Mike Kunkle

Doug Wyatt

How Sales Coaching Excellence Can Supercharge Your Sales Force!

SPARXiQ

Our Plan for Today

Foundations

- Why coach?
- What exactly is coaching?

How-To

- Situation Assessment
- Solution Design
- Masterful Execution:
  - The Sales Coaching Framework & Process
  - Conducting Field Training
  - Conducting Sales Coaching
  - Creating a Coaching Culture & Cadence

Your Questions

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Why Coach?

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Why Coach?

The value of coaching is clear. Here are data that support its power:

- High-performing firms provide 15-20% more coaching compared to other firms.

  [*Source: Sales Management Association*]

- No other productivity investment comes close to coaching for improving reps' performance.

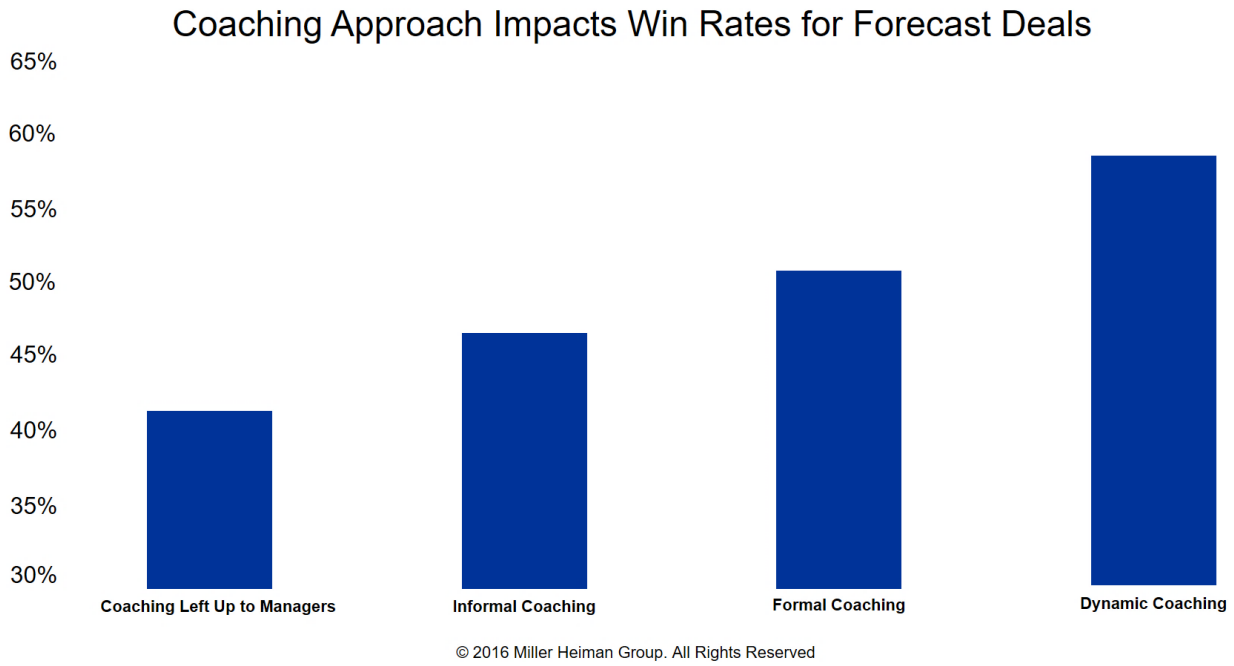
  [*Source: Harvard Business Review*]

- With a formalized coaching approach, win rates improve by 11.5%. The results are more impressive for a dynamic approach, which improve win rates by 27.9%.

  [*Source: CSO Insights*]

- In another study, sales training increased productivity by 22.4%. Follow-up coaching increased productivity by 88%.

  [*Source: Coaching as a Transfer of Training Tool*]



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Why Coach?*

Case 1: B2B Tech Sales, Company-wide

- Managers training completed in late Q1.
- By year-end, the company had a **revenue lift of more than 34%**, finishing the year over quota.
- The company also reported a **decrease in rep turnover**, along with **faster ramp-up** times for new sales hires.

Case 2: B2B Injection Molding, Division Pilot

- In four months, the manager's division performance had **improved by 36%** over the previous quarter – and he led the country.
- His team **improved profitability by 11%** with a greatly **improved win rate**.
- After the pilot, they did a company-wide implementation and **surpassed their annual quota by 16%** – achieving their best company performance in four years.

* These are real results. Your mileage may vary, based on quality of execution.

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Why Exactly is Coaching?

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What Exactly is Coaching?

Sales coaching is a formal developmental process where sales managers partner with their sales reps to improve sales performance.

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What is a Sales Coach?

A Sales Coach…

- Identifies performance gaps
- Wins commitment to learning
- Constructs applied practice
- Fosters continual application and reflection to:
  - Lift competence
  - Achieve greater results
  - Improve work performance
- A sales coach facilitates, leads, empowers, inspires, enables, and acts as a guide or Sherpa
- As part of that process, a coach may also provide feedback or train, as needed.

