

(Music Introduction)

Cecille Heath: It's giving them real feedback, but you know what the most important thing is about feedback? You've given them examples and you put evidence in there, because it's not something like, "Look. You always turn up late to meetings." That's not feedback. Feedback is, "I've noticed that, or what I've noticed over the past week that to the sales meeting, to this particular client meeting and to a particular team meeting, you've arrived between 10 and 15 minutes late." So giving those specific examples of where the behavior has occurred and what's important there in the feedback, it's the behavior, not the person.

Ian Segail: Welcome to another salestutor.com.au podcast, which supports business owners and sales leaders with ideas and tactical insights to accelerate their sales revenue. Hi. This is Ian Segail, author of *Bulletproof Your Sales Team* and boy, are we in for a treat today. My special guest today is communication skills and leadership consultant Cecille Heath. Cecille is the key facilitator for various women's and leadership forums as well as actually being an executive sales coach. A fair portion of Cecille's work involved helping people with their (inaudible) and typically includes war room preparation, document revision, presentation advice and on the job coaching. And today we're going to discuss a whole host of communication and coaching techniques and tactics. And so really without any more ado, let me bring you into my interview with Cecille Heath.

Well, let's shall we just get into it? Maybe you can just share a little bit about your background and how did you get to do what you do?

Cecille Heath: Okay. Well, as many people do, you do a degree and then you do nothing to do with the degree that you did. Although, I mean, having said that my degree's in computer science and I did work in IT for quite a long time. But I found it very personally dissatisfying.

Ian Segail: Okay.

Cecille Heath: Although it was rewarding, it was very rewarding and I did enjoy it for a period of time, I did figure out that what I enjoyed most was the working with people side of things and seeing a benefit come from that working.

Ian Segail: And you figured because you had working people with you or working under you, how did you...?

Cecille Heath: Both really.

Ian Segail: Right.

Cecille Heath: Right, because I was like – particularly in my last 10 years – in IT I was in sales, high end sales, and a very, very, very long sales cycle so it was 12 or 18 months, that sort of thing. And so, of course there was a team of people in the company that I worked for that were my peers and people that not necessarily reporting directly to me, but junior looking towards you for where their next project was coming from, that sort of thing. And of course, there was the client. And so what I realized was that I really enjoyed seeing the people that I worked with get a win, you know, get that personal satisfaction. And then, of course, the client as well that you actually solved a problem for them.

Ian Segail: And the IT was just secondary?

Cecille Heath: It was secondary. But of course I didn't really know what I wanted to do and so...

Ian Segail: Who does? (Laughing)

Cecille Heath: Yeah. So I formulated a list because I'm a bit of a list person, and it was well, what of the aspects of my job or my career that I really enjoy? What are the points that I don't enjoy and what would be the ideal position for me to be in? So it was a strategic way of looking at well, how do I want to spend the rest of my working life? And the other thing that, of course, was bubbling around at that time too was that I was in my, gosh, it would have been probably early 30s, early to mid 30s and of course what was bubbling around there too was and hopefully I'm going to meet somebody and have a family. And what sort of a career could I combine with those sorts of things?

So I basically put it out there of here's what I'm looking for and a number of things landed in my lap.

Ian Segail: Right.

Cecille Heath: And then the big one landed in my lap and it was with a consultant who had placed me before in the IT industry. She came to me with this organization called Rogen (sp), who I had heard of.

Ian Segail: These are the guys that helped to win the Olympic Games for Sydney?

Cecille Heath: One of the many things that they did, yes. And at the time...

Ian Segail: That's probably the most famous one.

Cecille Heath: Yes, it would be the most famous. And certainly at the time I was doing that look around, it was huge. It was all relatively recent and of course, the Olympic Games hadn't been run yet in Sydney.

Ian Segail: It was all the hype.

Cecille Heath: Yes, it was all the hype. So that opportunity presented itself and I thought, wow this is exactly what I want to do because this is this combination of selling – and I really enjoyed selling – but also doing. What I found frustrating in my role in the last few years of IT was that you'd sell and you'd walk away almost and there was this other team of...

Ian Segail: Right. Someone else would come and solve the problem.

Cecille Heath: Yes, someone else would do the implementation. There would be a professional services team that would go in and do the implementation and so on. With the role at Rogen what I found myself doing again was the selling and the doing, the implementation. And that was just fantastic. And of course in the work that you do, you actually see people change. And I have had people say things to me with, I'm no longer with Rogen and I have my own business and I work with other colleagues as well, and you have people say to me, "You know what? That course that you ran, that changed my life."

Ian Segail: Amazing, isn't it?

Cecille Heath: And it's just, it's so personally rewarding.

Ian Segail: So just for the people listening who may be not familiar with Rogen, they specifically focus on communication presentation, selling I think they do as well?

Cecille Heath: Yes, definitely selling, account management, pitching, and that was the Olympic thing, it was a pitch. It was in fact, Neil who was the MD and of course he's still involved in the company, it was titled, "The pitch of the century."

Ian Segail: Yeah.

Cecille Heath: Which it was. It was huge and very, very costly for all nations involved to put forward. And then as an organization their focus was communication skills.

Ian Segail: Yeah.

