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MANAGEMENT COACHING
Research on coaching Telesales

Thesis
CENTRIA UNIVERSITY OF APPLIED SCIENCES
Degree Programme in Business Management
August 2013

TABLE OF CONTENTS

ABSTRACT

TIIVISTELMÄ

1	INTRODUCTION	1
2	MANAGEMENT COACHING	2
2.1	Tasks of the coach	2
2.1.1	Coaching with questions	3
2.1.2	The team individuals and the group	3
2.1.3	Individual coaching	4
2.1.4	Group coaching	4
3	MOTIVATION	6
3.1	Challenges of motivation	6
3.2	The importance of communication	7
3.3	Internal and external motivators	8
3.4	What is motivation and how can it be affected	9
3.5	The meaning of rewarding	11
3.5.1	Internal and external rewards	11
3.5.2	Money and payroll	12
3.5.3	Importance of feedback	13
3.5.4	Giving feedback - Hamburger model	13
4	LEADERSHIP	15
4.1	Qualities of a leader	15
4.2	Seven key points of leadership	15
4.3	Three circle leadership model	16
5	RESEARCH ON COACHING IN TELESALES	18
6	CONCLUSION	28
7	REFERENCES	36
	APPENDICES	

ABSTRACT

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Degree programme Degree Programme in Business Management		
Name of thesis MANAGEMENT COACHING, Research on coaching Telesales		
Instructor Birgitta Niemi	Pages [36 + 4]	
Supervisor Markus Ikonen		
<p>The Thesis is about Management coaching and a research on coaching telesales. The aim of the thesis is to find out the best way to coach a telesales unit. The case company is a Finnish property and casualty insurance company and their telesales unit. Findings and the results are based on the theories, the interviews of two sales managers and also a sales chart which describes the sales figures for the past year and the coaching events that has taken place during that year.</p> <p>Thesis covers coaching management as a term and then motivation and finally the concept of leadership. All of these terms have an essential role in coaching management. A good coach needs to be able to motivate staff in the right way, in order to get the best sales results. A good manager is an exemplary and leads the team by its own example and through it towards the goal of good results. A good leader is equal to all, but at the same time sturdy and sometimes absolute. The initial idea of management is not to give ready answers, but to ask the right questions and, challenge the group to find out the answers. This leads to better motivation and improved sales results, which is a key objective for coaching.</p> <p>The telesales unit examined was using four different coaching methods, which were side listening, group coaching, as well as various types of sales coaching and also face to face coaching moments. According to the research when comparing the sales results of the year 2012 for different months, it can be noticed that the results vary according to the coaching events arranged during that period. According to the results it can be analyzed that group hearing and side listening are one of the best ways to coach this particular telesales unit. One of the challenges of this research was to measure and determine on how much influence the coaching events have actually had on the sales figures. The research also clearly indicated that the sales managers interviewed could have not spend enough time for coaching, even though they felt it to be important part of their work. As a conclusion time should be scheduled more in the future for coaching and also for motivating the staff and giving feedback. These are issues that the sales managers felt more effort is needed. Finnish leadership style needs to be directed more towards coaching as it is clearly the way where leadership is headed in the future.</p>		
<p>Keywords: management coaching, external and internal motivation, feedback, leadership, management, motivation, sales results</p>		

TIIVISTELMÄ

Yksikkö Centria Ammattikorkeakoulu	Aika Elokuu 2013	Tekijä/tekijät Tiina Kuivaniemi
Koulutusohjelma Degree Programme in Business Management		
Työn nimi VALMENTAVA JOHTAMIN EN, Tutkimus Telesalesin valmennuksesta		
Työn ohjaaja Birgitta Niemi	Sivumäärä 36+4	
Työelämäohjaaja Markus Ikonen		
<p>Opinnäytetyössä tarkastellaan suomalaisen vahinkovakuutusyrityksen puhelinmyyntiyksikön toimintaa. Erityisesti keskitytään siihen, mikä on paras tapa valmentaa kyseistä yksikköä. Opinnäytetyössä käsitellään aiheita motivaatio, johtaminen sekä erityisesti valmentava johtaminen. Tutkimustyötä ovat tukeneet kahden kyseisessä yksikössä toimivan myyntipäällikön haastattelut sekä vuoden 2012 myyntitulokset myyjittäin. Myyntipäälliköt kertoivat vuonna 2012 järjestetyistä valmennuksista.</p> <p>Edellä mainitut osa-alueet, motivaatio, johtaminen sekä valmentava johtaminen ovat keskeisiä asioita valmentamisesta puhuttaessa. Hyvän valmentajan tulee osata motivoida työntekijöitä, jotta nämä saavuttaisivat parhaat mahdolliset myyntitulokset. Valmentavan johtamisen ajatuksena ei ole antaa valmiita vastauksia, vaan kysyä oikeita kysymyksiä ja sitä kautta auttaa yksilöitä itse oivaltamaan asioita. Tämä johtaa parempaan motivaatioon ja parempiin myyntituloksiin, mikä on valmentamisen keskeinen tavoite.</p> <p>Tarkasteltu puhelinmyyntiyksikkö käytti neljää erilaista valmennustapaa, vierikuunteluja, ryhmäkuunteluja, erilaisia myyntivalmennuksia sekä valmennushetkiä kasvokkain. Tutkimustulosten perusteella voidaan päätellä, että ryhmäkuuntelu sekä vierikuuntelu ovat parhaat tavat valmennustavat kyseisessä puhelinmyyntiyksikössä. Vuoden 2012 myyntitulokset vaihtelivat kuukausittain. Tutkimustyön yhtenä tehtävänä oli määrittellä, kuinka paljon myyntivalmennukset olivat todellisuudessa vaikuttaneet myyntituloksiin.</p> <p>Tutkimus osoitti myös selkeästi sen, että haastatellut esimiehet eivät ole voineet käyttää valmentamiseen tarpeeksi aikaa, vaikka he kokivat valmentamisen erityisen tärkeänä osa-alueena työssään. Aikaa tulisi siis jatkossa irrottaa enemmän valmentamiseen. Myös motivointi ja palautteen antaminen olivat tärkeitä asioita heidän mielestään. Myös näihin asioihin tulee jatkossa kiinnittää huomiota entistä tarkemmin. Suomainen johtaminen tulee kokemaan murrosvaiheen lähitulevaisuudessa, ja tavassa johtaa aletaan siirtyä selkeästi enemmän valmentavan johtamisen suuntaan.</p>		
Asiasanat alainen, esimies, motivointi, puhelinmyynti, ryhmäkuuntelu valmennus, valmennustavat, vierikuuntelu		

1 INTRODUCTION

The Finnish P & C, property and casualty Insurance Company that this study concerns is one of the biggest in the Nordic countries. The Company has more than 3,6 million customers and it employs 6200 people. The Company operates not only in Finland but also in Sweden, Norway and Denmark and the Baltic countries.

This study is focused on a proactive telephone insurance sales. This telesales unit was founded in August 2007 and it is located in Helsinki.

The aim of the thesis is to find out the best way to coach a telesales unit. The thesis starts by going through management coaching as a term and then moving onto motivation and finally to the concept of leadership. The thesis ends with the results and discussion on what is the best way to coach telesales. Findings are based on theories, and interviews with two Sales Managers, Mr. Ikonen and Mr. Herrainsilta and also the sales chart that describes the sales figures for the past year.