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Training? Where Does That Fit In?

Sales Coaches Do Both…

Skill Development / Behavioral Coaching

- Do they know **what** to do?
- Do they know **why** to do it?
- Do they know **how much / often** to do it?
- **Can** they do it? (**how / skill**)
- **Will** they do it?
- Are they doing **enough** of it?
- Are they doing it **well enough**?

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What About Feedback? How's That Fit In?

Coaching

- A formal developmental process where managers partner with their reps to improve sales performance
- Diagnosing performance, planning solutions, executing those plans, and reviewing results together
- Coaching is future-focused and developmental
- When coaching, managers often act more like a Sherpa or a guide, asking questions and facilitating
- Sometimes, more directive field training may be required prior to coaching.

Feedback

- Feedback is your advice
- It's often corrective or evaluative
- Focused on previous or current behavior
- Usually directive (telling vs. asking)
- Helps employees understand what prevents them from reaching their current goals or what specifically to do differently
- And… providing feedback can be part of the coaching process (and training).

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How to Coach:

Situation Assessment

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How-To: Situation Assessment

Sales Analytics / Metrics

ROAM Analysis

Results **vs. O**bjectives

Activities **+ M**ethodology

Results
- The outcome (actual)

Objectives
- The pre-set goal or target (forecast)

Activities
- What the rep does, with whom, how often, and possibly when and where

Methodology
- The sales methodology, or how the rep interacts with buyers and customers when selling (quality)

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How to Coach:

Solution Design

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How-To: Solution Design

Solution Type

Conditions	Reasons	Solutions
Don't know something	What to do	Train Coach
	Why to do it	
	How to do it	
Incorrect thinking	Their way is better	Coach Counsel
	Your way won't work	
	Something else is more important	
	They are doing it (lack of feedback)	
Misaligned consequences	A negative consequence for doing it	Manage consequences
	No negative consequence for not doing it	
	A positive consequence for not doing it	
	No positive consequence for doing it	
Constraints	Obstacles beyond their control	Counsel Change Transfer Terminate
	Personal limits (incapacity)	
	Fear (anticipating failure)	
	Personal problems	
	No one could do it	

Adapted from Ferdinand Fournies

Solution Content

- Known best practices in your industry
- Top producer practices in your company
- Your company's training programs
- An approved external resource
- Your experience and expertise
- Your rep's ideas to try
- The "A Players" on your team
- A "B or C Player" who excels at [skill]

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How to Coach:

Masterful Execution

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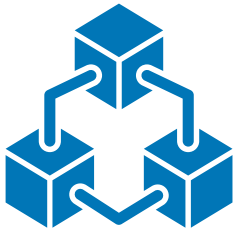
How-To: Masterful Execution

Four Part Plan

The Sales Coaching Framework & Process

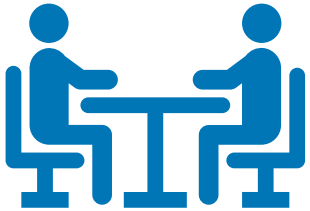


1

Conducting Field Training

2

Conducting Sales Coaching



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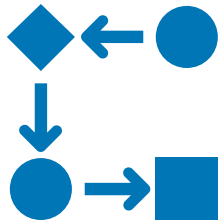
Creating a Coaching Culture & Cadence



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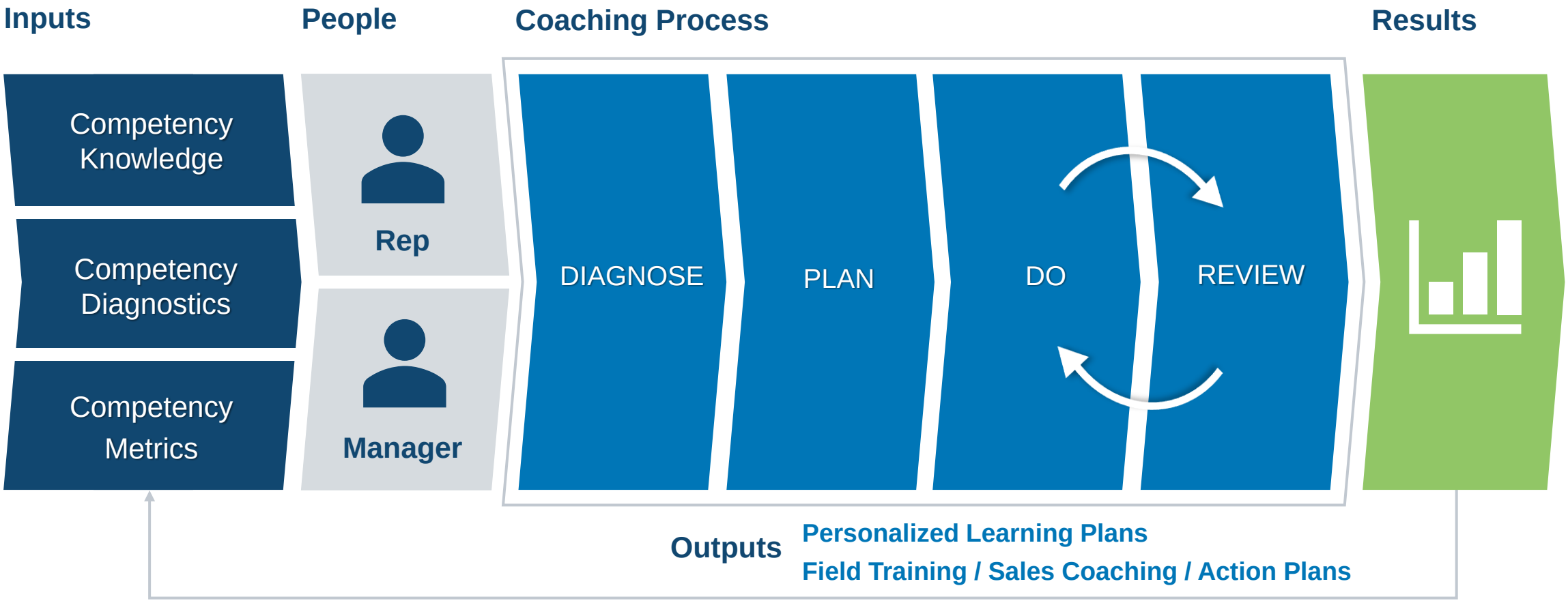
The Sales Coaching Framework & Process