Cecille Heath: And so that's at an executive level. It's at a selling level. It's at leadership and it's face to face, it's that whole communication piece. And as an organization they have evolved now and I still do little pieces of work for them from time to time, which is just great.

Ian Segail: Yeah, absolutely.

Cecille Heath: And they're involved also in mindset stuff, interesting how I've gone down that path also, but they've gone down it as well.

Ian Segail: Right. So if you were to look at say your time at Rogen (sp), and obviously there's the work that you're doing and you're loving it and it's...but there's actually obviously the learning. What were the biggest and most powerful lessons that you took and implement for your own communication?

Cecille Heath: Oh gosh, so much. So much. It was just before answering that question I'd have to say it was the best decision that I ever made was to work with that organization and to change my career.

Ian Segail: Fantastic.

Cecille Heath: I suppose first and foremost, I learned, really understood how important communication is and how all of us, to actually add our communication, but it can also cause communication to break down, that we all distort, delete and generalize as we listen to another person. And that we also put much of the communication through our own value systems. And we put assumptions there, and our own experiences come into play. So that's the big thing about how communication is so critical.

The second piece, which was – and I'll never forget it – I was learning their selling program and I actually ended up getting up in the middle of the night because I couldn't sleep thinking about all this stuff going around in my head. And I had one of those amazing moments where it gels and I realized, and possibly some people here are listening thinking, "Gosh, I realized that a while ago." But it was one of those moments for me how in the selling, everybody's – the way that people sell and the way that people make decisions is completely guided by all the collective experiences that they've had. The experiences that are both imposed on them, for example, we can't drive more than 40 kilometres in a children's zone.

Ian Segail: Right.

Cecille Heath: Around a school. And then your – so that’s an imposed value – and then your experience values, “Gee, that person ripped me off when I was selling, when I was buying from them. Or I had this really great experience” so therefore I’m going to trust people that come and talk to me about a product or a service. And that has a massive impact on how you...

Ian Segail: Are perceived.

Cecille Heath: Yeah, yeah. Exactly. Exactly.

Ian Segail: Which has really got nothing to do with your product or service or anything. It’s happened before you even showed up.

Cecille Heath: That’s exactly right. That’s exactly right. And we, those experiences, if you think about the tip of an iceberg, what we hear and see is only the tip of the iceberg and that 90 percent of what’s going on in anyone’s head and heart and all the rest of it is sitting underneath. And unless you’re a good communicator you can’t find that out.

Ian Segail: You miss it. So what I’m hearing then is when you say we delete, distort and generalize, that’s the 90 percent that’s below the surface, we’re running it through those filters of our own preconceived beliefs and we’re either deleting, which means this is good or no good...

Cecille Heath: Yeah, exactly.

Ian Segail: Distorting means...

Cecille Heath: Distorting, remember the game Chinese Whispers?

Ian Segail: Yeah.

Cecille Heath: That’s distorting.

Ian Segail: Okay, so that’s distortion. And generalizing, “Oh, this is just another one of those.”

Cecille Heath: Yeah, everyone says that this is the right way to go.

Ian Segail: Right. Everyone says this will never work.

Cecille Heath: Exactly. Or we’ve tried that type of thing before.

Ian Segail: We've been there, done that.

Cecille Heath: Been there, done that. Yes.

Ian Segail: Okay. So I'm bringing my generalizing, my deletion, my distortion to the meeting.

Cecille Heath: Exactly.

Ian Segail: So how do you get around that? Because now I think from a coaching point of view, you're in the same boat.

Cecille Heath: Exactly.

Ian Segail: As a manager, you've got an agenda that you're trying to push, let's say you're managing a sales person. So you already bring your own values, deletions, distortions, generalizations to that session.

Cecille Heath: Yes.

Ian Segail: How do you get that stuff out of the way?

Cecille Heath: Well, first thing, let me just add on one more thing about communication. Listening, that's the sort of other side and that's so important too because that's part of the answer I'm going to give you now. As a coach, we've got to be really good at a couple of things. We've got to be really good at self-awareness, so understand those filters through which you operate. So big self awareness there. And the second thing is, you've got to be brilliant at asking questions. And the third thing is that you've got to listen.

And I don't know if you've heard of a lady called Stephanie Burns (sp). You have?

Ian Segail: Brilliant.

Cecille Heath: And Stephanie Burns (sp) talks about the four levels of listening. And her top level, which is the level that is so difficult and requires incredible concentration and effort is listening to learn. And that's what you've got to do. It's like listening as if this person, you know nothing about this person. That there are no preconceived ideas about their ability or their inability or where you think they're going to hit in the organization or who their clients are. It's really listening like – it's like you've never listened before.

Ian Segail: Right. So it's really tuning into the gold that's going to just spew from their mouth, as opposed to listening because I'm trying to find out – hear what you're saying so that I can manipulate you or lead you down a different path?

Cecille Heath: Exactly, because the way that I've been coached to coach, is that as a coach, they've got to find their own resolution and you're coaching them to find their solution. You can advise. You might even give some guidance, but the skill of a coach is in helping them...

Ian Segail: To self discover.

Cecille Heath: ...to self discover. That's exactly right.