2 MANAGEMENT COACHING

Basic principles of management coaching is the fact that every person wants to be good and succeed. If a person is succeeding it uplifts self- esteem and if the person is happy and satisfied, it has without doubt a positive impact to the work. In order to succeed one needs to develop oneself and get extra motivation for this. Commitment then on the other hand grows from motivation and when a person is committed this brings good results. If a person feels satisfied and happy it has such a huge affect on the work results, it is important to take good care of the basic so called hygienic factors. (Rauno Korpi & Pertti Tanhua 2007, 46,)

Management coaching is all the time active, inspiring and at times in the need of authority figure to order and guide individuals in the right direction. Coaching is time consuming and therefore all the time should be used effectively and a manager needs to be able to be present in every situation and when interaction takes place otherwise it will be a waste of time. The basic laws of interaction consist of three parts; appreciation, toleration and reconciliation. To appreciate one another begins in an interaction situation with a message that is respectful and thankful, finding something good in the person or using the successful situation that has occurred lately. It is much easier to start talking about an issue that is more difficult when the base is first built with equality. Respecting has a huge power to it. (Rauno Korpi & Pertti Tanhua 2007, 119,120)

2.1 Tasks of the coach

In the life of coaching manager it is not the title nor the power invested in you that will take you far. Time is money also in the coaching world. Some basic values of coaching are openness, trust and the ability to work together as a team. If a person is open he or she is able to communicate, express himself and also to listen what other people has to say as well. Openness means that a person is present mentally, living in the moment and using all senses. It never works to yell and just to speak, openness is helping the body language and also receiving and sending it. If a person is open, he is more capable to take risks in order to succeed. (Rauno Korpi & Pertti Tanhua 2007, 116)

Coaching has become one of the most important tools of managing during the years. Leaders are nowadays expected to pass on their knowledge and knowhow to people. One should not be afraid of setting up goals, and setting them up high and higher than one could ever think of achieving. (Tapio Aaltonen, Heikki Pajunen & Kallu Tuominen 2006, 316,317)

2.1.1 Coaching with questions

It is important for the coach to have the needed expertise and knowledge, but it is nearly not enough on the contrary, it can be harmful if the manager uses his or hers own knowledge to solve problems and do not challenge the group to find out the answers. A coach as a manager is more of the one asking the questions than the one giving the answers. The expertise and knowledge helps the manager to ask the right questions and can get the focus on the most essential issues.

(Risto Havunen 2007, 23,24)

2.1.2 The team individuals and the group

The dream of the coach is to have a team that works well together. A team should not be just a group of individuals, it should be a group of excelled individuals with a spirit of “all for one and one for all.” A coaching manager is also someone who creates teamwork and team spirit. (Aaltonen et al. 2006, 314,315)

Team members expect honesty from each other, a real and sincere friend is reliable and trustworthy, one can expect things that are agreed on being done without hesitation and questioning it. An open person and trust goes hand in hand, these are things that one can lose in a second and can take years to regain again. The trustworthiness of the coach is being valued every day by the players. It is important for the coach to know the game but more importantly to know the players individually. Players need to know if what the coach is saying today is still true tomorrow, they need to be able to trust what is said. The coach is also able to tests the trust by giving tasks and shows that it is trusted to be done without a supervision and results gained. (Rauno Korpi & Pertti Tanhua 2007, 116)

Teamwork is one of the basic values of success. A team is only as strong as its weakest link, so it is important for the team members to learn from each other and combine the knowhow and good abilities together in order to get the best out of the team. Opposites not only attract one another they also complete each other. Team members have the chance to help each other to succeed and get satisfaction when noticing that something they did made it happen. Mistakes happen to everyone and they should be addressed fairly without the typical way of just pointing them out and point fingers but if it is the result of a bad attitude then it is a matter that should be noticed and pointed out. Mistakes happen and failures but one is to learn from them. If the direction is correct and the target tried to reach failed, it is more ok than if it happened out of laziness then one might expect to get dislikes from others. (Rauno Korpi & Pertti Tanhua 2007, 117)

2.1.3 Individual coaching

Coaching can happen in a group or individually, it all depends on the time available, resources, the topic and from the group itself. There are advantages of coaching individually. When an individual can have private coaching from the coach he or she is able to ask questions which might not be easy to ask in front of the entire group. The coach can focus on this individual separately and guide in a way that suites his or hers individual needs. It is easier to arrange a meeting with one person than with the entire group, but it is time consuming. It is important for the coach to see if the coaching is best to keep individually or for the entire group or by using both methods. (Aaltonen et al. 2005, 316)

2.1.4 Group coaching

Group coaching works best when the group dynamic is tight and the group works well together. Also when there is a one goal for the group and when for example they are all working in a same organizations. Croup coaching can be the best solution when the group is having similar questions and problems, and also if the competitiveness and interaction within the group seems to endanger the functioning of the group. If the group has many individuals that are competing against one another, the coach needs to notice this and

address people into the right path and to work towards the goal not concentrating on competing with one another. (Aaltonen et al. 2005, 315, 316)

3 MOTIVATION

The tasks of the manager is to get the staff motivated and making sure that every single one of them is working towards a common goal and is willing to give their absolute best to achieve it. Behind all this is motivation. An organization which can create a highly motivated atmosphere to the work community can offer a better growth and development than a work community that is working only because of their provisions and salary. A supervisor has a big role trying to stimulate all different individuals' motivations in order to get the best result. With right types of motivation methods supervisor can make their employees work with the best quality and efficiently and not just by routine. The challenge is that, many times assumptions can only be made on how motivation should be done and what kind of motivations will work with different individuals. (Armstrong 2008, 34–35.)

3.1 Challenges of motivation

When a leader has to face a situation where the other person is challenging he has to be able to control his own feelings. It is vital to remain calm and ignore the intentional provoking that might occur. To tolerate situations and people like this is important. When working together one might come across with situations where opinions do not quite match, in these cases it is best to agree to disagree and move forward. Unsolved issues and conflicts are energy consuming for both parties and they attend to affect the work results. It drains the energy of motivation down and with a snowball effect it ends up showing without a doubt in the work results. (Rauno Korpi & Pertti Tanhua 2007, 120)

The hygienic factors are things such as work conditions and surroundings, ergonomic working gear, making sure that tables, chairs are good. But one cannot forget money, payroll system needs to be in order for personnel to feel happy to. The atmosphere at work it is essential that this is good and supports the work, it only takes one to ruin the entire team spirit, so this is something leaders should keep an eye on. Safety at work and the working methods and also the flow of information are areas what organizations need to take care of in order to have satisfied and happy workers. If the staff feels good and it is satisfied it gives better results. (Rauno Korpi & Pertti Tanhua 2007, 46,)

In order to keep staff happy and motivated it is good to look at the motivation factors. The meaningfulness of work to each person, the challenges and responsibility of the work, as these are the things that motivate people. A person needs to feel useful and see the results he has accomplished, he wants to develop and go forward in his careers. It is important for the individual staff member to feel that his work counts and he has a voice and he can influence on things. Getting feedback for tasks that are done well are important motivation factors. Giving freedom and authority to decide on certain things, showing the trust and trust on that they are expected to accomplish something good without a doubt.

(Rauno Korpi & Pertti Tanhua 2007,115)

3.2 The importance of communication

The ability of a supervisor to make a team to work and be motivated is as important as know-how and an analytical attitude. A leader needs to have followers otherwise it will not work. Leaders' way of managing is directly connected to the desire of the staff trying to meet the goals. Countries like Japan is a good example of a motivating managing style, Japanese are very good communicators and genuine communication is the most important to them. It is important to give clear instructions and a clear picture of what they are to achieve, also to give room for creativity so that there are not too many strict rules and boundaries. (Hagemann 1991, 24–25)

Managers who relate to their employees, listening to them and relating to them through their own feelings and emotions are on the right tract of the right kind of managing. Psychological research shows that 95 per cent of our decisions are based on our emotions no matter how we would try to reason it with. (Hagemann 1991, 25–26)

John Adair writes in his book "Not bosses but leaders" about the big differences between the personality and the nature of managers, to name a few features that a manager should enhance is being enthusiastic, energetic, calm, warm and also fair towards everyone. As an important part of motivation consists of the skills of the managers to motivate and owning the right skills to do so, also the ability to have the right way and methods to motivate a single individual and or a group is essential. The core issues of a coaching manager is to

have the technical knowhow and the necessary knowledge of that area of business. Skillful managers have the eye and ability to see and adjust their actions according to the situation and develop it so that the desirable goal is achieved as a team. The art of managing is said to be it when a supervisor knows how to work and side by side with every individual's own individual motivation process, and not rebel against it. It is important for supervisors to realize that the personnel should have the motivation to exceed oneself by implementing the managers guidance, orders and instructions not just functioning blindly following them. (Adair 2008, 23.)

