Coach the conversation, not just the result

A 15-minute sales coaching guide

Minutes 0-3: let the employee explain

Use one recent customer interaction. Ask: "What was the customer trying to accomplish? What mattered most to them?" Listen before diagnosing. Start with one specific thing the employee did well.

Minutes 3-6: find the missing information

Ask: "Where did the conversation change? What concern did we understand? What did we assume?" Separate the customer's actual words from your interpretation.

Minutes 6-9: practice a better question

Role-play a respectful question: "What would you need to understand before you feel comfortable moving forward?" Coach curiosity and clear explanations. The goal is an informed decision, not pressure.

Minutes 9-12: agree on the next step

Have the employee explain their proposed next action and why it helps the customer. Make it specific: who will do what, through which channel, and when?

Minutes 12-15: choose one behavior to repeat

Agree on one improvement for the next five conversations. Review the behavior and customer response at the next coaching session. Do not judge progress from one sale alone.

WHAT WENT WELL: _____

ONE BEHAVIOR TO PRACTICE: _____

FOLLOW-UP DATE: _____

Specific praise builds confidence. Specific questions build judgment.