

WHO WILL YOUR SUPERSTARS BE IN 2025?

Take Sales Coaching from Concept to Culture

YOUR SALES COACHING EBOOK

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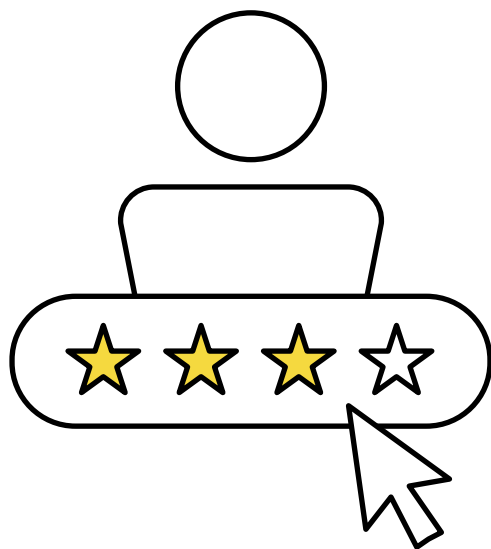
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The Current State of and Approach to Sales Talent Management & Development

If there's one thing sales managers and their teams can agree on, it's that the traditional annual performance review process simply doesn't work. Not only does it fall short when it comes to improving performance, it can even lower employee engagement.

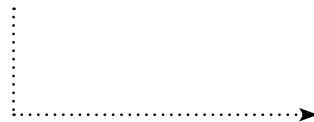


Across the board, **top talent is looking for organizations and managers who will provide continuous coaching and development that clarifies expectations, builds on strengths and helps them connect their work to the broader business purpose.** Yes, achieving sales targets is still important and not to be overlooked. But finding meaning in their work and personal growth are increasingly priorities as well.

This isn't about once-a-year reviews, "catch-and-punish" style feedback or managing to numbers and to-do lists. Particularly in the realm of sales, **today's talent needs and expects frequent coaching that empowers them to solve problems.** As companies compete in an increasingly crowded marketplace to meet the needs of a demanding customer base, **salespeople must have the confidence and tools to overcome self-limiting behaviors, take ownership of issues and make smart decisions. Building that confidence isn't a one-and-done proposition.** It requires an ongoing commitment—by both the sales manager and the salesperson—to grow and evolve those winning behaviors and skills.

What do we mean by sales coaching, and how do we define it?

By embracing their role as coach, sales leaders will empower and equip your people to do great things.

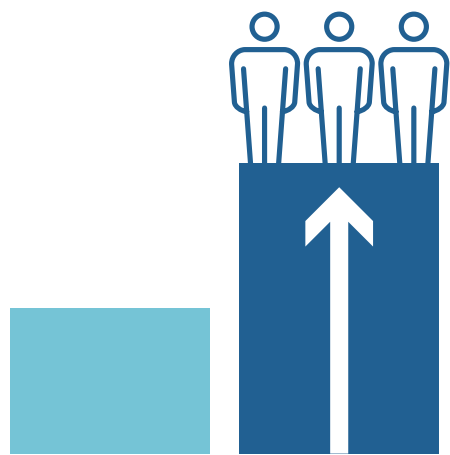


Effective coaching is, at its heart, about building and developing people so that they are able to realize more of their potential, both for the achievement of their own goals and the organizational goals of their role.

At its core, coaching uses conversation to develop a person's awareness and clarity around what they are doing and why. It's about helping people transform any mindsets and beliefs that could be holding back their success. Coaching helps managers see through a different lens and ask the salesperson, "What do you think you should do, and how do you think you should solve the problem?" Then, together, they set the goal, plan how to get there and put in place the best process to stay accountable.

— Mike Esterday & Derek Roberts, *Listen to Sell: How Your Mindset, Skillset, and Human Connections Unlock Sales Performance*

Do the best players want to play for your team?



Companies with engaged employees **outperform others by up to 202%**.

(Dale Carnegie)



According to a Korn Ferry's Talent Forecast survey, the **number one reason** why great candidates choose a company is because of the **culture**.