3.3 Internal and external motivators

When talking about the concept of motivation, we can talk about two different factors internal motivators and external motivators. The relation between these two concepts can be very complicated to see as they are tried to keep apart. Nowadays, the focus is more on the individual's motivation as a whole. It is challenging and complicated to find out what the motivation of an individual person is as a whole as same factors that enhance external motivation can support the internal motivation as well. External and internal motivation are not depended on one another, they are more to complete each other. (Sansone et al. 2000 & Luoma et al. 2004, 21)

An internally motivated person acts and does things for himself where an externally motivated person functions as a result of external events. When a person gets noticed and rewarded as a result of a work well done, avoids punishment or gets money, one can be held as an externally motivated person. It is essential for an internally motivated person to feel the power to control and decide of his own things, to feel that he is good at what he does and that he has the needed skills (Deci 1975; Luoma et al. 2004, 21). Motivators are the ones that makes workers to function though inner motivation (Wiersma 1992, Luoma et al. 2004, 21). These motivators are mental development, growth and the work itself, achievements, responsibility and progress. External motivator factors among salary are the policy of the company, management, promotion, status, positive working conditions, supervision and security (Peltonen 1987; Luoma et al. 2004, 21.)

It is for the manager to find out if an employee is working for himself or if the work is just a way to earn money. Internal motivation can be seen as positive and efficient way of working where workers seeking for power, respect, money and security are guided by external motivation. Externally motivated people need to see results and get satisfaction constantly while internally motivated people work harder, longer and consistently to receive their goals, where internal motivation could become their way of doing things permanently. As a sum up it can be said that internal rewards are more efficient and longer lasting than external. (Ruohotie 1999 et al.; Luoma et al. 2004, 22)

Developing personnel is a part of the motivation. Development brings responsibility to the persons to make their own decisions and solutions at their own sectors, they should know beforehand what is going to happen and why. Continuity is important when the idea is to develop and motivate people through learning. Individual continuous coaching is one of the best and efficient ways to motivate people. In the long run individual coaching gives the best results and changes are actually made. (Hagemann 1991, 27.)

3.4 What is motivation and how can it be affected

Armstrong (2008, 25–26) simply says that motivation is a reason for a person to do something. Motivation is a sum of many factors which make a person behave and act in a certain way in different situations. Motivation means that a manager is to get his staff to work to the direction wanted in order to get the result wanted. Robbins and Judge (2010, 86) on the other hand defines motivation as a concept which means a process what will measure the intensity, direction and resilient to achieve the wanted results.

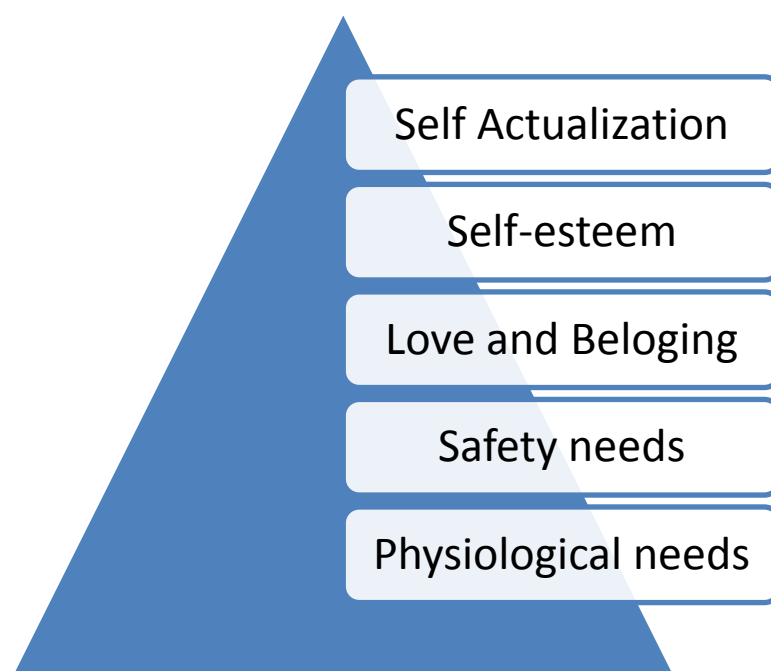
Denny (2009, 8) defines in his book "Motivate to win" motivation as follows: A person struggles and works for things because he want to do them. In other words if a person really wants to do something he is motivated. Luoma, Troberg, Kaajas & Nordlund (2004, 20) on the other hand defines in their book "Not only for money" motivation to be humans inner state, a will to function in a specific level of interest towards a certain goal.

Motivation is a power tool. If you want to motivate a person you ought to know about his motives and satisfy his needs. (Hagemann 1991, 31) Sydänmaanlakka (2001, 110) defines

worker to motivate from a work live point of view if he feels to have developing possibilities and he gets positive feedback and gets challenging tasks to work with.

The Maslow's hierarchy of needs (Graph 1) is one of the most well known theories. This theory is good to understand and to know when motivating people. The core of the theory consists of the idea that humans have certain basic needs, which need to be satisfied before other. The theory is based on the fact that humans need their physiological needs to be satisfied first for example such as hunger and sleep. After that one seeks the security such as the family, health, morality and employment. Then creation of social contact in other words love and belonging what consist of friendships, family, sexual intimacy, to create social contacts. The last part of the hierarchy is self-esteem and self-actualization. Self esteem meaning the confidence, achievements, respect of others and respect by others. Self actualization includes morality, creativity, spontaneity, problem solving, lack of prejudice and acceptance of facts. (Robbins 2010, 88)

Later on it has come into light that these levels of hierarchy do not necessary go in this particular order as they have earlier described – from bottom to top. But with this hierarchy of needs one will understand better the reason why people get frustrated at work, with customer relations and with their family lives.



GRAPH 1. Maslow hierarchy of needs,(adapted from Robbins. 2010, 88)

3.5 The meaning of rewarding

Organizations are using different kinds of rewards and salary models to encourage employees achievements and the meaningfulness of important goals. This also helps to guide the functions of individuals and groups to the right way with the correct efficiency. External rewards will help to get people focused and concentrated on tasks that are more urgent and important. At the end it is a question of getting the focus on the right things. In the external motivators early stages of research results were based on the "Carrot and a stick" principle. The idea was that money will function as a treat, which most of the personnel will focus on and aim at. So when a money prize was connected to a certain kind of task, this task got more popular among workers. In other words the treat motivated people to function and money acted as a reward to satisfy the needs. (Luoma et al. 2004, 21–22.)

3.5.1 Internal and external rewards

The effects of the rewarding system can be roughly divided into internally and externally so that internal rewards are connected to the content of the work, such as the variety of work tasks, how versatile the work is, how challenging it is and how much of the work is independently done and also feelings of succeeding well at work. These are all feelings that can be seen as positive attitude towards work tasks and as a happy to be at work attitude, all these comes from the individual himself and affects everyone within the whole work atmosphere. External rewards on the other hand can be taken from the work environment. These are for example external support and cheering from a job well done, salary, getting noticed, and giving the possibility to take part in different kind of activities and tasks, and last but not least thanking the person for his efforts. All these previously mentioned things are objective things and matters in the form of an event, things such as rewarding situations and money. (Luoma et al. 2004, 22.)

One has to remember that external and internal rewards do not exclude each other, usually they are one and the same although sometimes one can rule out the other. Different personalities have different motivation bases, and these can differ quite radically between people. Because of this it is very important for supervisors to detect the individuality,

personality of their workers and to notice what the motivator factors of this particular individual are in order to guide and support to get them to give their very best. (Ruohotie et al. 1999; Luoma et al. 2004, 22)

3.5.2 Money and payroll

One of the biggest challenges of a company is to develop such kind of payroll system, which at the same time motivates and encourages most part of the employees to work harder and more efficiently to meet their targeted results. It has to be said that the less a person earns the more important it is how much the salary actually is. The more people earn money or identify with their work the less they value the money they get from the work. They get rewarding from other things such as the ability to affect into their work and the pack on the back of a job well done. People with good education and qualification do not care so much about the financial side of it they are more concentrated on the feeling of wellbeing, trust, learning new things and expressing themselves. People who do not have acute money problems are not stressed about money and are then more keen on the wellbeing and feeling good of what they are doing. Positive boosts, which satisfy both emotionally and mentally desired needs work much better than trying to motivate through threats and punishment. (Hagemann 1991, 42–43)

Money is a common topic of discussions at workplace, especially in those companies where skills and values are measured in the light of selling results. One possible downside of earning well and a salary increasing according to commission is knowing that someone earning even more and this can cause frustration among workers and do not get the satisfaction the salary should bring. (Hagemann 1991, 44) This might increase some competitive minded people's work motivation but usually not for long. Some on the other hand freeze and do not feel the need to work as hard and this is seen as their results are dropping down and commission with it. The payroll system should encourage people, but it should not be in the spotlight too much and the only reward people are getting. Internal and external rewards should be in balance with each other.