Ian Segail: Right. Okay. So let's just track back a little bit. So you left Rogen (sp) but the big thing for you was understanding communication, typically organizations do a poor job of communication. I mean, we go in to most organizations and you (inaudible) what's the biggest issue? Communication, communication. But what – that's obviously just a high level symptom of?

Cecille Heath: It's huge. It's huge. And that's when the diagnosis begins. And it's – you need to again look at the end result. Well, if communication was going really well in your organization, what would your organization look like? And often, the responses that come out is, "Well we wouldn't be working in silos." The silo mentality, and this is nothing's (inaudible). You know, for 15 years almost doing this work and it's still about silos. It's always about silos. And that's the big problem.

Ian Segail: So what about a group that's in their own silo? They still have issues. As a sales team, we're in a sales silo and we're competing about marketing or logistics or what have you...but we still have communication issues.

Cecille Heath: Yes. And a lot of that, I blame email for a lot of things. I think email's fantastic, but email is a double edged sword and some people now are relying on that – I've gone a bit tactical here diving in – a lot of people are thinking that they're communicating really well when they're doing emails. Email is a great form of communication, but what it means is that your face to face communication now becomes even more important because there's less of it. So therefore, and you probably know this term, moment of truth, and when you're face to face there is one hell of a big moment of truth and that's what even a team – if you want to get to a – if you want your team to be high performing, then you've got to have all your communication problems sorted out. When they're in that forming and storming stage, that's when a lot of the communication issues are going on. And even when they get to high performance, they will slip back

into storming at times if there is unresolved conflict or if conflict arises. And it's really giving them, enabling them to have the skills and the confidence to confront the communication issues.

You know? If I've got a problem with so and so, then I don't go and bitch to you behind their back. I go and talk to them in an appropriate way.

Ian Segail: Which is skillful.

Cecille Heath: Is skillful.

Ian Segail: And most people don't have those skills.

Cecille Heath: Most people are frightened of that sort of stuff.

Ian Segail: Because it's conflict and we'd rather sweep it under the carpet.

Cecille Heath: It is, let's pretend it doesn't exist. And you end up – have you ever heard of the LSI tool from Human Synergistics? Lifestyles inventory. And that's when you end up with a lot of what they call green, passive aggressive behavior. And it's in my experience, and this is just in my experience, it is more destructive than straight out rude, aggressive behavior.

Ian Segail: Because it's subversive. Because it's covert.

Cecille Heath: Exactly. That's exactly right. Now we've strayed off the path a bit about communication, but it's all about communication.

Ian Segail: These are symptoms aren't they?

Cecille Heath: Absolutely.

Ian Segail: So from a practical point of view – let's say I'm running a sales team and setting aside I work in an organization where there's silos – how do I bridge the communication gap with my own team?

Cecille Heath: Okay. We need to first find out how the team are communicating. That's the big thing. And I always remember a woman speaking at a conference a couple of years ago. She was an Australian woman and she got sent over to America to work for a company – her company in a very, very senior role. She tells this story about how important it was for her, this little Aussie girl, very young female, everything's stacking against her – and Australian. And going over to the US in a very senior role. And she

said that the life saver for her was that she sought first to understand before being understood, stealing from Stephen Covey.

Ian Segail: Yeah.

Cecille Heath: And the way that she did that was by understanding the communication styles of the people that she was dealing with. So what I would do with a sales team is first get them understanding how are you all communicating together at the moment? There's a heap of tools that you can use there and some people will possibly disagree with what I'm saying, but you can use a Myers Briggs to help your team. You can use something...

Ian Segail: LSI or something.

Cecille Heath: Yeah, absolutely. You can use the Strength Deployment Inventory, another tool. You can use LSI.

Ian Segail: There is many profiles.

Cecille Heath: There are so many out there, so many profiling tools. You can even use a really simple one which is Business Behavior Styles by...and I can't think of his first name, by Bolton (sp). And then you just see how the team communicates. And a great exercise is actually, because usually with a decent sized sales team, because usually these tools you end up with three or four types of communication, you actually put them into those different areas and, "What does your desk look like? What does your desk look like? What does your desk look like? What does your desk look like?" They all look different and these people here think their desk is right and that yours is ridiculous because it's all neat and tidy and everything is packed away. But me, I've got my piles everywhere and I know where everything is. "How could you work like that?" And there they're going, "Well, how could you work like this?"

Ian Segail: Right.

Cecille Heath: So that's the initial understanding of, you know what? Being different is not wrong, it's different. And then looking at how best do I need to communicate with you. So if I'm talking to you, say if you use the Bolton (sp) behavior styles and I'm a very direct person, well then I don't want you to come into my office and give me War and Peace. I want you just to walk in and in two minutes flat, cut to the chase and tell me.

Ian Segail: Right.

Cecille Heath: And over here I've got someone else who wants all the detail and wants to understand all the options that you've gone through before you've come to your solution.

Ian Segail: Right.

Cecille Heath: So and if we don't understand that, we've got some big problems – if we don't understand that, because we've got frustration developing, we've got people starting to switch off, we've got, “Oh we don't want to listen to those fluffy people over there”, or “You're driving me mad over here because you're going into too much detail” and “You're rude and abrupt and I don't want to talk to you.”

