

Successful Planning and Execution as a Manager:

Determining Who and What to Coach vs. Who and What to Train

By John Rudow

Are you caught in the recurring “quarter-end frenzy” as a manager? One of the most common frustrations I hear from sales managers is that they are so consumed with revenue production in this difficult market that the skill growth and career progression of their team is unfortunately last on their priority list. In difficult economic times, sales managers find themselves having to act more as players than as coaches; as a result, their teams’ skills begin to stagnate, productivity and production plateaus or even drops, and ultimately turnover (both voluntary and forced) becomes the overriding issue. ***The challenge facing managers today is to quickly and easily identify which team members need what type of coaching, and which team members need what type of soft skills training.***

Activity-Based Skill Assessments

InfoMentis provides Activity-Based Skill Assessments to help managers quickly and easily develop an individualized coaching and training plan for each team member. Through an online, web-based assessment tool employees and their managers can assess the employee’s relative proficiency level across all the activities or tasks required for their role. A comparative analysis provides detailed coaching instructions for the manager and a detailed learning path for each employee.

With the comparative assessment in hand, sales managers are provided

- a tool with which to coach, develop, and train their staff according to each individual’s unique strengths and weaknesses.
- insight into performance perceptions and expectations, encouraging collaborative management and career development planning.
- views into confidence issues where an individual needs encouragement rather than instruction.
- direction of where to focus coaching sessions that can have the largest impact.
- insight into the detail tasks required to successfully execute a given role; it is rare that even an experienced employee or manager does not “learn something new about the job” by completing the assessment.

As an added benefit, the comparative assessment across a group of individuals provides your corporate training department a clear direction for the types of skill training required for the entire organization.

Making the quarterly revenue number is always top of mind for those of us who manage. Building a stable, cohesive, and productive team is the quickest and easiest way to achieve that goal on a recurring basis. However, in today’s difficult climate, the daily grind of closing deals makes it challenging to know who and what to coach, and who and what to train. Activity-Based Skill Assessments can provide you and your team a quick and clear answer to that challenge.