



THE CONFIDENCE CLOCK

THE SALES MANAGER'S CONFIDENCE CLOCK will help you to assess the confidence you have in a sales person's capabilities and motivations. Once you identify which quadrant your sales person is in (Novice, Associate, Competent Professional or Expert) you can then decide the best approach to use in working with them on each element of their job role and/or each specific task to be delegated.



Degree of confidence in sales person		Best sales manager approach
1-3	Novice	Demonstrate. Just tell them how to do it.
4-6	Associate	Explain. Justify / Sell.
7-9	Competent	Fine-tune by coaching (asking questions).
10-12	Expert	Just delegate.