



# 10 Sales Coaching Tactics That Work



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**Andy Springer** is Chief Client Officer for RAIN Group. He leads the global delivery team, which designs, measures, and delivers every client the results they seek when engaging RAIN Group.

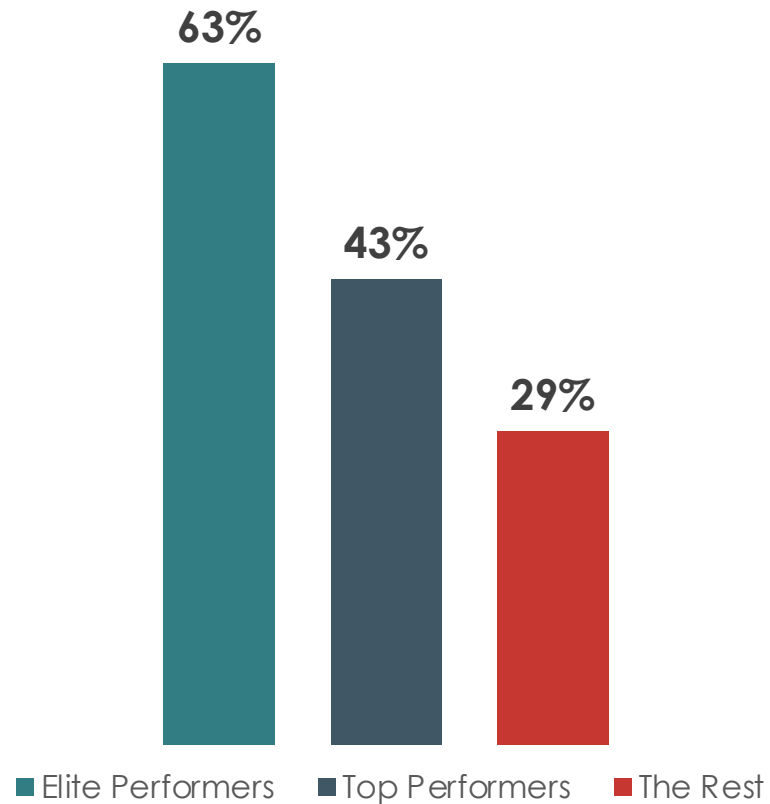
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Andy is an expert in high-performance sales and leads RAIN Group's mission to unleash sales potential for its clients. Andy has worked with thousands of sales teams to drive long-lasting sales improvement in SME, mid-market, and enterprise companies over the last 18 years. He's known for consistently supporting sales leaders in remaining focused on the proven activities that drive real sales growth in their teams.

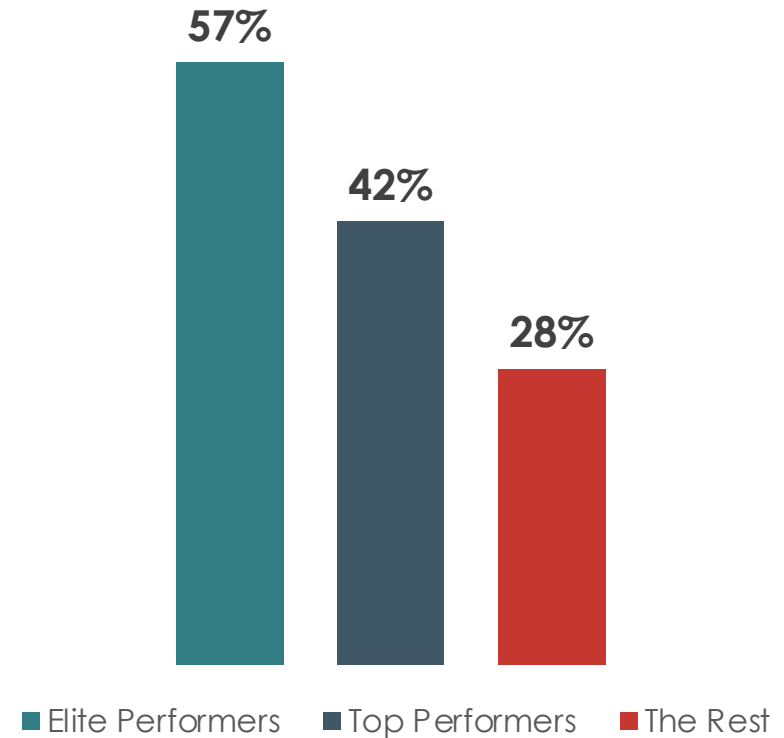
An entrepreneur at heart, Andy co-founded two successful consultancies and has been a lead advisor for thriving start-ups in the Australian business community.

# Why Sales Coaching Matters

Sales managers are effective in getting maximum performance from sellers



Management maximizes and prioritizes the time sales managers spend coaching



# Coaching vs. Managing

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## Coaching

- Directly with sellers
- Two-way collaboration
- Coaching topics are the shared responsibility of sellers and managers

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## Managing

- Areas that managers organize, execute, and monitor to drive performance
- Sellers *affect* managers' vision, decision making, and actions
- Management topics are the responsibility of the manager

# What Coaching Isn't

When thousands of managers were asked to coach someone, they

**“simply provided the other person with advice or a solution. We regularly heard comments like ‘First you do this’ or ‘Why don’t you do this?’”**

