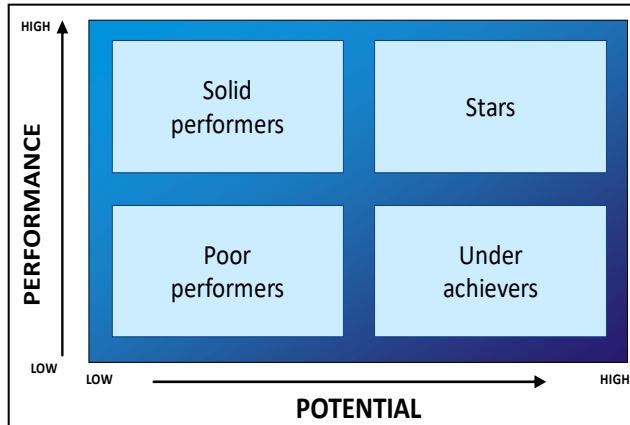


Allocating Your Coaching Time and Effort

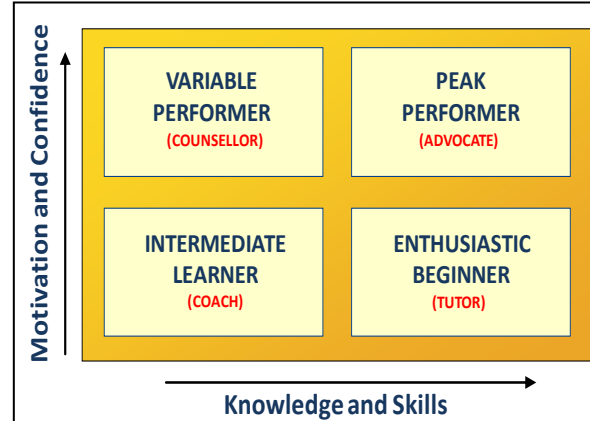


To allocate your coaching time and effort, this **framework** may be helpful. Start by placing your team members on the matrix by using the dimensions of performance and potential. Then decide where your efforts will bring the best return.

Don't be tempted to leave the **stars** alone to achieve greatness or assume that they don't need coaching. Don't ignore the **underachievers**, just because they frustrate you!

Research shows that the greatest return on time investment is in sales coaching the star performers and those who have the potential to become star performers. However, you cannot afford to neglect anybody!

You might also take the view that your team differ in their attitude and ability (as they surely do), and furthermore, that ability and attitude will change as a salesperson moves through their job/life cycle and gains experience. The matrix shown here attempts to summarise four broad types, on the dimensions of motivation and confidence (or "commitment") and knowledge and skills (or "competence").



A useful analysis for you to do is to assess how much **time you currently spend coaching in each quadrant.**

To choose the most effective coaching (and leadership) style for each type of salesperson in the matrix, refer to the grid below, which relates to the above model.

