

(Music Introduction)

LESLEY SYMONS: Well, what I've experienced is self awareness leads to responsibility, which then leads to choices.

IAN SEGAIL: Self awareness, responsibility, equals choice, right?

LESLEY SYMONS: Yes. See in other words, then we have a choice. If we know what's going on for ourselves and then we can take responsibility for that. If we're in a situation where the boss, who's seemingly not giving us any choices, we have still got a choice about how we think about it and what we can do about it.

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" again and I'm real excited to bring you a powerful interview with a wonderful lady, executive coach, mentor and group facilitator, Lesley Symons. You are really in for a treat today because Lesley has extensive leadership experience both in large, multi-national organizations, as well as small businesses alike. And really combined with her first-hand knowledge of managing teams and organizations through change and uncertainty, this really gives her the practical how-to knowledge of how to connect with and coach CEOs, senior executives, line managers, as well as individuals.

Lesley's experience, as I said, as a senior executive, as well as her education, practical knowledge and counselling, really enables her to provide her clients with realistic and sound leadership strategies, as well as answers. Coaching them not just in practical, business solutions, but really working with them at an even deeper level to assist them with sustained behavioral change and transformation.

Now Lesley works with a wide spectrum of leaders in organizations across a wide variety of market sectors such as food and beverage retail, national organizations, non-profit organizations, consumer groups, manufacturers, insurance, as well as professional services. And I'm really excited about today because together Lesley and I really go into some nitty gritty detail of what it takes at a practical level to coach people in the workplace, to get people to take responsibility and make the behavioral shifts you need.

So without any more ado, let's bring on Lesley.

(End Introduction Music)

IAN SEGAIL: Welcome Lesley. So tell us a little bit about who you are and I guess what you bring to the table from the point of view of helping coaches do a better job coaching.

Because a lot of the people who will be listening to this podcast are really in the corporate world, they've heard about coaching, they're trying it. My book talks about the need to coach and – unless of course you've gone to a course or seminar, you read a book, but even if you read a book it's very hard to you know, coaching takes years to kind of build up some steam.

So maybe if you can share a little bit about who you are and why they should be listening further to today's podcast.

LESLEY SYMONS: Well firstly, thank you for having me here.

IAN SEGAIL: It's my pleasure. I'm really excited about it.

LESLEY SYMONS: Yup, it's good, good to be here. My background is I come from a corporate world. I talk about my last real job was as general manager for one of the (inaudible) Order Group.

IAN SEGAIL: Right.

LESLEY SYMONS: So I managed people and I managed bottom line and sales, and all the things that we have to manage as managers and CEOs on a daily basis.

IAN SEGAIL: And people in bottom line is always a juggle, isn't it?

LESLEY SYMONS: Yes. Absolutely. And my reporting structure at that time also was for um, I was responsible for Australia, but reported in to New York.

IAN SEGAIL: Okay.

LESLEY SYMONS: So I had that sort of matrix reporting, so understand also what it's like to report to a multi-national. Decided, you know, had one of those mid-life moments.

IAN SEGAIL: Don't we all.

LESLEY SYMONS: (Laughing) But we can have at mid-life or any other time in our lives, and just went, "Is this really where I want to be in the next 20 years?" And um, up until that stage I had not actually had any (inaudible) education, so I had gotten to where I had through...

IAN SEGAIL: Sweat equity.

LESLEY SYMONS: Yes, I had and went and decided to do something around what I thought I was good at. And from my reviews and from my time in corporate, recognized that my people management was a skill that I had attained through those years.

IAN SEGAIL: So how did you know that?

LESLEY SYMONS: Well at one stage I actually won an inter-company award.

IAN SEGAIL: Well, there's that.

LESLEY SYMONS: For managing a successful team.

IAN SEGAIL: Okay.

LESLEY SYMONS: I achieved – I turned two companies around from a loss situation to making money.

IAN SEGAIL: Right.

LESLEY SYMONS: Plus, at the time, I had employees that were engaged, took responsibility, were continually offered jobs from other brands and other companies, and actually turned them down...

IAN SEGAIL: To stay with you.

LESLEY SYMONS: ...to stay. To stay with the group, to stay with the team really.

IAN SEGAIL: So that's interesting. So engaged and self-responsible.

LESLEY SYMONS: Yup.

IAN SEGAIL: And did you recognize that at the time or was that something you were conscious of doing, or was it just something you did innately?

LESLEY SYMONS: Well, I think I recognized that I did not have all the knowledge and I couldn't have all the knowledge. And so therefore I needed to have people around me who had different knowledge and that – it's that whole thing around systems theory that we're all...

IAN SEGAIL: Part of something bigger.

LESLEY SYMONS: ...part of the system, something bigger. And therefore, I know I needed to have people around me. So therefore, if I didn't have all the knowledge and I didn't have all the knowing, therefore I had to allow the people who had the knowledge that I didn't have to be able to express that, use that within the team.

IAN SEGAIL: So you had the self awareness to think, "I don't know it all, but I don't need to because I've got other people around me."

LESLEY SYMONS: Correct.

IAN SEGAIL: And then the willingness to actually open yourself up to that.

LESLEY SYMONS: Yup. And the willingness to let go. To let go of now having to know it all.

IAN SEGAIL: So was there a time where you actually had the epiphany that, "You know what? I just can't – I need to let go." Or have you always been a let go type of person?

LESLEY SYMONS: I can't really answer that. I'm not sure.

IAN SEGAIL: Okay.

LESLEY SYMONS: But just knowing that being in moments where um, questions were asked and thinking, "I don't really know the answer to that, but I will find it out and I will find someone who does know the answer to that." And then being able to think or reflect, "Do I need that knowledge and do I need that expertise and skill in the team?"

IAN SEGAIL: And from what I'm hearing, at any level. So whether it was someone subordinate to you or someone who was senior, the same applied.

LESLEY SYMONS: Yup, yup.

IAN SEGAIL: Right. And that creates engagement.

LESLEY SYMONS: Absolutely. Absolutely. And also part of that was creating a vision and a mission for the team, which again, we did as a team, the whole team. So I got everybody involved in where this brand, this company was going. So it wasn't my vision and mission, it was everyone's.

IAN SEGAIL: Right.

LESLEY SYMONS: So everyone bought into it and it became a touchstone for our...

IAN SEGAIL: So vision and mission and all that has become somewhat old hat and maybe it's overused and overcooked and overdone. Is vision and mission really all it's cracked up to be? Or is it just something we put up on the placard in our reception area or our board report? We've got a mission, we've got our values, we've got our objectives, really so many companies just use it just as a – not a touchstone. It's almost, it's a, "Well, we have to have it."

