

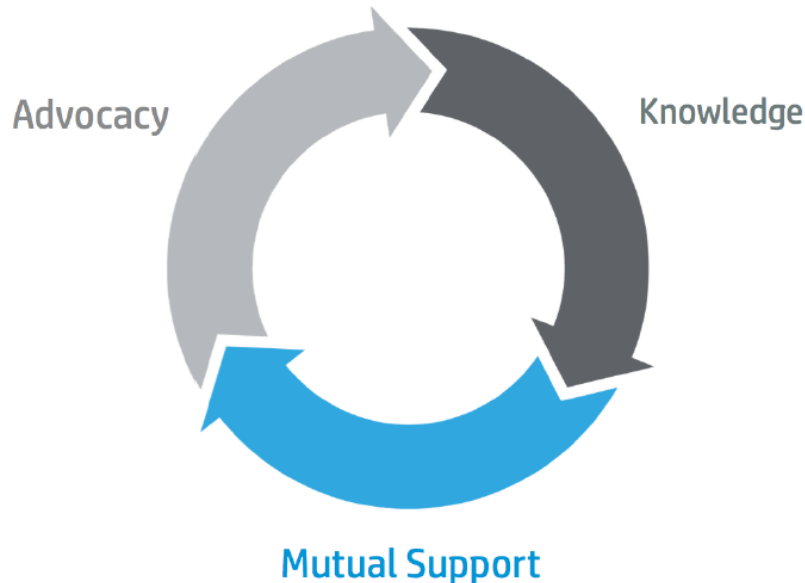
Coaching Store Personnel

Enhancing the Art of Engagement

The Essence of Coaching

What Are We Trying to Achieve?

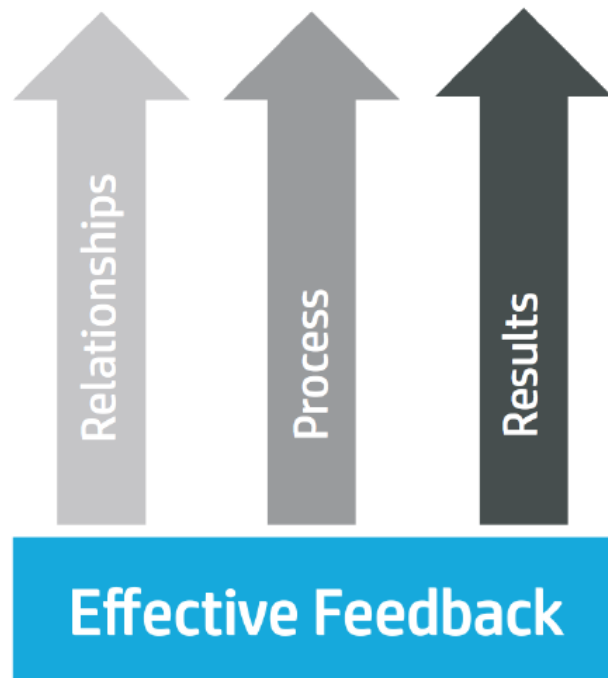
- Advocacy
 - Getting RSAs to incorporate our best practices
 - Trained RSAs are more likely to recommend HP products
- Knowledge
 - Trained RSAs are better able to promote products
- Mutual support
 - Inspire RSAs to support their colleagues with HP product knowledge
 - RSAs who know where to turn for support are more successful Brand Advocates



The Essence of Coaching

Effective Feedback

- Effective feedback can improve...
 - **Relationships:** How well you interact with people
 - **Process:** How you get the work done
 - **Results:** Your measurable on-the-job achievements
- Effective feedback helps you...
 - Redirect behavior or point out a better path of action
 - Reinforce or encourage an effective way of working
 - Coach better performance



The Essence of Coaching

The Challenges

- Perceived knowledge
 - Many RSAs believe they have a lot of product knowledge (may not always be true)
 - Knowledge they have may not be accurate or current
 - RSAs believe they know how to sell; retailers train RSAs on proven sales process
- Access and logistics
 - Retailers may resist giving trainers access to train RSAs
 - Retailers may fear training will interrupt their work
 - RSAs have sales quotas to meet; training may distract from their priorities
 - RSAs work varying hours, and may work late
 - Stores are busy; trainers may not have enough space for a “classroom”

RSAs are busy people. Be helpful and make sure they have sufficient, accurate and up-to-date product knowledge.



Engaging the RSA

Make First Contact: The “Gatekeeper”

- Find the Gatekeeper of the store when arriving
- This person strongly influences others and will...
 - Validate your presence in the store
 - Direct other RSAs to come over and talk to you
 - Pass on information to RSAs who are not at the store during your visit
- Gatekeepers may include...
 - Department Manager
 - Senior RSAs
 - Extroverts (and “Dominants”)

Connecting with the Gatekeeper will make it easier for you to engage RSAs!



