

# The Case for Coaching

# **Agenda**

- I. Defining Coaching**
- II. What Coaching Will Achieve for Us**
- III. Coaching's Impact on the Bottom Line**
- IV. Coaching's Effect on Core Rep Productivity**
- V. Coaching's Connection to Engagement**
- VI. Other Benefits Realized through Coaching**
- VII. Planning Our Coaching Strategy**

# Defining Coaching

Clarifying terms is essential to understanding and achieving coaching's full range of benefits

Coaching is an **ongoing** and **dynamic** series of **job- embedded** interactions between a **sales manager** and sales rep, designed to **diagnose** and correct/reinforce **behaviors, specific to that individual.**

## **"...ongoing..."**

Coaching is not a single event or even series of events, but a focused continuous improvement effort. Coachees never "graduate."

## **"...dynamic..."**

Coaching evolves over time as rep needs and sales situations change.

## **"...job-embedded..."**

Unlike training, coaching is integrated real time with day-to-day workflow and directly relevant to actual business situations.

## **"...sales manager..."**

While managers may offload some coaching to others (e.g., specialists, peers), they do not relinquish responsibility for overall rep development.

## **"...diagnose...specific to that individual."**

Coaching is completely customized to the individual. It targets only relevant and pressing needs and is tailored to coachee's specific personality.

## **"...behaviors..."**

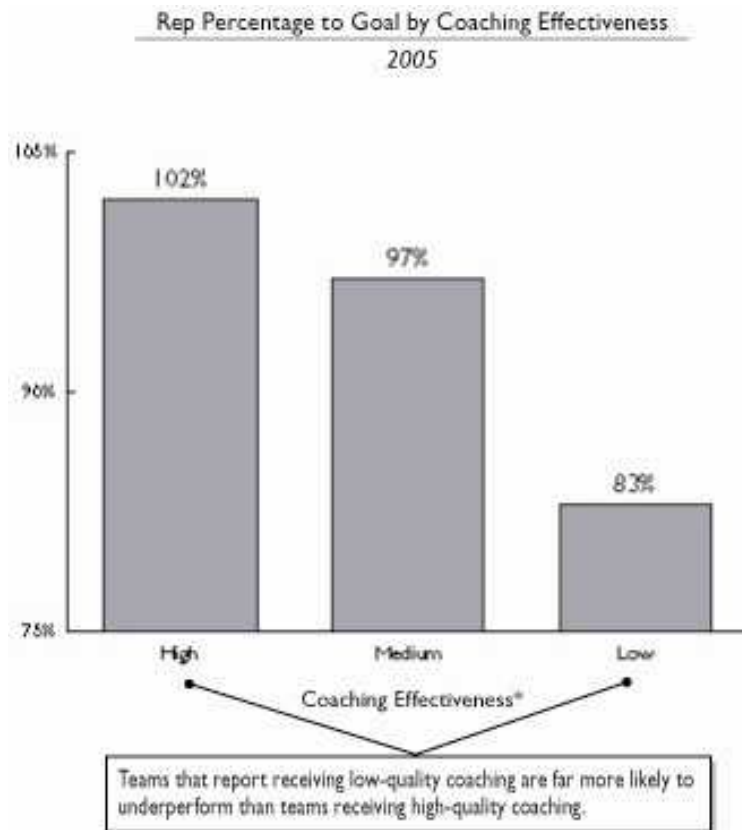
Coaching is primarily about the application, not the acquisition, of skills and knowledge. It is concerned with doing, not simply knowing.

# What Coaching Will Achieve for Us

Signs that we need to raise performance in one or more areas of our sales organization...

# Coaching's Impact on the Bottom Line

Sales Executive Council research shows that effective coaching is proven to directly increase sales performance



n = 2,400

*“We first launched our coaching efforts in our inside sales group and saw an immediate \$90/hour (\$3,600/week/rep) impact.”*

EVP, Sales and Operations  
Hospitality Company

*“Targeted rep coaching is the primary way we drive customer engagement. We’ve seen average revenue-per-rep rise 25% as a result.”*