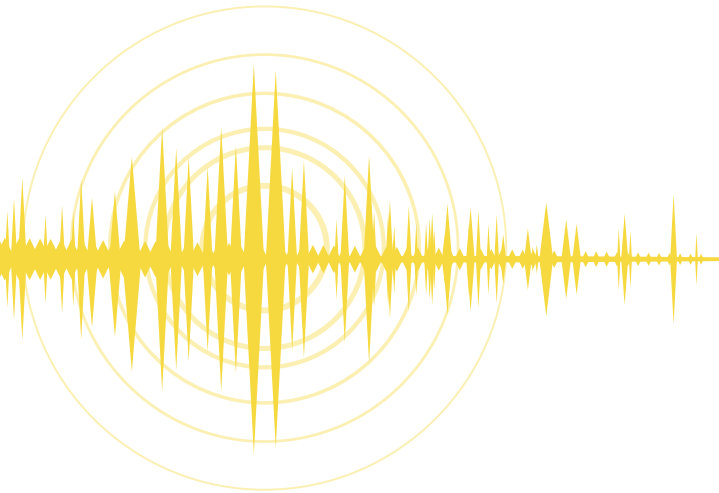
Less than a third of employees are engaged at work. (Gallup)

Disengaged employees are 2.5 times more likely to change jobs for **as little as a 5% pay increase**. (Dale Carnegie)

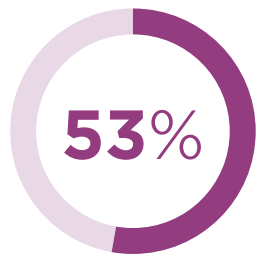


Boredom is one of the top reasons talented employees leave: “[They] want to expand and polish their skills, abilities, and experiences. Employees who feel restrained or get bored will eventually start looking outside of the organization to fulfill their advancement needs.” (Profiles International)

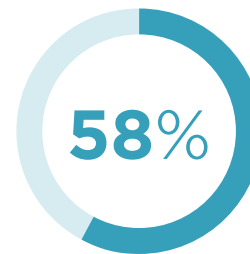
Employee expectations have undergone a seismic shift.



According to the Bureau of Labor Statistics, **millennials are now the largest generation in the workforce.**



53% of hiring managers say it's difficult to hire and retain millennials.



58% of millennials expect to leave their jobs in 3 years.

“Over the past two years, 44% of millennials and 49% of Gen Zs said they have made choices over the type of work they are prepared to do and the organizations for which they are willing to work based on their personal ethics.”

Source: Deloitte, The Worker-Employer Relationship Disrupted (2021)

“Millennials want feedback 50% more often than older employees, with most of them preferring feedback on a weekly or monthly basis.”

Source: Harvard Business Review, Millennials Want to Be Coached at Work

“Remote leadership fails when leaders don't go the extra mile by doing one-on-one check-ins with their team members.”

Source: Forbes, 15 Ways Remote Leaders May Be Failing Their Teams

Where will your superstars be in 2025?

High performers get dumped on—and sometimes ignored.

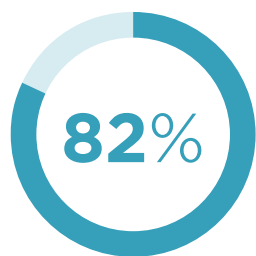
The result?

Top performers are often expected to pick up the slack—which puts them at risk for burnout—or left out of development opportunities, which means their professional growth plateaus.



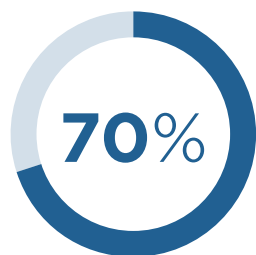
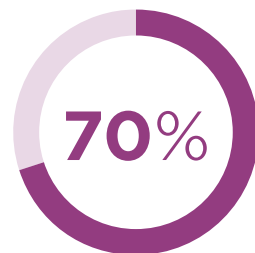
Many will get cherry-picked by the competition—and jump at the chance to leave.

Salespeople are on edge and need support to be able to thrive.



Sellers who are stressed or highly stressed.

Sellers who struggle with their mental health.



Sellers who are experiencing fatigue.