Ian Segail: Okay. So when (inaudible) in a lovely environment and we've got the time or what have you, we're in a crunch time environment. Sales revenue is down, I'm feeling pressure as the sales manager, I need you Cecille to perform, “Get off your butt and go and do some work for a change”, the cheese has moved, all these wonderful things right?

Cecille Heath: Yes.

Ian Segail: What do I do? Because if I've just run my agenda which is, “Where's your number? Go get it.” That's not coaching. That's not communicating. That's not actually going to get me what I want. So how do I use the skills of communication and coaching to help me to drive that result?

Cecille Heath: Okay. There's a number of coaching tools around as you know. One that I'm really comfortable with and use extensively is the **GROW Model**. So what I would be coaching the coach on is how to have that coaching conversation with their sales person who's under a lot of pressure. And are you familiar with the **GROW Model**?

Ian Segail: Sure. But walk me through for the people who are listening.

Cecille Heath: Okay, so when you've got an underperforming sales person and you sit down and you have a conversation with them...

Ian Segail: Or even a performing sales person.

Cecille Heath: Or even a performing sales person, we sit down and we have the Grow conversation. **GROW** stands for Goal, Reality, Options and Way Forward. So you sit down and you're having this conversation. “What are your goals as an individual,

in this sales team, what are your goals? And so there's high quality questions that you would ask. So you're understanding where the person's coming from.

Ian Segail: When you talk about (inaudible) like...

Cecille Heath: "Tell me what you want to achieve as a sales person in this team."

Ian Segail: So they're very broad.

Cecille Heath: Very broad, open, big open questions, tell, explain, describe. Those sorts of things, "Tell me all about..." and then there is, "Well if here are your goals, what's the reality of the situation?" And once again, as a coach, you're asking the questions here. So, "If here's your goal, what's the gap between what your goal is and where you are right now?" And so with a high performing sales person their goal is going to be quite different to someone who's not performing as well. And as the high performing sales person they might be looking to move into perhaps a management role, a bigger territory or responsibility. Perhaps they want to become a coach for the team as well.

For a low performing sales person their goal may be, "Look, you know what? I want to make my target. I want to keep my job here."

Ian Segail: Okay, so we go through the goal there. So what does success look like for you?

Cecille Heath: Absolutely. Yes.

Ian Segail: Let's really try and understand that picture and I'm going to ask you questions around what success looks like, what's the goal.

Cecille Heath: For you.

Ian Segail: And then, "Where are you now in relation to that goal? What's your current reality?"

Cecille Heath: Mm hmm.

Ian Segail: Okay, so then we clearly understand the gap.

Cecille Heath: Exactly. And it may be at times as the sales manager here, that you have to give some reality feedback. Maybe this person's got a misconception of where they truly are.

Ian Segail: Can you give me an example maybe?

Cecille Heath: Well an example where you've got a good performing sales person who wants to move into a mentoring role or a coaching role and really they don't have the people skills to do that.

Ian Segail: Right.

Cecille Heath: And they're going, "Well, I believe that I would be really good as a coach for x, y, and z in the team." The reality of the situation is x, y and z think they're just being lucky with their sales patch, which is why they're such a high performing sales person. So there may be some reality that you need to bring to that person and make them aware that they need to improve their interpersonal skills before they would be able to go on that to achieve that goal as a mentor.

Ian Segail: That's really what they want to achieve.

Cecille Heath: Yeah.

Ian Segail: It might just be – and this is where understanding what success looks like is so critical because often people think that that's the goal. Or they're saying it because they want you to – because they think that's what you want to hear.

Cecille Heath: Exactly. Yes. So and that's where your questioning skills become so important and that's where you're going to be needing to ask clarifying questions and confirming questions and, "Have I got these right?" "This is what I heard you saying, dah, dah, dah" and you're really digging down deep.

There's a rule of thumb that I've always been taught with questioning, is that when you get to a topic as such, that you should be digging down at least two or three layers before you would move and go somewhere else.

Ian Segail: So as an example.

Cecille Heath: As an example, say you isolate that the issue is dynamics of the team and that you also isolate that there's team dynamics, there's actual selling skills like questioning and listening skills, and ...

Ian Segail: Motivation.

Cecille Heath: ...motivation, yeah. So we've isolated those three areas, when I'm asking about the team dynamics, I don't stop at, "Well, so what are the problems with the team at the moment?" And you say to me, "Oh, well they just don't get on all that well." I go, "Oh okay, they don't get on."

Ian Segail: (inaudible) feel like an outsider.

Cecille Heath: Yeah and well, but that's all I get is that they don't get on well. They just have a bit of conflict there, so then I walk away thinking, "Oh, okay. They don't get on well. They're not dealing with conflict" and I've made a whole lot of assumptions now and I move away from that and I start asking questions, "Well, what does a good sales person need to look like in your team?" And now I've missed this opportunity to understand more about the team dynamics. "All right, well tell me a little bit more about the conflict. What's actually happening?"

Ian Segail: So this is what we call peeling the onion. Really just...

Cecille Heath: Exactly. Getting down deep enough, teasing it out, exactly before you would move to another line of questions.

