

# Round 3: Coaching & Development Role Play

1 conversation · one rep

Diagnose + Coach +  
Commit

100 total points\*

Judges score your coaching  
skill

## What you're actually being scored on

Round 3 puts you across the table from a **struggling or plateaued sales rep**. You're not there to lecture or hand out the answer — you're there to run a real coaching conversation that **develops, motivates, and improves** their performance. Judges are watching whether you coach like a manager who wants the rep to succeed long after the conversation ends.

1

### Open & Build Trust

Set a supportive tone and make it a two-way conversation, not a lecture.

2

### Diagnose the Gap

Ask questions that uncover the real cause behind the performance issue.

3

### Coach the Solution

Guide the rep to their own insight instead of just telling them what to do.

4

### Commit & Follow Up

Lock in a specific action plan and a clear way to check progress.

## What judges are watching for

- Creating a safe, trust-based conversation
- Asking, not telling — diagnostic questioning
- Active listening and genuine empathy
- Balancing honest feedback with encouragement
- Motivating the rep toward their own solution
- Landing on a specific, actionable development plan

## How the 100 points break down

|                                    |                |
|------------------------------------|----------------|
| Coaching Technique & Questioning   | 25             |
| Rapport & Communication Style      | 20             |
| Diagnosing the Performance Issue   | 20             |
| Motivation & Development Focus     | 20             |
| Action Plan & Follow-Up Commitment | 15             |
| <b>Total</b>                       | <b>100 pts</b> |

*\*Illustrative point split — swap in your official rubric once available.*

## The judge's checklist

Ten things judges are quietly checking off during the coaching conversation.

- ✓ Opened with a supportive, trust-building tone
- ✓ Asked open-ended diagnostic questions
- ✓ Listened actively without interrupting
- ✓ Identified the real root cause
- ✓ Balanced honesty with encouragement
- ✓ Let the rep arrive at their own insight
- ✓ Kept the rep motivated and engaged
- ✓ Built a specific, actionable plan
- ✓ Set a clear follow-up or check-in
- ✓ Demonstrated genuine coaching maturity

This is the conversation every great manager has more than once — coach the person, not just the number, and leave them better than you found them.

**Coach to develop, not to direct.**