3.5.3 Importance of feedback

Supervisors and managers have the responsibility to give feedback to their employees, Pekka Järvinen explains that it is necessary for the manager to give feedback and notice for a work well done and also correct and guide the worker to the right path. Self-esteem is built from childhood, but the influence from other people and also the work environment has a huge impact on in which direction it can develop. One that has very low self-esteem from the beginning can gain a better one when being encouraged and getting positive feedback. Through good experiences that rises ones self-esteem also effect ones personal life outside work adding one good reason more why the feedback is very important. Then on the other hand bad feedback and rough criticism at workplace has the negative influence on working life and it also reflects to the personal life of the employee. (Järvinen 1998, 26-27)

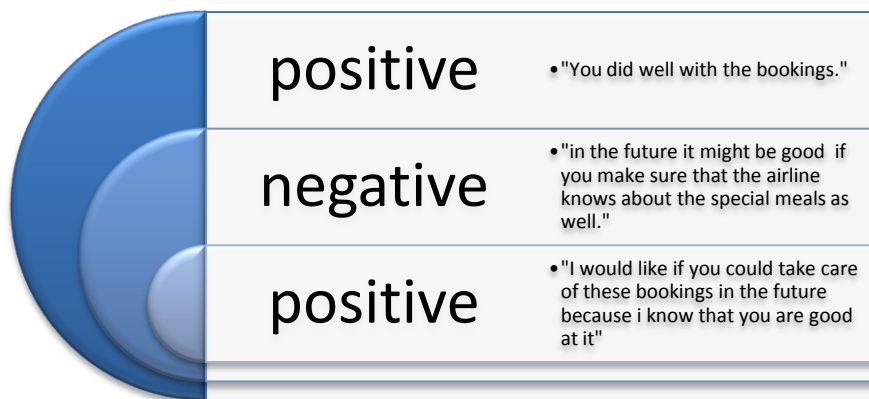
Some theories are based simply on the fact that negative feedback should never be given to an employee, one should never call names nor mock one for a badly done job. It is also wrong of the supervisor to try to find out whose fault it was, this should never be the issue. The main point and focus should be made on preventing such things from happening again. (Suomen Ekonomiliitto 2005, 61,62)

3.5.4 Giving feedback - Hamburger model

One of the rewarding models is the hamburger model, Rauno Korpi and Pertti Tanhua (2007) introduces a model that helps the process of rewarding and giving feedback so that the negative becomes positive. This model works both ways and it is good also for the staff to use when talking to their manager. The idea of the model is a conversation or a feedback situation which consists of positive, negative and finally something positive to be said again. In this model the first part consists of issues that are going well and what is current. The second part is a suggestion of things that needs to be corrected and needs correction. The third and last part is a sum up to motivate the person forward and to give faith in the necessary changes and corrections. Although this model is not for every situation, where there are strict orders, such as the military world. This model is despite the fact that it does

not fit quite in all of the situation one of the most effective one and a model that works best with the ones that have low self esteem. (Korpi & Tanhua 2007, 126)

Graph 2, below is a figure of the hamburger model and a short dialogue to explain how it works with supervisor to employee and employee to supervisor, (Korpi & Tanhua, 2007)



GRAPH 2. Hamburger model (adapted from Korpi & Tanhua 2007).

4 LEADERSHIP

According to Michael Armstrong a theory is based on three essential roles that leaders have. Armstrong says leaders have to define the task so that the group knows exactly what they are supposed to do. Secondly the group needs to achieve the task as this is the reason for the group to exist and it is for the leader of the group to ensure that the reason why the group exists is fulfilled. If the leader lacks skills it frustrates the group, criticism among the group members and maybe possibly even splitting of the group. Thirdly Armstrong adds the maintaining of an effective relationship. Basically the group and its members need to get along in order to work efficiently and well together and with one another. (Armstrong 2008, 20-25)

4.1 Qualities of a leader

John Adair lists qualities of a leader. Enthusiasm is one of the quality of a leader that is rarely missing, it might not be visible or noted but it is there. Integrity as one of leaders quality which is important as it is the one that creates trust. Being able to be tough but fair, this might not be as easy as they say it is cold at the top but one should look into it as to treating people like you would like to be treated yourself. Leaders should not forget humanity, according to John Adair a cold person is not a good leader. A good leader should also have confidence in himself and with the decisions he makes. Having a good sense of own limitations, the willingness to learn and admit to oneself that there are still areas which can be developed and improved. Courage whether it is physical or moral, is something that is an essential for a good leader to own. (John Adair 2005, 32)

4.2 Seven key points of leadership

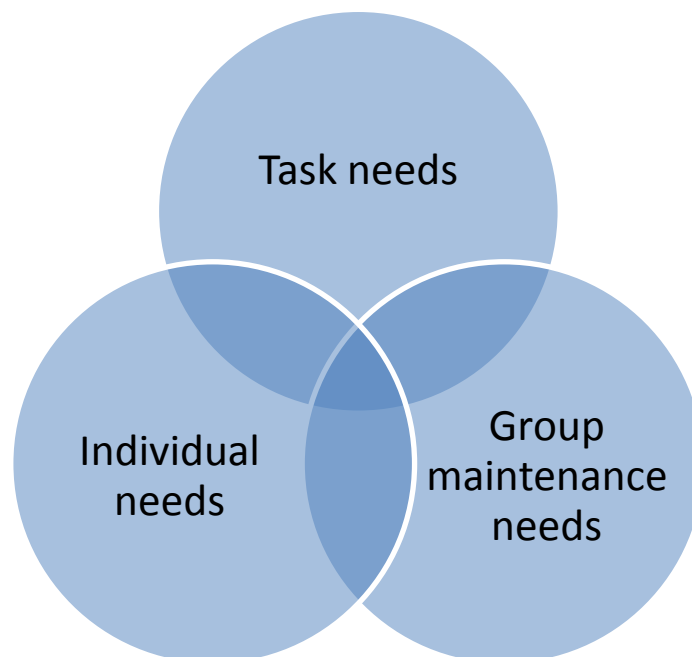
Leaders duties and responsibility consists of seven key points. Guiding people with the task on hand. Making sure that everyone in the team knows what the goal is and what is expected of them. Giving feedback and evaluating work performances. Rewarding is also one of the leaders duties, leaders should reward for the results and guide towards better results. Noticing the feelings and needs of the staff. Taking an active role with the group,

encouraging staff and activate them for idealization and decision making. Administer sincerity by being just and fair so that a leader shows he is trustworthy. Representing the interest and rights of the staff outside the unit and negotiating their rights.

(Sheridan, Kerr & Abelsom, 1982)

4.3 Three circle leadership model

For a leader there are few models to go by and one of them is the John Adairs three circle model from 1973, he is one of the leading British experts on leadership. These three circles describe the areas what the leader ought to satisfy. The first circle is *Task Needs*- this meaning getting the work done. The second circle is *Individual needs*- to harmonize the needs of every member of the group with the needs of the given assignment and the group. Thirdly the *Groups maintenance needs*- keeping the team spirit good and positive so that is enjoyable for everyone to work. He explains these three circles; the task, the group and individuals are the biggest challenges for a leader to keep in balance because if one of them is unbalanced it has a snowball effect on the rest and endangers the whole project. (Armstrong 2008, 20-28)



GRAPH 3. Leadership model: John Adair (M. Armstrong, 2008, 23).

