

Compelling People to Make the Best Decisions

If reps don't feel compelled, they won't make the best decisions. They have to feel a deep-rooted urge to act independently. This is difficult to accomplish. Perhaps they are unsure of their skills. Maybe they lack confidence. Perhaps they have seen other reps blamed when something went wrong. Here's how to foster their sense of volition and determination.

Think-Alouds

Don't repeat instructions if a rep asks over and over. Instead, say, "Let's think this through together. How should we begin?" This compels them to think the issue through out loud. If you persist, 3 things happen: 1) You see how the rep thinks; 2) If the rep begins to make a mistake, you can get them back on track; 3) When the rep discovers the key insight, they will have that "aha" moment.

When you detect a lack of confidence, say, "Look, I know making this decision might rattle you a bit. Some stuff might not work out the way you expect it. But we all go through those times and come out the other end with more confidence. You have the skills to act. I have faith in you."

Proclaim Faith in their competence.

"I've got your back."

Reassuring reps when they may be doubting their judgment can mean the world to them. This trust will evolve over time. As others watch this take place, it will reinforce the trust they have placed in you as well.

Catch reps doing something right. Look for signs they're making confident decisions. Compliment them on these tactics. Let them know that you respect their decision-making.

Celebrate successful decisions.

Process their progress.

There is nothing like getting specific feedback. Meet regularly with each rep to review their progress as decision-makers. Then list a couple of detailed instances where you have observed their decision-making and how it improved the customer's experience.



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