Source: Sales Health Alliance's 2024 State of Mental Health in Sales Report

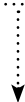
“If any employee is struggling with mental health, that’s going to have a direct impact on customer experience.”

— Jeff Riseley

➤ **Among salespeople who rated their mental health the best...**

91% rated their sales performance as good or better.

The best way to boost workers' mental health is to give them good managers.



To improve workers' health, research shows, companies need to **support** **“transformational” leaders** and weed out “destructive” actors, not just tout wellness programs.

Source: Scientific American

The Great Resignation was not a blip.

LinkedIn and Microsoft survey of 31,000 individuals found that the percentage (46%) of people who want to quit their jobs in the year ahead is actually higher than in 2021 (40%).



45% of B2B organizations face **>30% turnover.**

Source: McKinsey & Co., *Future of B2B sales: The Big Reframe*

“(Managers are) the ones who are driving employee productivity and engagement, balancing employees’ demands for flexibility, and if we think about losing employees, the only way you can really ‘quiet quit’ is if you don’t have an effective manager who’s checking in on you.”

— Bryan Hancock, Global Leader of McKinsey & Company’s talent management practice

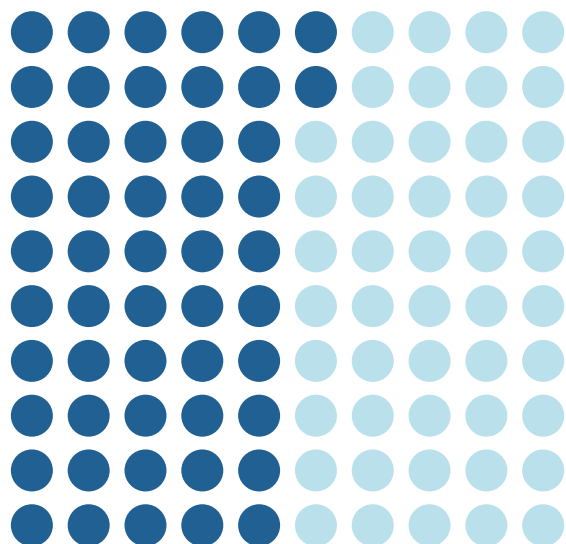
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Without actively tapping into, and paying attention to, things like their personal strengths, their own well-being, resiliency, and even role clarity, the themes of burnout that we all hear and read about will end up at their doorsteps.

Jaclynn Robinson,
EXECUTIVE COACH AND SENIOR
WORKPLACE CONSULTANT, GALLUP

”

Addressing the Retention Problem Head On



52% of employees who left their company believed that their manager or organization could have done something to prevent them from leaving.

Source: CompareCamp

Manager behavior is a large driver of people leaving—or staying at—companies.