Leaders are to encourage and give away some of their power to show trust and give so to say space for the individual to succeed and reach for the goals. If the individual feels to be trusted and do not feel afraid to fail or take risks he is to achieve more and are able to give more. It is essential for the leader to be able to notice when to give space and when to address and guide. But if the group trusts and feels that it is expected to give good results as it has done so in the past, it feels respected there is a lot of good energy to put into the task itself. (Kouzes & Posner, 2002)

5 RESEARCH ON COACHING IN TELESALES

To support the research two sales managers of the Finnish P&C Insurance Case Company were interviewed, Mr. Markus Ikonen and Mr. Juha Herrainsilta. Both of the interviewed Sales Managers have a long history with the Telesales. The interview was carried out in Finnish language. A meeting was held with Mr. Ikonen at the Telesales Unit at Kamppi, where the aim of the thesis was explained and the questions of the interviews were gone through. Due to the busy schedules of the Sales Managers it was agreed for them to get the question via e-mail.

Mr. Markus Ikonen works in a Finnish insurance company as Sales Manager and is in charge of two teams, which consists of eleven sales persons. Mr. Ikonen has worked in the current position for the past two years. His work consists of everyday coaching and managing of his teams. As addition he is also involved in the planning of sales campaigns and he is also taking part in different kind of projects in the company. The questions can be seen from the attachments. (See APPENDIX 2.).

Before his current position as Sales Manager Mr. Ikonen worked as a sales coach, his responsibilities were sales in Finland and the coaching of the sales systems to the personnel. He has also been working with the sales himself in the early years of his career which enabled him to work in the earlier position as a sales coach. Mr. Ikonen thinks that the knowhow of selling that he has is a vital asset to have in his current position as the manager of a telesales team. "One needs to understand what happens at the customer level in order to be able to coach and manage sellers with credibility."

The telesales unit was founded in August 2007. At that time seven telesellers' started in the unit. The unit has developed and grown noticeably during the past five years, as nowadays the unit has twenty seven people working in the telesales. The task is to sell insurances via telephone to private customers. The whole entire process from top to bottom takes place at the same place, only reimbursements and billing is taken care by a another unit.

The unit is contacting thousands of already existing customer base who already have some of their insurances with the company, but also at times new contacts are made. The

function model of telesales is to call a customer and arrange a call appointment for thirty minutes, for the same day or for the next. The idea is go through the needs of the insurances for this particular customer and make a proposal on a suitable insurance package that is tailored for them. An ideal situation would be a situation where the seller and the customer could observe and go through the insurances with time and most of all to find a solution that fits the requirements for each customer.

Telesales team members' work is hectic and demanding as it happens via telephone. Every seller needs to be able to work autonomously and they also need to be able to manage themselves professionally. Being active is important and it means even more at telesales than compared with face to face interaction. Sometimes it is necessary for the manager to step in and help the seller to correct their behavior into more active. The reason why activity of the sales personnel is important is that the "hit rate" in telesales is remarkably smaller than with face to face, meaning that how many clients must be called before sales takes place. One reason could be that it is easier for the customers to decline the offers they get through phone than in face to face situations.

Another reason to declining could for example be the one that invisibility of services and products in telesales. Mr. Ikonen admits that there is no time to go through the proposition line by line, which would be possible in a face-to-face situation. This kind of functioning model adds trust and with telesales trust is essential to gain as the business is about trust that goes both ways. People at telesales have to do more work and put more effort into gaining the customers trust. Based on the basic fact of coaching, listening is an important skill (Korpi & Tanhua 2007,116). And the best road to trust is listening. As the biggest mistake what one can do on phone, is not letting the customer have a change to speak or speaking on top of the customer.

And almost as important is to help the customer to recognize his insurance needs through the right kind of questions. It is important just like it is for the coach to have the needed expertise and knowledge but also to have the skills to ask the right questions (Havunen 2007). Open questions are working the best. A part of the sales personnel sees this as a challenge as they have to get acquainted with the customers life and needs in order to be able to help to secure it. The goal is to secure the customers everyday life in case of an accident.

A leader should be passionate about his work and through this inspire and motivate the staff (Karlöf & Lövingsson 2004). Mr. Ikonen gets his motivation from many things but the biggest influence is coming from people, not only from work but also from his free time. He likes working and interacting with people. From work he finds enthusiastic and energetic people to be the ones he gets his motivation from, as these kind of people are the ones giving their very best to complete their tasks. It is important to remember that good energy is contagious! Mr. Ikonen likes coaching and he gets motivated when he can see the result of it. Best of all is to see a person developing in different areas of work as a result of his coaching and when he can see that his coaching also has a positive effect on their personal lives and see them developing also outside the office. Work and leisure time are tightly connected with one another and therefore is it important to see a person as a whole also how a person is doing and how well he is taking care of himself outside the office.

Sales Managers' job is to motivate the employees towards better results and encourage them to develop themselves at work. Mr. Ikonen says that he has a few methods he uses to motivate his sales personnel. Every month he is having a 30 minute face to face meeting with everyone of the staff, this quality time that he is having with the staff consists of the results of the previous month and current, also what has been challenging and what has gone well. The goal of these meetings is to keep the sales person up to date of his achievements and helping to analyze his work and what he has done. The main issue of these meetings is the motivation of the personnel.

Teamwork is one of the basic values of success and team is only as strong as its weakest link, so it is important for the team to learn from each other and combine their knowhow and knowledge in order to get the best out of the team (Korpi & Tanhua 2007). According to Mr. Ikonen coaching is the best way to motivate employees and group hearing is one of the ways he uses regularly. Group hearing as a coaching method support the theory from Korpi and Tanhua. In a group hearings, teams are divided into groups of 3-4 people, after which they will all listen to a recorded tape of each one of the sales group members. After each tape the group has the chance to comment the tapes of the colleagues and find something that went well and also go through the things that need improvement. At the same time every sales person learns how to give feedback and constructive criticism, which is important in the work society. The main goal of the group hearing is that the sales

person gets good feedback from colleagues and from the manager but most of all to get tools and concrete ways on how to develop himself in the future. Mistakes happen to everyone, but they should be addressed fairly and it is important to learn from them (Korpi & Tanhua 2007).

Other ways that Mr. Ikonen uses at his work are side listening and sales coaching that takes place in a class room. Side listening is a situation where the supervisor sits next to the sales person and listens to the conversation taking place between the sales person and the customer through the phone with an extra headset and then gives feedback. This individual coaching is more private and gives the individual courage to ask questions that might not be as easy to ask in front of the entire group (Aaltonen et al. 2005, 316).

Sales coaching in a classroom is one of the traditional ways and situations to coach sales personnel. This kind of group coaching work the best when the group dynamic is tight and the group works well together and like in this case they all work in a same Telesales unit (Aaltonen et al. 2005 315, 316). In the classroom situation the supervisor asks the sales personnel about their challenges and this decides the agenda of the coaching. Sellers get invitation to the coaching and the length of the coaching depends on the matters at hand and the seriousness of the challenges.

Mr. Ikonen says that he has noticed that these methods bring up the motivation of the sales personnel noticeably. The most important thing is to remember that coaching is not about finding the weaknesses of the sales person, it is more about finding the strengths and things that they have succeeded in. A seller does not get motivated through negative things. Coaching moments should be a positive and there should be positive and open atmosphere from both sides.

The company has gone through some changes and this also changed the roles as the sales system changed from selling into new markets to add on sales. The change has had a negative acceptance, which is quite common. This change has also affected the staffs' motivation and behavior. Activity has dropped and the results are lower than at the same time last year. Due to these changes motivating and coaching people is challenging. Korpi and Tanhua points out the importance of giving feedback and positive feedback are one of

the best ways to motivate staff. The theory supports Mr. Ikonen with his decisions at this moment when he sees best to concentrate on the positive things and giving positive feedback. It is important to make people understand and believe that they are able to succeed in their new work and in their new role in add on sales. Motivation is much more difficult and challenging when people feel unsecure in their work.

Other situations which are challenging are situations where people are not motivated and therefore, not giving their utmost in work tasks. Individuals can get unmotivated if they feel that they are not good enough at their work. In this kind of situation it is important to find the strengths of this individual and discuss on how to embrace these areas where this person is good. According to Mr. Ikonen every person has something where he is good.

