunate to have you supporting us and want you to feel you have that same support.

That's why I want you to know if there's anything I can do to help you, be a sounding board or make your job easier, I want you to know I'm here, so you don't have to feel you're doing this alone. Are you open to having this conversation how I can best support you and make your job a little easier?"

13. Uncovering the Truth With the “I’m Sensing That” Statement

If someone’s behavior, attitude, and communication causes your spider senses to tingle, trust and listen to your instincts. Remember, just like when selling, sometimes the real objection is two to three questions deep.

The Enrollment Talk Track

“Dear prospect/peer/employee, based on our initial meeting, is it safe to say that you can see the advantages as well as the ROI that you would realize from our services?”

Prospect: “Yes. I see the benefits.”

You: “We’ve been attempting to get together and discuss what would need to happen so that you can start enjoying these benefits but it seems that something always gets in the way of our meeting.

I know you’re very busy, but ***I’m sensing*** there may be something else that’s getting in the way of taking the next step towards working together so that you can achieve your business objectives faster, more efficiently and with less risk.

Is there any truth to this?”

Chapter 14. How to Coach Time, Self, And Priority Management

This talk track is a practical and empathetic way to start a conversation about time management, self-management, and setting priorities to meet company expectations and create a happier, healthier, and more balanced life.

It highlights the importance of managing your day effectively by creating a structured routine to maximize productivity, while honoring personal values and priorities.

Without a routine, the cost can be significant. Missed opportunities to make people more productive and efficient, increased stress, and feelings of overwhelm or dissatisfaction. Letting other people and your day run you, rather than you owning your day prevents you from honoring your personal values and doing the things that make your life worthwhile.

By addressing these challenges with openness and shared experiences, this approach helps individuals establish better self-management habits, avoid burnout, master prioritization, and maintain a sense of accomplishment and well-being, both at work and in life.

The Enrollment Talk Track

“Mary, what I want for you is to feel that you are as productive and as efficient as you can be, so that at the end of every day, you experience a sense of accomplishment and feel good about what you’ve achieved, while honoring your personal priorities.

With so many demands at work and trying to maintain a balanced life, I’ve struggled with this, which is what I don’t want for you. Given our conversations, I know you’ve mentioned how you’re struggling with managing your time.

I have some great ideas that have helped me better manage my priorities and time to maintain life balance, without making personal sacrifices, which I’d love to share with you.

This way, I can support you, and learn from you as well, so we can achieve our goals at work and honor what’s most important to us. Would you be open to having a conversation around this?”

Now, it's time to coach!

1. Walk me through how you manage your day? Can you share your calendar with me?
2. How do you go about making the time to focus on your priorities?
3. What does time blocking mean to you?
4. How do you currently block out the right amount of time so that you can honor the time blocks in your calendar?
5. How effective are you at adhering to your time blocks and your calendar?
6. What gets in the way of consistently honoring your calendar and commitments?
7. How do the time blocks you have in your calendar align with your priorities and goals?
8. How do you feel about creating a structured routine that honors your work goals while keeping your life in balance?
9. How much of your calendar includes all the priority activities you engage in each day?
10. What would you like to be doing more of each day, personally and professionally?
11. What shouldn't you be doing or doing less of that you need to let go of?
12. How good are you at protecting your time by setting boundaries and saying, "No" to things you shouldn't be doing?
13. What needs to change in order to honor all of your commitments and priorities?
14. How do you feel about designing the first draft of your routine? What concerns, if any, do you have?
15. When should we reconnect to review your routine to ensure it's designed to maximize your time, productivity and life balance?
16. How can I best support you and become your accountability partner to ensure you're adhering to your routine so that you can achieve what matters most to you?

Conclusion

The Power of Enrollment. Your Communication Transformation.

In a world overwhelmed with noise, distractions, and constant change, the ability to connect authentically and inspire action through the art of enrollment stands as one of the most critical communication skills a leader can master. This book has taken you on a journey of discovery, showing how enrollment isn't just a strategy, but a way of being, how you show up every day, and a mindset that transforms relationships, fuels collaboration, and drives results.

Here are the key takeaways:

- **Connection is the Catalyst:** Every impactful conversation starts with a genuine connection. Just as Tracy's leadership transformed her restaurant, your ability to communicate and connect authentically will set the tone for your team and culture.
- **Enrollment is Influence with Integrity:** At its core, enrollment isn't about persuasion or manipulation. It's about empowering others to see the possibilities and take ownership of their success. It's a partnership, not a push.
- **Most Managers Shy Away from Crucial Conversations:** Whether it's addressing toxic behavior, setting expectations, or delivering tough feedback, many managers avoid these discussions out of fear of confrontation or discomfort. Now, you have the language of leadership and the enrollment talk tracks to transform challenging moments into opportunities for igniting self-accountability, a growth mindset and authentic relationships. When leveraging the power of enrollment, there's no longer such a thing as a difficult conversation.
- **Conversations Shape Culture:** Every interaction you have with your team, whether it's a conversation, text or email, contributes to the environment you create. Whether it's coaching, feedback, or handling conflict, your words and approach leave a lasting impact.
- **Clarity Creates Confidence:** Setting positive expectations, aligning values, and creating mutual accountability all build trust and clarity. This lays the groundwork for a high-performing, self-motivated team.
- **Legacy is Built in the Moments:** Your legacy isn't shaped by your title or the numbers on a spreadsheet. It's defined by how you make people feel, the lives you impact, and the trust you've earned.