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Conducting Field Training

Conditions	Reasons	Solutions
Don't know something	What to do	Train Coach
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	No one could do it	

Adapted from Ferdinand Fournies

Reminder

- Training is an appropriate solution to a performance problem, when your sales rep doesn't know:
  - What to do
  - Why to do it
  - How to do it
- Facilitate when possible but being directive is okay.

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Conducting Field Training

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Conducting Sales Coaching

Conditions	Reasons	Solutions
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Adapted from Ferdinand Fournies

Reminder

- Coaching is an appropriate solution to a performance problem, when your sales rep knows…
  - **What** to do
  - And **Why** to do it…
- …but needs to improve **How** they do it. (aka, Do something better)
- Or, they may need feedback to create openness to coaching (because they think they are doing it or doing it well enough)

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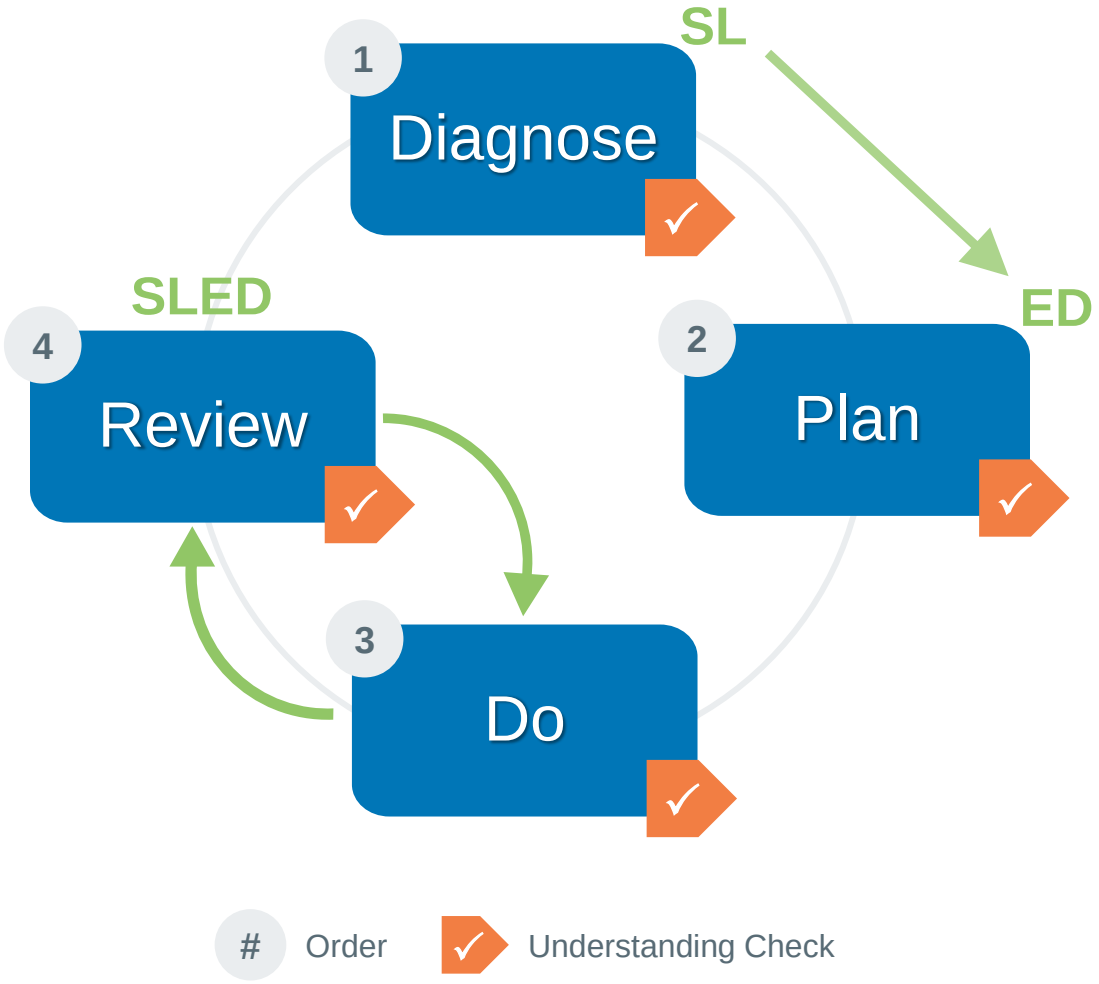
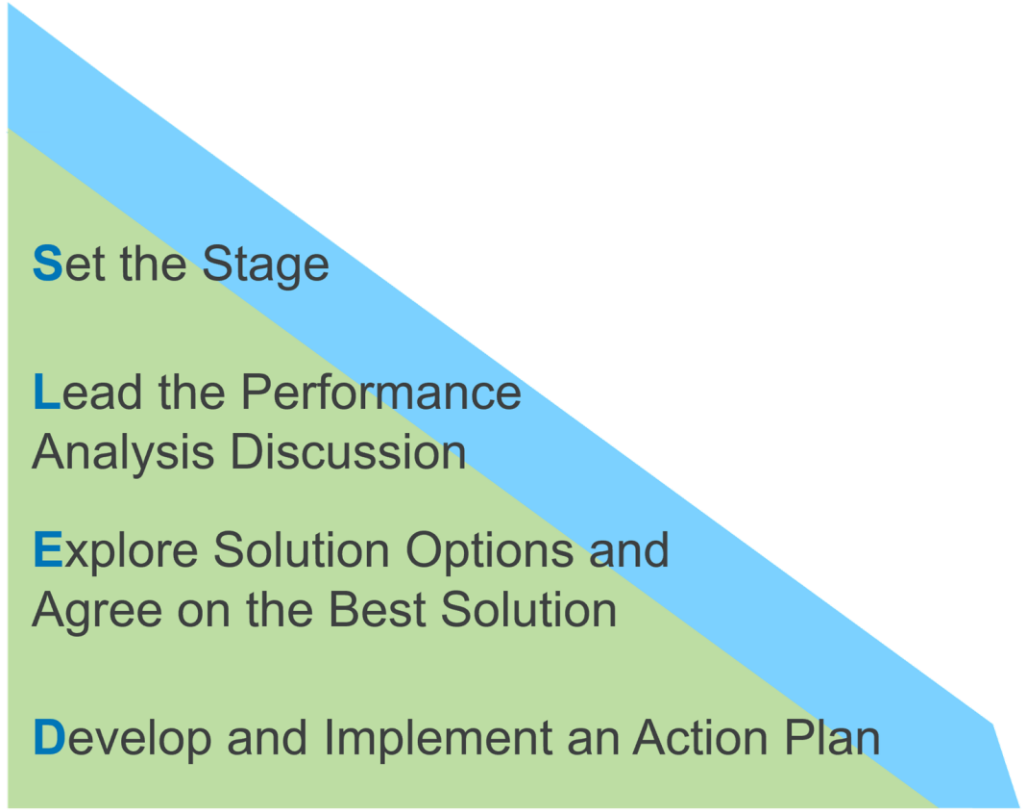
Conducting Sales Coaching

Coaching Process



Leading Coaching Sessions (SLED)



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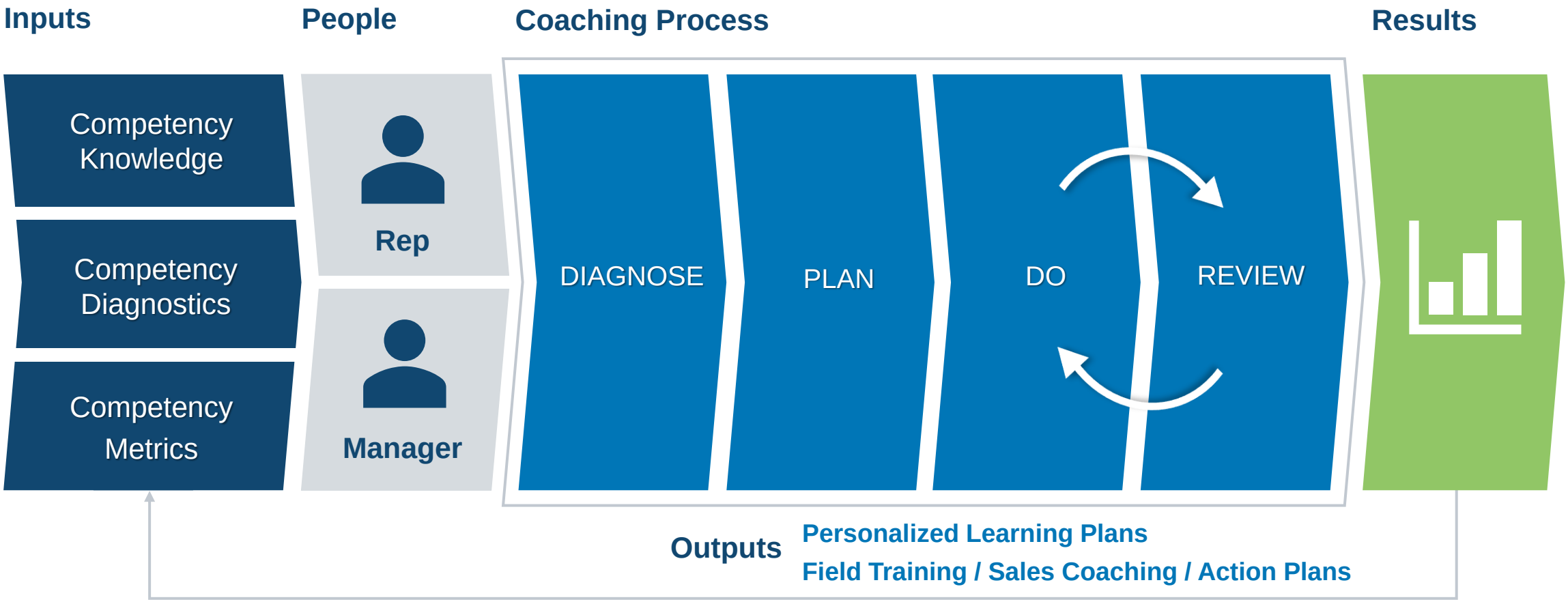
Creating a Coaching Culture & Cadence

