



**The ASPIRES™ Model of Field Coaching Support  
(Turning Assessment into Development, Motivation and Results)**

**The following model has been developed by Allan Mackintosh as a ‘best practice’ example of what an effective, developmental and motivational field visit should like. This work is based on nearly two thousand field visits carried out by Allan Mackintosh alongside feedback collected from sales representatives and managers.**

**The following is only a guideline framework and more information on how you can train your sales managers to utilise this model and the develop the skills essential to its effective implementation can be gained by sending an e-mail to [allan@pmcscotland.com](mailto:allan@pmcscotland.com) or telephoning 00 44 1292 318152 or 00 44 776 416 8989**

The ASPIREST™ Model

	<b>Overview of Stage</b>	<b>Main Aims of each Stage</b>
<b>A</b>	<b>A = AGREEMENT</b> or utilisation of a 'contract' between the sales manager and the sales executive	This is where the manager 'contracts' with the sales exec how best they are going to work together. It is usually done as a two way agreement as to how they are going to work together overall but is also done prior to any field visit (usually by telephone) and then revisited at the start of the field visit. Done correctly it can pave the way for quick trust and respect.
<b>S</b>	<b>S = SPECIFIC OBJECTIVES</b> for both parties that have to be achieved during the day	At the start of the field visit, and probably as part of the contracting process, it is vital that each person's objectives for the day overall are discussed and agreed.
<b>P</b>	<b>P = Pre-Call Sales Objectives</b>	Many managers do not spend enough time coaching sales executives through their specific sales calls objectives for each and every sales call. This stage ensures that this happens before each sales call.
<b>I</b>	<b>I = IN CALL</b> agreement between the both parties	It is important that before each call it is agreed what the roles are of both the sales executive and the sales manager in the call. Ideally, the manager should act as observer and coach while the sales executive controls and executes the sales call.
<b>R</b>	<b>R = REVIEW</b> of Sales Call and performance against specific sales call objectives	It is the role of the sales manager to coach the sales executive through a post call review. Before giving feedback they should get the sales executive to do a self-analysis of their performance against the sales objectives that were agreed. Where appropriate, constructive and motivational feedback should be given to allow the sales executive to consider how best they could change aspects of the sales call next time round along with reinforcing the parts that they executed well.
<b>E</b>	<b>E = ENERGISE &amp; ENTHUSE</b> prior to next call	This stage should be part of, and follow the Review stage. It is vital that praise is used where it is due and that a C-SMART action plan is in place for the next call and for subsequent calls.
<b>S</b>	<b>S = SUMMARY &amp; SUPPORT</b>	This represents the final stage of the field visit day and both parties should reflect on their agreed objectives and whether the day has met these. Action Plans should be summarised with the manager making sure that the sales executive is motivated to move forward. The manager should also ascertain what support is needed in order that the momentum is maintained.

**The ASPIRES™ Model of Field Coaching Support – Skills Required**

	<b>Overview of Stage</b>	<b>Skills Required</b>
<b>A</b>	<b>A = AGREEMENT</b> or utilisation of a ‘contract’ between the sales manager and the sales executive	<p><b>Time Management</b> – Without this the Field Visit won’t happen as is required.</p> <p><b>Behavioural Analysis</b> – Required at every stage</p> <p><b>Contracting</b> – seems easy at face value but practice needed to put the correct words around the contracting conversation.</p>
<b>S</b>	<b>S = SPECIFIC OBJECTIVES</b> for both parties that have to be achieved during the day	<b>Objective Setting</b> utilising C-SMART
<b>P</b>	<b>P = Pre-Call Sales Objectives</b>	<p><b>Objective Setting</b></p> <p><b>Coaching</b> – Listening / Questioning etc</p>
<b>I</b>	<b>I = IN CALL</b> agreement between the both parties	<p><b>Contracting</b></p> <p><b>Observing, Listening</b></p>
<b>R</b>	<b>R = REVIEW</b> of Sales Call and performance against specific sales call objectives	<p><b>Coaching</b></p> <p><b>Giving and Receiving Feedback</b></p>
<b>E</b>	<b>E = ENERGISE &amp; ENTHUSE</b> prior to next call	<b>Use of Motivational Models</b> such as the <b>Motivational Triangle.</b>
<b>S</b>	<b>S = SUMMARY &amp; SUPPORT</b>	<b>Combination of all of the above!</b>