The tools, framework, and examples of enrollment conversations in this book are not theoretical. They are your blueprint for real conversations that lead to actionable change.

To start leveraging the power of enrollment, don't try to tackle every conversation at once. Start by choosing one conversation.

It could be about enrolling people in coaching and observation, providing feedback, addressing poor performance, changing behavior, or stimulating self-awareness. These are the conversations that open up new possibilities for positive change.

The greatest leaders lead by connection, clarity, and care to create a healthy, thriving, collaborative culture. It's your communication style and the language you use that brings this to fruition.

The legacy you create isn't about what you achieve alone. It's about being remembered for the selfless impact you've had on other people's lives.

Now, you can transform every conversation into an empowering coaching conversation.

The art of enrollment isn't just how you communicate. It's your gift to everyone, whether it's at work, in your personal life, or at home.

It's time for you to go make a difference and lead with the language of leadership. Enrollment.

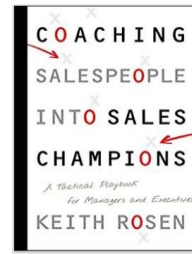
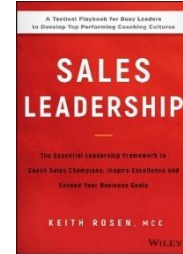
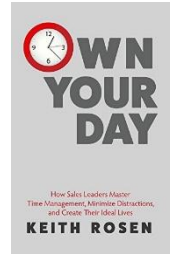
What I want for you is to leverage this book so that you can transform your team, company, and upgrade your effectiveness as a coach and leader to create breakthrough results.

I look forward to your feedback, as well as your comments on using my cloned voice to read this entire book!

Finally, if you'd like to discuss how I can work with you, your sales team and your managers to develop the new hybrid coaching skills needed to create a thriving culture, contact me directly. Together, we can boost sales, improve internal and customer retention, and create an engaged, self-motivated team that's achieving their goals without the stress, while honoring your personal priorities.

E-mail me at KeithR@KeithRosen.com, text me, or call and leave a message at 516-771-1444. There's no need for you to do this alone.

Otherwise, make sure we're connected on LinkedIn, X, etc. This is Keith Rosen, wishing you, extreme success.



Keith is passionate about your success. That's why more top organizations today choose Keith's leadership coach training solutions to achieve their business objectives – faster. A globally recognized authority on sales and leadership and the pioneer of executive sales coaching and management coach training, Keith is the CEO of Profit Builders, named one of the **Best Sales Training and Coaching Companies worldwide for the last four consecutive years**.

Since 1989, Keith has delivered his programs to ***hundreds of thousands of salespeople and managers in practically every industry worldwide; on six continents and in over 75 countries***. His award-winning programs not only offer a proven, proprietary methodology but a tactical framework in order to create the desired, long-term culture shift and positive change companies want.

Keith has written several best sellers on time management, cold calling and closing the sale, including the globally acclaimed [Coaching Salespeople into Sales Champions](#), winner of Five International Best Book Awards and the **#1 best-selling sales management book** on Amazon.com since 2009. His recent book, [Sales Leadership](#), was named the **2018 Sales Leadership Book of the Year by Top Sales World** and one of the **Best Sales and Leadership Books of 2018 by Amazon**.

As a leader in the coaching profession, Keith was inducted in the inaugural group of the **Top Sales Hall of Fame** in recognition for his outstanding contributions in sales and leadership development and was also named **The Sales Education Leader of the Year**.

Inc. magazine and *Fast Company* named Keith one of the five most influential executive coaches. He's been featured in Entrepreneur, Inc., Fortune, The New York Times, Selling Power, CBSNews.com, The Wall Street Journal and is a frequent guest on Channel 12 News. Keith was also featured on the award-winning television show, **Mad Men**.

Keith was one of the founding members of the **International Coach Federation** and was part of the committee responsible for the design of their global coach certification program that certifies coaches worldwide. In addition, Keith sits on several editorial boards and advisory boards and is the expert sales advisor for dozens of organizations that provide sales and leadership solutions, content and resources.

Keith currently lives in New York with his wife and three children who continue to be his greatest inspiration.

Contact Keith at KeithR@KeithRosen.com, leave a message or text him at 516 - 771 – 1444.

[Schedule a call here](#) to speak with Keith to discuss personal, 1:1 coaching and how you can masterfully coach salespeople into sales champions to build a top performing team.

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