*- Harvard Business Review*

# What Coaching Isn't

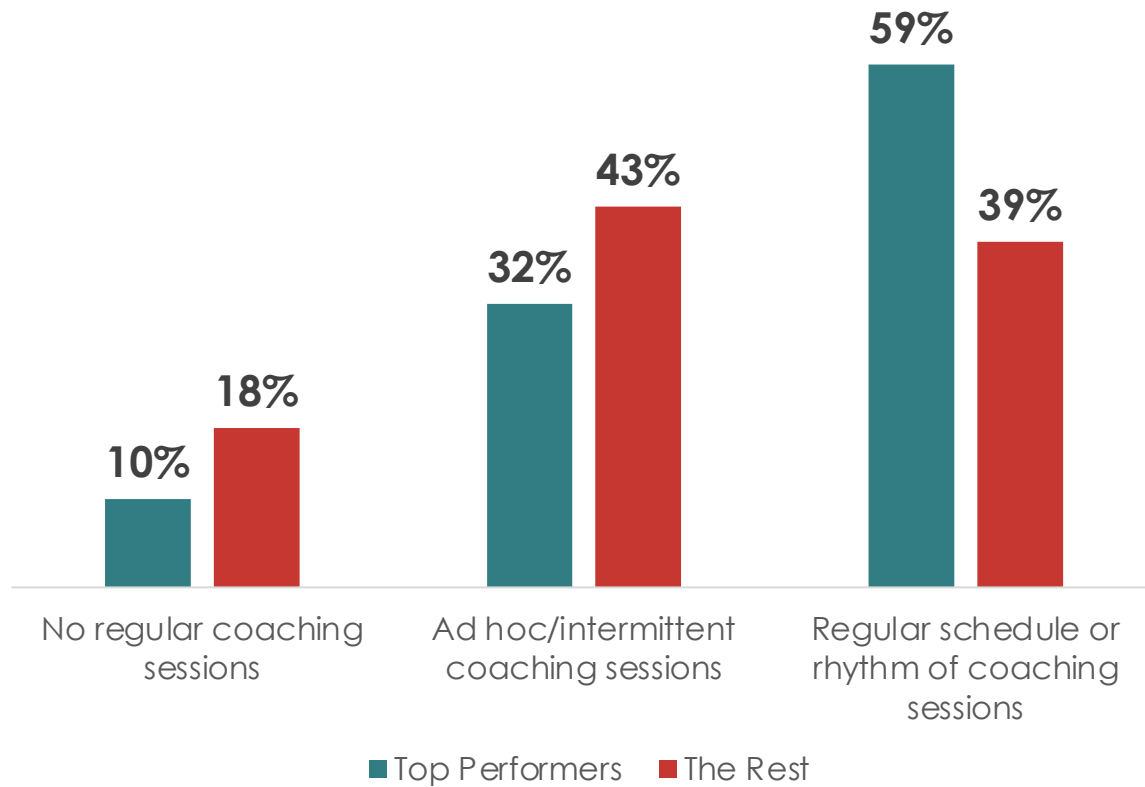
**“Telling people what we think of their performance doesn't help them thrive and excel, and telling people how we think they should improve actually *hinders learning.*”**

*- Harvard Business Review*

# 10 Sales Coaching Tactics

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# 1. Set a Regular, Ongoing Coaching Rhythm



RAIN Group Center for Sales Research, The Top-Performing Sales Manager.

Top Performers are

**51%**

more likely to receive  
a regular schedule of  
coaching



# 1. Set a Regular, Ongoing Coaching Rhythm

<b>MY SALES COACHING RHYTHM</b> Develop or refine your sales meeting coaching rhythm.	<b>Hours Per Week</b>
<b>Daily Meetings</b>	
<ul style="list-style-type: none"> <li>▪ Quick checks and huddles: 10 minutes per day</li> </ul>	1
<b>Weekly Meetings</b>	
<ul style="list-style-type: none"> <li>▪ Accountability checks (individual): 10 mins per wk</li> <li>▪ Win Lab deal reviews (individual): 1-2 per wk/avg 30 mins each</li> <li>▪ Sales meeting (team): 1 per week/60 minutes</li> </ul>	2.5
<b>Bi-Weekly Meetings</b>	
<ul style="list-style-type: none"> <li>▪ Pipeline review (individual): 1 hour</li> <li>▪ Core coaching (individual): 1-on-1 check in/30 minutes</li> </ul>	.75
<b>Monthly Meetings</b>	
<ul style="list-style-type: none"> <li>▪ Review plans, results, accountabilities (individual): 1 hour</li> </ul>	.25
<b>Quarterly Meetings</b>	
<ul style="list-style-type: none"> <li>▪ Quarterly summary and strategy (team): 1.5 hours</li> <li>▪ Team building meeting/training: 1.5 hours</li> </ul>	< .25
<b>Average time in meetings per week per seller</b>	<b>Approx. 5 hours</b>

## 2. Lead Valuable Coaching Conversations



RAIN Group Center for Sales Research, The Top-Performing Sales Manager.

Top Performers are

**40%**

more likely to be skilled at leading valuable coaching meetings

## 2. Lead Valuable Coaching Conversations



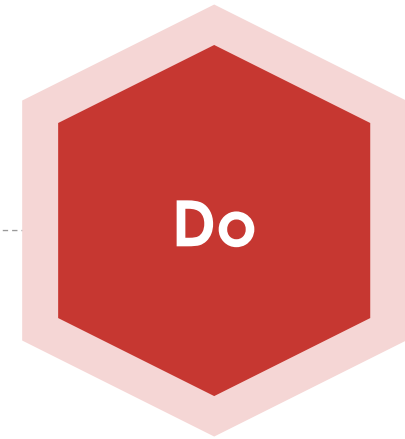
TIME: **10** MINUTES

- Check in – What's Up?
- Accountability Check / Address Issues
- Analyze Lead / Lag Results



TIME: **40** MINUTES

- Discuss Important Topics
- Coach and Advise
- Collaborate to Solve Problems



TIME: **10** MINUTES

- Set Action Plan
- Make Action Suggestions
- Ask What Help They Need



## Poll

What is the #1 skill of Top Performers **and** the greatest difference between Top-Performing Sales Managers and other managers?

