Coaching for success

Line Managers Functional Coaching Guide to support
The McCain Way of Winning with Customers

#BeMore

Release 1 2018

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GREAT LEADERS RECOGNISE AND DEVELOP THE STRENGTHS IN OTHERS.

Michael Catton

Line managers play a key role in providing direction and helping their teams to reach their potential.

This guide has been developed to support you as the line manager to support and developing your team in your role as a "functional commercial coach".

The #BeMore step up from good to great – the McCain Way of Winning with Customers.



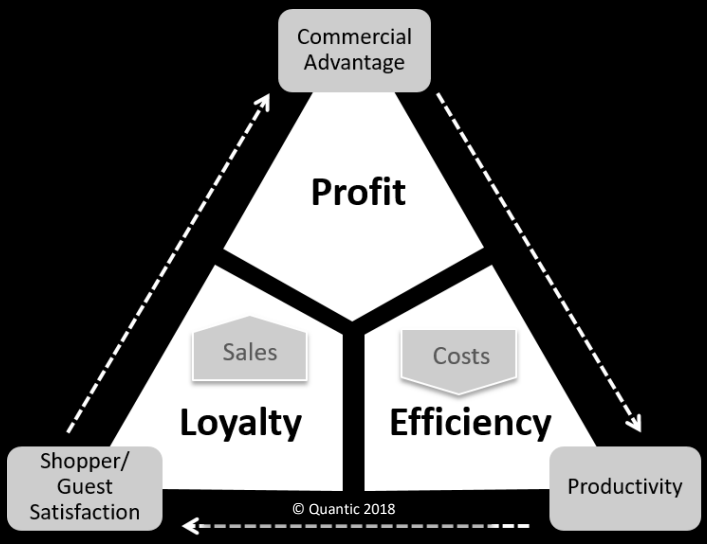
"We will continue to achieve profitable top line growth by having effective customer conversations that help drive THEIR results. A key role of our Sales Leaders is to watch for what they don't want to see, listen to what they don't want to hear and then support people to course correct so the McCain way becomes THE way we do things".
Frank Finn. US President.

Functional coaching
This guide focuses on building your confidence and capability to be a great functional coach. It's coaching, in its broadest sense, with a clear end in mind which is to support the upskilling of people to **#BeMore** in great Customer Leadership.

The commercial skills you will be developing are:
- Customer Business Planning
- McCain Selling System 1.0 (foundation)
- McCain Selling System 2.0 (advanced deep dives)
    - Questioning and Listening
    - Customer Needs
    - Creating Selling Stories
    - Handling Objections
- Commercial Acumen
- Leveraging Data for Business Opportunities
- Negotiation
- Building Powerful Relationships
- Leveraging Digital with Customers

These are complimentary to The Success Frameworks.