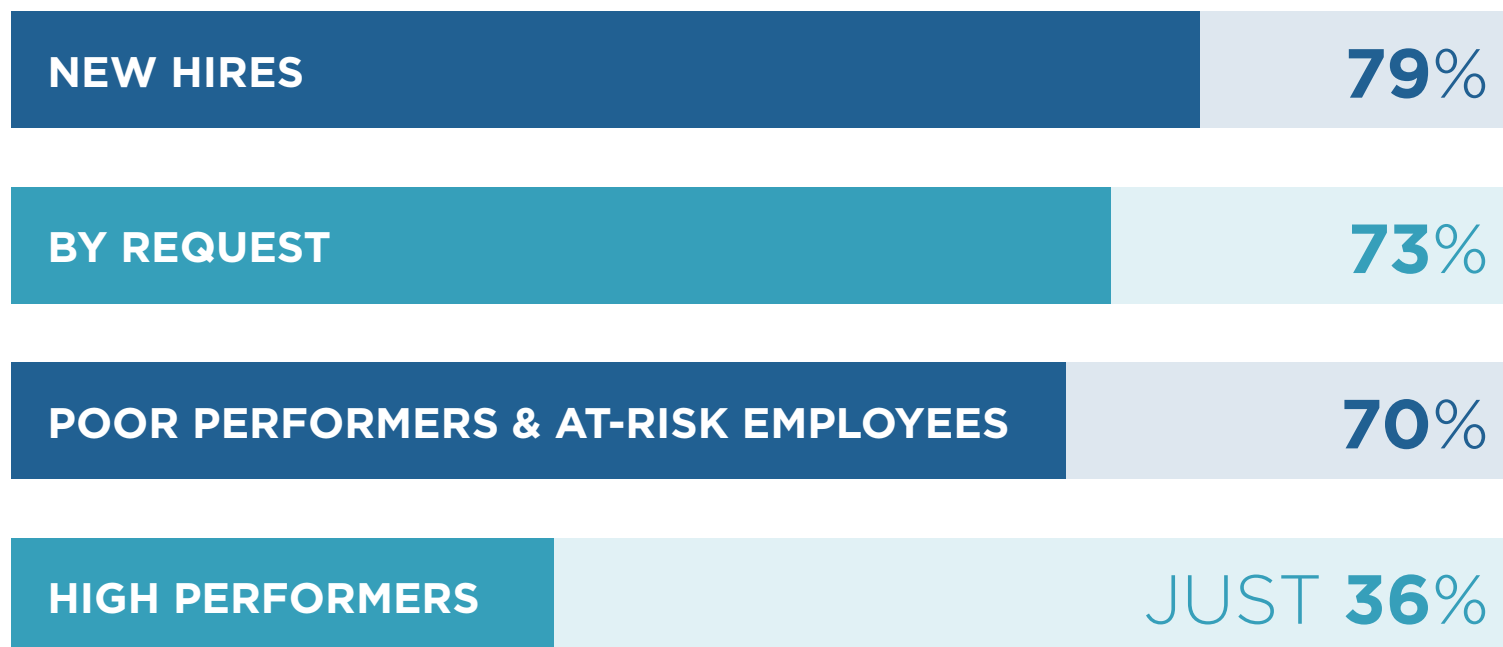
According to research published in MIT Sloan Management Review, the biggest factor that leads people to quit is:

TOXIC WORK CULTURE

It is 10X more important than pay in predicting turnover.

High turnover IS preventable if leaders embrace coaching...

Who gets coaching?



Reactive coaching may lower effectiveness. Companies where coaching is ineffective are more likely to prioritize rep requests and reps with short tenure.

Source: RingDNA, *State of Sales Coaching*



The Business Case for Sales Coaching

Coaching delivers business results.

A Bersin by Deloitte study found that the organizations that effectively prepare managers to coach are



130% more likely to realize stronger business results.

Your business can't compete and win without talent.

The loss of one good salesperson can have a ripple effect on productivity and morale across the sales organization. What's the cost of losing a rep?

\$115,000

When you factor in the cost of acquiring a new sales rep, training them, and then the opportunity cost of not having a person in-seat during that time.

6.2 months

The average time to replace an open sales position ranges from 5.8 to 7.8 months.

Source: DePaul University Sales Effectiveness Survey

200%

The average cost of recruiting, hiring, and training an employee vs. an employee's annual salary.

Source: HubSpot

12 to 18 months

The time to onboard and ramp up a new salesperson can vary depending on the industry and the complexity of the sale, but it can take between 12 and 18 months before the company breaks even on a new sales hire. Profitability finally comes around month 21.

The business case for coaching has never been clearer.

Companies with the strongest ethical cultures outperform their peers by 40% across all measures of business performance: from levels of customer satisfaction to employee loyalty, innovation, adaptability—even growth.