LESLEY SYMONS: Well, what I'm hearing you say is that when you put a plaque up in the front of your company with your vision and mission, but you don't actually, the employees don't live it. That's not a vision and mission. That's just a statement of intent. But even that's not real.

IAN SEGAIL: It's not.

LESLEY SYMONS: So I mean, I still believe that absolutely a vision and mission is critical as long as it's a vision and mission that owned by everyone. And it is a touchstone. And ours was a touchstone, so everything we did started off with a vision and mission. So presentations to retailers...

IAN SEGAIL: Right.

LESLEY SYMONS: ...or presentations to our suppliers, or meetings with them, would always start...

IAN SEGAIL: This is what we stand for?

LESLEY SYMONS: ...correct. Correct. And then being open to say, "Therefore if we are not coming across as this, then please tell us."

IAN SEGAIL: Give us some feedback, knock us back in line.

LESLEY SYMONS: Yeah. But actually what we found in doing that, it really engaged others as well, because they went, "Wow."

IAN SEGAIL: Because you open yourself up, don't you?

LESLEY SYMONS: Absolutely.

IAN SEGAIL: So how do you go about creating something like that? You just put guys in the room and say, "Okay, we need a vision. We need a mission." Do you have a seed of some ideas, or how do you...because I'm assuming you do that now anyway?

LESLEY SYMONS: Yeah.

IAN SEGAIL: You go into teams and help them create visions and missions. So how do you go about doing that?

LESLEY SYMONS: Well, what I normally do is get them to – again, it’s around their values. They need to look at the values of the team, what do they stand for? What do they want to be known for? What behavior, what targets? It’s all around that sort of thing. So it’s actually starting off and ... I suppose it’s going deeper down than just the surface level.

IAN SEGAIL: Well because the surface level you get things like loyalty and trust and profitability and fun – all those motherhood statements. How do you get down into, “So okay, what does loyalty actually mean?”

LESLEY SYMONS: With finding out – it’s actually asking people, “What does loyalty mean for you?”

IAN SEGAIL: Right.

LESLEY SYMONS: “And what does it mean for you? And what does it mean for you?” And then getting people to articulate that. I mean, at the end of the day, you’ve got to start though – I mean, it’s quite a long process, because you’ve actually got to start with an environment that’s safe for people to be able to express that.

IAN SEGAIL: And if you haven’t created that environment in the first place, then anything you do on top of that is just going to be water off a duck’s back.

LESLEY SYMONS: Yeah. So it’s quite a long process of building up trust and safety so that people feel that they can speak, that they will be heard, and it will be considered.

IAN SEGAIL: So that’s interesting. So really, what we can actually deduct from that is if I’ve just got a plaque on the wall, you’ve probably just had the senior executive team go to some lodge somewhere, come up with this thing and just shoved it on the ones and said, “Now this is our corporate values” or “This is what we believe.” But they haven’t done that in an environment of trust with the rest of the team. They haven’t really engaged the rest of the team and they probably, because there’s work that you do beforehand, before you even get into the room, there’s work you’ve got to do.

LESLEY SYMONS: Correct. So it's – it can be quite a long process; however, I mean, from my experience, and obviously part of my belief system that if you don't do that, you won't get 100 percent engagement.

IAN SEGAIL: Right.

LESLEY SYMONS: You won't even get 95 percent engagement. And that to me, is absolutely critical to achieving bottom line and top line.

IAN SEGAIL: So let's take a situation where we own our mission, we own our vision and everything's cooking on quite marvelously and all of a sudden the world economics does a complete 180 degree.

LESLEY SYMONS: Yup.

IAN SEGAIL: What happens to our vision and mission?

LESLEY SYMONS: It remains.

IAN SEGAIL: Do we come into another one?

LESLEY SYMONS: Well, it depends on what your vision and mission is.

IAN SEGAIL: Right.

LESLEY SYMONS: But again, if everyone's empowered and everyone takes responsibility, and that was part of our vision and mission was for everyone to take responsibility and to be able to speak – that people will quickly say that, “Okay, times have changed here. What do we need to do?” Instead of actually waiting for someone else to tell them what they need to do or even getting slightly paralyzed because now the fear comes in about what's going to happen.

IAN SEGAIL: Right. So instead of becoming (inaudible) and protect my job, my job – as opposed to, “How can I add value? How can I add value?”

LESLEY SYMONS: Yeah, or, “How can I ... how can we recognize that this is happening, you know, reality check here. The world is not like it was 6 months ago, therefore we can't continue to behave and do business the way we did it 6 months ago. What do we need to do?”

IAN SEGAIL: And so what I'm hearing, that that's not purely an executive decision.

LESLEY SYMONS: No, not at all.

IAN SEGAIL: The team must be engaged in that.

LESLEY SYMONS: Yeah.

IAN SEGAIL: Because what I'm seeing out there is you've got a typical response, senior executives get in a room and say, "The poo has hit the fan. Cut costs, do this, do this, do this, do the other" and everyone's sitting there in the dark saying, "Oh gee, is my job secure?"

LESLEY SYMONS: Yes. And I mean, you know yourself. At the end of the day, you've got sales people out on the road who are confronting daily sales not being what they were a year ago.

IAN SEGAIL: Correct.

LESLEY SYMONS: On the front line, so to speak. So if they're not taking responsibility...

IAN SEGAIL: Well, they're not even engaged in the decision making process.

LESLEY SYMONS: Correct. I mean, it's okay if you're in – as a CEO or a management group, sitting in an office doing that. But they're the guys at the end of the day that are on the front line, so they need to be. If they're sitting out there thinking, "Oh, it's not what it was and someone will tell me what I need to do or how..." I mean, it's not going to happen that quickly.

IAN SEGAIL: Correctly.

LESLEY SYMONS: Rather them saying, "Oh my goodness, things are not – things have got to change. We need to, I need assistance here. I need to talk. Let's get together. What do we need to do?"

IAN SEGAIL: "This is what I'm hearing from my marketplace."

LESLEY SYMONS: "This is what I'm hearing from my market. This is what I'm trying at the moment. This is working. This is not working. Maybe we need to shift to doing things this way. We need to lose this." You can be much more responsive. It's flexibility isn't it? At the end of the day.

IAN SEGAIL: Yeah, what I'm also hearing, while it's flexible, it's the willingness, the openness to say, "Okay, even though I'm Vice President of Sales and Marketing, I've never been in a situation like this before."

LESLEY SYMONS: Yeah.