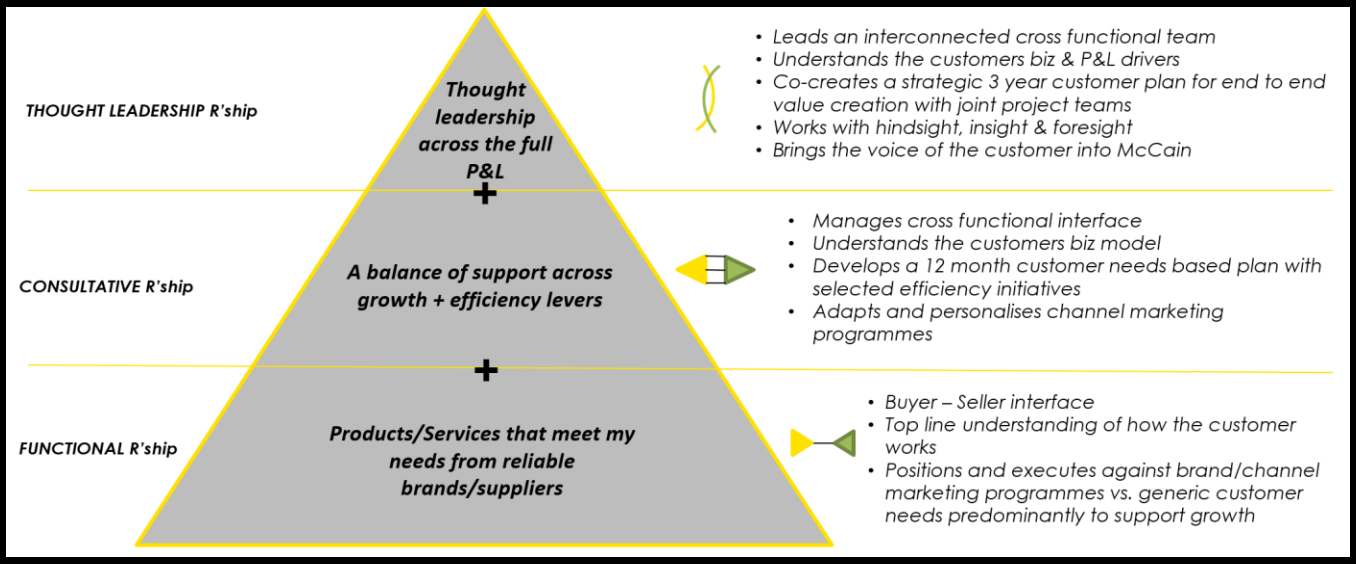
The end in mind



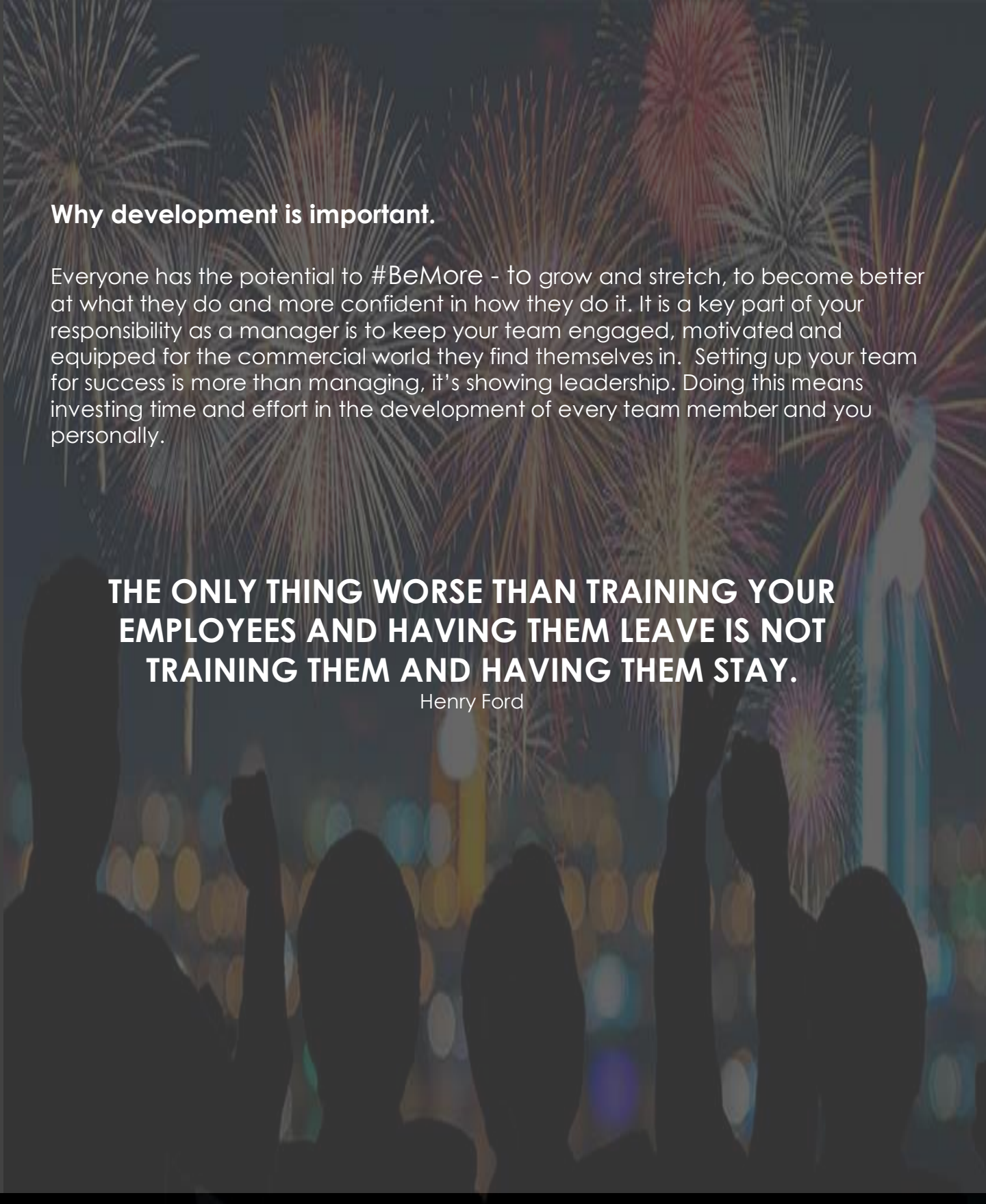
McCain are top of mind with customers for having commercial conversations that are centred on solving THEIR problems which fall into 2 buckets:

1. Increasing THEIR revenue.
2. Reducing THEIR costs.

Moving from good to great customer leadership means evolving to The McCain Way of Winning with Customers, famous for unlocking end to end customer value. Our approach will be driven by customer size, complexity and the size of opportunity identified through our operating frameworks. These dimensions will drive the nature of our customer relationships.