- Coaching sellers to build selling skills
- Leading valuable sales team meetings
- Motivating sellers for high productivity and performance
- Helping sellers solve problems and challenges

### 3. Motivate Sellers to Top Performance



RAIN Group Center for Sales Research, The Top-Performing Sales Manager.

Top Performers are

**71%**

more likely to have a manager who excels at motivating sellers for high productivity and performance

# 3. Motivate Sellers to Top Performance

## 1. Motivate

- Calendar Investment TIME
- Goals, and quarterly and monthly objectives
- Morning routine
- Positive self-talk, positive reinforcement
- Say, “3... 2... 1... Go!”

## 2. Focus

- Plan and track actions weekly with accountability partner
- “Do Differently” Plan
- Put your GIA first
- Be impossible to distract
- Say No

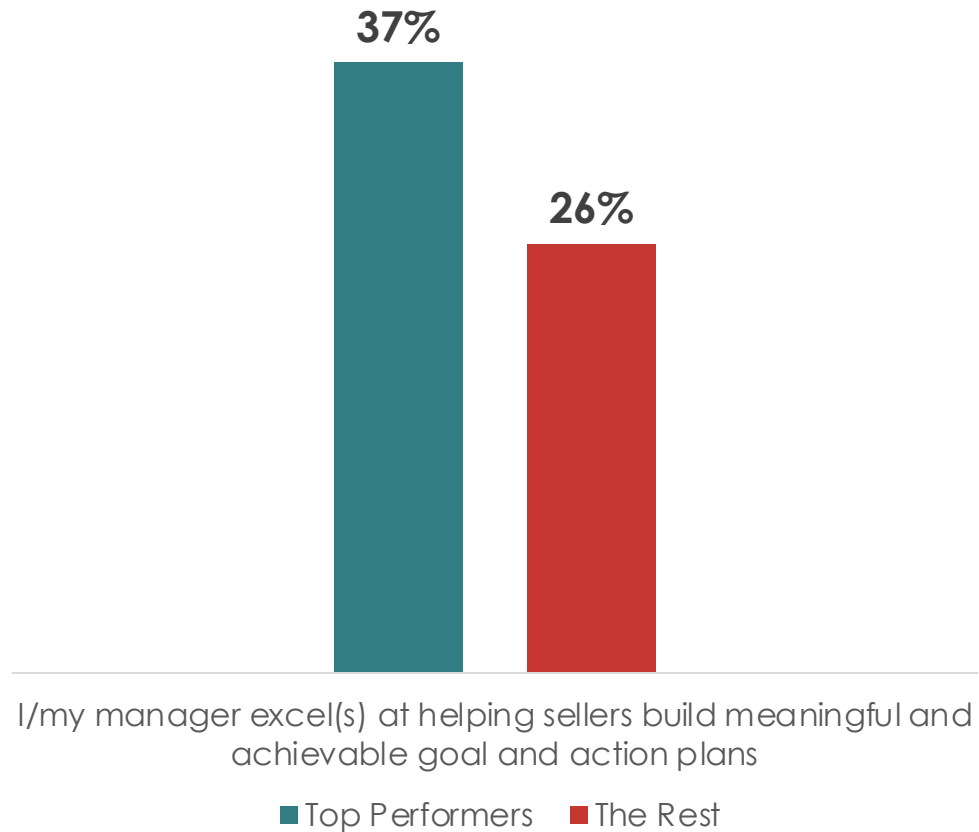
## 3. Execute

- TIME Sprinting
- Say, “3...2...1...Stop!”
- Structured problem solving
- Accountability in meetings
- Commitment contract

### Across All

- Coaching meeting rhythm
- My Coaching Plan

## 4. Help Sellers Build a Goal and Action Plan



RAIN Group Center for Sales Research, The Top-Performing Sales Manager.

Top Performers are

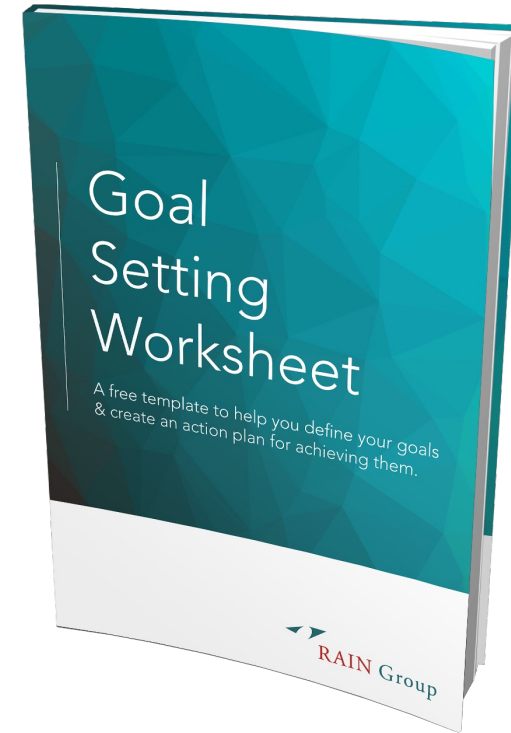
**41%**

more likely to excel at helping sellers build meaningful goal and action plans

## 4. Help Sellers Build a Goal and Action Plan

Our planner has 5 sections:

1. Goal Setting
2. Action Plan
3. Habits to Change
4. TIME Tracking
5. Avoiding Distraction

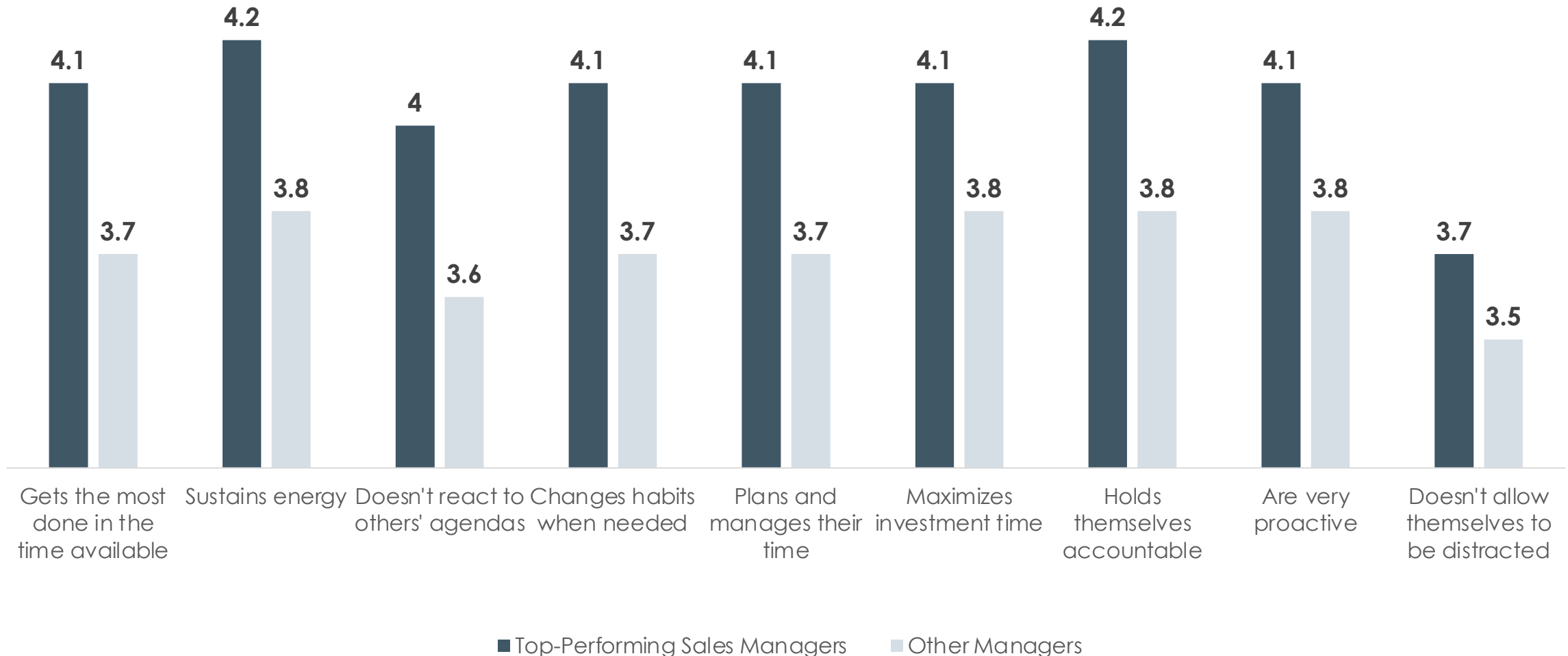


[raingroup.com/goals](https://raingroup.com/goals)



# 5. Prioritize Productivity in Yourself and Team

Sales Team Productivity Ratings



RAIN Group Center for Sales Research, The Top-Performing Sales Manager.

# 5. Prioritize Productivity in Yourself and Team



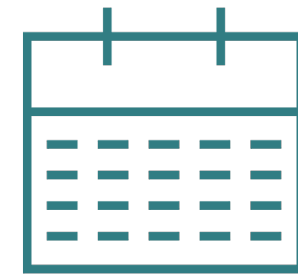
Gets the most done in the time available