IAN SEGAIL: "Because the last ten years, when ten years ago I was just a salesman on the road. I've never been in a position like this before and the truth is, I don't actually know how to deal with it." And then open myself up to saying, "Okay, guys, together we can find an answer. But I don't actually have – I've got some ideas, but I don't actually have the answer." And it's the willingness to open yourself up to that. And that's quite daunting for someone who's clawed their way up into the executive boardroom, isn't it?

LESLEY SYMONS: Yeah. And it's a different way – I mean, we're talking at the moment about probably different leadership styles and this control and command leadership style – my understanding from being a coach and working in businesses and looking at the way the world is going, control and command leadership style eventually is not going to work. Because we, we cannot, one person cannot see the change that's going to happen tomorrow.

IAN SEGAIL: Correct.

LESLEY SYMONS: We've got more, more scope to see it, if we've got more people involved.

IAN SEGAIL: Right. We've got a bigger or wider vision.

LESLEY SYMONS: Absolutely.

IAN SEGAIL: Yeah, interesting. Interesting. Okay. So your vision then and your mission, there needs to be some flexibility built into that?

LESLEY SYMONS: Yes, yup, absolutely.

IAN SEGAIL: Right.

LESLEY SYMONS: Which actually then takes me back at the moment, to how I coach and some of my beliefs around coaching and my sort of values around coaching.

IAN SEGAIL: Right.

LESLEY SYMONS: So I think one of my values is around self-awareness and self responsibility.

IAN SEGAIL: Okay, so before we get into that, because I think that's critical, tell us how – and we've digressed, which has been a wonderful digression, but tell us how you came to saying, "Okay, you know what? I want to be an executive coach. That's my shtick."

LESLEY SYMONS: Well, what I did was I actually went and did some counseling and communication learning. I learned around, more around the theory of how organizations work.

IAN SEGAIL: So was this through books or seminars or...?

LESLEY SYMONS: I went and did a degree. And then I went and did some working and volunteering. I volunteered with Mission Australia, I did a court support – set up a court support for Burwood Court, for them, victims of crime court support.

IAN SEGAIL: Well you certainly learn another side.

LESLEY SYMONS: Yes. And did some face to face counseling at Life Line, as a counselor at Life Line.

IAN SEGAIL: That's interesting. I spent six years when I lived in America on crisis counseling, you know, people calling in. "I just called to say goodbye" and you learn very quickly that you can't tell someone, "Oh, I really understand how you feel."

LESLEY SYMONS: Exactly.

IAN SEGAIL: Yeah.

LESLEY SYMONS: And did very similar, worked with women on the street here.

IAN SEGAIL: Right.

LESLEY SYMONS: So the same sort of thing, women who were in really continual crisis. So yes. And so learned a lot about people and different interactions with different people at all sorts of levels.

IAN SEGAIL: Right. Yeah.

LESLEY SYMONS: And then, from that, recognized that – because actually when I was doing some of my what I call social work, I used a lot of my skills from corporate in that.

IAN SEGAIL: Of course, of course.

LESLEY SYMONS: And recognized that that was transferable anyway. And then thought, “Well I can be of use to go back into the corporate world and use my past skills and the skills I had, my newly acquired skills and combine those.” And that’s how I went back into coaching.

IAN SEGAIL: Gotcha.

LESLEY SYMONS: I went back into it, so I feel like I’m going back into the corporate world.

IAN SEGAIL: Right. And so to become the coach that you are, did you do coaching courses? Or what did you just...?

LESLEY SYMONS: No, not really. I didn’t. Um, however, you know, I did more counseling courses.

IAN SEGAIL: Right.

LESLEY SYMONS: So I’ve taken some of the basics of counseling.

IAN SEGAIL: The principles are the same.

LESLEY SYMONS: Absolutely.

IAN SEGAIL: Because even as a counselor you need to get your counselee to take responsibility, you need to drive self-awareness, you need to – it’s the same principles, yeah.

LESLEY SYMONS: Yeah.

IAN SEGAIL: Okay. So you’ve now gone into the corporate world doing corporate coaching.

LESLEY SYMONS: Yeah.

IAN SEGAIL: Tell us the sorts of examples of the types of clients that you work with.

LESLEY SYMONS: Okay. Very diverse, so I can work with CEOs or leaders, I can work with middle managers and I work with individuals.

IAN SEGAIL: When you say “work with” doing what?

LESLEY SYMONS: All sorts of different things. It depends on the role and where they’ve come from and where they’re going to.

IAN SEGAIL: Okay.

LESLEY SYMONS: Generally it’s around a positive performance. So it’s often around CEOs who have just become a CEO.

IAN SEGAIL: Right.

LESLEY SYMONS: Or a manager who’s just become a manager, so they want to learn skills to step up.

IAN SEGAIL: So you’re talking about coaching or teaching skills, or a combination of?

LESLEY SYMONS: Both, a combination of both.

IAN SEGAIL: Which is interesting, because one of the things we find is sales managers, is that both coaching, which is you want to – and we can maybe talk about the distinctions between the two – but there’s also some element of training. And so at some point, you’ve got your training cap on, and then the other point you’ve got your coaching cap on. And how do we actually divine, “At what point should I use the one and the other point the other?”

LESLEY SYMONS: Yes. Although I would like to say that I would do less training than coaching.

IAN SEGAIL: Why? And that’s a real good point. Why is that?

LESLEY SYMONS: Because I think – I believe that particularly for adults, in order for them to really learn for themselves, they’ve got to have the ah ha moment. So in other words, they’ve got to almost discover it for themselves.

IAN SEGAIL: Right.

LESLEY SYMONS: So me teaching or – and teaching for me is often a lot around telling.

IAN SEGAIL: Yes.

LESLEY SYMONS: Often the ah ha moment doesn't happen that quickly.

IAN SEGAIL: Because...

LESLEY SYMONS: Because they really need to believe that a, they need the training, that they understand it and want it.

IAN SEGAIL: Can you maybe share an example?

LESLEY SYMONS: I'm just trying to think about that.

IAN SEGAIL: So let's say – and I'm sure, I know myself, I often come across a sales manager whose time management is actually part of the problem. He's just totally disorganized and cannot run a diary. And so before you can even get him to managing his people, the first thing we've got to do is get him to be able to self manage himself and his own diary, or herself and her own diary. And you kind of think, "How do you get to such a senior position and your diary is out of control?" "Your diary is a bunch of Post It notes and some is electronic and some is in the hardbound book and some is here and some is on a legal pad. It's all over the place."

So I don't know if you've ever come across people like that?