Ian Segail: And you're saying go down at least four levels?

Cecille Heath: No, I'm saying probably depending, two to three, at least. That's a rule of thumb only.

Ian Segail: At a minimum.

Cecille Heath: Minimum.

Ian Segail: So...

Cecille Heath: You might need to go to ten. (Laughing)

Ian Segail: "What's the problem with the team?" "Well we don't get on together." "So when you say we don't get on well together, what do you mean? Tell me more about that." And just keeping going back at it.

Cecille Heath: And as the response comes, you ask more based on that response.

Ian Segail: Right, until what point?

Cecille Heath: Until you – that’s a good question. Until you fully understand. Until you fully understand.

Ian Segail: So we go back to I need to learn what’s in your head.

Cecille Heath: Exactly. And then – and this is how you can guide a sales meeting so well – you’ve got all the information there, probably clarifying some of it back, so far to summarize the team problems, it’s this, this, this and this. Hey, I just demonstrated great listening skills here and I’m showing you what your sales team should be doing. Wow. There’s a good idea.

“Now you also mentioned that there’s actual skill that you’re concerned with your sales team. Tell me some more about that.” And now we move on to that and we ask a series of questions there.

Ian Segail: Until we start to find out what it actually is.

Cecille Heath: Until we understand, yes.

Ian Segail: Okay. So we’ve got these, so we’ve got the G for Goal, R for Reality and then we’ve got Options. Let’s stay with the sales person that wants to become a mentor for the team and what we’ve uncovered through their reality is that they don’t, they actually don’t know how to go about doing that. So now the questioning line is along, “Well what do you think that we need to do to bridge that gap.”

Ian Segail: So assuming I’ve given them the feedback.

Cecille Heath: Mm hmm.

Ian Segail: I might just park that because we’ll have to come back to feedback because I think people don’t give feedback.

Cecille Heath: Exactly.

Ian Segail: We do a really poor job of it, don’t we?

Cecille Heath: We do. We do. And we actually don’t give enough positive feedback.

Ian Segail: And the negative feedback is normally snipey, it’s not actually feedback is it? We can come back to that.

Cecille Heath: Yes.

Ian Segail: So we're talking about options.

Cecille Heath: Yes. So now we're wanting this individual to, by asking them questions, come to some realization around, "Here's what I need to do to bridge the gap between my goals and my reality, sorry my reality and my goals." And there could be a variety of things. Perhaps they need to get a mentor. Perhaps there's a course that they need to go on. Perhaps a whole raft of things can happen at this stage and once again, because we're coaching, we are hoping that this person is going to unravel it for themselves by asking those high quality questions. "What are your thoughts on what we could do to bridge this gap?"

Ian Segail: Okay. "So if you did want to go on a course, what sort of course, what would you hope to get out of that course?"

Cecille Heath: Exactly.

Ian Segail: "And typically in the past, when you've been on courses, has it really changed things for you? How? If we spend the money on the course, how's that going to work for you?" It's really teasing it out, yeah.

Cecille Heath: Absolutely, because as you know, really, so much learning occurs on the job.

Ian Segail: Eighty percent.

Cecille Heath: I was going to say seventy, but I'll go with eighty.

Ian Segail: Well between seventy and eighty.

Cecille Heath: We'll agree there. Exactly. Because you can go on a course and you can have this wonderful experience, but unless you bring it back and use it in the workplace and see the reality of it, then it's a complete waste of time. So that's why, we just throw a course out there as an option under Options, but it's really about bridging. Absolutely. It's really bridging the gap and applying it.

Ian Segail: Okay. So we go through the Options. These are all the options, say we've got four or five options on the table.

Cecille Heath: Yes, now we've got all this.

Ian Segail: This smorgasbord of things we can do.

Cecille Heath: Exactly. Exactly. And now, I mean, that's great. We've got this great list. Perhaps we've decided on one option that we're going to go with; however, the coaching conversation could end there, but you know what? Nothing will happen because this next stage, the way forward is about getting the absolute commitment from the individual to now do something.

And one of the most important questions that needs to be asked there is by the coach, "What do you need from me?" So to ensure that this conversation that we've had, to really make sure that this now happens.

Ian Segail: So we've decided let's say the first step, we agree on the first option is to go talk to someone in the training department to figure out how I can improve my skills. Okay, then what you're saying the way forward is, "What do you need now?"

Cecille Heath: "What are you actually going to do? What is your action plan?"

Ian Segail: And when.

Cecille Heath: Absolutely.

Ian Segail: And how.

Cecille Heath: Yes. "What are you going to do? When are you going to do it? What's the result you're going to get from it?"

Ian Segail: And, "What resources do you need in order to do that?"

Cecille Heath: Absolutely. Because otherwise, it's just this great little conversation that we've had and nothing changes as a result.

Ian Segail: Okay. So we get all the actions and I'm assuming you come up with a put in the diary come up with a to do list and then what? And then it's follow up time?

Cecille Heath: Then it's very important, that's why this question is important from the coach, "What do you need from me?" Because it is then part of the role of the coach to do the agreed follow up with that person. Because you can take a horse to water, but you can't make it drink. People are only going to change when they're ready for change and you can recommend to somebody, "Hey, you need to go and do this." But unless they're completely committed to doing it, nothing happens. Does it?