Sales Coaching Framework with Coaching Process



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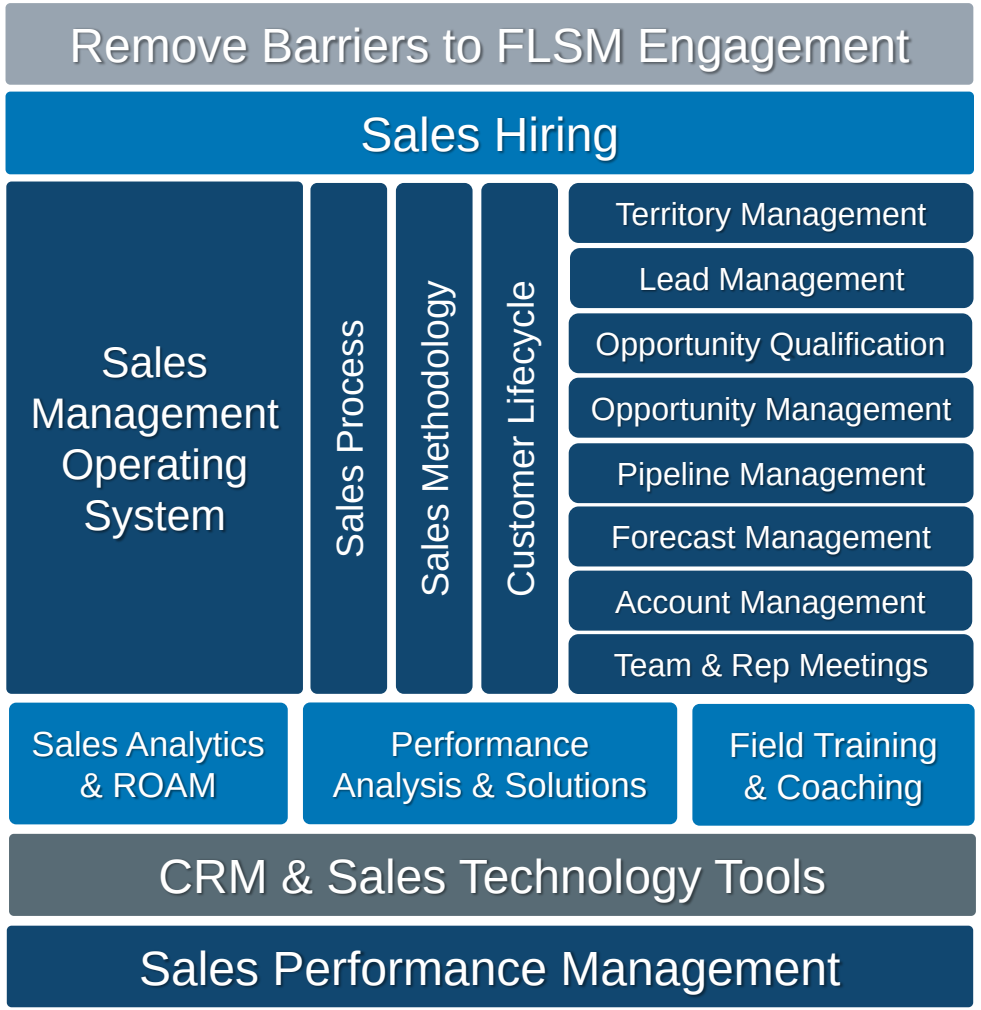
Creating a Coaching Culture & Cadence