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Why development is important.

Everyone has the potential to #BeMore - to grow and stretch, to become better at what they do and more confident in how they do it. It is a key part of your responsibility as a manager is to keep your team engaged, motivated and equipped for the commercial world they find themselves in. Setting up your team for success is more than managing, it's showing leadership. Doing this means investing time and effort in the development of every team member and you personally.

THE ONLY THING WORSE THAN TRAINING YOUR EMPLOYEES AND HAVING THEM LEAVE IS NOT TRAINING THEM AND HAVING THEM STAY.

Henry Ford

Developing individuals in your team has many advantages, it's good for you as a manager, good for the individual and it's great for the business.

Benefits for the individual.

If people in your team feel that you are investing time and effort into their development, they are likely to be motivated to perform to the best of their ability. This in turn creates a more positive working attitude, and a willingness to engage with business objectives. People feel happier, more energized and more involved because they can see their talents growing.

THE CAPACITY TO LEARN IS A GIFT: THE ABILITY TO LEARN IS A SKILL: THE WILLINGNESS TO LEARN IS A CHOICE.
Brian Herbert

***How much of your time do you invest in*:**

Managing people = _____ %

Developing people = _____ %

Doing stuff = _____ %

A realistic ambition is ____% : ____% : ____%

Benefits for you, the line manager.

Investing time and energy in your teams development will increase employee satisfaction and therefore increase work output. Performance increases and as it does confidence also increases meaning individuals can be trusted to operate independently. This will ultimately mean your team need less of your time and can also better support and develop each other.

Benefits for McCain.

Developing skills and knowledge in the workplace will result in more effective processes, added value through subject-matter expertise and a larger talent pool to select from for promotional opportunities or special projects. A developed workforce ultimately is more efficient, effective and successful in their contribution to delivering profitable top-line growth.

THE HUMAN POTENTIAL, HUMAN PERFORMANCE, HUMAN CAPABILITY – IT'S THE HUMAN DIMENSION THAT BRINGS REAL GROWTH.
Leena Nair.

Investing in an individual's development will help them to feel more valued. …and valued employees are more likely to stay with an organisation.

Great managers make you feel you can achieve more than you thought possible and that your personal development is important.

There is a real opportunity to lift performance by developing people.

Just 38% of people say their manager regularly helps them to clarify their development areas and support closing the gaps.

Less than a third of managers regularly help improvement through effective in the moment feedback and coaching.

A great manager lifts performance by working consistently and consciously across Development Practices:

Role Modelling
Providing feedback
Creating 70:20:10 learning opportunities
Functional Coaching

These Development Practices will call on your ability to practice The McCain Core Competencies as their foundation.



Being a role-model

ROLE MODELLING

Great managers make their teams feel they can achieve more than they thought possible. A manager who is also a role model inspires their team and demonstrates excellence in many business aspects.

People copy people. One of the most successful ways to influence your team and raise performance at work is to adopt the mind-set of a role model.

To be an effective role model, you need to exhibit the characteristics you want to see in others, every day.

Trust.
Trust is something that is earned. You need to demonstrate fairness and honesty and be true to your word to be a trusted leader and inspire others to do the same.

Accountability.
Take responsibility for your actions, never blame others. This will inspire others to do the same.

Respect.
Show respect for customers, employees and suppliers. Treat everyone as you'd like to be treated.

Positivity.
Your team will watch you closely as you handle challenges. Stay positive in challenging situations. If you demonstrate strength and perseverance along with a positive attitude, you will encourage your team to do the same.

Persistence.
Let your team know they can count of you in difficult times. Don't walk away from a difficult or challenging situation.

Integrity.
You should make a conscious effort to follow every rule you expect your team to follow. A great manager will make decisions that are best for the business, rather than themselves, this earns respect and also shows others that you care about the business.

PEOPLE DO WHAT THEY SEE.
Peter Drucker.

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People copy people. One of the most successful ways to influence your team and raise performance at work is to adopt the mind-set of a role model.

To be an effective role model, you need to exhibit the characteristics you want to see in others, every day.