So they are making the commitment to you and human beings are funny things. It's things like if we write something down, if we voice it, we are more likely to do it, more likely to do it.

Ian Segail: And especially if we've got someone who's going to be on your back next week to say, "Okay, so let's see where we're at. You said you were going to do...where are we at?"

Cecille Heath: Yeah. And you've heard of SMART goals?

Ian Segail: Yeah.

Cecille Heath: I would suggest people write a SMART goal, because if you make it realistic, you put a time around it, it's got to be relevant, you know, all those things, you know, it's an old tool, but it's just so relevant. And once again, from Stephanie Burns (sp), frightening statistics from her on goal achieving. I was fortunate enough to attend her goal achievers program and I think if I recall, the stats are something like 90 percent of goals are not achieved. 90 percent of people fail on their goals. And she had some really, really interesting research on that. It was absolutely fascinating on this failure on goals. And the establishment of a SMART goal is one of those ways that we can – it goes a long way. If you do not write and commit to your goals, they will not happen.

Ian Segail: So a SMART goal just for clarification is the difference between saying, "I'd like to lose some weight" versus saying, "I'd like to lose 5 kilos by the 30th of August 2009."

Cecille Heath: That's exactly right. That's exactly right. I mean, the person can judge its relevance, because it's got to be relevant to your situation.

Ian Segail: Sure and achievable.

Cecille Heath: And achievable, yes. Yeah, absolutely. So that's what a SMART goal. "I'm going to lose weight" is not a SMART goal.

Ian Segail: Because people say, "I want to be happy."

Cecille Heath: Yeah.

Ian Segail: "I want to make money."

Cecille Heath: Yeah. How much and by when? (Laughing)

Ian Segail: Lovely.

Cecille Heath: So it's a good way of doing it.

Ian Segail: Right. Okay. Using the **GROW Model** as a process for coaching, but in between that what I'm hearing is heaps of questioning and heaps of listening.

Cecille Heath: Yes, most definitely. Most important skills of a coach in my humble opinion.

Ian Segail: Okay. And then follow up.

Cecille Heath: Yes.

Ian Segail: So follow up does what?

Cecille Heath: Follow up is checking in that things are moving along. It's not ranting and raving. It's not hovering. It's an agreed check in process. It's part of the way forward.

Ian Segail: That's critical – that's an agreed check in process. So it's not I check in when I feel like it.

Cecille Heath: I feel like it, mm hmm.

Ian Segail: It's agreed. We agree we're going to check in every fortnight.

Cecille Heath: One organization that I work with has a terrific process for looking after its people, with their managers that run their management program. And they get – they can't always get face to face, but they have – I wish I could remember the term they use. I've just gone blank on the term. But they have an interaction with their team every week.

Ian Segail: One of the things that I recommend in [*Bulletproof Your Sales Team*](#) is that the sales manager sits down with each individual, one-on-one at a minimum fortnight, looking and unpacking the week that's just gone by and looking at the week coming up.

Cecille Heath: Absolutely.

Ian Segail: And just do that.

Cecille Heath: Yes.

Ian Segail: The results are quite staggering.

Cecille Heath: Oh, it is. In fact, you know what they call them? They call them one-on-ones. You just reminded me. These meetings are called one-on-ones, because of the nature of the business of this organization, they can't always get face to face.

Ian Segail: But you can do them on the phone.

Cecille Heath: You can do them over the phone.

Ian Segail: Sometimes it's more effective on the phone because there's no b.s.

Cecille Heath: The important thing is, it's not email.

Ian Segail: Correct.

Cecille Heath: It's not email. It is...

Ian Segail: So can you follow up by email?

Cecille Heath: Oh, look sometimes you can do an email. Yes, sometimes you can do a follow up email, but these one-on-one meetings, like if you agree to a one-on-one, that is either face to face or by the phone. You agree to what that action plan could be, "Look, I'm going to send you a reminder email on this or you're going to email me back on something or other."

Ian Segail: All the things you said you were going to do.

Cecille Heath: Exactly. Exactly. That's okay.

Ian Segail: So who's responsible for the written communication? The coach or the coachee?

Cecille Heath: Good question. It should be the coachee. It should be the coachee.

Ian Segail: Okay. Often, what happens, the manager/coach is busy taking notes and comes to the end...

Cecille Heath: Exactly. Exactly. And that's what we don't want to have happen, because this is about taking responsibility. It's about taking responsibility for where you're going and what you're doing. So as the coachee, you should be doing it.

Ian Segail: Great.

Cecille Heath: Absolutely you should be doing it.

Ian Segail: So now, you have to give feedback so the coachee's going off the boil, they're going off track, and we're now in the follow up session. Things are not quite – we're starting to get – because I find with coaching, the first session is always wonderful. Everyone's always you know, motivated, this is great. It's the second and the third one where now we're looking for where the rubber meets the road and there is no traction and we're not getting the action. What do we do here?