LESLEY SYMONS: Yeah I do. And I suppose what I ask of them is, "Is it a problem for them first? Or does it work for them that way? And what's the impact on others?"

IAN SEGAIL: So what I'm hearing is, because they might say, "Well sure it works for me. I've been doing this for years." But they never really get into the impact on others, they just self discover well maybe it's not the most effective way of working?

LESLEY SYMONS: Yeah. So then it's about saying, "Okay, I get an idea that the way you're doing things works for you, but the impact on others is x, y and z."

IAN SEGAIL: Mm hmm.

LESLEY SYMONS: So then you say, "Okay. Is there a bridge there? Because there's a gap at the end of the day. There's a gap between how you work and how others receive that work." So I would then go back, because again, my sense of things is that you have to look at the problem at the stage before the issue.

IAN SEGAIL: So what does that mean?

LESLEY SYMONS: So what that means is if ... if this is an okay way for you, but it's not for others, so then I start talking about the impact of their behavior on others. So asking them about how they think they're perceived by others.

IAN SEGAIL: Okay. So in other words, get them to understand that maybe other people perceive them as being disorganized and disorientated?

LESLEY SYMONS: Or very different to how they think they're perceived.

IAN SEGAIL: Right. Okay.

LESLEY SYMONS: It's actually closing that gap of – I mean, at the end of the day, it's all about perception. "I perceive that my behavior is seen this way and others see it differently."

IAN SEGAIL: What did Peter Drucker (sp) say? "Perception is truth, in fact, it's even stronger than truth."

LESLEY SYMONS: Yes. So it's actually about talking about, then finding what – where's the gap.

IAN SEGAIL: And until they actually recognize that, you can go down the road and teach them about balanced time management and all the other wonderful techniques and strategies to get your time in order, but until they actually get actually, "My operating style currently is ineffective and it's impacting not only on others, but actually on my own productivity" and when they get it, when they get that ah ha moment as you said, only then are they open to receiving the tactics and strategies and the training that you can now offer. Is that what I'm hearing?

LESLEY SYMONS: Yes, but I would even not even go into training. I would actually then say, when they've got to the point of saying, "Ah ha!" "I recognize that this works for me, but not for others and I'm managing others and I have an impact on others." I would then even say, "Okay, let's find out what could work for you."

IAN SEGAIL: Right.

LESLEY SYMONS: And I would get them to self discover that. So then I would propose maybe, depending on how they learn, internet, some books for them to read, or even discover it asking, "How would their team like to be managed?"

IAN SEGAIL: So not giving them their answer, sending them out to actually research something effective for them?

LESLEY SYMONS: Yeah, because that's doing two things. That's actually getting them to learn more about themselves and it's getting them engaging with the others that they impact and getting them to learn and listen about how others need to be managed by them.

IAN SEGAIL: So if I transfer this discussion say to a sales manager sitting in coaching one of his sales team. And let's say the sales person is struggling with, let's just say building rapport or even a better one – asking the really tough questions.

LESLEY SYMONS: Yup.

IAN SEGAIL: It's so easy for me to go in and give you a list, "These are good questions to ask, this is what you should be asking." Even role play the questions. But when you actually put the sales person in the hot seat and he's facing someone who they are intimidated by, questions just go out of the frontal lobe.

LESLEY SYMONS: They do, very quickly.

IAN SEGAIL: Yeah, so how do you get that?

LESLEY SYMONS: I mean, how I would approach that?

IAN SEGAIL: Yes.

LESLEY SYMONS: Would be, "Tell me what happens for you the minute before you have to ask that really tough question. Tell me what you're thinking about and tell me" I also talk about what you're feeling in your body.

IAN SEGAIL: Right.

LESLEY SYMONS: In terms of that minute before you have to go in and give that tough question...

IAN SEGAIL: Or that tough presentation, whatever it is.

LESLEY SYMONS: ...whatever it is, "What are you saying to yourself?" Get to know...

IAN SEGAIL: The story you're telling.

LESLEY SYMONS: We all have that voice in our head so, “What is that telling you?” And also, “Where are you feeling it?” Because often people will say, you know, “I feel my throat or my heart starts to beat, my chest or my guts” or whatever. So get to know that, because that’s actually – I call that your early warning system.

IAN SEGAIL: Okay.

LESLEY SYMONS: That’s actually giving you information, because that’s actually telling you now something, whatever it is.

IAN SEGAIL: It’s telling me I’m scared!

LESLEY SYMONS: Yeah. But often, it’s more than that.

IAN SEGAIL: Right.

LESLEY SYMONS: It’s often more than that. It’s, “Why are you scared or why are you finding this hard.” And it can be all sorts of reasons. It can be around the voice saying, “You can’t do this. You’ve never done this before.”

IAN SEGAIL: Right or rejection factor.

LESLEY SYMONS: Or it could be, “What if they say no, what if they do this.”

IAN SEGAIL: Or even, “What if they say yes.”

LESLEY SYMONS: Yes. And it’s until you know that, and you then start working with that. So then saying, “Okay, so if we take it the minute before that and let’s sit and unpack that. So what would happen if you went in and that happened?”

IAN SEGAIL: And then, “So what are some of the strategies you could then use assuming you suddenly feel this tightness in your chest, what are some strategies you can use to relieve that?”

LESLEY SYMONS: Yes.

IAN SEGAIL: As soon as you hear the voice inside your head saying, “You’re a loser. You’re never going to make it.” All the things that it typically says to you, “What’s the way of toning that down and putting in some good positive affirmations or what have you.” Is that what you’re saying?

LESLEY SYMONS: Yeah. Rather, what I talk about is rather just observing. Actually just knowing that the voice is there and not tapping into it.

IAN SEGAIL: So not buying the story.

LESLEY SYMONS: Yes. But just being able to observe the voice. So I talk about, you know, “Whatever you need, your helicopter, your balloon, or your dove or your cloud, almost you’re observing yourself.”

IAN SEGAIL: Interesting.

LESLEY SYMONS: So you go, “Oh, that’s interesting.” “Oh, that’s interesting.”

IAN SEGAIL: I’ve actually got a name for my voice. I call him Norbert.

LESLEY SYMONS: Yup.

IAN SEGAIL: So because Norbert is such a Norbert type name and so then if I go, “Oh, there’s Norbert again.” It kind of diffuses all of the negative energy around that.

LESLEY SYMONS: Absolutely.

IAN SEGAIL: Is that the kind of thing you’re talking about?

LESLEY SYMONS: Absolutely. Because if we can then separate from the voice or from Norbert, then there’s a gap there and we’re not engaging with Norbert or the voice.