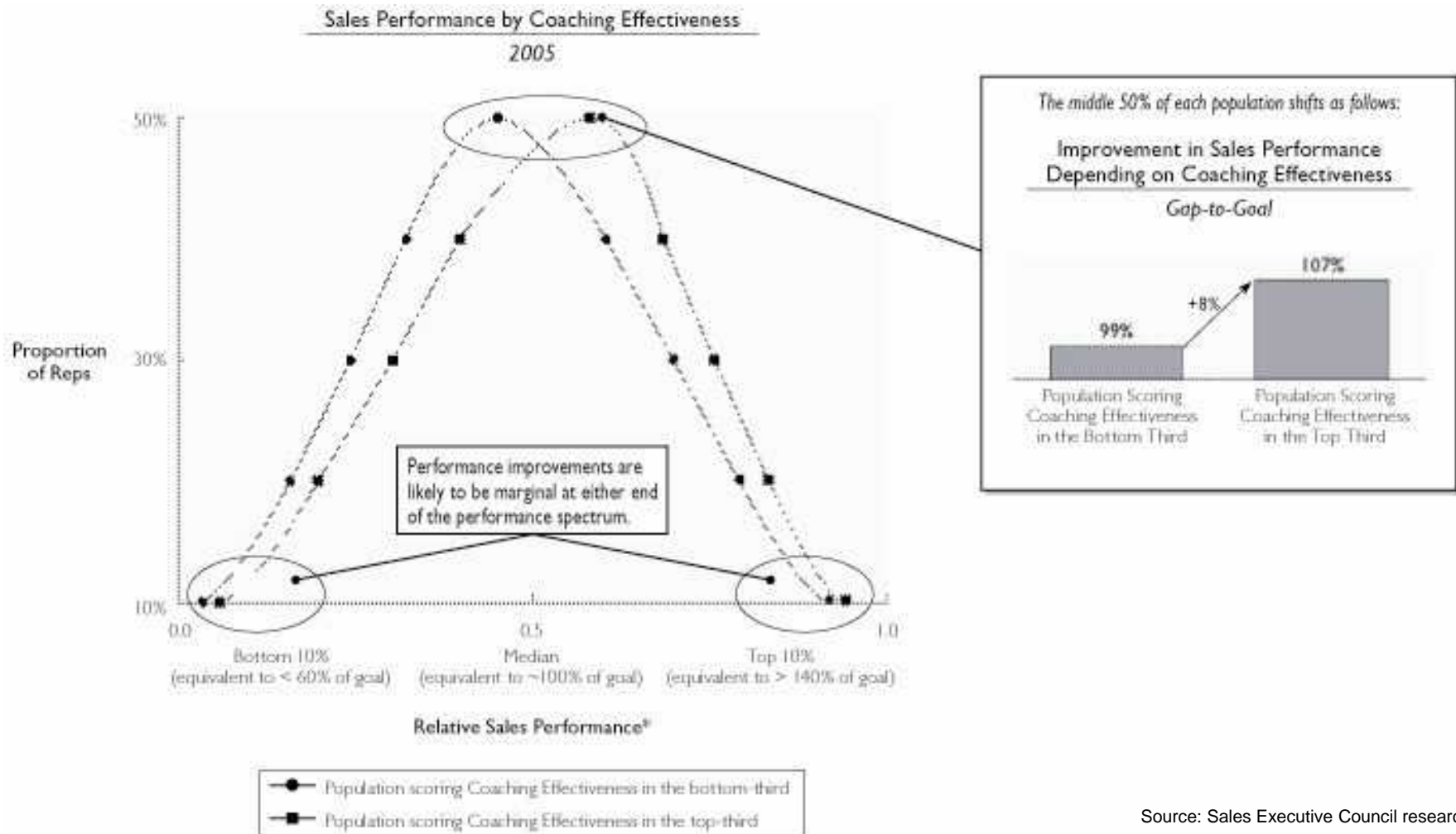
SVP, Sales  
Financial Services Company

*“In the first year after implementing a coaching program, we saw a sustained increase in revenue of almost 10% generated by reps who participated in our coaching program versus those who didn’t.”*