Cecille Heath: Well, we're asking harder questions there and we're getting them to do some more soul searching really. And it's giving them real feedback, but you know what the most important thing is about feedback? That we give them examples and we put evidence in there, because it's not something like, "Look. You always turn up late to meetings." That's not feedback. Feedback is, "I've noticed that, or what I've noticed over the past week that to the sales meeting, to these particular client meetings, and to the team meeting, you've arrived between 10 and 15 minutes late." So giving those specific examples of where the behavior has occurred and what's important there in the feedback, it's the behavior, not the person.

So the impact of that behavior, or the impact of turning up late is that the rest of the team see it okay as turning up late as well. And we're going to get these knock on situation where everyone ends up turning up late. So what will really help the cohesiveness of the team is if you get here on time. That's feedback. So you're giving them a specific action to change.

So it's the behavior, the evidence to back it up, and what you want them to do differently.

Ian Segail: So how do you get their agreement?

Cecille Heath: Hmm, well you can ask them questions. Instead of you saying, "Well the result of you turning up late all the time is this." You can ask them, "What messages do you think it's sending to the team when you arrive late?"

Ian Segail: Beautiful.

Cecille Heath: "Well, I suppose that they think that I think it's not important."

Ian Segail: And then you've got to go two questions deep so, "Tell me more about that."

Cecille Heath: "Well what's going on. Why aren't you able to get here on time?" And hey, gee you know what? Maybe there's a sick child at home for the past week or maybe ... it could be a whole raft of reasons and they (inaudible) you as the manager are better informed and you can actually – you might not want to give out all of the personal information, but you can manage the rest of your team with the behavior that could potentially negatively impact them. Say look, "Joe has been late this week and it's for personal reasons. And it's not going to continue. There's a situation currently."

Ian Segail: Right, it's a context for everyone.

Cecille Heath: Absolutely.

Ian Segail: So what about feedback kind of on the run? Because (inaudible) hate it when you do that. How do you – it's about constant feedback because that impacts how we see things.

Cecille Heath: Absolutely. And but (inaudible) a lot and it was funny I did this exercise with a group of people the other week where we got them to think about how often are you giving people positive feedback. Let's just go with positive feedback for a second and the realization was, you know what? We're not doing it and we're certainly not doing it enough.

Ian Segail: And often that cultural.

Cecille Heath: Yes, you're exactly right.

Ian Segail: Some in the organization just don't do that.

Cecille Heath: Yes and the exercise, there were various pods of teams. The exercise was that in these teams that they'd been working together with for the past two days, they actually had to give each other positive feedback. And it was a really great experience for them to one on one go around the team and give them feedback. There was a little model that they used and I'm going to go – I know I'm going to get some of the acronyms wrong here, but it's called SPOT ON, and it's Specific Once Again, so you're giving them okay what really happened. "I noticed that" it's Open, Timely.

Ian Segail: So Open being...

Cecille Heath: It's P, sorry. Positive, so it's Specific, it's Positive, SPOT, Open. So what that is, it's actually very genuine.

Ian Segail: Coming from the heart. It's sincere.

Cecille Heath: Coming from the heart and it's Timely, so you've got to do it at again, when it happens. And the N is Natural. So that's again about it being genuine. So it's really genuinely from the heart and people deserve recognition.

Ian Segail: Right. Absolutely. Okay. So it's funny, I remember running a workshop once and at the end of the workshop we gave everybody Post It notes. And they had to write an, "I like you because..." and run around the room and stick Post It notes on people. And at the end people would gather all their Post It notes. And I'll never forget it, we stayed there the night and at dinner this one young lady came up to me and she had, she brought her pile of Post It notes and she had tears in her eyes and said, "I never knew, I've never known that people actually felt this way about me. It totally changed what I believed about myself."

Cecille Heath: Wow, how powerful is that? I have a young son who's a little bit difficult and he's quite oppositional defiant, really opposition defiant. And we literally have to find the positive things and the look on his face when he gets that positive feedback is just, it's priceless. And you know what? He repeats the behavior. Gee, isn't that what we want to have happen?

Ian Segail: Amazing. That's amazing. Wow.

Cecille Heath: And why not do that with our sales teams. Why not do that with the people we work with? So this giving this positive feedback is so critical. But of course, so is giving the feedback that's going to change the behavior. And where there's – if you want to call it negative feedback, but feedback where they need to change something that they're doing. And once again, it's giving an example and either as I said before, asking the question on what they think the impact of the behavior is or correcting how you want the behavior done.

Ian Segail: So as an example, we'll go back to our chap who thought he was going to be good as a mentor/coach. If you want to give him feedback to bring him down to earth, how would you phrase that? You would start with...would you use the SPOT ON model? Would you...?

Cecille Heath: Yeah, look, I think an important coaching thing is to give a positive, "This is what you're doing well, and here's where you can improve."

Ian Segail: What's working, what's not.

Cecille Heath: What's working, what's not. Exactly. Exactly. So, "Look, what I saw you do really well was that you guided Jane on how to make that phone call. What could make that even better for you would be..." and then tell them what it is that you...

Ian Segail: That's on the job. I'm saying, now we're in a coaching session. I need to let Jimmy know that actually he's totally barking up the wrong tree. He's just not the coaching/mentor type.

Cecille Heath: Yes.

Ian Segail: Okay. I would still give examples I'm hearing?