IAN SEGAIL: Because it’s recognized that Norbert is not really real.

LESLEY SYMONS: No.

IAN SEGAIL: Norbert is just programming, it’s just old tapes running.

LESLEY SYMONS: Yup. And often we know there’s a voice there, but we actually really haven’t recognized it. We think it’s us. We actually think it’s part of us.

IAN SEGAIL: Right.

LESLEY SYMONS: It’s sort of, it’s totally within us, as opposed to being able to observe and say, “Well actually, no, is that real for me?”

IAN SEGAIL: Right.

LESLEY SYMONS: So once you know it's there and you can observe it, then you can start questioning it.

IAN SEGAIL: So does that take away the fear? Does that – I mean, let's say you really have a fear of rejection and so okay, I recognize there goes the voice, are you going to feel bad about yourself if he says no? And you have that fear just by recognizing, does that diffuse the fear or...?

LESLEY SYMONS: It can and it can't, but it's more about, "Well I now know there's this voice there. I'm not engaging with it, so therefore I'm not engaging with the fear."

IAN SEGAIL: Oh, gotcha.

LESLEY SYMONS: Okay. So then it's about going, "Okay, if I recognize the fear's going to come up, then what do I then need to do when I know it's going to come up? But I know it's now not me, what then can I do to help myself diffuse it?" And I don't actually say, "Talk about getting rid of it", because often we don't get rid of it and it is often quite impossible to get rid of it.

IAN SEGAIL: Right.

LESLEY SYMONS: And I think it's...

IAN SEGAIL: Because the older – the more you've been on this Earth, the more infringed it actually is.

LESLEY SYMONS: Absolutely. And therefore, then that's hard, because it will come back and you'll think, "Well I thought I got rid of it." And then it sometimes can become quite self defeating.

IAN SEGAIL: Gotcha.

LESLEY SYMONS: So it's actually not about getting rid of it. It's about observing it, knowing it's there and managing it.

IAN SEGAIL: Right.

LESLEY SYMONS: Then, in time, if you manage it consistently, it will diffuse and gradually go away.

IAN SEGAIL: And really, the same applies – because I notice a lot of managers or middle managers never actually tackle the big issues with their bosses for the same fears, because they have the same little voice in their head saying, “Yes, if you do, then this could happen or that could happen.” And so they never really step up and be assertive enough to actually put their case forward, even if they believe the boss is wrong they just suck it up.

LESLEY SYMONS: Yup. Well it could be obviously a number of different reasons why they don’t.

IAN SEGAIL: Yeah.

LESLEY SYMONS: But again, it’s about knowing yourself. I mean, I talk about always look at yourself first. So it’s back to the self awareness and then from that, it’s self responsibility.

IAN SEGAIL: So how do you get someone to take that responsibility? So we’ve discussed okay I’m now aware, I’m aware of the voice and whatever. How do I get – because that is the other challenge. The other challenge is that people are so used to, “You make my decisions. You’re my boss. When I’m the boss then I’ll make the decisions, but in the meantime, I’ll just be the follower and just you lead and I will follow.” How do you get them to actually take responsibility?

LESLEY SYMONS: Well what I’ve experienced is, self awareness leads to responsibility, which then leads to choices.

IAN SEGAIL: Self awareness, responsibility, equals choice, yeah?

LESLEY SYMONS: Yes. So in other words, then we have a choice, if we know what’s going on for ourselves and then we can take responsibility for that. If we’re in a situation where the boss who’s seemingly not giving us any choices, we have still got a choice about how we think about it and what we can do about it, and how we can think about it and how we can feel about it.

IAN SEGAIL: So in other words, the choice is recognized, “Actually yes, you know what? Because I don’t have any other options on my plate, I’m actually just going to suck it up.” But then I’ve made the choice and by making the choice, I actually take responsibility for that?

LESLEY SYMONS: Correct. Correct.

IAN SEGAIL: Gotcha.

LESLEY SYMONS: Correct.

IAN SEGAIL: Interesting. Interesting. Okay. So Lesley, from the time that you started in coaching until now – and you’ve been doing it for a number of years now – I’m sure you’ve made some distinctions along the way as to what works and what hasn’t worked. What are some of those distinctions that you can maybe share that you’ve learned from when you first started to now?

LESLEY SYMONS: What works and what doesn’t work. At the end of the day, I mean, if you listen...if that’s the only one skill that you practice, that that in itself, just listening to somebody else and what I call reflective listening – so reflecting back what they’ve said to you in your own words – that skill alone opens up all sorts of things that you never thought it would open up. And I’m thinking here from a manager’s perspective. If you can really listen to your sales team or whoever you’re managing and reflect back and say, “So, I think I heard you saying the following, is that correct?” And you get them to go, “Yes.” That’s enormously powerful.

IAN SEGAIL: So it’s kind of hard to listen to someone when they’re moaning, groaning, whinging, “The market’s down. Sales are down. Well if you had my customer or my territory, no wonder things are tough.” It’s kind of hard to really engage and listen to that. How do you get beyond that into what’s really going on?

LESLEY SYMONS: Well you can, I believe, by reflecting that back, because often somebody hearing their own words or their own sense of things, coming back from someone else is incredibly powerful.

IAN SEGAIL: It’s like holding a mirror up to them.

LESLEY SYMONS: Absolutely. So you go, “So I’m hearing that you think it’s, you know, the market’s hard and it’s tough and you’ve got no choice and you can’t do anything about it and is that what I’m hearing?” And I’ve heard it recently, someone say, “Yeah, I suppose that is what I’m saying, but I’m not sure that is what I’m saying.”

IAN SEGAIL: Right, it sounds rather victim doesn’t it?

LESLEY SYMONS: Yeah, you know. And you don’t have to do it in a way that sounds negative. You just repeat the essence back to what they’re saying.

IAN SEGAIL: Right.

LESLEY SYMONS: “So I’m hearing you say that this and this and this is going on. Is that correct?” And they go, “Oh, yes. I suppose it is.”

IAN SEGAIL: So to reflect back then on what you’ve said, if people would just listen reflectively, that is the primary skill. Is that what you’re saying?

LESLEY SYMONS: Absolutely. My sense of things, and particularly with sales forces and sales managers, is that their primary purpose is to find the solution and obviously get the sale, get the goal, and so even recently having spent time with a sales team, I talk about the gap is golden. So when you ask your representative or field sales person a question, let them speak and then reflect back what you’ve heard. Because what I’ve seen and heard is that what happens is that we ask a question, sometimes it takes a bit of time to come back so often a manager will jump in and answer their own question.