Director of Training  
Insurance Company

# Coaching's Effect on Core Rep Productivity

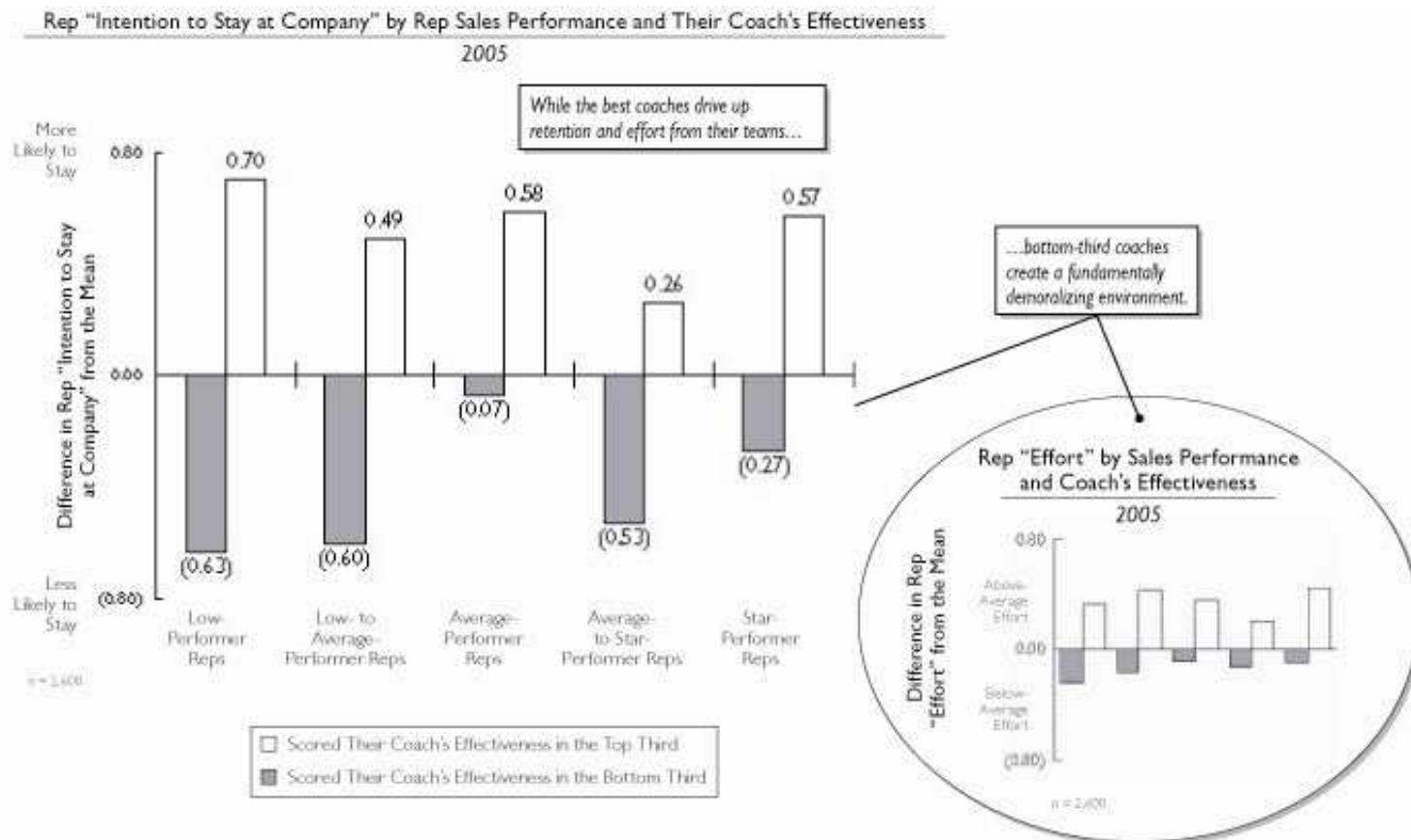
On average, coaching core reps results in an 8% sales performance increase



Source: Sales Executive Council research

# Coaching's Connection to Engagement

Not only does good coaching drive up retention and engagement, poor coaching actually drives them down



# Other Benefits Realized through Coaching

In addition to driving performance and retention, coaching impacts a variety of other targeted metrics, goals, and activities

## Improvements in target skills

*“We implementing a coaching program to improve forecasting accuracy; nine months after launch, we saw a 30 to 40% increase in forecasting accuracy, which equated to a significant cost savings for the manufacturing and distribution organizations.”*

Manager, Organizational Development  
Biotech Company

## Increased process adoption

*“We have seen an increase in adherence to the important parts of our sales process, such as time spent on pre-call planning, across the entire sales force, typically an area emphasized by high performers but underweighted by the core.”*

Sales Operations Manager  
Financial Services Company

## Retention of training knowledge

*“In the past, we threw lots of training at our reps just hoping something would stick. Once we integrated coaching with training, we saw an increase in ability to execute on knowledge taught in training and a substantial performance increase.”*

Director of Training  
Insurance Company

## Decreased Onboarding Time

*“By integrating coaching into our onboarding program, we’ve cut ramp up time from 12 months to 4 months.”*

Vice President, Sales  
Hi-Tech Company



# Creating Our Coaching Plan

Outlining our strategy for building and rolling out a coaching program...