Self review:

Characteristics	How I demonstrate / role model this with my team
Trust. Trust is something that is earned. You need to demonstrate fairness and honesty and be true to your word to be a trusted leader and inspire others to do the same.	
Accountability. Take responsibility for your actions, never blame others. This will inspire others to do the same.	
Respect. Show respect for customers, employees and suppliers. Treat everyone as you'd like to be treated.	
Positivity. Your team will watch you closely as you handle challenges. Stay positive in challenging situations. If you demonstrate strength and perseverance along with a positive attitude, you will encourage your team to do the same.	
Persistence. Let your team know they can count of you in difficult times. Don't walk away from a difficult or challenging situation.	
Integrity. You should make a conscious effort to follow every rule you expect your team to follow. A great manager will make decisions that are best for the business, rather than themselves, this earns respect and also shows others that you care about the business.	

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How can you develop your team?

70-20-10

The 70-20-10 principle of learning encourages individuals to be responsible for their own learning. Your role is to facilitate the learning and ensure people make time to learn and are supported in doing so.

So what is 70/20/10 all about?

https://www.youtube.com/watch?v=t6WX11iqmg0

70% Learning on the job.

20% Learning from others.

10% Formal learning.

This all sounds great but what does this really mean in practice? Let's start from the bottom up, the 10%, referred to as 'formal' learning. This is any learning that happens in a formal environment, either physical or virtual. This could be facilitated classroom training, workshops, seminars, e-learning or even professional qualifications perhaps through a business school or university.

Formal learning is a great way of introducing new ways of doing things, new models, processes or behaviors. It's a good way to practice new skills in a safe environment. However, formal learning is only really effective once combined with on-the-job support to help embed core messages and put to practice the skills or behaviors that have been learned.

The 20%, learning from others. This includes feedback, structured mentoring, coaching and even utilizing business communities where people can share best practice with each other. The 20% is where the manager can add great value particularly through coaching and mentoring.

A COACH IS SOMEONE WHO TELLS YOU WHAT YOU DON'T WANT TO HEAR, WHO HAS YOU SEE WHAT YOU DON'T WANT TO SEE, SO YOU CAN BE WHO YOU ALWAYS KNEW YOU COULD BE.

Tom Landry

How can you develop your team?

Lastly, the 70%, learning on the job. This one sounds simple but actually can be hard to define and set realistic goals for. The 70% can be achieved through expanding an individuals' scope of work (perhaps taking on new responsibilities, increasing decision making authority, covering for their line manager or even coordinated secondments and job swaps). Another way to achieve the 70% is learning through solving real business problems or learning through new experiences. All of these things can be owned and driven by the individual but your job as the line manager is to facilitate and enable these things to happen.

LEARNING HOW TO LEARN IS ONE OF THE MOST BEAUTIFUL SKILLS IN LIFE.

Norma Fauziyah

Giving Feedback

Self review
How confident do you feel giving feedback?

1 (Not at all confident)	2 (Some confidence)	3 (Pretty confident)	4 (Very confident)

What stops you giving feedback?

The other person might not welcome the feedback ☐
I don't know how to structure feedback ☐
I like the person I don't want to upset them ☐
Things generally sort themselves out, I don't need to get involved ☐
I want people to like me ☐
Something else…

Before you give any feedback, ask the other person what they feel/felt about the situation. This will let you very quickly establish if the person is on the same page and has good level of self-awareness.

WE ALL NEED PEOPLE WHO WILL GIVE US FEEDBACK. THAT'S HOW WE IMPROVE.
Bill Gates

Useful questions to get the conversation started:

- How do you think it went?
- What do you think the customer would say about that meeting?
- What were you most pleased with?
- What do you think you could have done better?
- What did you differently to last time?
- What would you do differently next time?
- What would you repeat?
- What do you think my feedback is going to be?

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Structuring your feedback.

The **Situation – Behavior – Impact** (SBI) feedback approach helps you focus your comments on specific situations and behaviors, and describes the impact those behaviors have on others.

The SBI approach outlines a simple structure that you can use to give feedback:

1. Situation
The first stage, when giving feedback is to define where and when the situation you're referring to took place. This puts the feedback you're giving into context.
For example:
"At the customer meeting on Wednesday morning..."



2. Behavior
Next, you need to describe the specific behaviors that you want to address. This is probably the hardest part of the process, because you need to reference only the behaviors that you observed directly and not make assumptions or subjective judgments about those behaviors.

For example, if you observed someone making a mistake you shouldn't assume that it was because they were dis-organized, you simply describe what the mistakes were.