IAN SEGAIL: And why do they do that? Because they need to rescue somebody? Why do they do that?

LESLEY SYMONS: Often it’s around they’re asking the question, but in a sense they know the answer.

IAN SEGAIL: So is that because they asked a leading question?

LESLEY SYMONS: Sometimes.

IAN SEGAIL: Right.

LESLEY SYMONS: But often it’s just about they’re in this fast mode and believing that fast...

IAN SEGAIL: So they’re in expedient mode.

LESLEY SYMONS: Yes. You know, “We’ve got to be quick. We’ve got to get it done.”

IAN SEGAIL: Get it done. Get the answer.

LESLEY SYMONS: You know...

IAN SEGAIL: I listen to (inaudible) she said, “Ask questions and listen. Well, I’ve listened. I’ve heard. Now, get on with it!”

LESLEY SYMONS: Yes, yeah.

IAN SEGAIL: Okay.

LESLEY SYMONS: And remembering that if you ask a question or ask something of someone else, they're only hearing that for the first time. You've already been thinking about it to formulate the question.

IAN SEGAIL: That's actually very profound.

LESLEY SYMONS: So they have to have time to think about what you've just asked them, because they're only hearing that for the first time.

IAN SEGAIL: And really the same applies actually on a sales call. If you ask a client or customer a question, that's the first time probably that they've thought about the question themselves, especially if it's a really good question.

LESLEY SYMONS: Yup.

IAN SEGAIL: And to dive in and give the answer defeats the purpose of the question.

LESLEY SYMONS: Yeah and it's about what I call filling that gap. So I talk about the gap is golden and what I mean by that, that silence, that moment is actually golden because it's actually giving the other person time to think. But often we want to fill in the gap.

IAN SEGAIL: Why?

LESLEY SYMONS: Because silence sometimes feels really uncomfortable. So instead of just sitting and allowing that person to come back to you, we want to fill it in.

IAN SEGAIL: Hmm.

LESLEY SYMONS: And then when the person does come back to you – to go back and go, “So I get a sense of this is where you're coming from.” And they're going, “Yes.” Which is fantastic, because then you know that you're in...you're on the same page. And if they go, “No, what I was really saying was X.” Then actually you've learned some more information and you're not going off on a tangent because actually you have misunderstood each other.

IAN SEGAIL: And that's quite fascinating because I remember the old sales trainers in the 1970s and 80s used to say, “Once you ask a closing question, shut up.” And a lot of sales people always found that hard, but it works. The psychology behind it wasn't just

shut up to put pressure on the customer, it's to shut up because whatever's going to – any objection or concern that's going to come up at that point will surface because you've asked the tough question.

LESLEY SYMONS: Yup.

IAN SEGAIL: But you need to shut up and listen for the answer is what I'm hearing.

LESLEY SYMONS: Yup. And the reason I say reflect back, is because that means that you really then have to listen to the answer. Because often we ask a question and in our heads we're almost answering – we're formulating our answer to what their answer may be. And not listening to them.

IAN SEGAIL: So we can have another question.

LESLEY SYMONS: Correct.

IAN SEGAIL: Yeah, right.

LESLEY SYMONS: So actually if we have to reflect back, it makes us listen.

IAN SEGAIL: So asking the question is one part. But what I'm hearing, the most important part is actually really engaging and listening to what comes out of that person's mouth.

LESLEY SYMONS: Yup. Yup.

IAN SEGAIL: Then from what comes out of that person's mouth, you then know which direction to ask your next question. But if you're busy formulating your next question while you're listening, then...

LESLEY SYMONS: You can't be listening.

IAN SEGAIL: Or a, you can't be listening, but b, chances are you're going to go down the wrong direction because you haven't actually picked up the signal.

LESLEY SYMONS: Yup. And I have seen most recently a number of reps miss a signal from a client or from a customer because of that. They just missed a really, it could have been two or three words and the way it was said, but they missed it because they were already formulating what they wanted to say and then they went off on another tangent. And then discovered dare I say, into the call, much later into the call after they

spent quite a bit of time, that they're not getting what they wanted. But actually the signal was there right at the beginning.

IAN SEGAIL: Oh interesting, interesting. And maybe you can put some meat on the bones of this, but I think for me it has a lot to do with my objective in the first place is to make a sales or to make an appointment. If that's my core objective, then out of the window goes my listening and questioning because I'm so focused on making the sale or achieving my budget.

LESLEY SYMONS: Yup. Absolutely.

IAN SEGAIL: So even as a coach then, if my objective is to get you to perform better or do more, then am I really going to be a good coach if I've got a...?

LESLEY SYMONS: Well as a coach, I don't – it's not my objective. It's actually the coachee's objective.

IAN SEGAIL: Ah, so really, the whole objective then of you coaching, is to get the employee to come up with their own objective?

LESLEY SYMONS: Absolutely.

IAN SEGAIL: And then once they've come up with their own objective, then we're just helping them plot an efficient pathway to get there. Is that what you're saying?

LESLEY SYMONS: Yeah. Now often, I could be in a situation as a coach where a manager or CEO has come to me and said, "I would like you to assist with this person, really valuable member of the team, however, there's a couple of skills that I see are missing. And therefore, would like you to assist with that." And I would be totally transparent with the coachee about that conversation. However, we need to remember that everything's about perception and how we interact with others. So part of that CEO's wanting that could be something to do with the CEO, the way the CEO manages this person.

IAN SEGAIL: Okay, yeah.

LESLEY SYMONS: As well, so there's all of that going on. So what I generally do, if there's two people involved here and there normally is, and there normally is a manager – is get them both to agree what are the goals of the coaching.

IAN SEGAIL: In the same room.

LESLEY SYMONS: Yeah, absolutely. But what I would do first is I would get the manager's perspective and then I would get the coachee's perspective. But at the end of the day, I would say to the coachee, "Okay, out of this, what do you want to achieve?" Knowing all of this information now, "What – if you could come out of these sessions feeling better equipped, what needs to happen?"

IAN SEGAIL: So let me play this back. So what's happened is sit down as the coach I've sat down with the manager and I've sat down with the employee or the sales person, and the sales – the person being coached has heard what their boss wants. Their boss wants them to improve A, B, C and D, then effectively, we then go back to the coachee and say, "Okay, having heard your boss, what do you want to now get out of it?" Is that what you're saying?

LESLEY SYMONS: Yeah, I would actually first say to the coachee, "Have you got any sense of what you want out of the coaching?" Before I actually – I will say, "I've had a conversation with your boss. But from your perspective what do you want?"

