

# VCS SCRIPT

## INTRO and BUILD RAPPORT

Hey (Manager), this is (your first name). How are you? I'm excited to be on this call with you today.

The purpose of this call is to put together an amazing workshop for your group, and together we will! The first objective is to ask you a bunch of questions about your team and get to know their strengths and weaknesses so that we can put together a valuable training. My goal at the end of the workshop is to get them thinking, "Am I really doing my best? Am I really doing everything I need to be doing? And what should I change?" For some people, you included, the answer might be partnering with a coach.

After we talk about your team, I'll also explain a little bit about our coaching program because that is the ultimate value here. And then we can cover the logistics of the workshop. Does that sound like a good plan? *[Pause.]*

So, is it okay if I ask you a few questions? We'll start with some easy ones. *[Ask these question clusters together to find out about their team.]*

- So, tell me a little about your team. How many people do you have? What's the average tenure? *[Listen.]*
- Just out of curiosity. In a nutshell, what's your story? How did you get to where you are today? *[Listen.]*

## FIND THE NEED

*[If at any point the manager answers any of these questions in the script, skip the question. Also, if at any point the manager crosses the buying line, close for support or sign them up for coaching.]*

- In general, how is your team doing? *[Listen.]*
- What are they doing well? What are your Top Producers doing that really gets them results? *[Listen.]* Why do you say that?
- What are your goals? *[Listen.]* Where is your team operating in relation to their goals? *[Listen.]*
- *[Ask this if the manager hasn't opened up yet in previous conversations.]* What percentage of their potential do you think your team members are operating at? 100% would be they're completely proactive with their time, they're gathering more referrals than they could ever call, and they're protecting enough time to prospect, and their conversion rates are off the charts. 0% is they're completely reactionary, they don't have enough leads to call, they never have enough time to prospect, and they're losing customers they could have sold.
- Wow! What are the opportunities for improvement? *[This is where you can tell them to refer to the list of topics you sent. If they give you topics, you can develop the need with those topics.]*

## DEVELOP THE NEED

*[Lead the manager to the topic they chose or to time management, which would mean they need more accountability. Choose 1 topic—use only if needed.]*

**TIME MANAGEMENT:** Many managers (like manager name at company name) tell us that one area where their people could use some major improvement is in their time management.

How would you rank your team members' time management on a scale of 1–10? 10 is that they plan their week at least one week ahead. They plan in everything that is strategically important for business growth, and they even plan for the unexpected (customize to industry if possible), and when Monday comes, they don't think, they just execute. 1 is that they kind of have a to-do list in their head, but then whatever the day brings is what happens. Where are they on that scale? [*Listen.*]

- Tell me about that? Why is that?
- What are your people not doing on a weekly basis that they need to be doing? (If they say “prospecting,” dig into this as a technical issue later.)
- How much is that costing them? How does that affect their business? How does that affect their confidence?
- Wow! That's frustrating, isn't it?
- And, who is holding your people accountable to do what they should be doing with their time?

We will definitely touch on this in the workshop. And, time management is one of the biggest things we work on in coaching. Let's shift gears and talk about some of the team's technical areas of opportunity.

Would you like for me give you a couple of examples, and then you tell me which ones are most relevant for your team right now?

I've had some leaders who tell me that their people just don't have anyone to call. Others tell me that their team members are not making their calls. They are aggressively waiting for the phone to ring. [*Smile/laugh.*] Other people are calling but they are having a meaningful conversation 1 out of 10 times, maybe. Others are having meetings, but those meetings are not converting quickly into new customers or new business or they are just selling on price. Out of all of these areas, which are your team's biggest areas of opportunity?

*Listen. And then, lead the manager into one of the following technical topics. Use the suggested outlines below.]*

**PROSPECTING:** Many managers want us to cover prospecting with their team.

- How many hours a week are they spending on sheer prospecting? How many should they be?
- How do you feel about that? [*Pause.*] That's frustrating, isn't it?
- How is that impacting their business?
  - Many managers (like manager name at similar company name) tell us that the reason why their people are not approaching as many people as they should is because they don't feel confident with what to say. How effective do you think your people are in their approach? [*Listen.*] Why do you say that?
  - What are you doing to train them to be effective in approaching new prospects?

- Are they tracking activity anywhere—not results, activity? How are you holding them accountable to their activity? [*Listen. May talk about how they don't have time to track or don't want to micromanage.*] Yeah, that's actually why leaders are so excited to give their teams the opportunity to partner with a coach. When it comes from you, accountability feels like micromanagement. When it comes from us, they embrace it.