Top tip: *Don't rely on rumors and hearsay, as this may include other people's subjective opinions.*

"At the customer meeting on Wednesday morning, you started your presentation 15 minutes late. You gave some incorrect messages about products and pricing and didn't provide any handouts."
OR
"At the customer meeting on Wednesday morning, you made sure that your presentation started on time and that everyone had handouts in advance. All of your research and data was accurate and you answered all of the customer's questions.

Top tip: *When you're describing behaviors, try to use measurable information so as to keep your comments objective.*

3. Impact
When you describe the impact it's important that you use "I" statements, which describe how this affected you as the observer &/or the customer.

For example:
"At the customer meeting on Wednesday morning, you started your presentation 15 minutes late. You gave some incorrect messages about products and pricing and didn't provide any handouts. I felt embarrassed because this was a new customer. I'm worried that this has affected our reputation and relationship with them."

OR

"At the customer meeting on Wednesday morning, you made sure that your presentation started on time and that everyone had handouts in advance. All of your research and data was accurate and you answered all of the customer's questions. I'm really pleased you did such a good job and I feel confident that we've made a great first impression."

Once you've delivered your feedback, encourage the other person to think about the situation and to understand the impact of their behavior.

Top tip: *It's important to regularly give people feedback on things they have done well. If you just give feedback when someone needs to do something better they will have a negative associate with receiving feedback.*



Functional Coaching

Be brave

It's not unusual for the fear of failing to make people uncomfortable… but we should really fear the feeling on being comfortable! If you spend all your time within your comfort zone, especially as a line manager, you will never fulfil your potential, and you wont be helping your team to fulfil theirs.

To grow as a leader, you need to face your fears. By doing this, you will not only find that you develop your skills and experience, but you also provide others with opportunities to learn and grow.



AS YOU MOVE OUTSIDE OF YOUR COMFORT ZONE, WHAT WAS ONCE THE UNKNOWN AND FRIGHTENING BECOMES YOUR NEW NORMAL.

Robin S. Sharma

Coaching enables individuals in your team to build their capability; it's your role as a manager to help your team members be the best they can be. When people know they are being developed and invested in it improves motivation, which in turn improves employee satisfaction, attrition and commercial results making coaching vitally important for the organisation.

Core coaching skills

A coaching approach uses a combination of observation, questioning, listening and feedback to be really effective.

Self review
Qualities of a great coach:

	I'm already pretty good at this	I need to develop myself in this area
Ability to listen well		
Ability to ask great questions		
Good communication skills		
Motivational		
Organised		
Objective		
Flexible		
Patient		
Firm		
Realistic		

What steps can you take to develop in the areas?

THE GOAL OF COACHING IS THE GOAL OF GOOD MANAGEMENT:
TO MAKE THE MOST OF AN ORGANISATION'S VALUABLE RESOURCES.
Harvard Business Review

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McCain's Functional Coaching Model

The coaching framework we use at McCain is the CIGAR model. You may remember this model from the 'coaching for performance' leadership program.

The **"CIGAR"** approach to coaching stands for:
C - Current situation
I - for Ideal outcome
G - for the gap between C and I,
A – for action plan, and finally
R – for Review.
https://www.youtube.com/watch?v=aB4hSXTxYU4



C = Current reality
The current reality is basically where are you now. What is the situation currently?

I = Ideal
The ideal is a statement about where you want to get to. What would constitute a good outcome for the coaching intervention?

G = Gaps
Identifying the gaps between the current situation and the ideal situation will help to identify what needs to be done to bridge them. It will also give you a view of how achievable the ideal situation is and help you to define a timescale.

A = Action
The next stage is establishing the action that needs to be taken and committing to undertake it. You need to be very clear here on exactly what the action is, what is the timeframe for the action, who else needs to be involved or what support is needed and also agree when you will review that the action has been taken.

R = Review
The last stage is review, this looks at the situation in terms of results. What has been achieved? Has it made a difference? What difference has it made?

A MANAGER IS A TITLE, IT DOES NOT GUARANTEE SUCCESS. COACHING IS AN ACTION, NOT A TITLE AND ACTIONS WILL RESULT IN SUCCESSES!

Catherine Pulsifer

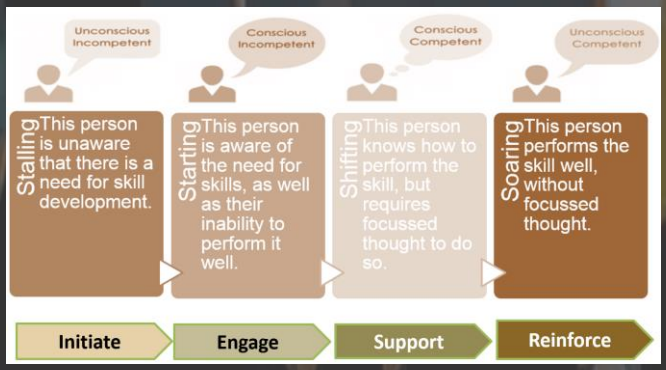
It's important for any coaching conversation that you flex your approach to the individuals starting point. It's important to coach the person according to their place in the learning process.