Engaging the RSA

Build the Relationship

- Get to know the RSA!
 - Use an off-training topic to start conversations with RSAs
 - Sports, weather or news will start your training on a lighter and more casual note
 - Ask how long they have been working there, what they did before this job, etc.
 - Ask if they play video games; if so, ask about their gamer tag or score



Engaging the RSA

Start the Conversation

- Asking for their opinions will get them to open up to you
 - Ask them about products they know and are familiar with
 - Ask what they like/dislike about HP and competitors' products
 - Get to know the market in which you are training
- Ask clarifying questions (seek to understand their view)
 - THEN present the comparable HP alternative
 - Address misconceptions they have about the product and/or HP

Use open-ended questions to capture details, and closed-ended questions to get direct responses!



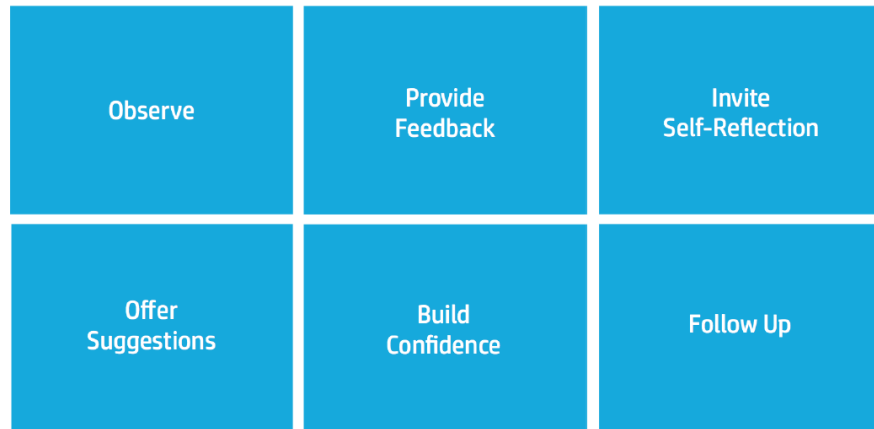
The Coaching Process

Overview

WHAT: Observe and provide feedback to help the RSA become more effective in selling HP products

WHY: Effective coaching refines RSAs' skills and builds their confidence, ultimately impacting sales

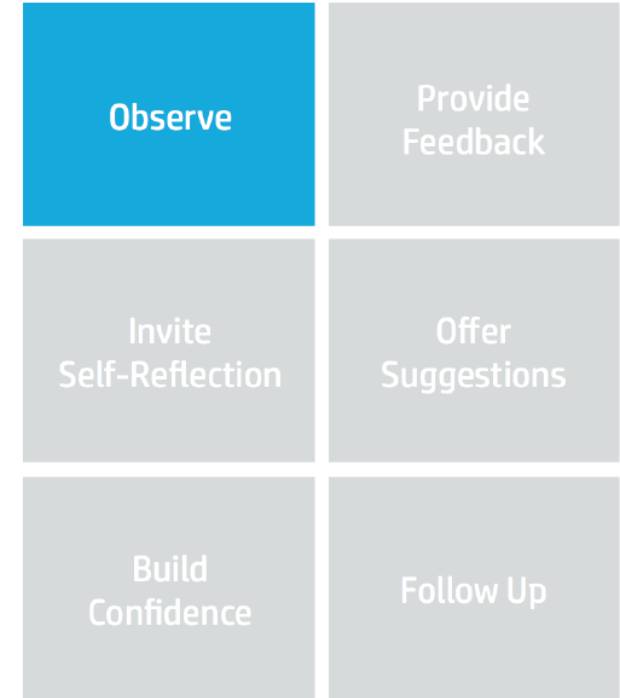
HOW: By inviting self-reflection and, with permission, sharing your own sales experiences of what worked for you



The Coaching Process

Observe

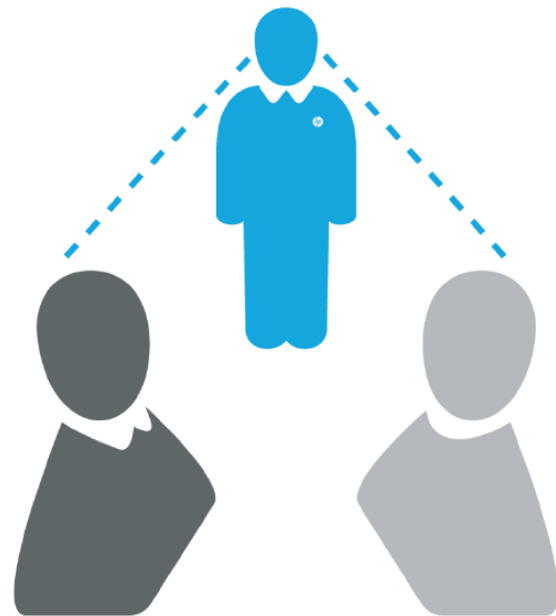
- Observing does not mean hovering over RSAs and jumping in during a sale
- Be discreet when observing an RSA's interaction with a Customer