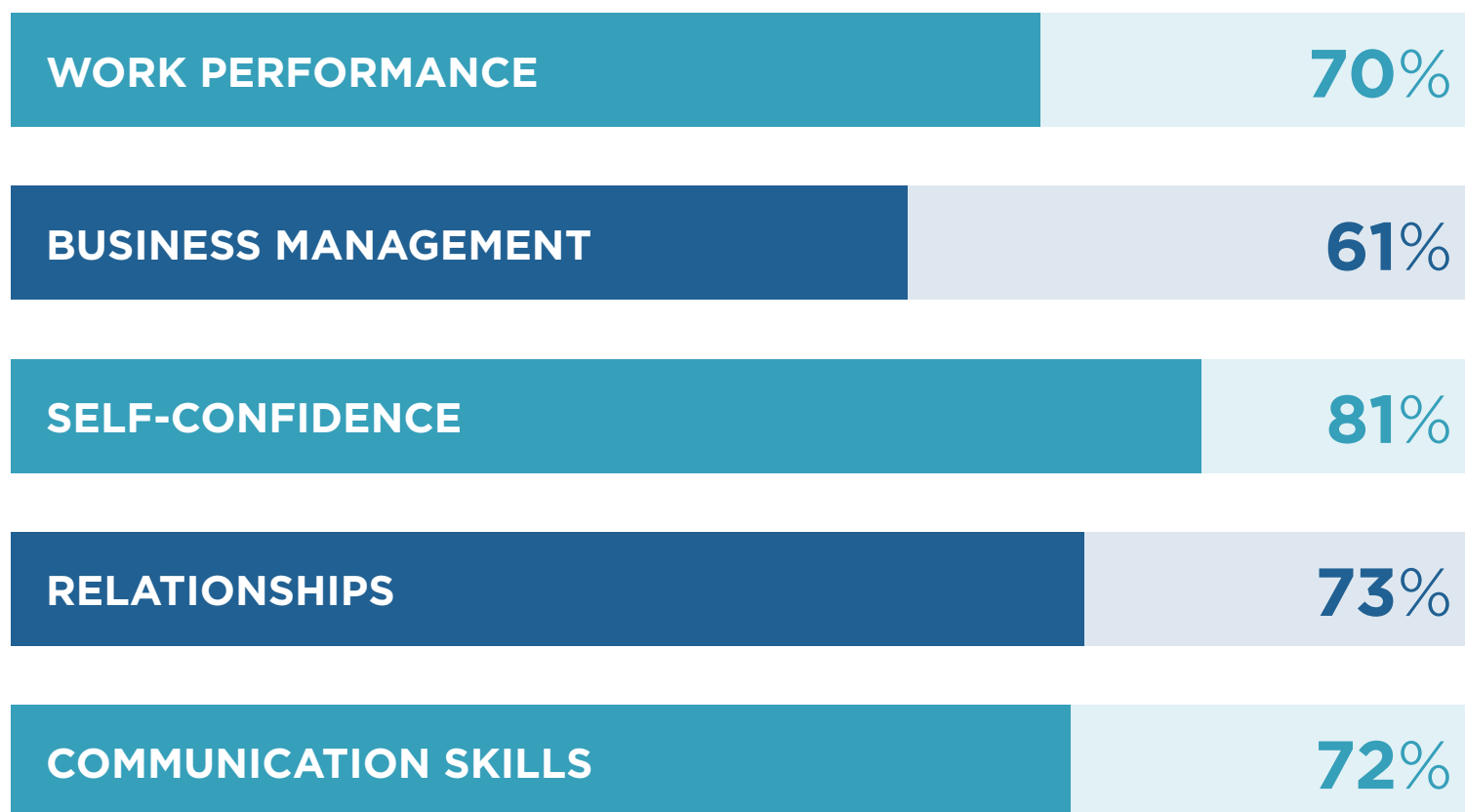
“Coaching improves performance, increases retention, creates higher levels of engagement and provides tools and proven processes for developing leaders both in the moment and in the longer-term coaching engagement.”