The model below might help you to recognise what starting point your team member is at before you start any coaching with them.

A little bit of background…
Martin M. Broadwell first articulated the model in his "four stages of teaching" in February 1969. Later described as "Four Stages for Learning Any New Skill", the theory was developed at Gordon Training International by its employee Noel Burch in the 1970s.

The model implies that people are initially unaware of how little they know (unconscious of their incompetence).
As people start to recognise how much they don't know, they consciously acquire a skill, then start to use it until it becomes almost second nature and they become unaware of how skilled they now are.

As we learn new things we move through the following stages/levels as we build competence in a new skill:



Unconsciously unskilled – At this stage we don't know that we don't have the skill, or even that we need to learn it!

Consciously unskilled – At this stage we know that we don't have the skill. We may also be conscious of the fact that other people do.

Consciously skilled – At this stage we know that we have this skill. We still need to concentrate to get it right.

Unconsciously skilled – At this stage we don't know that we have this skill but it feels easy.

So how can this conscious competence model help you to coach your team? Well, it allows you to be in touch with what your team are thinking and feeling. You can then help them understand their emotions as they learn new skills and deal with any frustrations they may have along the way.

Lets look at these stages in a bit more detail…

Level 1 – Unconsciously Incompetent
At this stage/level your team members will have a complete lack of knowledge and skills in a specific area, and will be totally unaware of the fact. This stage is often referred to as blissful ignorance!

Coaching advice for level 1
At the beginning of the process, people may not know how unskilled they are, so you'll need to carefully make them aware of how much they need to learn. You'll also need to explain why they need to learn these skills.

Top tip: *Be sensitive at this early stage, and give plenty of positive feedback to keep people's motivation high.*

Level 2 – Consciously Incompetent
By this stage, your team have discovered that they need to learn new skills. They may have realized that others in the team are much more competent than they are. Its really important to coach people through this stage as it can lead to negativity and lack of confidence if unaddressed.

Coaching advice for level 2 – Consciously Unskilled
During this stage, provide plenty of encouragement and support. This is a good time to explain the Conscious Competence model/ladder, so that people understand they are going through a process of learning.

Top tip: *You may need to work on helping them build their self-confidence.*

Level 3 – Consciously Competent
At this level, your team know that they have acquired the skills and knowledge they need. You see them putting their learning into practice regularly but they still need to concentrate when performing these new activities.

Coaching advice for level 3 – Consciously Skilled
At this stage, keep people focused on the skills that they need to learn, and give them plenty of opportunities to practice these skills.

Top tip: *Think about setting a project so they can try out their new skills!*

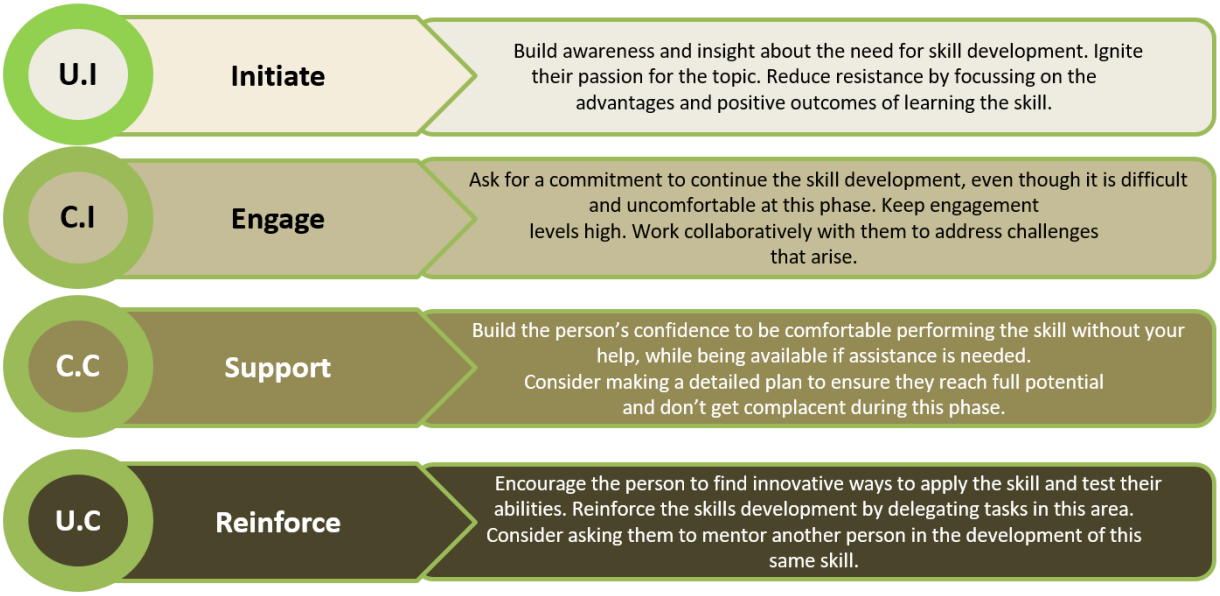
Level 4 – Unconsciously Competent
When your team reach this level/stage they are using their new skills effortlessly, and perform tasks without conscious effort!