**INTRODUCTION:** Many managers that we work with (like manager name at similar company name) tell me that their people need to increase their conversion rates/shorten the sales cycle. The reason why their conversion rates are not where they want them to be or their sales cycle is too long is because they are not asking the right questions to find and develop the need and create a burning sense of urgency. [*This verbiage can be altered to talk about uncovering opportunity within existing accounts instead.*] On a scale of 1–10, how effective do you feel your people are at asking questions to find a need? Why do you say that? Tell me about that.

- How do you feel about that? [*Pause.*] That's frustrating, isn't it?
- How much business are they missing out on because they are not uncovering these opportunities?
- What are you doing to train them on that?

**REFERRALS:** Other managers say their people aren't asking for referrals and when they do ask for referrals, they aren't really asking effectively, so they're not collecting nearly as many as they could be. On average how many referrals is your team collecting per week because they're actively asking?

- Oh, you don't track that? [*Sound surprised.*] If you had to guess, how many do you think they collect on average per week?
- On a scale of 1–10 how good are they at asking? [*Pause.*] Tell me about that.
- Are they running out of time, or are they just not that effective? For example, one manager we work with said that he has some team members who do ask for referrals but they ask passively or they ask badly and don't realize it. They ask, "Do you know of anyone who. . ." or "Is there anyone you can think of who. . .?" And, they get people saying, "I can't think of anyone now. I'll get back to you." What is stopping your people?
- How do you feel about that? [*Pause.*] That's frustrating, isn't it?
- What are you doing to train them to get better at making referrals? [*Listen.*] One manager that I was working with at (company) realized after he got into coaching with us that he would often tell people what to do and he wasn't teaching them how to do it.

## QUANTIFY THE NEED

[*If they are across the buying line, skip to the overview. If they aren't sold yet, keep asking questions.*]

- Just curious, how much do your people make on an average sale?
- How many sales per week are they missing out on by not prospecting/collecting referrals/asking good questions?
- How much is that costing them? How is that affecting them?

- Let's do the math. If they're not doing [topic], let's figure out how much that's costing. *[Calculate.]* Wow! That's a lot. And how is that affecting their confidence?!?
- Are you like most managers in that you get paid based on your team's production? What's it costing you? *[You need to figure out how they get paid and how much one additional sale pays to the salesperson and how much goes to the company/manager.]* Wow! That's painful!
- So, if they JUST had someone holding them accountable/helping them to (fill in the current need), how much more money would you both be making?
- You would be making (#) more? Your people would be making (#) more? That's like (#) per year!

## COACHING PROGRAM OVERVIEW

That's why everyone has been excited to get their people into coaching. How many sales trainings have you been to and then a few weeks later nothing has changed? I know I'm going to do an amazing job, and I'm humble enough to know that one hour isn't going to change their lives. That's what coaching is for.

The one-hour workshop that I give is really just a sample of the coaching program. I realize that you wouldn't have invited me in unless you believed in sales performance coaching and wanted to help your team reach the next level.

Have you ever had an outside sales performance or management coach before? *[Pause. If they say yes, ask them:*

- *What was your favorite part of coaching?*
- *What could have been better with your coaching?*
- *Did it make a difference?*
- *How long ago was that?*
- *Why aren't you in coaching now?*

*If their answers about coaching are positive and the manager crosses the buying line, say, "Let's go ahead and get you signed up now!"*

Would you like to hear about how our coaching program works? *[Pause.]*

Well, this is going to make complete sense to you. First of all, our coaches are high caliber. They all have track records of being ultra-producers. In addition to the one-on-one coaching calls, our program includes supplemental videos, 50 training modules, and a proprietary activity tracking system to hold people accountable daily, but the magic really happens on the coaching calls. Each coach is personally selected for each client, and they have calls twice a month. The initial agreement is 12 months, and it goes month-to-month after that. Many people stay with us much longer. Just so you know, we've coached more than 20,000 people, and our average client increases their income by 46% percent within the first 12 months. They see similar increases every year that they stay in coaching. Could you get excited about those kinds of results for your team? *[Listen.]* What do you like most? The fact that we will actually track your team's activity and really hold them accountable? Or the fact that this is personalized client by client and that it isn't group training or one-size-fits-all?



## COMPANY PARTICIPATION

Have you ever priced professional one-on-one coaching before? *[Listen.]* Well, the other day I was talking with (insert name of client) and they were paying \$1,200 per month for a coaching program and that program didn't include the content, tools, and resources your coaching program includes. One of our clients paid \$10,000 for 3 months of coaching with a popular, motivational guru coach. Usually leaders like you look at our one-on-one coaching program, curriculum trainings, tools, hundreds of micro-learning videos, and guess that it would cost thousands of dollars per month. The reason we have about 3,000 active coaching clients right now is because it's not thousands, but ONLY \$650 a month per person. It's like (name of client) said, "Investing \$650 per month to increase my income 46% was the best investment I've ever made!" That's not bad, is it?! *[Listen.]* Yeah, for you we have an elite-level coaching program for managers and ultra-producers and it's only \$1,200 a month. That's incredible value for the ROI, don't you think?