Sales Management System



- Remove barriers to front line sales manager engagement
- Master their part in sales hiring
- Implement a Sales Management Operating System
  - Master your sales process and sales methodology within your customer lifecycle
  - Ensure the right territory, lead, qualification, opportunity, pipeline, forecast, and strategic account management practices are in place and executed effectively
  - Conduct your recurring team and rep meetings effectively
- Master sales analytics and the ROAM Method
- Use performance analysis to select solutions
- Develop field training and sales coaching skills
- Master CRM and sales technology tools
- Master sales performance management

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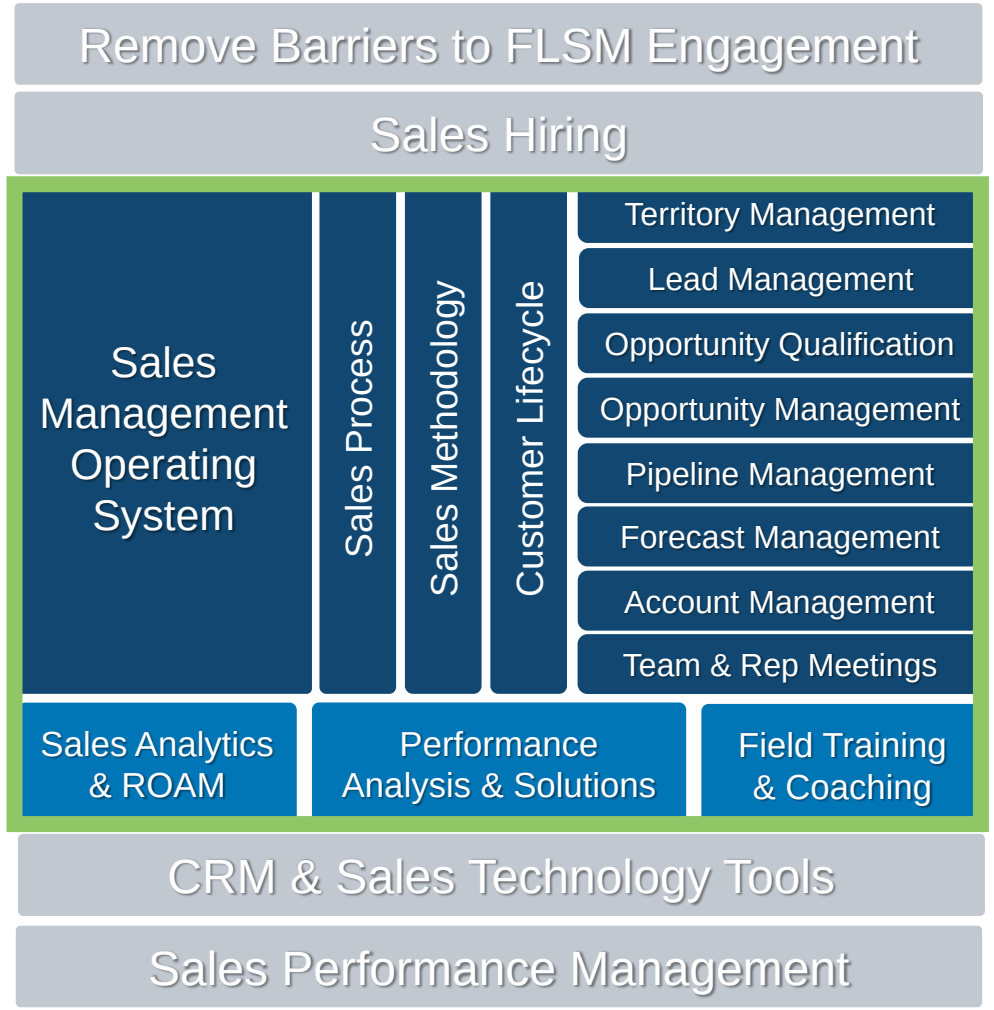
Creating a Coaching Culture & Cadence

