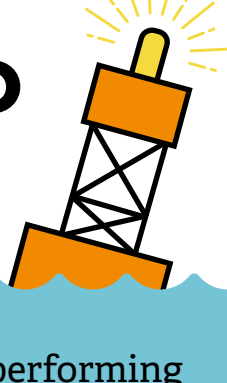


How Top Companies Use Sales Coaching to Buoy Their Results



We know how important coaching is to sales success, and that high-performing companies integrate it as a critical component, but many still grapple with barriers or behaviors that get in the way of successful coaching. Our research project with the Sales Management Association explored why some organizations use coaching successfully to drive sales performance while others struggle to make it work.

IMPORTANT IN NAME ONLY?

Few activities are considered as important as sales coaching - **76%** consider coaching important!

But **76%** also believe too little (and sometimes no) coaching is provided!

Among these firms, the average time managers spend coaching is just 5.7 hours per week.

Why It Matters?

Effective Coaching Significantly Lifts Sales Performance.

There is a **15% gap in sales revenue achievement** between firms that are effective at coaching salespeople vs. those who are ineffective!

Largest gains (12% higher) come when companies provide specific coaching objectives.

FIRMS ALSO SEE A PERFORMANCE BOOST WHEN THEY:

- Use coaching ability as part of their sales manager hiring criteria (+10%)
- Provide coaching for the sales managers themselves (+10%)
- Include coaching in sales managers' performance appraisals (+8%)
- Publish a definition of sales coaching (+6%)

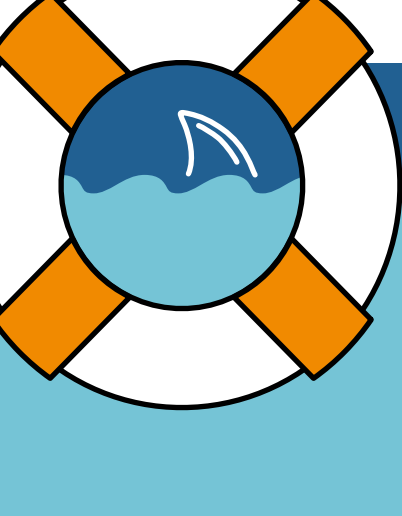
Left on an island and set up for failure...

Our research finds that coaching is not well understood, poorly supported, and its value overlooked...

- 63%** of companies have no agreed-upon definition of coaching. They let their managers determine the meaning of coaching.
- Just **25%** of firms publish a definition of sales coaching and its constituent activities.
- Only **36%** say that coaching is a stated priority of senior leadership.

"But we don't have time..."

- 67%** of firms say sales managers don't offer more coaching because they are too busy
- 38%** set specific coaching objectives for managers
- 34%** include coaching effectiveness in managers' performance appraisals



SOS: Where's The Support?

Sales coaching in most firms is viewed as a discretionary management style and not an organizational priority. How to tell that? Look to the inadequate or missing programmatic support.

Sink or Swim (but mostly sink)...

50% of firms provide no training for managers on coaching.

- Only **44%** of firms provide coaching for managers.
- Only **41%** of firms provide coaches with tools required to coach effectively
- Just **39%** of firms say their coaches share best practices among themselves
- Just **27%** of firms say that sales coaching effectiveness is assessed (at any level)



What Gets Coached? (and is it really Coaching?)

73%

Focusing coaches' attention on performance

71%

Prioritizing sales opportunities

69%

Enhancing knowledge of products and services offered

63%

Sales skill development

The Current Approach to Coaching in Most Companies Doesn't Work

- Less than half of firms (**46%**) consider their sales coaching efforts effective with 39% calling it ineffective.
- More than half of firms (**55%**) say managers do not know how to coach. (Hint: because they're not taught how)
- Only **37%** of firms do coaching "mostly scheduled in advance" compared with 28% characterizing their coaching as "mostly ad hoc."
- 48%** of sales managers spend less than 4 hours per week coaching (and 4% provide no coaching at all!)

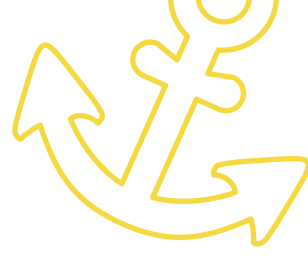
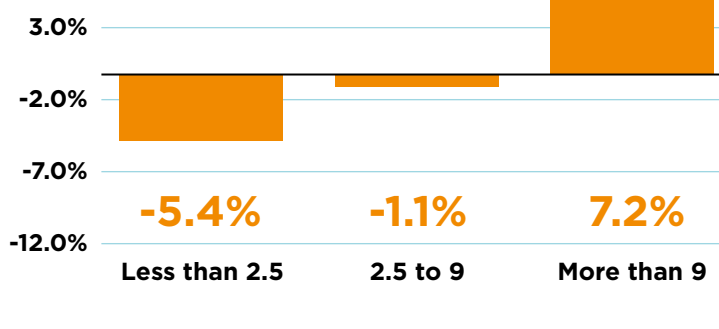


MAKE IT AN ANCHOR... Time Spent Coaching Matters

Firms coaching **9 or more hours per manager per week** - regardless of coaching effectiveness or quality - realize more than **12.6% better sales performance** compared to firms coaching less than 2.5 hours per manager per week.