Gosh, so based on the numbers we were talking about earlier, if your people just did (#) sale(s) per month/quarter, coaching would pay for itself and then some.

*[At this point, if they seem interested in coaching, go ahead to close them for coaching.]*

(Manager name), every company we work with is a little bit different in how they help support their team. Many of the companies that we work with like (first name, last name, company name example from same/similar industry) and (first name, last name, company name example from same/similar industry) paid for their people to get in coaching because they knew they would get a great return on their investment. Other companies do cost shares. For example, (first name, last name, company name example from same/similar industry) did a 50/50 split with their people because (example manager name) wanted his people to have skin in the game. *[Always offer the highest possible cost-share options that would be chosen for that industry.]*

Assuming that I do an amazing job for you—and I promise I will, and you'll look like a hero—but ASSUMING I do an amazing job for you, what makes the most sense for you to do: full support or a cost share? What do you typically do in this type of situation? *[Listen.]*

*[If they say yes to one of the options above, confirm the payment method.]* (Repeat back what they said they wanted to do. For example, "50/50 support is a very good decision.") Would you want to put that (OR your portion) on a company card or would you rather ACH that through your checking account? *[Keep selling at least 50/50 support. Answer objections at least three times before moving to incentive options. When they commit to full support and you've worked out the details, skip to Manager Involvement and Verbal Support.]*

**CONTEST OPTION** *[If they're doing a cost share, suggest adding a contest so their people can earn back their portion. Or, this is the next best option if there is not a cost share.]*

I can appreciate that. One other idea that I wanted to mention to you is a contest. This can be a really creative and effective way to dangle the proverbial carrot and get some mileage.

For example (manager first and last name) at (relevant company) did (give one or two contest examples from a similar industry).

This way a company can publicly support their team, but they only end up paying money in the form of a reimbursement out to people after they've already experienced a guaranteed return on investment. Does that sound like something that would work for your team? *[If they like the contest idea:]* What kind of contest makes the most sense for you? *[Come to the call with specific contest examples that other people in their industry or a similar industry have done. Give them ideas and help them decide what they want to do for their team.]*

**PAYROLL DEDUCT OPTION** *[Provide this option if they're doing cost share or verbal support, but not with full support.]*

I can appreciate that. I can tell from our conversation that you want to do everything that you can for your team. One way we've found works extremely well is if the company will allow their people to payroll deduct their portion. Is that something you would be able to do to help your team or would they need to use a credit card for their portion? *[Pause.]*

*[If they say yes:]* Fantastic! I assume in order for me to collect payment the day that I'm there, your accounting department may need a W-9 and our tax ID number. Do you want me to send that now? Is there anything else you'll need from me in order to collect payment when I'm there in the office? *[Pause.]*

*[If they have not decided what financial support they will provide or are pushing off making a decision, then cover Buying Atmosphere and Best Case/Worst Case.]*

## **BUYING ATMOSPHERE**

(Manager name), whatever you decide is totally fine with me. This is about your team, and whatever you decide to do to help them get to the next level, I'll build you up as a hero.

## **BEST CASE/WORST CASE**

The only thing I would ask just from having done this so long is that it's really important to have something nailed down 100% in stone before we start the workshop.

The BEST thing in the world is to have a room full of excited people who learn a ton from the workshop, there is a clear offering on the table, and people who WANT and NEED coaching sign up and increase their production.

The WORST thing in the world is to have a room full of excited people who learn a ton from the workshop and want to get into coaching, but because you and I weren't able to put together a clear offering for them, they don't make a decision. For example, we were doing a workshop for a (list appropriate industry example) office and the manager did not figure out their support before the workshop. At the end, he got up to give his opinion—I will bring you up at the end of the workshop to share your honest opinion—and he told his team: "This was so much better than I thought. This is so good I might even see if I can get the company to pay for some of it. I know this is going to be good for your career. So, I really want everyone to sign up." Then one of his guys asked, "So, what is the company going to pay?" He said, "I don't know. We are going to have to see." Then, another person said, "Well, I can't sign up until I know." No one ended up signing up. And everyone's production stayed right where it was. So, whether you are able to pay for all of their coaching, some of it, or none of it, it is just important that we have a clear offering in stone when we start the meeting, so that way your people will be able to make a decision about what they would like to do.