Doesn't react to others' agendas



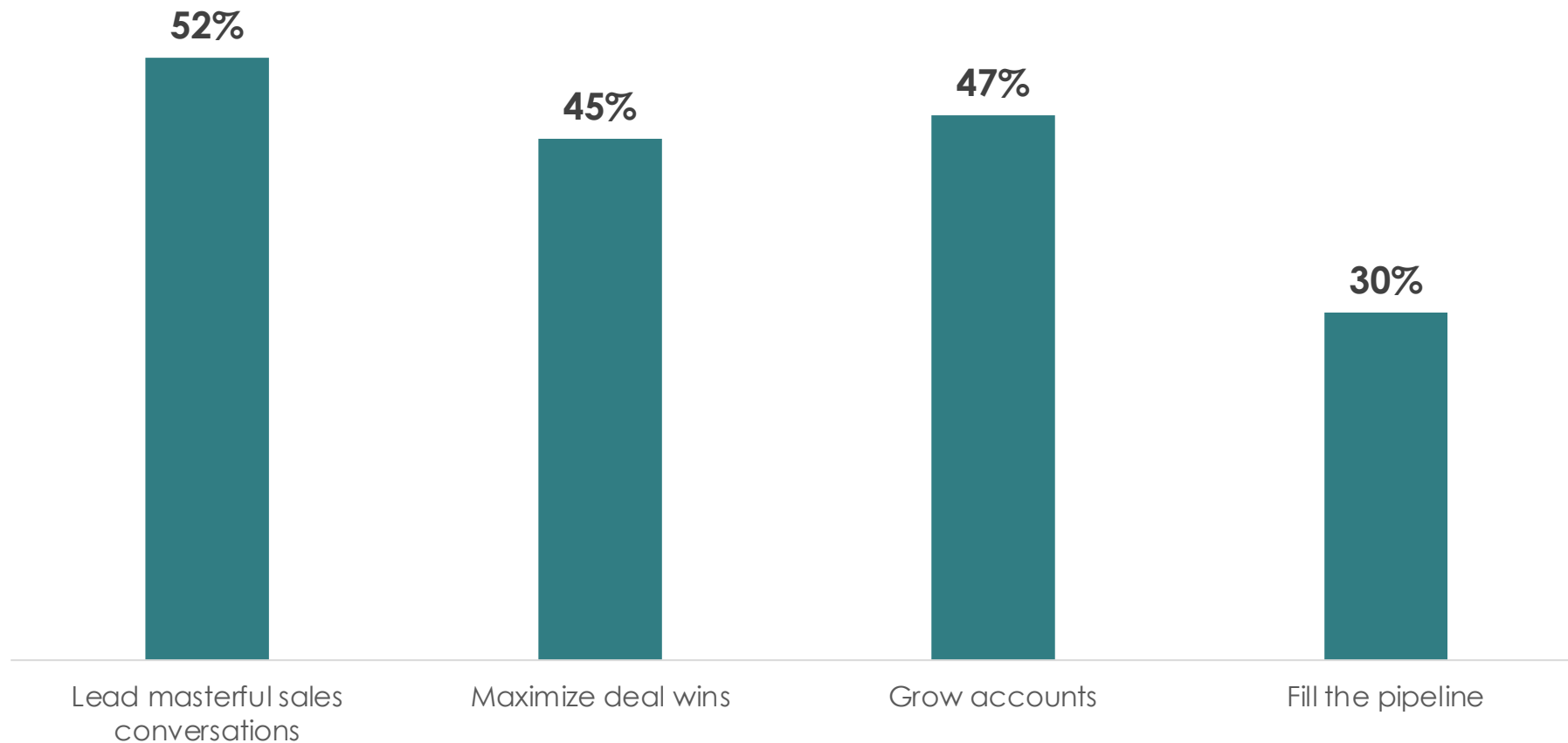
Changes habits when needed



Plans and manages their time

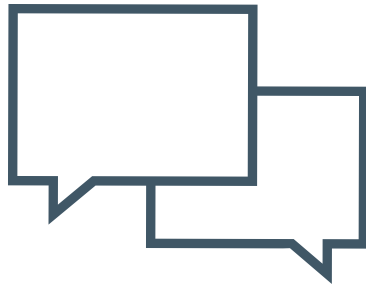
# 6. Advise on Specific Sales Situations

Top Performers Are More Likely than the Rest to Excel at Coaching Sellers To:



RAIN Group Center for Sales Research, The Top-Performing Sales Manager.

# 6. Advise on Specific Sales Situations



Lead Masterful Sales  
Conversations

- How to prepare for an effective needs discovery
- What questions to ask—and how to ask them—to discover needs
- Visually and powerfully position, communicate, and confirm needs with buyers

## 6. Advise on Specific Sales Situations



Maximize Deal Wins

- Qualifying deals
- Win Labbing to advance the deal towards the win
- Identifying and analyzing key stakeholders and decision makers
- Understanding and positioning value
- Competitive positioning

## 6. Advise on Specific Sales Situations



Grow Accounts

- Performing effective account research
- Establishing and deepening key relationships
- Developing growth plans and defining growth strategies
- Defining new value for the account
- Executing key account strategies

## 6. Advise on Specific Sales Situations



Fill the Pipeline

- Creating and refining value messages
- Building/reviewing attraction campaigns
- Defining a prospecting cadence
- Evolving new sales opportunities from conceptual discussions

# 7. Create a Seller Development Plan



RAIN Group Center for Sales Research, The Top-Performing Sales Manager.