Sales Management System



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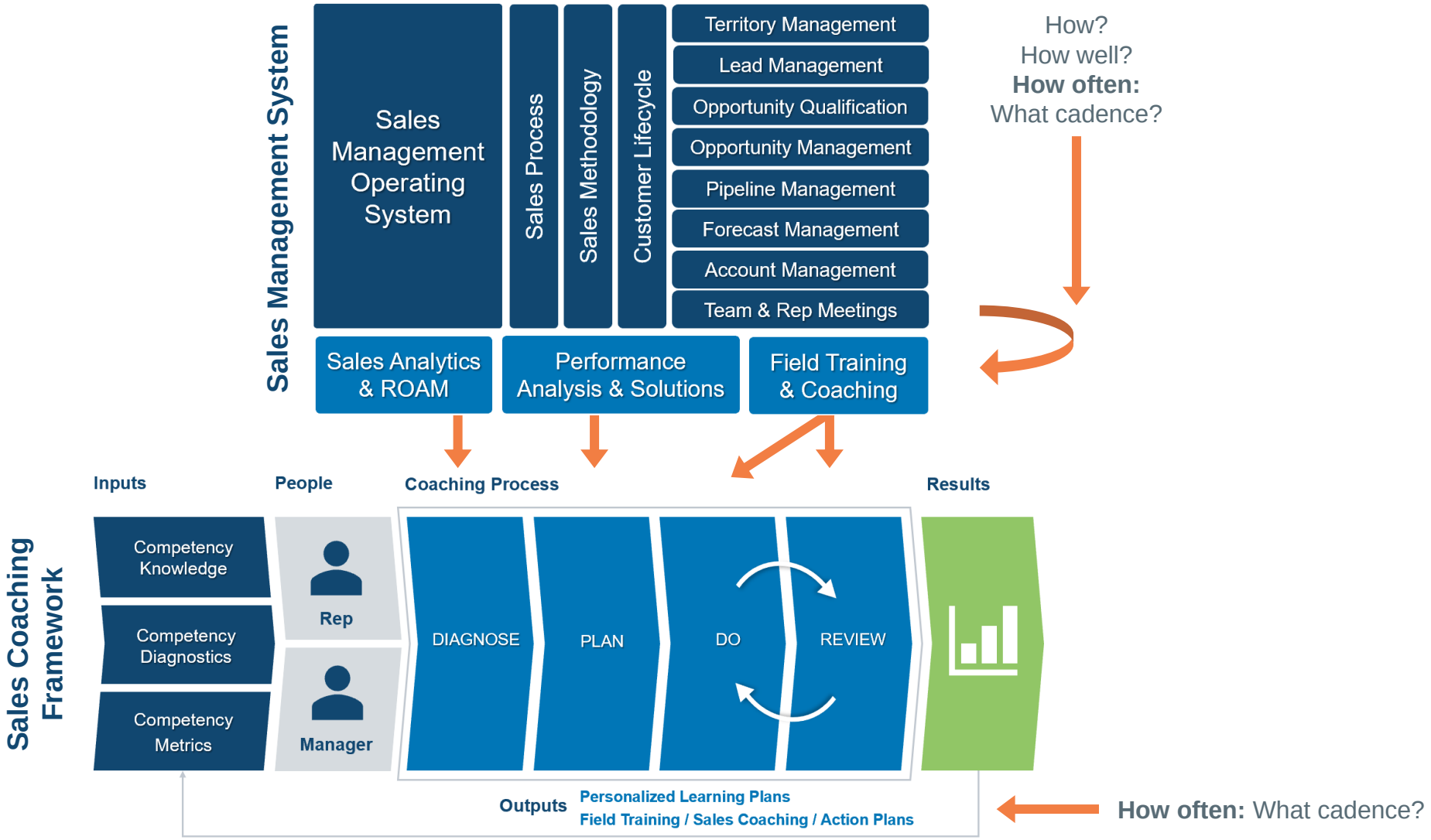
Creating a Coaching Culture & Cadence



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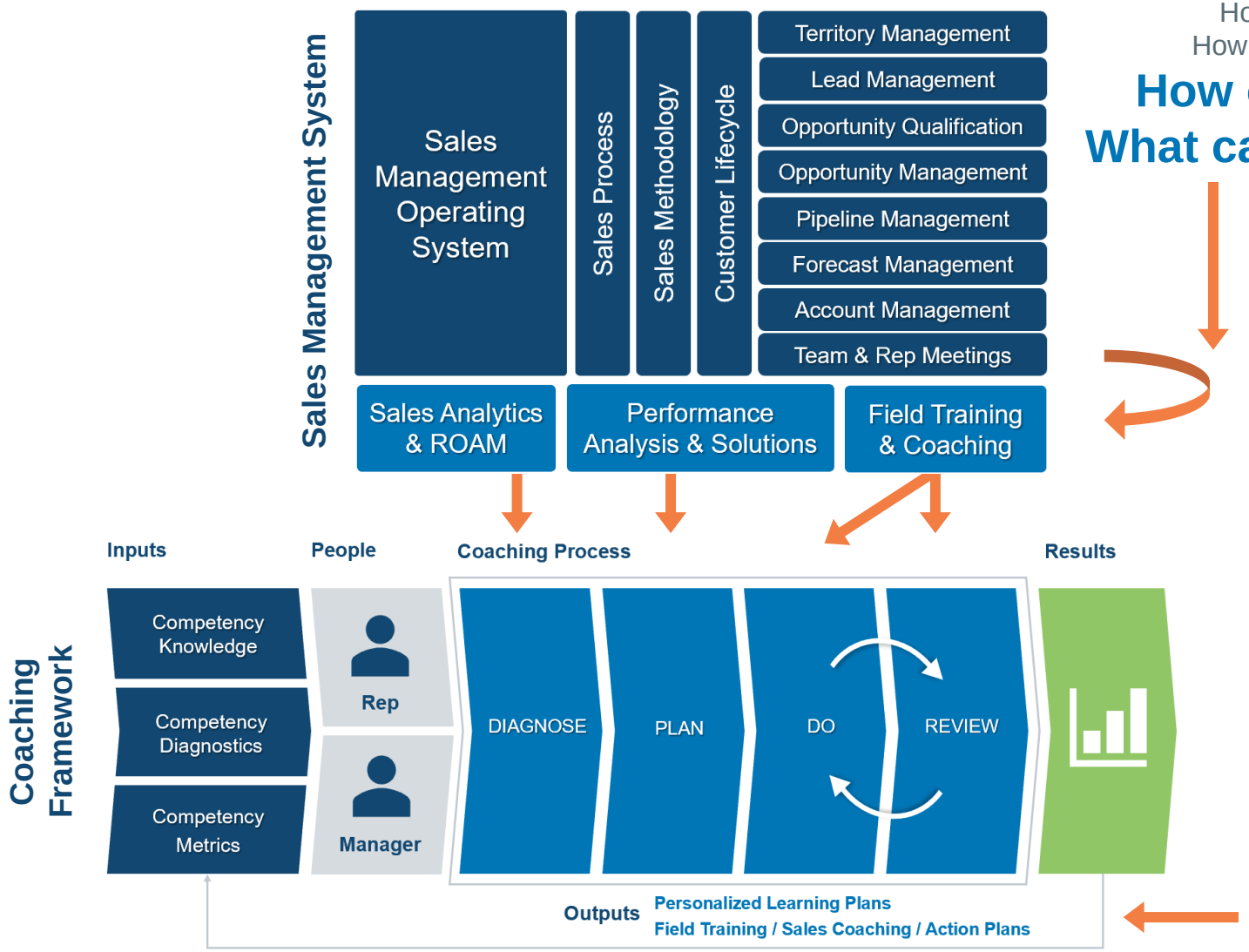
Creating a Coaching Culture & Cadence