Coaching advice for level 4 – Unconsciously Skilled
Whilst being unconsciously skilled is a positive thing, you need to make sure that your team don't become complacent, and that they stay up-to-date with their skills.

Top tip: *Consider asking team members at this level to teach others in the team.*

In summary

Before you initiate a coaching discussion, identify your team members start point and flex your application of the C.I.G.A.R model to their reality.



When to coach

When do you coach?
Take a moment to think about the occasions, environments and frequency in which you coach?

Would your team support your view? Do they see and feel your coaching support?

F.R.I.DAY : a mechanism to use in monthly 1-2-1's to review a connected business - personal performance and a formal coaching moment.

F Feedback (Earth Green)	***R*** Result (Fiery Red & Cool Blue)	***I*** Important Initiatives (Sunshine Yellow & Cool Blue)	***DAY*** Development Areas for You (Earth Green)
25%		75%	
Make it a Motivating Experience			
How's it going? What's gone/going well? Sharing …This is what we've seen good and bad + corresponding coaching/mentoring support What are Customers saying? How are we working together as a team? Your low-light & highlight of the month?	How are we doing against e.g. monthly, quarterly and annual KPI'S? - Revenue/Volume/Profit etc. Are we taking the correct action to exploit the opportunities ? Are we taking the correct action to resolve the issues?	Review the "Big 3-5" initiatives: - Customer Plan/Channel Plan priorities - New Business Development Are we on track? What are you doing to stay on track? What help is needed with resources, direction, content, materials, training, coaching to land them?	Review progress in your two key development areas .. E.g. - Personal - Business Has the team seen change? Have clients seen a change? What is progressing? What other support is needed?

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Planning to grow team performance

It may feel like an investment in your team's future performance that can wait when there's so much to do now. But time spent NOW will have an immediate operational impact and long-term positive results.

Here & now.

How is the team performing? What's working well, what's not working? Why? What are members of the team struggling with?	

What would make the biggest difference?

What does the team need to learn? Where does each individual need support?	

Getting specific.

	ROLE MODELLING What do **I** need to role model to lift the team's performance	**FEEDBACK** How will I give feedback in the team's biggest step up areas	**70:20:10** How can I create more learning opportunities aligned to our challenges	**FUNCTIONAL COACHING** How can I create more coaching moments to maximise development
Deliverable 1:				
Deliverable 2:				
Deliverable 3:				

How has the team performed in the last 2 weeks?.

Deliverable 1:				Headline comments	Notes on specific team members
Deliverable 2:					
Deliverable 3:					

How have I performed in the last two weeks?

Role Modelling: have I led by example?				Headline comments	Notes on specific team members
Feedback: has my feedback been acted upon?					
70:20:10: have my team all had learning opps?					
Coaching: have there been some a-ha moments?					

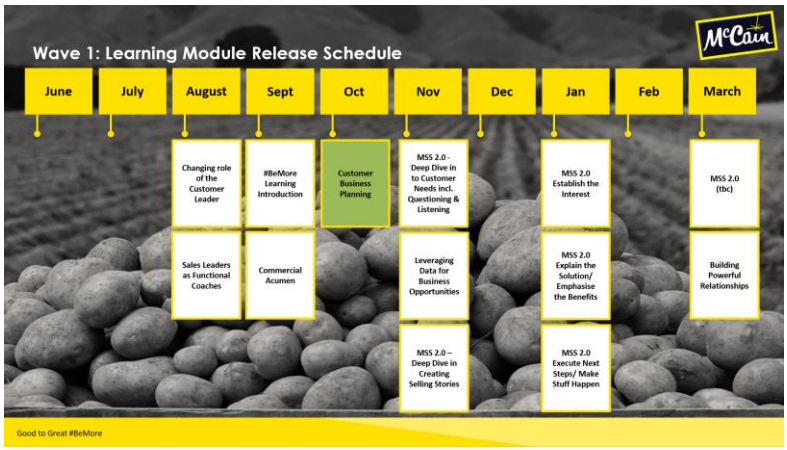
What do I want the team to take away from my input?:

How much time in the last two weeks have I spent developing others?