Top Performers are

**37%**

more likely to excel at coaching sellers to build sales skills



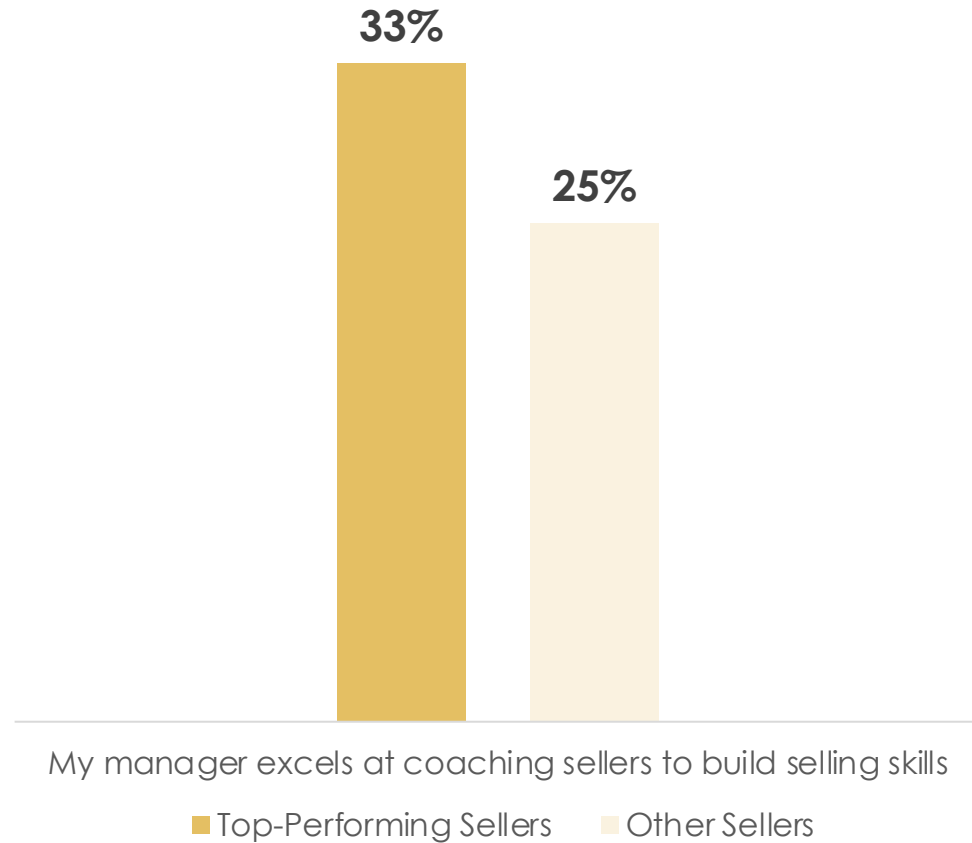
# 7. Create a Seller Development Plan

## OVERALL AREAS FOR DEVELOPMENT FOCUS

- Develop plan for more strategic relationship building (online and off)
- Action and accountability training and coaching; get in the Zone more often
- 2 Win Labs per week plus training on opportunity management to drive new sales winning skills and habits

SKILLS, KNOWLEDGE, ATTRIBUTES	PROFICIENCY LOW 1- 5 HIGH Now   Target		PLAN TO DEVELOP INCLUDING TRAINING AND COACHING	TESTING FOR PROFICIENCY
<b>Skills</b>				
Influencing buyer agenda	3	4	Advanced Consultative Selling skills training	Call reviews
<b>Knowledge</b>				
Insight about financial services industry	3	5	Weekly reading and discussion of industry news; get subscription to 2 leading magazines	Discussions during coaching; knowledge share to team at monthly meetings
<b>Attributes</b>				
Motivated and proactive	2	4	Attends 9 Habits of Extreme Productivity program	Weekly action plans and reviews; calendaring investment time

## 8. Build Specific Sales Skills



RAIN Group Center for Sales Research, The Top-Performing Sales Manager.