How?
How well?

How often:
What cadence?

How often:
What cadence?

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Take-Aways & Next Steps

- What was your biggest take-away from today's session?
- What will you try first or do next?

Please reply in Chat!

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APPENDIX

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Mike Kunkle is a respected sales transformation architect and internationally-recognized expert on sales training, sales effectiveness, and sales enablement.

Mike has spent 35 years in the sales profession and 25 years as a corporate leader or consultant, helping companies drive dramatic revenue growth through best-in-class training strategies and his proven-effective sales transformation methodologies and sales systems. At one company, as a result of six projects, he and his team enabled an accretive $398MM in revenue, year-over-year. At another, within 9 months, newly-hired sales reps with 120 days on the job were outperforming incumbent reps with 5 years with the company.

Mike is the founder of Transforming Sales Results, LLC, and today, works as the Vice President of Sales Effectiveness Services for SPARXiQ, where he advises clients, publishes thought leadership, speaks at conferences, leads webinars, designs sales training courses, delivers workshops, and designs and implements sales enablement systems that get results. He collaborated with co-author Doug Wyatt to develop SPARXiQ's Modern Sales Foundations™ curriculum and authored SPARXiQ's Sales Coaching Excellence™ course.

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LinkedIn Articles	http://bit.ly/MK-LinkedInArticles
LinkedIn Profile	https://www.linkedin.com/in/mikekunkle
Twitter	https://twitter.com/mike_kunkle

Doug Wyatt

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Doug Wyatt is an experienced sales training and enablement leader committed to driving sales force excellence.

Prior to joining SPARXiQ, Doug spent his career driving revenue growth in sales, marketing, sales training, and sales enablement roles in industrial business-to-business markets. Since joining the company, Doug has worked closely with clients to equip their sales teams with strategies, tools, and training needed to retain and grow revenue in today's evolving B2B marketplace.

In 2019, Doug was recognized as a Sales Hacker Top 50 Award Winner in the Sales Operations and Enablement category.

Doug's hands-on experience and understanding of what it takes to deliver revenue and profit performance informs the SPARXiQ product pipeline and go-to-market strategy as he leads Product Management. He is also the co-author of SPARXiQ's Modern Sales Foundations™ course.

Connect with Doug & Follow His Content	
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Intelligent Sales & Profit Acceleration

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SPARXiQ is a leading provider of profit-maximizing pricing and sales analytics, sales training, sales enablement, and sales effectiveness services. Clients turn to us to improve sales results and accelerate profitable growth.

Our mantra is “Diagnose First, Then Prescribe.” We’ll work with you to analyze root causes, co-create solutions that will deliver business results, and then support you in implementing to get the outcomes you need.

- Sales & Profitability Analytics
- Sales Hiring Assessments
- Sales Force Evaluations
- Sales Advisory Services
- Sales Methodology
- Sales Training Courses
- Sales Training Systems
- Sales Consulting Referrals

Complimentary eBook!

Sales Coaching Excellence™

The Path to a Best-in-Class Sales Force

***Download here*:** https://sparxiq.com/sales-coaching-excellence-ebook

Mike Kunkle
VP, Sales Effectiveness Services
SPARXiQ

Everyone seems to recognize that sales managers should be coaching. But how? What exactly should they do to maximize their limited and valuable time to get the results they need?

For these answers and more, download our eBook now and start your journey toward a best-in-class sales force!

WHERE?
WHAT?
WHO?
HOW?
WHY?
WHEN?

THANK YOU!

Mike Kunkle

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Doug Wyatt