The theory of Rauno Korpi and Pertti Tanhua (2007) on the challenges of motivation supports also what Mr. Ikonen describes, that it is good to remind the staff on what do they work for and what influence the work has. The individual staff member needs to know that his work counts and that he has a voice and that he can influence on things (Korpi R. & Tanhua P. 2007, 115).

Mr. Ikonen likes to also address that every employee needs time from his supervisor and if there is not enough time, it effects the satisfaction of the staff in a negative way. As one of his challenges he admits to be time, that the staff needs. He tries to schedule at the beginning of every month a 30 minute face to face meeting with every one of the staff. The goal of this meeting is to go through the results, challenges and success of previous months. In this way Mr. Ikonen keeps track of the current situation and the discussion motivates them at the same time. Due to the lack of time he has had to cancel a few face-to-face meeting and the personnel gave feedback right away addressing their dissatisfaction. Other situations where he has felt to be challenging are the situations where the person does not get motivation from the work anymore and does not want to work as a salesperson any longer, these are the most challenging situations.

The results of motivation can be seen in the sales results. Mr. Ikonen believes that not only motivation affects the sales result and it also has an impact on the work atmosphere. The unit where Mr. Ikonen works received the "Good Feeling" title year after year, this title is also a good recognition to the managers of a job well done. The research filled up by every

sales person with an anonymous questionnaire once every quarter a year. If the staff feels good and it is satisfied it gives better result (Korpi & Tanhua 2007). Mr. Ikonen states also that good atmosphere is one of the most important elements in a sales unit. Sales work requires good feeling and that good feeling also gets transmitted to customers, which is amazing. They want to exceed customer expectations in every customer situation and create excellent customer experiences.

Sales results have been at a really good level during the past few years and therefore, managers at this particular unit can feel that they really have succeeded in motivating their staff. There is a target set up for the managers at the beginning of the quarter year, then the work begins to work towards that goal as a group. The euro index is checked monthly, analyzes and changes are made according to the development of the index. Last year the euro index was 113 %, which is excellent taking into consideration that the target was very demanding and set up high, states Mr. Ikonen

Motivation and atmosphere is measured by anonymous questionnaires every quarter a year. According to Mr. Ikonen this is a good way to measure the results of motivation and it also gives the actual image of how the sales personnel succeeds and what do they think is challenging for them. The managers are also measured with this type of questionnaire. Mr. Ikonen agrees that this kind of questionnaire and the results of it are helping the managers to develop themselves and get better in the future. Adairs' (2005) theory highlights the importance of a leader to have a good sense of one's limitations and willingness to learn and admit that there are still areas which can be developed and improved that this kind of questionnaire and the results of it are helping the managers to develop themselves and get better in the future.

Other measurements are the sales results. The unit where Mr. Ikonen works has also started to analyze different kinds of coaching management ways and their impact on the sales results, and they have gathered some information of it. Depending on the coaching and the time of it there can be seen some sort of change to better in the sales figures. Mr. Ikonen refers to an attachment which is a graph of sales figures after coaching has taken place. Sales chart 2012 shows some results (See APPENDIX 1.).

The impacts of motivation and coaching towards sales results is difficult to measure, as it is impossible to separate the affects of sales campaigns and marketing from the figures. In the year 2012, seven different coaching events took place and there were also many product and system coaching, which according to Mr. Ikonen did not have that much influence on the sales results.

Both of the interviewed Sales Managers agree that the group hearing, side listening are the most effective ways to coach sales personnel. Also the quality time spent with the staff in face to face meetings and the class room learning are the ones that have worked best.

The second interviewee Mr. Herrainsilta adds that when the basic idea of coaching is to get the person to realize the idea, all the ways which practically reflects this are useful. Also the fictional mind games of different kinds of sales situations where the seller can practice interaction on different situations seem to work really well too.

Mr. Herrainsilta also likes to point out a way that has not been practiced that much yet, the pair listening. In this situation a pair listens to each others telephone conversation and then gives feedback to one another and the manager takes the role of an observer. Coaching should take place in a wider scale, sometimes the best way is just to walk from one seller to another and give positive and constructive feedback. It is important to remember to notice the person and not just the result of the work.

The role of the manager is to make sure that the seller is on the right track, and is able to provide the customer with a sufficient amount of data. It is important that the seller knows how to communicate the basics of the insurance policy in a clear and understandable way to the client. The company has its own set of rules and a way of doing things, which the seller must comply with.

As operational environment in insurance branch is a traditional expert service and when combining that with a proactive sales work, you have two challenging things combined together. The legislation of the insurance industry is quite tight and, for example, the seller ought to provide the customer with sufficient information on the insurance on the phone.

From the perspective of the Manager as described in the context, Mr. Herrainsilta says that the recruitment of a new employee is really a challenge nowadays. Generally, the new recruit has no previous experience from the insurance sector, the orientation of a new employee is a process of many months for the manager. The orientation consists of training and coaching. Proactive telephone insurance sales is yet quite new on the Finnish insurance market and for that reason ready qualified employees in the labor market are hard to find.

An average employee work at telesales approximately two to three years. It is quite often that a new works is found within the company. Mr. Herrainsilta sees it as a challenge for the sellers to build up their career as the Telesales unit is a separate unit, and therefore, hardly any contacts and networks can be easily made inside the company. It is not only a challenge for the sales personnel but also for the management, it is a challenge to keep up with what is going on with the rest of the company.

An addition to the challenges is the sellers exceptionally short working time, the sellers work 32.5 hours weekly, the shortness of working time sets challenges for development of skills, while at the same time, the result of the work will be done on hard targets. Recently the unit began to invest in quality indicators with the aim of improving the quality of the customer experience. Safety needs on Maslows' hierarchy of needs by Robbins (2010, 88) supports Mr. Herrainsilta on the fact that taking this sort of issues into consideration will improve sellers results and extend their working careers. The problem now with the short careers of sellers is preventing the manager to succeed with the single sellers' long-term development. Especially when the theory of Hagemann (1991, 27) is taking into consideration and the theory on individual coaching giving the best result in the long run, if work careers are shortening the results will never get to the point where they could get.

Mr. Herrainsilta has similar thoughts as Adair (2005). A good manager is a person with a long-span, the ability to see the big picture and the ability to observe things both from the company's and from the personnel's perspective. According to Adair (2005) a cold leader is not a good leader, when according to Mr. Herrainsilta a manager needs to help the sellers, a good set of human leadership skills are required and it is also important to have the ability to get along with different kinds of characters and personalities in different kinds of situations. A manager ought to be a supportive, inspiring, motivating, fair and honest. A good manager is able to build a good interaction with the team through his own

personality and has the ability to listen to his team and the ideas and thoughts as well. When a good base of interaction is built with the team it makes it easier to discuss negative issues as well.

Sometimes the managers' role requires to bring up issues that nor the staff nor the manager himself can control. These are the times when it is important to achieve a common understanding why one needs to function in a certain way and what it means. Korpi and Tanhua (2007) points out three essential parts of communication, appreciation, toleration and reconciliation. These are the things that also Mr. Herrainsilta describes as essential for communication.

Hagemann (1991) describes the importance of giving room for creativity and avoiding strict rules and boundaries, Mr. Herrainsilta agrees that a good manager can be close and distant at the same time. This means that a good manager encourages sellers to function independently and in a group. It also means that the manager does not necessary have to be involved with everything but can be there to give his support if necessary. A good manager should also give space for development and lead the team with positivity, using the individualistic strengths of the team. A good manager is also able to control the emotions and function logically.

Coaching is an important issue and a great tool to go through different types of job changes and it helps to improve the seller's motivation and commitment to the work. The less external motivator factors seller's work have the greater meaning coaching has. Coaching plays an important role with the development skills of the seller. With the help of coaching one can get the seller excited and interested in new things and also to take responsibility for his own development. It is essential to arrange a good learning environment and a right kind of atmosphere through coaching for the seller, instead of giving the answers. It is important for the manager to use the expertise and knowledge to ask the right questions and challenge the employees to find out the answers (Havunen 2007, 23, 24).