IAN SEGAIL: "What do you want?" Okay, so now we've got them both in the same room.

LESLEY SYMONS: Yup and what I would do is agree with the coachee, "This is the way we want to go." Because at the end of the day, I'm working with the coachee.

IAN SEGAIL: Right.

LESLEY SYMONS: I'm not working with the boss.

IAN SEGAIL: Right.

LESLEY SYMONS: So I can only work with what's in the room. So we will go and we will have a meeting with the boss and we will flesh out what we're going to be doing. I have, at this point in time, never had a boss say, "No, that's not what I wanted." Because normally they're very aligned, but if there is some gap I will then talk to that gap in front of both of them and say, "Look, I know that you wanted X and Y wants B, and these are the reasons." And we will work with this.

And the reason I do that as well is because often in the coaching, I will get the boss involved, not directly, but indirectly. Because what I will do is get the coachee – because the effectiveness of coaching is around the fact that in between sessions the coachee is going out and either using, practicing some of the skills, and that often will involve the boss.

IAN SEGAIL: Right.

LESLEY SYMONS: So they will have to go to the boss and say, “This is what I’m going to be doing. This is the sort of support I will need from you. This is the sort of interaction” because it’s a two way conversation.

IAN SEGAIL: Gotcha. So if I’m the boss and I’m – and I haven’t got the privilege of bringing in Lesley Symons to come in and do the coaching for me, effectively I’ve got to say, “Mr. or Ms. Employee, this is what my perception is and this is what I want to achieve. But what is your – what do you want to get out of our time together? Where are you hoping to go?” And still going back and finding the gap between what I want and what you want. Is that what you’re saying?

LESLEY SYMONS: Yes, but I still would not go in with what I want. I would first go in...

IAN SEGAIL: But I’ve got an agenda. I’ve got numbers I have to deliver.

LESLEY SYMONS: Yes, but by you pushing your agenda, doesn’t mean that your sales person is going to engage with that.

IAN SEGAIL: But I’m paying them.

LESLEY SYMONS: That doesn’t matter, because paying them – that’s not often a motivator.

IAN SEGAIL: No, but I’m paying them to deliver on a number. They’re not delivering on the number. Now, for whatever reason, be it the economy, whatever it is, they’re not delivering on the number. My goal is to get them to start producing to that number. That’s my goal, now obviously there’s some roadblocks that you, as the employee are experiencing that I’m willing to coach you on and to help you overcome. But my agenda is quite clear.

LESLEY SYMONS: Yes, but it’s finding out from the coachee – I mean you can say, “Look, we need to achieve the numbers.” And my sense of it is that when you’re speaking to sales reps, whatever, they know they need to achieve the numbers. I mean, normally there’s all sorts of things geared around them achieving, so they know if they’re not achieving their numbers.

IAN SEGAIL: Yes.

LESLEY SYMONS: So it's actually about saying, "Look. I know we're not achieving the numbers." And I would go with a we, rather than you're not achieving the numbers.

IAN SEGAIL: Interesting observation, yes. Because?

LESLEY SYMONS: "We're not achieving the numbers" because otherwise, is it going to engage your employee by saying, "You're not achieving your numbers. I've got to get..." it's that heavy handed sort of command and control again, as opposed to, "We've got some numbers we need to get. You know, I notice as part of it, you're not achieving your...what do we need to do here to turn this around?" So, "Have you thought of anything? What conversation do we need to have for you to feel more confident at getting your numbers?"

IAN SEGAIL: Interesting.

LESLEY SYMONS: So you're continually putting it back.

IAN SEGAIL: Because to get them to take ownership.

LESLEY SYMONS: Correct. Because if you go in and say, "Well, what I need you to do is X, Y and Z and this and that" and they'll go, "Yes, yes, yes." And often be thinking, "No, no, no" in their head. But they'll go, "yes, yes, yes" and go off and go on, "I'm not sure I can do that." I mean, hello, you're not going to get your numbers.

IAN SEGAIL: Right.

LESLEY SYMONS: So it's how you can get them to discover how they can get their numbers.

IAN SEGAIL: So just repeat that, because it's really important is how you can get them to self discover for themselves how they can get their numbers. It should be their own plan. It should be their own strategy, your own tactics – albeit you might be giving them some ideas or brainstorming together, at the end of the day, it's got to be their plan.

LESLEY SYMONS: Yup. And I often say to managers, "If they're struggling and they're really not coming up, ask permission to come up with suggestions."

IAN SEGAIL: So give me an example of that.

LESLEY SYMONS: "I'm hearing you're struggling now with this. I'm wondering, can I give – can I give you some suggestions?"

IAN SEGAIL: Right.

LESLEY SYMONS: And you wait.

IAN SEGAIL: Why are they asking permission to give you the suggestion?

LESLEY SYMONS: Well, “The reason I’m asking for your permission, saying can I give you some suggestions”, they’re then going to say, “Yes.” What I’m saying here is don’t say, “Can I give you some suggestions and one of them would be...” Right?

IAN SEGAIL: (Laughing) Say yes.

LESLEY SYMONS: Okay, it’s that gap again. It’s saying, “Can I give you some suggestions?” Stop. Invariably, the person will say yes or they’ll say, “No, I’ve just thought of something else. Hang on” or they’ll go, “Hang on, I’ve just thought of something else.” But if they go, “Yes.” Then that yes is a buy-in. So they’ve gone, “Yes.” So they’ve almost bought in to what you’re going to suggest.

IAN SEGAIL: Right. I see that.

LESLEY SYMONS: As opposed to you going, “Well, if you did this and this and this” you actually don’t know really if they’re listening or not.

IAN SEGAIL: And even if at the end you say, “Does that make sense?”

LESLEY SYMONS: They’ll go, “Yeah.”

IAN SEGAIL: So, “You see yourself applying it?” “Yeah.” But you don’t really have their engagement do you?

LESLEY SYMONS: No.

IAN SEGAIL: So it’s all about really enrolling somebody in that whole in everything and the way you enroll them is that it must be about them and their stuff?

LESLEY SYMONS: Yeah. Absolutely. Absolutely. I mean, I remember recently I went out with a sales manager and a rep in New Zealand, a high performing rep, always got her targets until recently for various reasons. And was now struggling and more struggling with the fact that she wasn’t attaining her targets.

IAN SEGAIL: Yeah, there’s a huge impact on their self esteem and everything else.