Source: *A Coaching Culture Matters & Here's Why*, Hudson Institute of Coaching



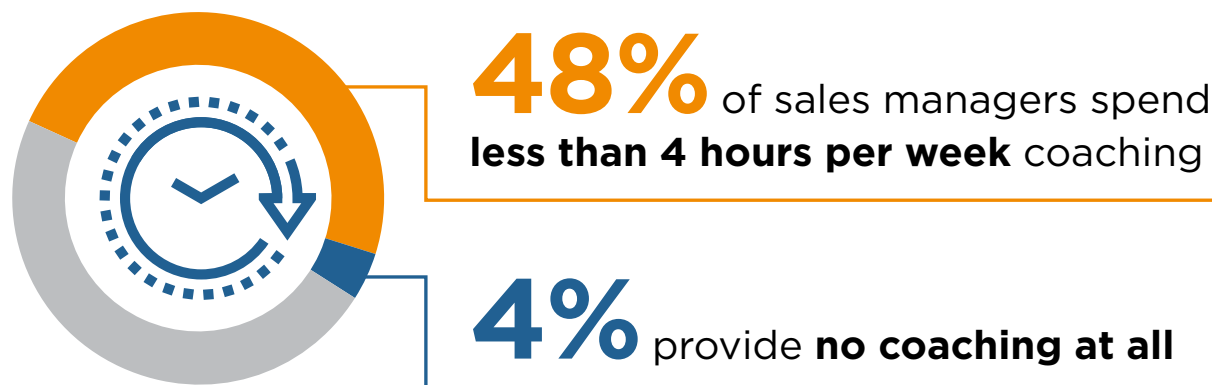
Sales coaching unlocks *potential.*

Coaching improves:



Source: ICF

Time spent coaching matters.



Source: IntegritySolutions.com/resources

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.

When the coaches know how to coach, everyone wins.

In the midst of everything else going on today, coaching can seem like a luxury. In fact, it's anything but. Research consistently shows that effective coaching:

Helps the best get better

Coaching to strengths unlocks potential and opens the person up to new possibilities.



Keeps your top producers loyal

The attention, recognition and appreciation managers provide through consistent coaching can be the difference between retaining high performers and losing them to the competition.



Boosts the performance of middle players

By moving the large population of middle performers to the next level, coaching can turn into a great source of untapped revenue potential.



Allows managers to identify and address problems before they escalate

When managers know what's going on and have had ongoing coaching conversations, costly problems can be minimized or avoided altogether.



To get these benefits, your coaches have to be willing and able to coach.



Barriers to Sales Coaching

Coaching delivers business results that customers see and feel.

Coaching is THE #1 thing managers can do to most impact company performance and retain talent. But are your sales leaders giving coaching lip service?

Our study of sales coaching practices, conducted in partnership with The Sales Management Association, found that few activities are considered as important as sales coaching...



76% of sales leaders say
sales coaching
is important

&



76% of sales leaders say
too little coaching
is provided

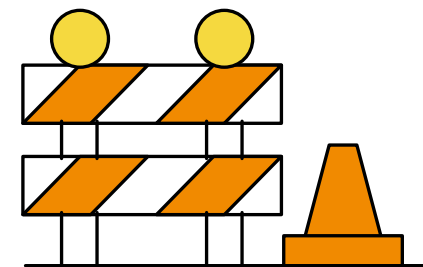
Source: IntegritySolutions.com/resources

Barriers to a Sales Coaching Culture...and the Fallout

What's holding so many sales organizations back?

We've uncovered a number of barriers, including:

- **Lack of a clear definition:** Only 25% of the respondents in our survey with The Sales Management Association said they have a published definition of sales coaching and its activities. Over 63% have no agreed upon definition, relying instead on individual managers to decide what it is, what it isn't, when they should do it and how often.
- **Lack of accountability:** Without a common definition, language, tactics and processes holding them accountable, sales managers tend to default to avoidance behaviors ("I don't have time to coach") and revert back to old habits. It's easier to focus on closing the deal yourself rather than supporting and nurturing talent from the sidelines.
- **Lack of confidence:** People like to do things they're confident they can do well. In our survey, 55% of sales managers reported that they've never had any training in coaching, so it's not surprising that they choose to do something else, even if they believe coaching is valuable.



Confront your “no time to coach” thinking.

Managers were polled recently to identify the reasons that other sales managers in their organization aren’t coaching their people as much as they should.

The number one reason was a lack of skills and confidence. When those same managers were asked why they personally don’t coach their people, the majority said “no time.” This is a curious discrepancy that provides an interesting perspective on the “no time to coach” dilemma.

Source: www.integritysolutions.com/resources/whitepaper/sales-coaching-research-brief/



The manager needs to be invested in the development of their people for the training to be reinforced and to be effective. I think a one-and-done training isn’t as effective as ongoing opportunities to practice that capability and skill that the seller is trying to develop or that the seller needs to develop.

— Helen Fanucci,
Best-Selling Author

The Feedback Gap

81% of employees would rather work for a company that values “open communication”
vs. one that offers perks like top health plans, free food and gym memberships.