The Coaching Process

Observe

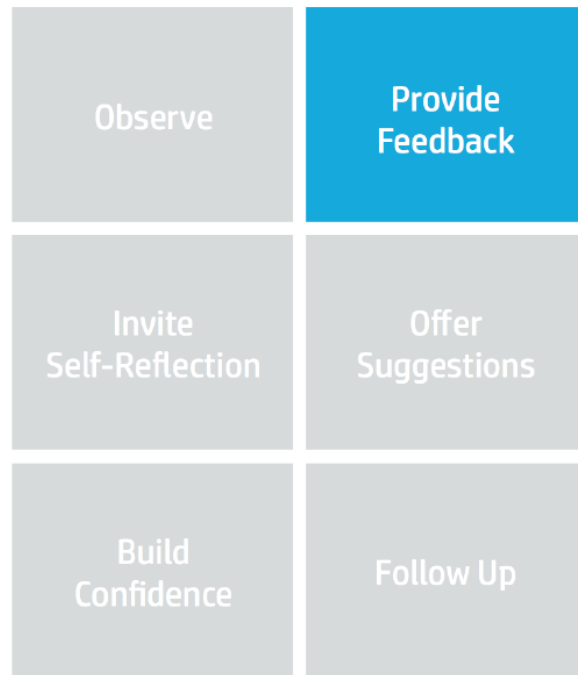
- Stay close enough to see the interaction and hear the conversation
 - Note only the facts
 - Do not make assumptions and do not fill in the gaps yourself
- Assume positive intent
 - Believe people have good intentions, even when making a mistake
 - This will help you be more objective in your feedback
- Make a mental note or use a checklist to note observed behavior
 - Be specific
 - Be objective
 - Be factual



The Coaching Process

Provide Feedback

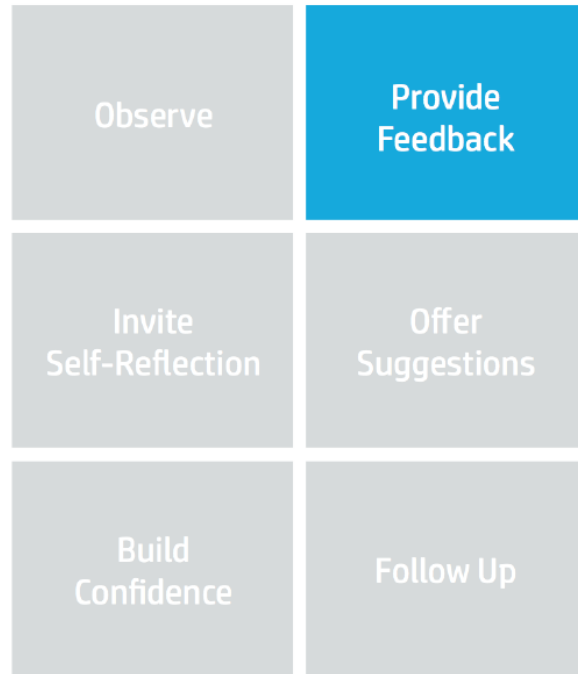
- Get permission
 - Asking permission builds trust and receptivity
 - Ensure the RSA is in a receptive state to receive feedback
 - Ask if they have a moment to talk about their last selling experience
 - If they do not have time, or are not receptive to feedback, do not push them
- Be timely
 - Ask for permission to discuss the selling experience directly after the interaction has occurred
 - Do it when it is still fresh in their mind



The Coaching Process

Provide Feedback

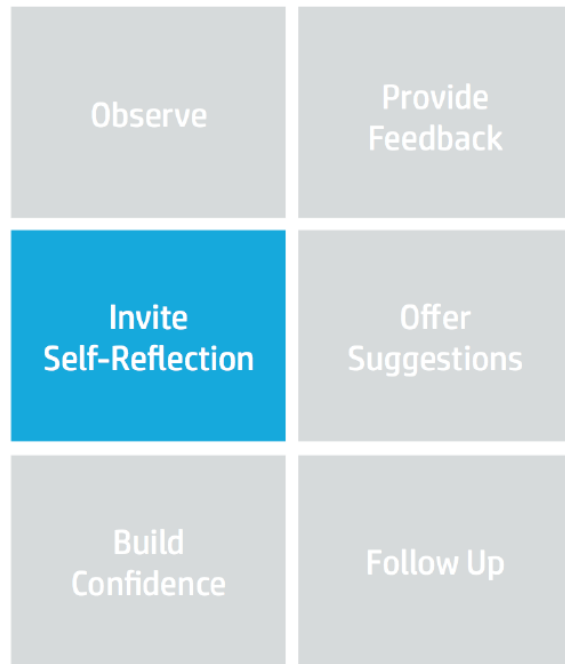
- Be discreet
 - Step away from the sales floor to a quiet place to chat
 - Feedback conversations should always be private
- Be informal
 - Talk to your RSA as you would normally, not as a superior providing a review
 - This will help the feedback to be well-received