Cecille Heath: Yes, absolutely.

Ian Segail: Give examples as to why I see it's not in the bag?

Cecille Heath: Yes. Yes. So I would be asking questions. "What do you think the role of a coach is?"

Ian Segail: Right.

Cecille Heath: "What do you believe the skills are that a coach needs to have?" "Where do you see your strengths?" "Do you think" and of course, this is an open or closed question, "Do you think that your skills match the skills of what we're saying is a coach?" Perhaps he says yes, or she says yes. Then I would need to say, "What I see, I, what I see is a mismatch there. And I'm concerned, so I..."

Ian Segail: "I'm concerned that you believe in your own bullshit."

Cecille Heath: (Laughing)

Ian Segail: (Laughing)

Cecille Heath: "I'm concerned that the approach that you would take would go the wrong way." Sometimes you've just got to tell it how it is.

Ian Segail: Absolutely. Gotcha. Gotcha. Now, Cecille, I could talk to you all day. The work that you do, just for the listeners so that they can understand how they can get in touch with you. The work that you do is what?

Cecille Heath: The work that I do is I do run training programs and I do coaching. I run training programs specifically in the area of presentation skills, negotiation, face to face selling skills, I do also programs in management. And because of my passion with women in business, a colleague friend of mine, we have developed a women's program that is looking at helping them with their networking skills, putting forward their value as individuals, asking for the things that they need, what's holding them back? What do they want their future to look like? Really giving them career coping mechanisms.

Ian Segail: Beautiful.

Cecille Heath: So that's one aspect. So that's what you would call the program training side of things.

Ian Segail: So while we're on the program, how do you go from training to results? Because as we said, just because I go sit in a two day doesn't change what I do.

Cecille Heath: Yes. Well, what we always put into our clients, one of the lines that I always put in my proposals is that soft skill training is very difficult to measure. If you want change, you need to be driving this inside your business. Don't leave it all to us because we're going to do a course with your people, you have to follow this up. We can follow it up with you. What we would recommend is that the management teams, they've got to understand the language that's being used. If they can talk to these people in the language that they've experienced in the program...

Ian Segail: So number one, they need to be at the training.

Cecille Heath: Yeah. They need to coach under the models that we're using. They need to give feedback under the models that we're using in these coaching sessions. An organization where I've seen it done really well does that and they have – you know what they have in their programs? They have real, live managers from their business, senior, the most senior, including the managing director, come in and talk about the use of what they're learning about in the business.

Ian Segail: That's gold.

Cecille Heath: It is, it's absolute gold. That's the sort of thing that they've got to do, otherwise it's just an event. And everyone walks out going, "That was a nice thing and nothing's changed when I go back." So they've got to have an embedding strategy.

Ian Segail: There must be a process that happens before the event and post event implementation strategy.

Cecille Heath: An implementation strategy. Now obviously, we can get involved in that, but that gets costly for our clients. So what I recommend is that they do some of it themselves or a lot of it themselves.

Ian Segail: (inaudible) the strategies to help them.

Cecille Heath: Absolutely.

Ian Segail: And then, so you run the courses then you also are a coach yourself?

Cecille Heath: Yeah, I do coaching sessions whereby for example, I'm going to do one after I leave here where – and I do a lot of presenting skills where people have got a specific event that they're working toward. It's important, it's high stakes, it could be a board presentation, it could be a conference, something like that – and I will help them formulate their presentation. I film them with a camera sitting in my bag here, film them and give feedback. And it's (inaudible) them. I also do coaching of sales managers for their sales team. So, "What do you want your team to look like?" "How are you going to have the conversations with your team?" And once again, it's – and role playing is always a bit contrived, but at least they get some practice.

Ian Segail: Gotcha.

Cecille Heath: So that they're not doing the practice run on the person.

Ian Segail: Gotcha.

Cecille Heath: And then there – so that's the coaching side. Another thing that I also do is pitching and pitch consulting, as opposed to coaching. And pitching is where you're involved in a real live sales scenario and you could be coaching them on their sales meetings, coaching them on coaching and helping, put a response together, and then coaching the team that is going to go and present. It's very rewarding that sort of work because it's real.

Ian Segail: Tangible, yeah.

Cecille Heath: And of course people will only seek that out when they think they're going to lose. (Laughing)

Ian Segail: Absolutely. Often people seek out the expert when there's problem as opposed to you should go and see your doctor when you're healthy.

Cecille Heath: Yes. How can I stop myself from getting these things?

Ian Segail: Correct.

Cecille Heath: Yes.

Ian Segail: And how can people contact you?

Cecille Heath: They can contact me via email, which I'll be happy to give out of course. My email address is – I'll spell it all out because no one will ever get my name right. It's cecillecorporatefix@bigpond.com. My website, www.corporatefix.com.au and of course, my phone is 0418 699 328.

Ian Segail: Thank you so much, that was absolutely fantastic. (inaudible)

Cecille Heath: Thank you. It's been really fun.

(Music Closing)

Ian Segail: And for further information on how Sales Tutor can help you grow your sales revenues, feel free to contact us at Sydney, Australia, 02 9460 7022. Or you can reach us through the website at www.salestutor.com.au, until next time, thanks for listening.

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