Mr. Herrainsilta coaches his team daily and it comes with different kinds of ways and shapes. Once a month he meets up with every seller for 30 minutes. In addition to this and a bit more formal are the developing discussions and progress reports two to three times a year. Coaching takes place in a group or face-to-face with the seller. Team work could be

seen in a way where the team coaches each other. There is no right or wrong, it is important for the coach to see himself if the coaching is best to keep individually or for the entire group or by using both methods (Aaltonen et al. 2005, 316).

Coaching is time consuming and the time for it should be used effectively (Korpi & Tanhua 2007). Mr. Herrainsilta addresses also the challenges of coaching is the limited time available. A great part of the time goes into planning not so much on the coaching itself. Never ending challenge are the different types of people and their characters and personalities. Also as a challenge are the short work relationships and the challenge to find what should be the focus of the coaching.

With coaching Mr. Herrainsilta wants to achieve development also at a personal level as well. He truly believes that through positive feedback, one is able to encourage and develop the sellers' self esteem and make them believe in themselves. This makes it easier for the seller to face the situations and issues that he might have to face later on, and these qualities make it possible to develop oneself.

To measure the result and impact of coaching is not easy and it should not be measured by numbers alone. Coaching is something that should be observed in a person in the long run. The best result that Mr. Herrainsilta has seen is the ability of a person to learn faster and the ability to have the courage to try new things.

6 CONCLUSION

According to the sales chart (APPENDIX 1.) that Mr. Ikonen provided to support the studies, one can see the sales figures for the year 2012. From this chart one can also see the sales per seller per month and the total sales of the entire month. Mr. Ikonen told when asked that Telesales' unit had seven different coaching events.

It is natural for the sales figures to increase progressively from the beginning of the year, every month, as the sales personnel has to start from the scratch each year. This means that a seller needs to make a huge amount of phone calls to get appointments, and through appointments they get offers and through offers they make sales. For this reason it is difficult to measure the affects of coaching for the sales figures in the beginning of each year.

The sales chart shows that in January when the sales started and the whole year starts the sales have been quite low only 47,8 thousand euros and that is the lowest number of the chart. That is quite natural because the year had just started. The first coaching event Kick off and sales coaching took place and was arranged the 19th of January. One can see that at the end of February sales have increased up to 69,5 thousand euros. February 20th the managers arranged a side listening, where the manager sits next to a sales person and listens to the conversation with extra headsets and gives comments and feedback to the seller. This not only gives the seller ideas on what to do better and in which areas there is room for improvement but also motivates the person as the feedback is given individually. The seller has the opportunity to ask questions and point out issues that they feel challenging.

When the sales and offers start rolling in one can see that already in April when a group hearing was arranged the previous month the sales figures sky rocketed to 99,5 thousand euros. Another side listening was arranged in May which kept the sales figures at 100 thousand euros. July was a summer holiday month and therefore sales show a negative figure, but right before holiday another group hearing and a sales coaching was arranged. The results of the group hearing and sales coaching can be seen on the sales results of August, when it hit the best sales figures of the year 143,6 thousand euros. In September

sales figures dropped by 20 thousand euros but after a group hearing in October one can see that the numbers increased again and the November sales figures jumped up to 140,6 thousand euros. In December sales stayed in 130 thousand euros.

From these results one can see that coaching definitely had an effect to the sales figures and motivated people to do better. From the methods of coaching one can come to a conclusion that by far the best coaching method is the group hearing. The results of the group hearing brought the sales figures to the highest level during the entire year.

When combining the sales results and taking into consideration the interviews of Mr. Ikonen and Mr. Herrainsilta one can come to a conclusion that group hearing and face-to-face meetings are the ones that reach the best results. Research also shows that coaching by using positive and constructive feedback is something that can be held as one of the most effective ways to coach.

When combined the information gathered from the theory of coaching and the interview, it looks like there is no question about it that how important it is to give feedback. More important for the supervisors and manager is that they have to have the eye and sense of the situation and to know the individuals so that they know what kind of feedback to give and how to give it. It is important to learn how to give feedback, giving negative feedback is like walking on thin ice, the outcome ideally should be to guide the person and learn from mistakes and still being able to trust the manager. Negative feedback should somehow be possible to turn into motivation. But if this goes wrong and the feedback is given without a reason, in a wrong way the results usually are not good. The person becomes unhappy, unmotivated, and it affects the work results. As a point to add if a person is not feeling good it also affects the person as a whole, private life suffers, health suffers, the affects are much bigger than one might even imagine.

It is also important for the leaders to learn from the staff, they are the leaders but they have to step down someday and admit that even they can still learn and learn from their staff. A good manager hires only people smarter than himself, it is not wise to hire people who are not, as they will be able to bring and give more to you and to the business than you could. The idea is to learn and go forward, leaders are not expected to know everything

they are to guide and get the best out of the people by using their skills on leadership, to guide, motivate, lead, it is a sum of many things.

Robbins and Judge (2010) define leadership as the ability to affect groups vision and goals. Karlöf and Lövingsson (2004) on the other hand in their book say that this concept consists of leading, guiding and developing. According to this research is the interaction between people, where one sets the direction and with own example shows and guides towards the goal. Leader should be passionate about their job and through these inspire and motivate the staff.

The most important task for a leader is to motivate the staff. It too often so that there is only one target which everyone should aim at and the differences between individuals are unnoticed. As an example a traditional sales organization, where the classic mistake of an goal-orientated sales model is used. The goals and targets are set up by the sales manager or the station manager with the help of the sales managers.

If the target of the sales organization is not realistic for a sales person, most likely this person gets unmotivated and the work is not done well. With unmotivation in this situation is meant the situation with this single seller where there is no intense of reaching the goal that is targeted. This situation makes this individual staff member to feel that he is not good enough nor capable enough to reach the wanted target and feels that there is no affect to the final result from the work that has been done. This sort of even out target model takes the creativity and motivation from many people.

It is believed that if every single employee gets his own individual realistic targets, the level of motivation and commitment to the job will increase noticeably in the entire organization. As a result positive atmosphere will increase within the organization and results will be better than compared to the one target for everyone model. The only problem seen in this might be the lack of time to adjust the target for each individual separately but compared to the time that it takes and the results it brings, one cannot lack of time as good enough excuse.

There are numerous ways to motivate staff, it is vital for the supervisor to be able to find out and bring out the strengths of each employee. A supervisor should systematically

develop these strengths with the staff. Other challenges one should focus on are the strengths or the weaknesses. Areas where developing is needed should be noticed and discussed openly among the staff but if this goes on for long and too much focus is given to it the end result will not be good. The research has come across with the past work history of supervisors whose main goal in life and mission is to make sure the staff knows how incapable they are and how bad they are at their job. In the long run these actions create negative thinking and bad atmosphere in the work environment. From this kind of situation it might be impossible to come around without changing the supervisor. This kind of supervisor role does not build trust between the staff and the supervisor, the communication suffers and becomes very weak with the staff despite what the situation is.

Trust is everything and the key to a successful leadership function. Building trust, gaining and developing of it should be cherished more in Finland and also everywhere else in Europe. The meaning and the importance of trust is not yet correctly understood. It could also be that supervisors are lacking social skills, and the messages can be misunderstood without them actually realizing and noticing it. From time to time it feels that the basic lessons on how to behave correctly would be in place for some of the managers. A good example the researcher supervisor has experienced is a lacking of social skills as he did not use eye contact nor answered properly to questions just mumbled a couple of words and left. It was impossible to get any positive feedback or encouragement from him. But he remembered all of your mistakes and if things did not go like he wanted them to go he remembered to give feedback and was sure to use his position as a manager when doing so.

A strong believe is that nowadays people are not easily changing jobs because of a bad supervisor. Finns should wake up and see life as it is today and brake the walls of our cultural stiffness and models of leadership that the history has build for us. It is said in Finland that “a Finnish man does not talk nor kiss”, this brings out the cold truth of how cold, mechanic and reserved this nation is. Of course some improvement has happened but it somewhat still true. The reason how leadership is linked with this old saying is that leaders should have empathy.