I know that you need to run the numbers/see your team's response to the workshop/talk to another decision maker. Best case scenario, assuming that you have people on your team who know this would be a game changer for their business and they want to enroll, how would you support them? *[If you cannot get them to make a decision on the phone, set up a follow-up call to finalize and confirm support.]*

## MANAGER INVOLVEMENT AND VERBAL SUPPORT

One thing that matters even more than the company's financial support is whether or not you personally support the coaching program. You're the leader and they'll definitely follow your lead. Your opinion is so much more important than mine. At the end of the meeting, I am going to bring you up to share your thoughts. All I ask is that you speak from the heart. And if you think that this is good for your people, that having accountability and training will help your people get to the next level, then tell them to do it. Can I count on you to speak from the heart? *[Pause.]*

When I bring you up at the end that is also when you can share what you have decided to do for financial support.

Do you know what the biggest thing you can do for your team is? *[Pause.]* If you can stand up at the end and say, "I need to get better and I need to grow," people will follow your lead. I know we haven't dug in too much about YOU. *[Insert third-party manager story. See examples below.]*

- I think you might be able to relate to this. One manager who has been in coaching for a long time, his name is (name). He has about 250 agents that he leads. I asked him why he got into coaching. He said, "Who is coaching the coach? I'm the cheerleader for my people and holding them accountable and giving them new ideas, but who's doing that for me? I need someone doing that for me who I don't have to worry about impressing. And, it really helps to have someone from the outside coaching me, so that I can truly be vulnerable and not worry about looking good." So (manager), who is coaching you? *[Listen.]* That's one of the reasons you need to sign up—not just to be a good example for your people but because it will be beneficial for you too. Why do you think you should sign up for coaching today? *[Listen. Only keep going if they aren't sold.]*
- We work with so many managers across all different industries and most people are like you. The way they got into management is by being a top-producing salesperson. We find most of those managers have never had formal training. They've learned by watching their leaders, deciding who they want to be like, and learning from their experiences. But they've never had formal training on how to run an effective one-on-one meeting, manage their team's numbers, hold people accountable to action, etc. That's why so many people love getting into coaching because they can learn the science behind how to manage people and keep them motivated. (Manager), I know I'm just getting to know you, but I think that would be something that interests you. Would it?

Based on what we've talked about today is there any reason you wouldn't consider getting involved in our leadership coaching? *[Listen.]* They will follow your lead. If you do it, they'll do it!

## LOGISTICS

Lastly, I just have a few quick logistical questions about the meeting.

- Are you at (their address)? If I GPS it, will it get me there or do I need directions? Is there anything special I need to know about where to park?
- *[If you don't already have their cell.]* What's your cell phone number in case I get lost?
- In the room we will be using, do you have a TV or projector I can connect to?
- You'll be able to sit through my whole presentation, right? *[If you sense the manager will not sit through the whole meeting, say: Believe it or not, I have had managers get up and walk out of the presentation or not be taking notes, and they didn't realize that they were setting a bad example for their people.]*



- Am I the only person presenting at our meeting? Is there anyone speaking before or after me?
- I'll bring a typed intro that you can just read to start the meeting. I'll email it over to you right after we get off the phone so that you have it to review.
- I'm going to bring some handouts for everyone at the meeting based on what we talked about today, so how many copies should I bring? How many people will definitely be at the meeting? I'm also going to bring enrollment forms that your team will be able to fill out to register for coaching.
- When we get off this call, I'll send you a little flyer that I put together that you can email out or print off and put up around the office just to build a little buzz for the workshop.
- *[If you need to sell them on rounding up the troops:]* I have never had someone say "I wish so-and-so didn't come," but I have had managers kick themselves because they wished that more people had been there to hear the message and get involved. So I have some ideas on how you can get some really good attendance there. Would you like to hear them? *[Pause.]* It helps to send our flyer out ahead of time. It can also be helpful to serve food. But the number-one thing you can do as a leader to get attendance up is to actually reach out to people directly. It doesn't mean much if you have someone else like an office manager or an assistant reach out to them. If you take a half hour to call everyone on your team and speak to them or leave a message letting them know you want them to be there, that will mean a lot and you'll get great attendance. Would you be willing to do that? *[Pause.]*
- Our workshop starts at (time). I'm going to be there an hour beforehand. When I first get there, I'll set up my things. And then I'm going to want to meet with you before we start to review everything and make sure we are on the same page, so could you block out that hour before?
- The workshop is going to wrap up at (time). I'm going to meet with some people one-on-one. Can I sit down with you at (1.5 hours after the start of your workshop) to go over everyone who signed up? *[Make this a 30-minute meeting.]* Great!

### **END ON A HIGH NOTE** *[Express a lot of excitement here.]*

Do you have any additional questions for me that I didn't cover? If I don't hear from you before our meeting, I'll just plan on seeing you on (date of workshop) for our workshop!

I'm curious, (Manager name), if your people got into coaching, what would you be most excited about? *[Listen.]* I love working with leaders who care about their team as much as you do.

Round up everyone and get them excited because I promise this is going to be the best meeting that you have all year! Let's take your team to the next level!