LESLEY SYMONS: Yes, yeah. However, was still continuing to do the same things and expecting a different outcome. And really struggling with that. And this sales manager just kept on telling this person what they should be doing and it just wasn't going anywhere. So we then asked a few questions a dug a bit deeper around what it meant for this person not to be achieving, because what was happening is she was just working herself up into a frenzy, because she was doing the same thing and it wasn't getting results and...

IAN SEGAIL: She was (inaudible).

LESLEY SYMONS: Yeah. Yeah. Again, it's looking at the whole person. She was very needed to be in control, was very detail oriented, so wrote up her calls afterwards and wrote her notes and all of that, but it wasn't happening. And so for her, the struggle was around flexibility. In other words, really trying to look at this quite differently. "I can't continue to do the same stuff."

IAN SEGAIL: So would you not as the coach, actually listen in on what she's saying to the client, has that changed? Or was that still the same?

LESLEY SYMONS: No, that was still the same.

IAN SEGAIL: So what actually had come unglued between in the last 6 months? She just became more inflexible?

LESLEY SYMONS: Well, my understanding of it was that a, the targets had changed.

IAN SEGAIL: Right.

LESLEY SYMONS: All right. So she almost had to now step up, she couldn't continue to do the same stuff. Plus, as we know, the environment's changed. Now she works in an industry at the moment that's not impacted by it, because it's in the healthcare industry, so it's not impacted by what's going on. But still, she wasn't getting – and what was happening is that she had built relationships and she'd been on the territory a while, so people knew her. So somehow, although she was engaging them, she wasn't. And she needed to engage them differently now because they did know her. So how was she going to get, probably with almost the same information across in a different way to engage these people?

So going in, you know, with the expertise that she had and continuing to think that that was what was going to engage people, was not working.

IAN SEGAIL: Right.

LESLEY SYMONS: So it was actually about sitting down and talking about the whole call and how she was planning it, presenting it, and this flexibility in the call. And listening to others, because again, in the past she was used to going in and giving out information, which was part of the role, but that wasn't working any more. So now she needed to engage in a different way, but couldn't, on her own, couldn't get there.

IAN SEGAIL: Because you don't know what you don't know.

LESLEY SYMONS: Correct. And also it was very soon. I mean, she's worked in that territory for three years and had growth every year. And then suddenly she's had the first quarter where she's been below target.

IAN SEGAIL: Okay.

LESLEY SYMONS: So she was really struggling. Now if we had gone in and just, which we did initially, telling her what to do, which was really almost more of the same – it still wasn't happening. So in the sense it was a tough conversation because this is a very experienced rep. So it's by just sitting down and say, "Tell me about the call." And it's things like almost, "So I just know when it's a good call and I know when it's a bad call." "Okay, so tell me about what you know when it's a good call."

IAN SEGAIL: "What are the signals that you know?" Yeah.

LESLEY SYMONS: So, "What's the knowing?"

IAN SEGAIL: If you were going to explain that to somebody.

LESLEY SYMONS: Yes. "What is it?"

IAN SEGAIL: What would it look like?

LESLEY SYMONS: Yeah. You know, you're experienced, if I was to go to another rep and say, "Well, you get to know a good call." "What is getting to know?" "What's the knowing?" So you start unpacking that and then unpacking what's not a good call. So it's actually getting them to reflect on what they're doing.

IAN SEGAIL: Right.

LESLEY SYMONS: So you're not telling them what you're doing or how to do it differently.

IAN SEGAIL: So effectively they come to the self awareness where they've left the sale lying on the table, not where you've told them the sale, you drop the sale.

LESLEY SYMONS: Yeah.

IAN SEGAIL: So going back to your previous example where you said, "Okay, you often see sales people miss the signals" when we unpack that call, you've got to get them to kind of almost self reflect all the way back to where possibly they dropped the ball.

LESLEY SYMONS: Yeah and they do get that. They see it and they go, "Ah, there was the moment." But that takes a bit of time.

IAN SEGAIL: Yeah.

LESLEY SYMONS: But once they get that, then individuals can self coach.

IAN SEGAIL: Very powerful.

LESLEY SYMONS: Yeah. And you know, I have recently talked to a few people after the call, really reflecting on what went on in that call. Because often, so they've got calls backing up and they don't take that time to reflect and if it was a good call, reflect on why was it a good call? Was it a good call because you felt it was a good call or was it really a good call for your client? So what was it about the call that was good? What was it about the call that wasn't good, if it wasn't a good call.

IAN SEGAIL: Right.

LESLEY SYMONS: But having reflection around it all, what worked, what didn't work. How was I feeling? What did I say? What were the moments I thought there was a shift in the conversation? But again, I think you can't do that until you can reflect on your own behavior and also it's back to this listening. If you go into a call and you don't really listen and reflect back, then it's hard to reflect on what went on, because all you're reflecting on is your own behavior.

IAN SEGAIL: Is what you were saying.

LESLEY SYMONS: Correct.

IAN SEGAIL: Right. Interesting. As Tom Hopkins always used to say, "When I'm talking, I'm only learning what I already know."

LESLEY SYMONS: Correct.

IAN SEGAIL: So just – and we’re kind of running out of time here, I guess just as a way of wrapping up, if I’m a would-be coach, manager, sales manager, would-be coach, what’s the one thing that I can start to do – and I think I already know the answer – but what’s the one thing you would recommend I start to do immediately that would have the biggest impact on my people when I’m wearing my coaching cap?

LESLEY SYMONS: Yes, when you next go out with a rep or whoever, your sales manager or whatever, when you next go out, it’s probably not one thing, it’s probably two things.

IAN SEGAIL: Okay.

LESLEY SYMONS: It would be ask them what they want to achieve out of the day. And then listen to that and reflect it back.

IAN SEGAIL: Hmm. Well I think we’ll leave that on that note, let them ponder that one. That’s really good. Lovely.

LESLEY SYMONS: Thank you. It’s great chatting.

IAN SEGAIL: Lesley, that was really, really terrific. Thank you. I got a lot of value from today’s podcast and no doubt our listeners will get a lot of value too. Thank you very much.

LESLEY SYMONS: Thank you. It’s good being here.

IAN SEGAIL: Good.

(Closing Music)

IAN SEGAIL: For more information on Lesley Symons and how to contact her for both individual, as well as executive coaching, mentoring and facilitation, feel free to email Lesley at Lesley@lesleysymons.com, that’s email Lesley at lesleysymons with a y dot com. And for more information on how Salestutor can help your sales team improve their revenues, feel free to contact us at Sydney, Australia 9460 7022, that’s 9460 7022, and ask to speak to Claudia.

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enquiries@salestutor.com.au
+ 61 2 9460 7022

Until next time, cheerio.

END OF PODCAST