

INTRODUCTION

Section 1 Certification Requirements
Section 2 Certification “Tool Box”

MODULE ONE

ESTABLISHING YOUR ROLE AS TEAM SALES LEADER

Section 1 Building Trust in Your Leadership
Section 2 Defining Each Employee’s Role in Selling
Section 3 Recruiting and Selecting Bankers Who Can Sell
Section 4 Helping Employees Coach Themselves

MODULE TWO

NEGOTIATING GOALS AND COMMUNICATING PERFORMANCE STANDARDS

Section 1 Negotiating Goals Based on Opportunity and Competence
Section 2 Developing Employee Action Plans to Achieve Your Team Goals
Section 3 Communicating Nonnegotiable Performance Standards
Section 4 Identifying and Removing Obstacles to Superior Performance

MODULE THREE

DEFINING AND PRACTICING PREFERRED SALES BEHAVIOR

Section 1 Communicating Our Preferred Way of Selling®
Section 2 Isolating the Coachable Components of Preferred Behavior
Section 3 Practicing Our Preferred Way of Selling®
Section 4 Assessing 360° Feedback on Your Coaching Behavior

MODULE FOUR

GIVING CONSTRUCTIVE FEEDBACK

Section 1 Using Feedback to Reinforce Preferred Selling Behavior
Section 2 Describing Performance in Terms of Specific Behavior
Section 3 Praising Employees for Their Improvement
Section 4 Giving Employees Constructive Feedback in Their Weaknesses

MODULE FIVE

COACHING TO IMPROVING SELLING SKILLS AND STRATEGIES

Section 1 Reinforcing Preferred Behavior with Observation Coaching
Section 2 Refocusing Employees Fast with Quick Coaching
Section 3 Teaching Employees to Coaching Each Other
Section 4 Developing Self-Management Skills
Section 5 Creating a Process for Coaching Sales Strategy

MODULE SIX

CONDUCTING EFFECTIVE SALES MEETINGS

Section 1 Using Sales Meetings to Provide Forward Focus
Section 2 Creating a Clear Purpose for Your Meetings
Section 3 Maximizing Participation in Your Meetings
Section 4 Making Effective Use of Blitz Sales Campaigns

MODULE SEVEN

ANALYZING PERFORMANCE PROBLEMS AND COACHING DIFFICULT EMPLOYEES

Section 1 Analyzing Sales Reports and Sales Behavior
Section 2 Identifying Performance Problems and Negotiating Coaching Contracts
Section 3 Adjusting Your Coaching to Each Employee’s Behavior Style and Competency
Section 4 Building Optimism and Overcoming Sales Discomfort

MODULE EIGHT

EXECUTING YOUR LOCAL MARKET SALES PLAN

Section 1 Organizing Your Ideas for Your Local Market Sales Plan
Section 2 Selecting the Right Strategies to Support Your Goals
Section 3 Allocating Your Coaching Time to Your Best Opportunities for Sales Improvement
Section 4 Organizing Your Sales Leadership Activity