By empathy is meant the ability to see things form the other person’s point of view as well and through this one is able to have a good interaction with each other. Good interaction diminishes the risk of being misunderstood and adds trust between the staff and the

supervisors. Empathy has therefore a very important role in leadership. Many of the concepts still used today in business are from the era of the world wars and at times it feels like the functioning in business is still on that level.

The future for the development of leadership seems challenging. It is yet to see if in the future the leaders are to be chosen by their abilities in the social skills and emotional intelligence rather than educational, authority and with relations. The respect of leadership in other words managing people will change also in Finland in the near future. Supervisors that are coaching, supportive and leading with their own example are going to be in high demand in the near future. The new generation will bring this leadership model strongly forward in the futures work life here in Finland. Work life is become more brutal and challenging than before. Nowadays it is necessary to give results and make things faster and more efficiently. Efficiency based thinking model is one of the reasons why leadership model is the only way to get the wanted results. Workers get a good leader and a rewarding model and with this motivation to their job they reach the joint targets.

Personality plays an important and essential role when choosing someone for a managerial position. To completely trust in different kind of personality tests that are out there is not wise. These tests surely give some sort of direction and a picture of the personality, social skills and how well they can manage stress and also what their future expects of work life are, but there are also things they do not reveal.

A problem can be seen here is that some companies are looking at these tests and see as black and white and make assumptions of people before they actually even meet with them. An excellent tool that is nowadays seen as a bit more the old fashion way of face to face meeting, is a job interview to build a picture of the applicant instead of using these tests. In the interview there should be at least two people to analyze in order to get an as objective picture of the applicant as possible, instead of the entire evaluation based on an analyze made by one singular person.

According to researcher the leadership culture in Finland and the management style scheduled by based on an emotional and more discreet way of leading people. Often it is heard that Finland has bad leaders and that the level of leadership is higher than in any other country. Despite all this there is a strong believe in Finnish leadership and leaders.

Leaders in Finland are trustworthy and you can actually trust what they say and that it is true. One can say that in Finland leaders support their staff and show empathy and caring towards them.

One of the challenges in the Finnish leadership culture is the difficulty of understanding and learning the vocabulary and concepts in other words the special terminology. Special terminology is developed to ease the communication between people, but in reality these concepts are used wrongly. Using different kinds of special words has become nowadays some sort of a trend. More than one term is used in one sentence, developing sentences, where the meaning of these sentences seems to be utopian for the managers themselves. A term is more or less an interpretation and as many there are people as many there can be different interpretations and same goes for listeners, some hear this and another quite the opposite.

There are people that are refining terms and interpret them by giving them new meanings. This is the result when the true and actual meaning of terms are never researched, learned or bothered to look up. This makes the communication between personnel very challenging and difficult. One can end up in a situation where the manager is using difficult and rare terms when explaining something to the personnel, there are words term that the staff has never even heard of and do not understand. The level of communication is weak in the case company the staff feels uncomfortable in these kind of situations and the trust towards the leader and to themselves suffers from these situations. In the future this might become a huge actual problem and it needs to be noticed. As a solution, hoping it would awake discussion and through that a solution will be found.

Asunmaa (2007) in his research of the special features of Finnish leadership, says that the earliest influences that Finnish leadership has comes from the early years of 1900. The biggest influence came from the government as it began to interfere in the economy. Finnish economy and leadership as a concept has been quite stable during the past decade. As one of the special features of the Finnish leadership is the believe that the leaders have, if you want to achieve something you really have to work hard.

In Finland leaders are honest and open, these are the things that will help them to succeed in their careers. Leaders are humble, and they remember to keep their head away from the

clouds, even though they are doing well, they are so to speak waiting for the next hurdle to come. They also have the ability to get influenced by things that are outside the business. Finnish management has also weaknesses, a huge challenge are the market based functions such as trade and doing business, these are based on quickly changing customer demands and the services of a well known brand and it is commercial services.

The Finnish basic values are a great base for leadership. Being open is one of the most essential features in Finnish leadership but of course there are some exceptions. An open minded atmosphere between the staff and the management is sure better to have than closed and restricted atmosphere.

It can be difficult for Finnish managers to admit that they have been mistaken and done something wrong. Behind this there might be the believe that their credibility suffers if they are not always right and admitting that they were wrong, or by thinking that as a manager one should never be wrong or do mistakes at least not to admit it, one might lose their face by doing so. Open minded is one of the things that separates Finnish leaders from others.

The genuiness and the humble attitude that the leader uses at work are maybe the biggest successful features in Finnish leadership culture. Being genuine is something that one can not pretend to be, it is a direct mirror to persons´ values. Skillful leaders transform and know how to act according to different situations without changing their personality. Genuine persons need to be true and honest to themselves. It takes a lot of work to be genuine and therefore one can say that only strong leaders are the ones that are the most genuine ones. Being genuine increases the feeling of trust and caring to the personnel. Trust is the rock of good results. It is believed that nowadays it has become a trend to be genuine. A lot of people say that they are genuine because everyone wants to be genuine or at least believe they are.

Being humble could come from way back, maybe our geographical location also affects our humbleness. One reason also could be that Finns have also learned to work hard in order to succeed, being able to survive as such a small country and also to develop at the same paste as the rest. Being humble has the advantage that one is ready for the hurdles that might come and does not lose our faith even if some hurdles comes on the way.

The researcher thinks that in the future in the global society people is managed differently. Empathy, communication skills, personality and genuineness of a leader will play a big role and the respect of these qualities will increase noticeably. In every sector the competition is increasing and one has come to a point where it is not anymore enough if you try your best- you have to do more than that. When more and more and better results are demanded from the personnel, the skills of the manager to be able to motivate and encourage will become more important. Best managers will get more from their staff with less work. Reliable, open and leaders with empathy are the ones that are worth of gold for businesses in the future and they are the ones that will bring the best results in the long run.

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APPENDIX 1.**(Sales Results 2012)**

	Sales Results 2012												2012
Sales	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Seller 1	14,5	22,4	15,4	19,2	16,6	17,6	-4,2	20,0	19,8	20,5	22,8	20,9	205,5
Seller 2	0,0	0,0	0,0	8,6	17,7	18,2	-0,5	19,8	13,2	21,5	17,0	13,0	128,5
Seller 3	3,1	5,2	13,9	17,8	13,3	14,6	-0,1	23,7	16,2	16,9	14,7	14,5	153,8
Seller 4	0,0	5,3	12,8	12,9	13,7	18,8	-1,8	19,2	13,7	12,9	14,6	18,4	140,5
Seller 5	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	6,4	19,7	16,0	18,0	60,1
Seller 6	5,6	13,4	9,1	13,8	14,3	11,6	-0,8	18,6	14,5	16,5	19,6	10,9	147,1
Seller 7	9,2	9,8	15,1	13,8	13,9	18,7	-3,6	23,4	19,9	16,6	19,7	16,4	172,9
Seller 8	15,4	13,4	3,8	13,4	17,7	2,0	-2,3	18,9	16,7	0,1	16,3	20,1	135,5
Total Sales	47,8	69,5	70,1	99,5	107,2	101,5	-13,3	143,6	120,4	124,7	140,7	132,2	

Coaching events in 2012:

Kick Off and sales coaching: January 19.1.2012

Side listening: February 20.2.2012

Group hearing: March 22.3.2012

Side listening: May 18.4.2012

Group hearing and Sales Coaching: June 20.6.2012

Group hearing in October

APPENDIX 2.

The interview questions for Mr. Ikonen

What is your position in If and work description?

What is Telesales concept - how your team works?

What are the challenges in your Team?

What motivates you?

How do you motivate your staff?

What problems and challenges have you faced in motivation?

What are the effects of motivation in telesales?

How can you measure the results of motivation?

What Is the best way to coach?

APPENDIX 3.

The interview questions for Mr. Herrainsilta

What are the biggest challenges in managing a telesales unit?

What makes a good supervisor/ manager, what is needed?

Do you find coaching important?

How do you coach your staff?

What are the challenges in coaching?

What are the best ways to coach?

What do you want to achieve by coaching and how can you measure the results?