Manager Hours Spent Coaching & Firm Sales Performance

VARIANCE IN FIRM SALES OBJECTIVE ACHIEVEMENT



Who Gets Coaching?

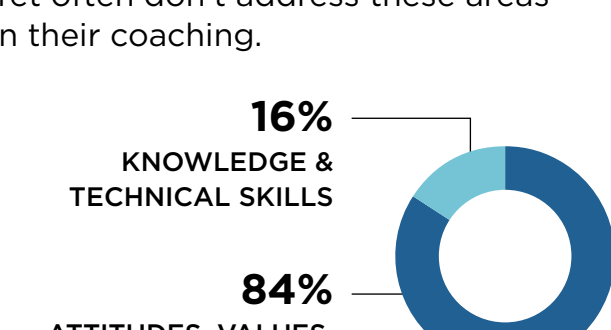
- New hires (**79%**)
- By request (**73%**)
- Poor performers and "at risk" employees (**70%**)
- High performers (just **36%**)

Leading companies coach their high performers.

Firms that provide sales coaching to high-performing salespeople realize **10% higher sales goal achievement**.

Coaching to Motivation Matters

Sales leaders believe attitudes, motivation, beliefs and values significantly impact sales success... Yet often don't address these areas in their coaching.



When coaching to improve motivation is **likely** to happen, organizations see a **7% bump** in performance vs. an **8% dip** when it's **unlikely** to happen.

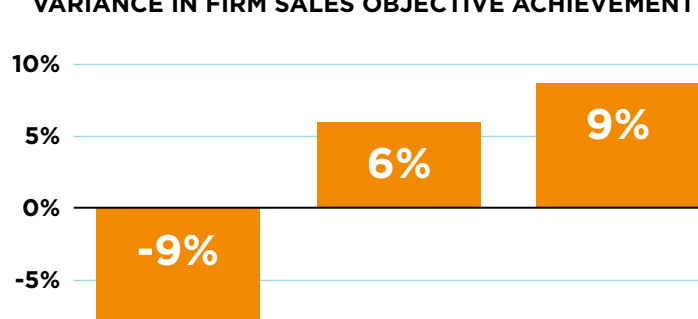
Can there really be such thing as "too much coaching?.."

The short answer: *No.*

Those that say they receive "too much coaching" see an **18% performance lift** vs. those that say they get "too little."

Sales Coaching Sufficiency & Firm Performance

VARIANCE IN FIRM SALES OBJECTIVE ACHIEVEMENT



Wondering where to begin?

Coach your managers!

There is a **23%** revenue performance gap between leading firms in which managers are provided coaching and lagging firms which do NOT provide their managers with coaching.

Coach more frequently

9+ hours per week per manager

Integrate Coaching Into Your Talent Management Strategy

High performers judge and reward management based on their success in developing salespeople (9% gap between leaders and laggards)

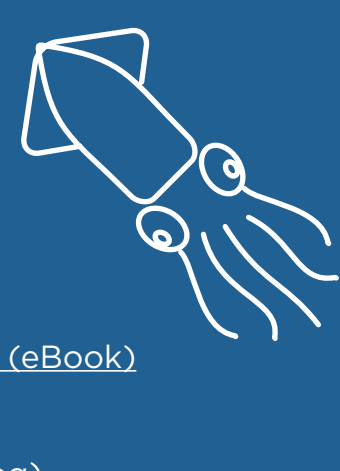
Schedule It!

Firms whose sales coaching activities are primarily scheduled rather than ad hoc enjoyed sales objective achievement rates **3%** higher than other firms.

Improving coaching effectiveness

Coaching topics that give leaders the performance edge:

- Salesperson performance (12% advantage)
- Motivation improvement (9%)
- Skill development (6%)



Related resources and additional reading:

- Who Will Your Superstars be in a year? Your Coaching Game Plan (eBook)
- Why Your Company's Coaching Efforts Are Failing (whitepaper)
- Coaching People to Be Like You? Here's Why That's a Mistake (blog)
- Law of Limited Performance (infographic)
- Coaching as a Strategic Differentiator (3-minute video)

This infographic summarizes our survey of over 200 sales leaders on sales coaching practices conducted in early 2018 in partnership with The Sales Management Association. The complete report on our research is available at integritysolutions.com/insights.

FOR MORE INFORMATION



(800) 646 8347 | IntegritySolutions.com