

Coaching Store Personnel

Enhancing the Art of Engagement



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The Essence of Coaching

Engaging the RSA

The Coaching Process

The Essence of Coaching

Build RSA Knowledge, Advocacy and Mutual Support

WHAT: Retail Sales Associate (RSA) coaching must build RSA knowledge, advocacy and mutual support.

WHY: Well-coached RSAs are strong HP advocates and better promoters of HP products.

HOW: Share feedback in a way that encourages positive change instead of rejection.

What Are We Trying to Achieve?

Knowledgeable RSAs are better able to promote HP products. By building mutual support, we're helping RSAs to be more successful Brand Advocates and more likely to support their colleagues with HP product knowledge.

What Is RSA Coaching?

RSA coaching is a process through which colleagues: 1) reflect on current practices 2) expand, refine and build new skills 3) share ideas and teach one another and 4) solve problems in the workplace.

Effective Feedback

Coaching RSAs with effective feedback helps you to improve relationships, work process and on-the-job results.

Dangers of Ineffective Feedback

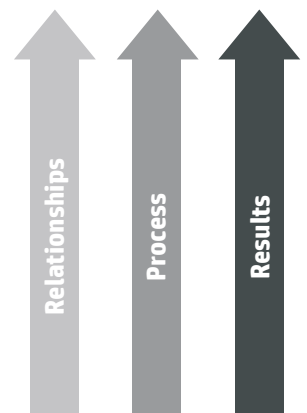
Relationships: Loss of credibility and trust

Process: Additional time spent clarifying or re-explaining information

Results: Failure to achieve goals

The Challenges

Some RSAs will resist coaching because they don't perceive a need to learn a new approach. Remind them that using feedback can result in better sales.



Effective Feedback

Engaging the RSA

Be the Coach Who Changes the Game!

WHAT: Have coaching sessions that encourage RSAs to be open to feedback.

WHY: If RSAs aren't open to coaching, you can't transfer important product and sales training to those who directly impact HP sales.

HOW: Get to know RSAs by asking for their opinions; seek to understand what they already know.

Make First Contact

When you arrive at a store, speak to the Retail Floor Manager. With their assistance, you'll identify coaching candidates, determine who needs the most training and the type of training required.

Build the Relationship

Introduce yourself and hand out promotional items. Get to know the RSA by starting a conversation about topics such as sports, weather, music, news, or video games. Be sure to relate to RSAs as an equal.

Start the Conversation

Get the RSA to open up by asking for their opinions on topics such as HP and competitors' products. Ask clarifying questions to understand the RSA's view before presenting an HP alternative and addressing misconceptions.

Listen

Listen carefully to RSA responses so the conversation isn't only focused on your agenda. Customize the training based on this feedback. Look for unspoken body language signals, which can show true reactions such as openness or resistance.

Bring It Full Circle

Provide technical details for those who understand them, and simplify content for those who aren't as technical. Make sure RSAs understand the unique selling points of each product, and that they relate these to opportunities for success in their work.

The Coaching Process

Help the RSA Become More Effective in Selling HP Products

WHAT: Observe, then give feedback to help the RSA become more effective in selling HP products.

WHY: Effective coaching builds the RSA's skill and confidence, which directly impacts sales.

HOW: Encourage self-reflection and (with permission) share the methods that have worked for you.

Observe

Be discreet when observing an RSA interact with a Customer. Stay close enough to see and hear the interaction. Assume that the RSA's intentions are positive. When observing behavior, make sure to be specific, objective and factual.

Provide Feedback

Ask permission and be timely with your feedback. Step away from the sales floor to chat with the RSA. Use an informal tone by speaking to them as a peer, not a teacher or supervisor.

Invite Self-Reflection

Help the RSA evaluate their performance by asking questions that call for their own insights. Don't provide feedback while the RSA is in self-reflection.

Offer Suggestions

With permission, share your insights and experiences. Role play or demo the interaction, showing what has worked well for you in the past.

Build Confidence

Empathy, positivity and encouragement build an RSA's confidence. Identify with and understand the RSA's feelings or challenges. Focus on the good rather than the bad and affirm your confidence in their success.

Follow Up

Always follow up on RSA progress to show that you care and are a reliable, valuable resource.

Coaching Store Personnel Worksheet

Please put a checkmark in each box as you complete the following tasks:



1. Complete the web-based training for the topic "Coaching RSAs."



3. Visit a retailer with a reputation for good service. Pay attention to how they interact with you. When you get home, write down ideas you have on how you can improve your own Customer interaction.



2. Perform a coaching role play with a Retail Sales Associate



4. Think of a former teacher, manager or athletic coach that really helped you understand a difficult concept. What did they do that was particularly effective?