The Coaching Process

Invite Self-Reflection

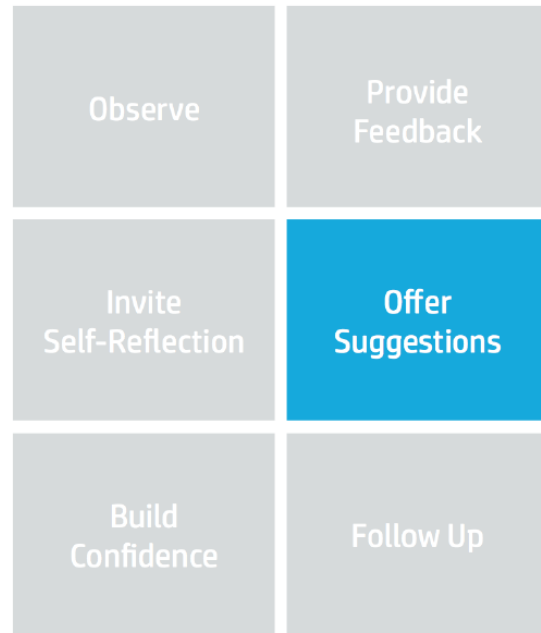
- You cannot force change on someone; they will only change when they realize it themselves
- Allow the RSA to critically evaluate their own performance by asking...
 - What went well with this sales interaction?
 - What would you do differently next time?
 - Where were the areas of opportunity?
- Do not provide feedback while the RSA is in self-reflection
 - Allow them to come to a conclusion on their own
 - Your role is to ask questions that trigger their own insights



The Coaching Process

Offer Suggestions

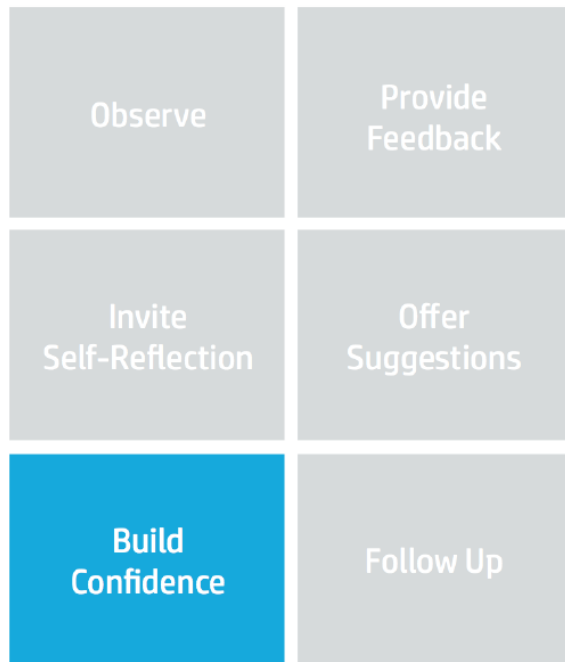
- Ask permission to provide insight based on your experience
 - Areas of opportunity, strengths, alternative approaches
- Share your experiences (positive and negative) to invite learning
- Empathize with the RSA
 - Provide past experiences and tell how you did, or could have, overcome the situation better
 - This makes it more personal to you and less focused on your RSA
- Role play or demo the interaction
 - “Here is something that worked for me; can we demo how it could work for you?”



The Coaching Process

Build Confidence

- Empathy, positivity and encouragement will build confidence
 - **Be Empathetic:** Identify with and understand your RSA's feelings or difficulties; make sure they know that you have been there, too
 - **Be Positive:** Focus on the good rather than bad; focus on how these tools will help the RSA grow and develop
 - **Provide Encouragement:** Affirm your confidence in their success; tell them how feedback has benefitted you in your own development



The Coaching Process

Follow Up

- Always follow up on progress
 - Have a plan for follow-up so they feel that you care
 - Check in with them on your next visit to see how things are going
 - Invite your RSA to share thoughts and ideas
 - Remind them that your job is to be a resource for them
 - Tell them you are open to giving and receiving feedback
 - Let them know when you are available, or how to contact you