BUT

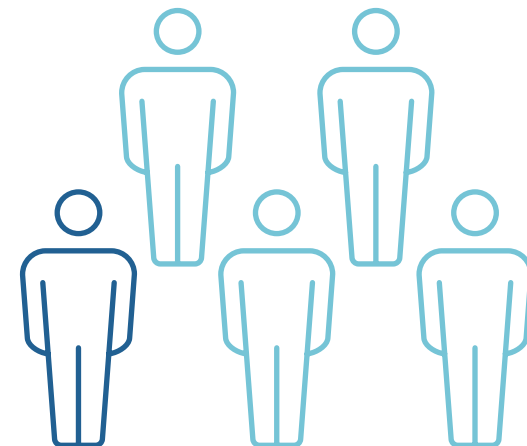


69%

of leaders say they're
uncomfortable
communicating
with their staff.

37%

struggle with giving
direct feedback that
they believe may cause a
negative reaction.



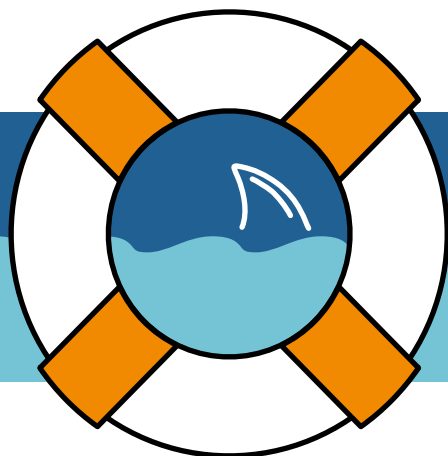
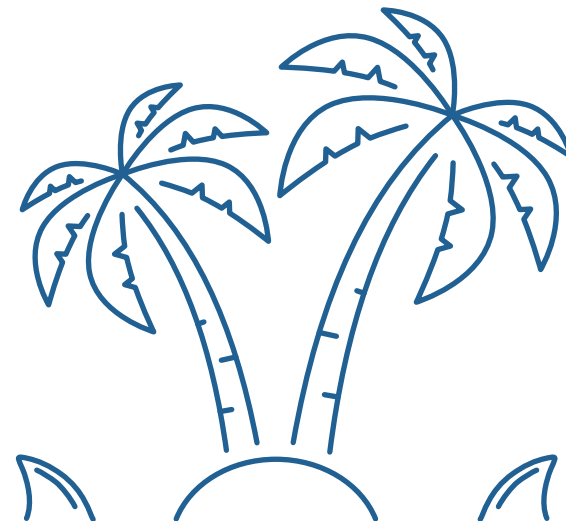
1 in 5 have trouble giving
praise for a job well done.

Source: “Why are so many managers afraid of talking to their employees?” Fast Company

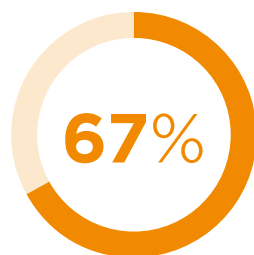
Left on an island and set up for failure...

Our research finds that coaching is not well understood, poorly supported, and its value is 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 coaching is a stated priority of senior leadership.

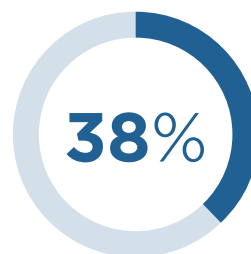


The State of Sales Coaching study from RingDNA shows that approximately half of sales leaders report spending less than one hour per week per rep on coaching. **61.4% of companies where coaching is effective spend more than an hour per rep per week.**



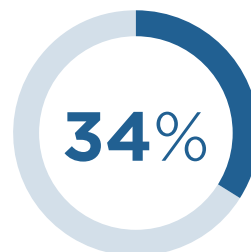
67% of firms say sales managers don't offer more coaching because they are too busy

Only...