Feedback from team members.

What you can expect going forward to support your functional coaching

Line Managers will be equipped with functional coaching aids to support each of the skill building blocks identified as part of the "Good to Great" journey. Wave 1 skill building releases will all be supported and you will receive notification when they are available.



For each development topic you will be provided with a knowledge summary and relevant questions you can ask your team as you're coaching them. It provides you with an example of what good looks like and what behaviours you should expect to observe as well as pointing out the negative behaviours and how to go about addressing these.

Example:


Questioning and Listening

1 Why we do it

To engage the customer in conversations about THEIR business as the foundation skill to identifying needs and other parts of selling with impact e.g. handling objections.

2 What it is

Using different types of questions **(open and closed)** combined with **active listening** in a conversational way with all customer contacts.

Being confident to identify and follow different **"funnels"** and close them.

Incorporating the **customer's language** and terms to make them feel comfortable and confident we are listening.

Demonstrating curiosity and interest as a way to gain information and clarity.

3 When we use it

Daily. In all interventions with the customer, to ensure we are not relying on telling through one way communication in favour of selling, which uses two way communication.

To validate our understanding of what is important to the customer to ensure we are selling against their current needs.

4 Supporting skills/ behaviours

Curiosity to show genuine interest in what's going on in the customer's business across all functions and contacts.

Sharing the voice of the customer back across McCain teams to build organisational customer awareness.

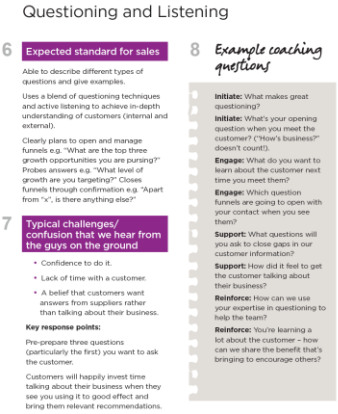

5 How to - Key Messages

Questioning

Open - Exploring
Open - Exploring
Probing
Probing
Probing
Summarising
Killer
Probing
Probing
Summarising
CLOSED

Four levels of listening

1 Passive listening
2 Listening to respond
3 Listening with assumptions
4 Active listening


Questioning and Listening

6 Expected standard for sales

Able to describe different types of questions and give examples.

Uses a blend of questioning techniques and active listening to achieve in-depth understanding of customers (internal and external).

Clearly plans to open and manage funnels e.g. "What are the top three growth opportunities you are pursing?" Probes answers e.g. "What level of growth are you targeting?" Closes funnels through confirmation e.g. "Apart from "x", is there anything else?"

7 Typical challenges/ confusion that we hear from the guys on the ground

- Confidence to do it.
- Lack of time with a customer.
- A belief that customers want answers from suppliers rather than talking about their business.

Key response points:

Pre-prepare three questions (particularly the first) you want to ask the customer.

Customers will happily invest time talking about their business when they see you using it to good effect and bring them relevant recommendations.

8 *Example coaching questions*

Initiate: What makes great questioning?

Initiate: What's your opening question when you meet the customer? ("How's business?" doesn't count!).

Engage: What do you want to learn about the customer next time you meet them?

Engage: Which question funnels are going to open with your contact when you see them?

Support: What questions will you ask to close gaps in our customer information?

Support: How did it feel to get the customer talking about their business?

Reinforce: How can we use your expertise in questioning to help the team?

Reinforce: You're learning a lot about the customer – how can we share the benefit that's bringing to encourage others?


Coach's Notes

Further support – open sources

Outside McCain
External events and networks
TED Talk https://www.youtube.com/watch?v=EhRXQs0K6Is
TED Talk https://www.youtube.com/watch?v=FQNbaKkYk_Q

Recommended reading:
The Coaching Habit: Say Less, Ask More and Change the Way You Lead Forever. Michael Bungay Stanier.
Manager's Guide to Effective Coaching, Second Edition. Marshal Cook.
The Talent Lab – How to turn potential in to world beating success. Owen Slot.
The Culture Code. The secrets of highly successful groups. Daniel Coyle.

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