BLUEPRINT

# How to Conduct High Impact Coaching

*An amateur practices until they get it right. A professional practices until they can't get it wrong."*

UNKNOWN

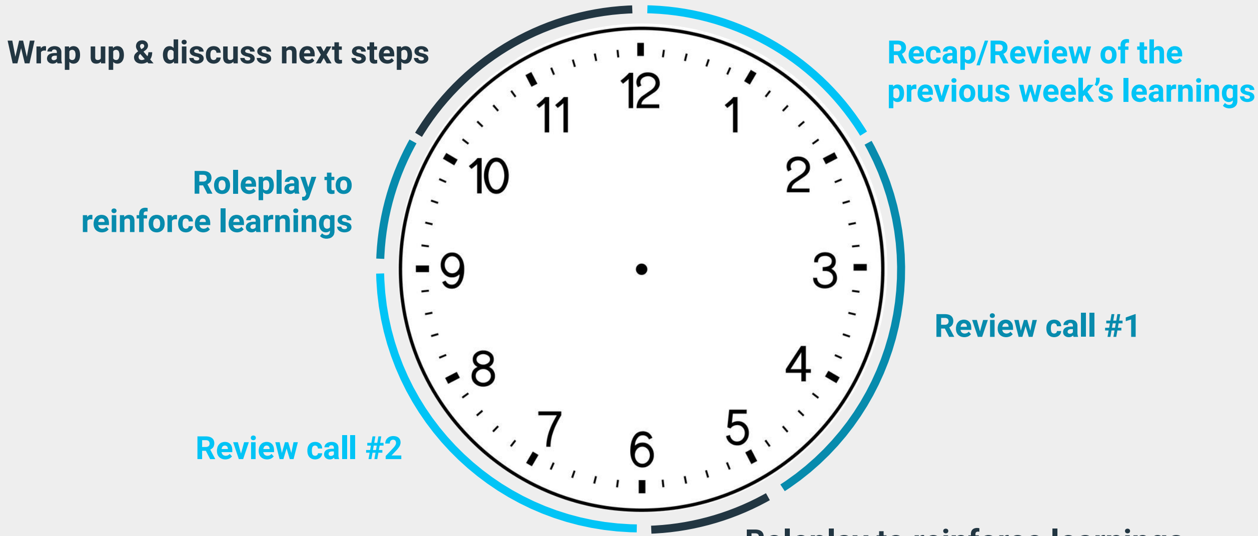
## Mastery Takes Time, Effort, and Multiple Failures

Managers often wish they had more time to dedicate to coaching. "High Impact Coaching" is a way to maximize your time together as a team in order to focus on skills development in a shorter time frame.

The following are key to successfully implementing high impact coaching at your organization:

- Transition early learnings by reps into consistent behavior with customers
- Create a culture of coaching for continual improvement and accountability
- Build the coaching muscle so that what seems hard now will become easier and more repeatable later

## Timeline of a Single Coaching Session*




** Coaching sessions should typically last 60 minutes*

## Call Reviews with Peers

Reviewing calls in front of the group taps into several positive coaching techniques. Reps should take pride when you show off how they've been successful in implementing the process in a real call. If you need to coach someone up, call recordings are an objective way for them to see the gaps in how they're executing, without being confrontational.

> ***The key is making it fair, transparent, and actionable.***

Private 1:1 call reviews between the coach and rep should be reserved for egregious errors that are not appropriate for the rest of the team to hear (e.g., vulgar language, lying, or other inappropriate behavior). Everyone should have a turn and know when their call will be reviewed ahead of time.

High impact coaching works so well because it taps into every element of the 10-20-70 learning model. At the beginning of the session, you refresh on the process (10% formal learning), then you observe your peers implementing the process (20%), and the final 70% is spent performing the process on a real customer call or in a roleplaying exercise.

# High Impact Coaching Steps

**STEP 1**

**Listen to the calls prior to the coaching session**

Identify coaching points you can use to engage the group in a discussion and target particular skill sets. Note: Timestamp the call ahead of time to save time finding the teaching moment. Best practice is to have your team submit their recordings with their own timestamps.

**STEP 2**

**Engage the group**

The session will include discussion, comments, feedback, and learnings from the team. Use the coaching points you identified earlier to direct the conversation toward the session's learning objective. When you're listening to the call, ask everyone to take notes as if they are the rep on the call. Let them know you will call on someone after the call to summarize.

**STEP 3**

**Use coaching techniques to highlight learning objectives**

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| **Process, then Execution** | Ask the team which principles were used on the call. For example, which questions were open-ended and which were close-ended? What unique words can we mirror? Was there anything unusual about the customer's tone? |
| **Pause** | After the coaching opportunity, pause to ask the team coaching questions like "What do you expect the rep to do next?" |
| **Practice** | Use  a RingRing exercise in front of the group or perform mini-breakouts where everyone splits into groups of two or three. |

STEP 4

**Share the focus among the group's calls**

Everyone needs to be able to diagnose where there's an issue and prescribe a solution in a group environment. In a one-hour small group session, there should be two or three calls that are reviewed along the same theme.

STEP 5

**Engage the group**

At the end of the session, provide clear action items for everyone. We are our own harshest critics — leverage that with a follow-up exercise. Have everyone submit a self-reviewed call with timestamps that highlight improvement or mastery of the key learnings of the day, and set up the topic for the next call review session.

## Conclusion

High Impact Coaching often feels daunting for the person sharing their call, but with the right prep and organization up front, your team will be asking you to review their calls in front of the group.

### Best Practices

**DO** Keep it positive. This is constructive coaching — heavy focus on "constructive."

**DO** Limit feedback per person to one or two items; any more and the receiver will feel overloaded.

**DO** Recognize that it isn't easy being vulnerable in front of your team.

**DO** Offer valuable insights into the call.

**DO** Ensure that everyone is taking notes.

**DO NOT** Provide broad, non-actionable feedback like "You didn't sound confident."

**DO NOT** Refer to how well you've done it. Provide examples and use storytelling to show how others have been successful.

**DO NOT** Take advantage of people's vulnerability.

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