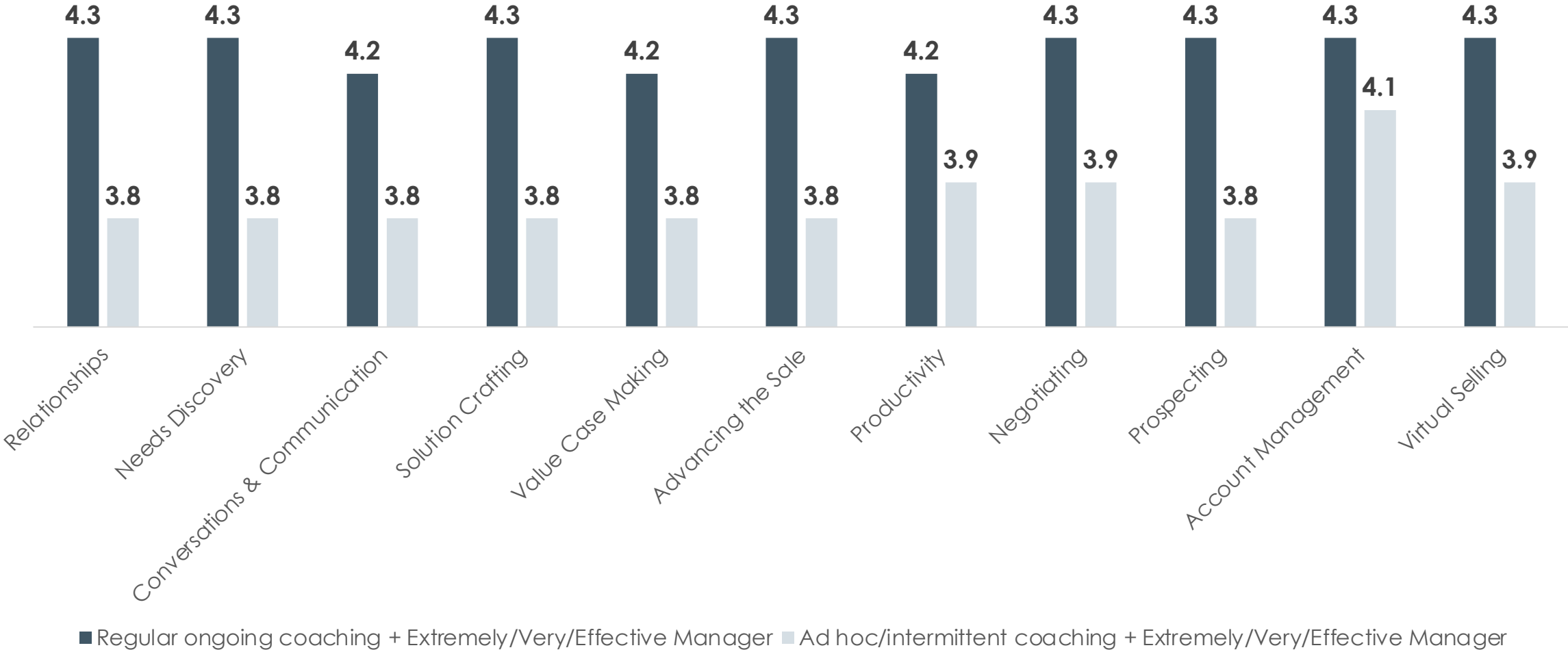
Only

**33%**

of Top-Performing Sellers  
strongly agree their  
manager excels at  
coaching sellers to build  
sales skills

# 8. Build Specific Sales Skills

Sellers Have Higher Skill Ratings with Regular Coaching



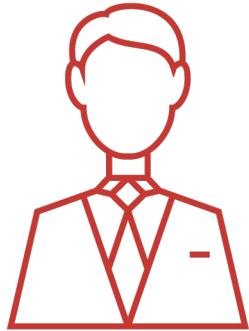
# 9. Support All New Hires



Hire high performers from other organizations

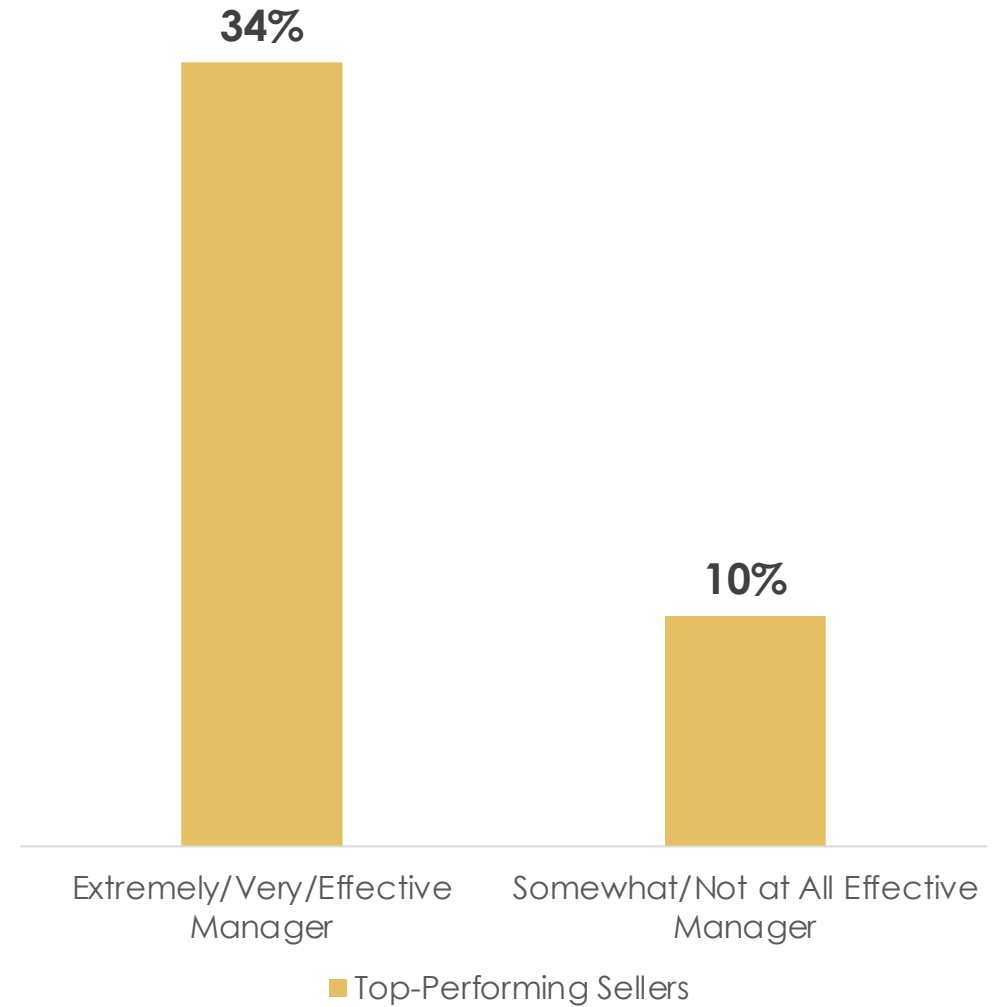
- Assumption is that they'll pick things up quickly and be a star
- Without strong training and coaching, these sellers get frustrated at the lack of support and investment and leave

# 9. Support All New Hires



Hire new sellers

Sellers with <5 Years' Experience



# 10. Assess the Status Quo & Create a Coaching Plan

## WHAT SHOULD MY TEAM DO DIFFERENTLY?

Summarize the top 3 to 5 areas your entire team needs to do differently to raise the bar on success overall.

Doing Now	Do Differently	Impact
Top sales pursuits are not organized; win rate suffering	<ul style="list-style-type: none"><li>Identify pursuits to Win Lab each week with each person (2-3 per person); 1 shared team Win Lab per week for our most important opportunity drives wins and build skills</li><li>Sales opportunity/Win Lab training</li></ul>	<ul style="list-style-type: none"><li>Increase win rate on proposed sales from 44% to 51%; this one change drives sales from \$7,500,000 to \$9,200,000 in sales won this year, which would put us in the top 10% of sales teams</li></ul>

# 10. Assess the Status Quo & Create a Coaching Plan

## HOW MY COACHING WILL BE DIFFERENT?

What I will change to make my coaching most effective.

