

Grow Small Business In Your Branches

How to Train Managers to be Good Coaches & Drive Your Small Business Effort

The strategies described in the article correspond with the fifth rating scale on our Small Business Readiness Checklist for Training—Train Managers to be Good Coaches & Drive Your Small Business Effort. Use the checklist side-by-side with the article to assess opportunities to boost training's impact on small business results.

The final step (and the last shall be first!) is to **train managers as sales coaches** to support the bank's small business growth initiatives.

The biggest challenge is selling the lines of business on the importance of training managers on the same small business content as their direct reports and also training them to be good coaches.

Four steps to execution, supporting your lines of business partners to retain and grow small business wallet share in 2010 are:

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| 1. Buy-In | Using bank or industry statistics to show senior leaders that training dollars will be wasted and growth opportunities lost without ongoing support and direction from managers. |
| 2. Content | Training sales manager coaches in the same skills and knowledge as branch staff and small business bankers so they can recognize what "good" looks like and demonstrate or teach skills to close performance gaps. |
| 3. Coaching Skills | Developing sales managers' abilities to engage branch staff and small business bankers in productive conversations that lead to behavior changes and better results. |
| 4. Coaching Routines | Teaching sales managers an effective approach to coaching that includes preparing, observing, and leading conversations to improve branch manager or small business banker sales process or behaviors. |