- I'll be much more intentional about how I work with the team
- Will focus on 3 key areas; prospecting, sales conversations, and Win Labbing
- Will focus much more on action and accountability; not just giving advice, but executing
- Will double my coaching time per month vs. ad hoc meetings and reporting

## SUCCESS METRICS

How I will measure progress and know I'm successful.

- Win rate on proposed sales from 45% to 51%
- Increase weighted average pipeline of team by 30%
- Increase conversations from first meetings to qualified opportunities by 10%
- Increase average size sale by 5%
- Increase team members achieving plan from 70% to 90%

# Free Resource: How to Build a Sales Coaching Plan

## You'll get:

- Guide that walks you through building a coaching plan
- A fillable coaching checklist
- Video about your role as a sales coach
- Video walkthrough of the coaching plan



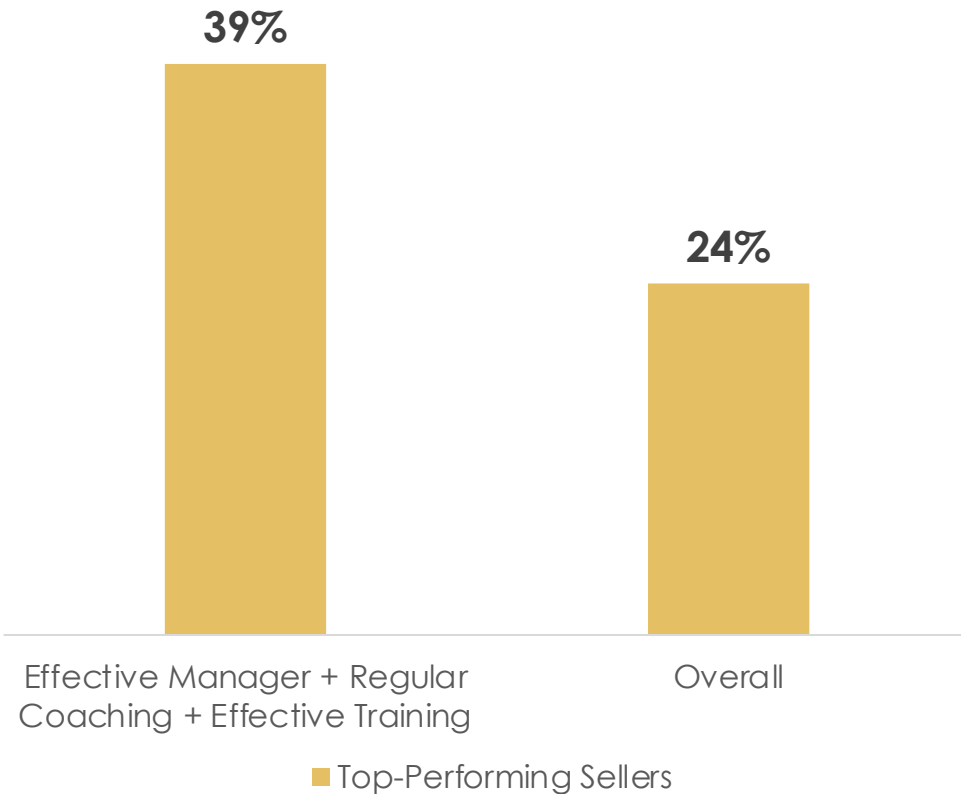
[raingroup.com/coachingplan](https://raingroup.com/coachingplan)



# 10 Sales Coaching Tactics That Work

1. Set a regular, ongoing coaching rhythm
2. Lead valuable coaching conversations
3. Motivate sellers to top performance
4. Help sellers build a goal and action plan
5. Prioritize productivity in yourself and your team
6. Advise on specific sales situations
7. Create a seller development plan
8. Build specific sales skills
9. Support all new hires
10. Assess the status quo & create a coaching plan

# Formula for Success



RAIN Group Center for Sales Research, The Top-Performing Sales Manager.

Sellers are

**63%**

more likely to be a Top Performer when they have an Effective Manager + Regular Coaching + Effective Training

# Train Top-Performing Sales Coaches

**Give your leaders the skills to lead remarkable sales team meetings, help sellers consistently exceed sales targets, and coach to top performance.**

Your managers will learn to:

- Lead masterful, collaborative sales coaching conversations
- Build 90-day priority action plans for sellers to drive change and increase success
- Ignite their teams' productivity, maximize motivation, and reduce distractions
- Build capability development into their ongoing coaching rhythm
- Track and communicate progress, achievements, and results

**Request a Consultation**

info@raingroup.com | 1-508-405-0438 | raingroup.com

# RAIN Group Unleashes Sales Potential

We help organizations:

- Enhance sales capability with award-winning sales training
- Design and execute strategic account management initiatives
- Increase effectiveness of sales management and coaching

**Best IP:** We study buying and selling relentlessly through the RAIN Group Center for Sales Research. Our research and field work allows us to create industry-leading intellectual property to help our clients achieve the greatest success.

**Best Education System:** We use the best education approaches, methods, and technologies to make training work, stick, and transfer to the job.

**Best Results:** We make it our mission to drive value and achieve the highest client satisfaction through excellence in quality and producing transformational results for our clients.



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