38% set specific coaching objectives for their managers

&



34% include coaching effectiveness as part of managers' performance appraisals



What Good Sales Coaching Looks Like

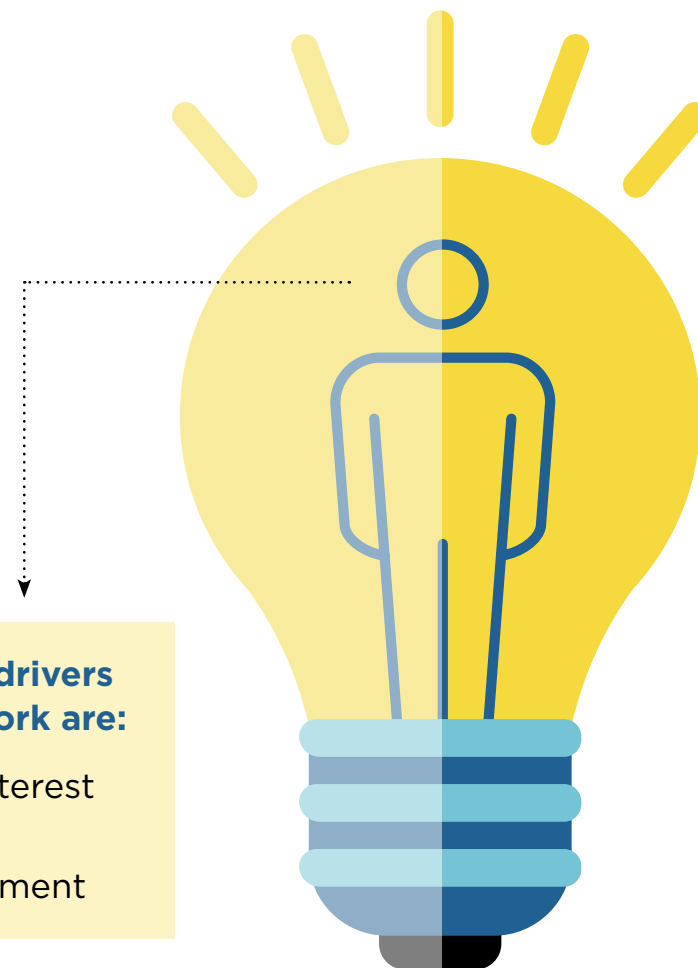
What do great sales organizations do differently?

GREAT LEADERS

- frequently express their own genuine belief in the value of their people
- actively and visibly support people in their efforts to change behaviors

Among the top 100 Great Places to Work[®], top drivers of employees' perception of a great place to work are:

- a belief that “management shows a sincere interest in me as a person, not just an employee.”
- an organizational focus on employee development



Source: Great Place to Work[®] Institute

The role of sales leader has never been more essential or more influential.

Nearly a third of employees believe that interacting with their manager is the most stressful part of their day, according to a 2021 Grant Thornton report.

80% of people work harder when they feel appreciated. Regular recognition is a must-do for sales leaders. Recognition needs to be:

GENUINE



FREQUENT

Recognition from sales managers matters more than anyone else, and it matters more than from peers and customers combined.

Source: The Emotional Intelligence Network

Recognition does not always mean praise. It can also be:

- Saying thank you
- Providing autonomy
- Offering regular training
- Listening to ideas and feedback
- Sharing successes and progress more broadly
- Checking in (coaching conversations)

When you build trust, your people feel valued.

“Trusting your employees enough to give them autonomy can unlock their full potential. It shows that you believe in their abilities and are willing to let them take ownership of their work.”

— Dr. Beverly Kaye, *Love 'Em or Lose 'Em: Getting Good People to Stay*

The best players want to play for the best coaches.

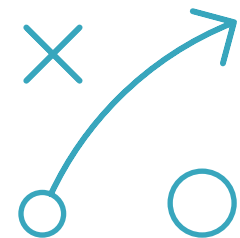
Few people rise to the top of their game without having coaches to guide, encourage and challenge them.

THE BEST COACHES:

- Help people become their best
- Have the ability to spot talent and potential in their people
- Use a process to guide high performance and productivity

Employees are more likely to be enthusiastic about the work they do when they know their coaches are genuinely invested in their growth and willing to work with them on their short-term and long-term goals.

Source: Forbes, Why Leaders Should Consider Shifting To A Coaching Leadership Style Now More Than Ever



It's not just a skills issue...

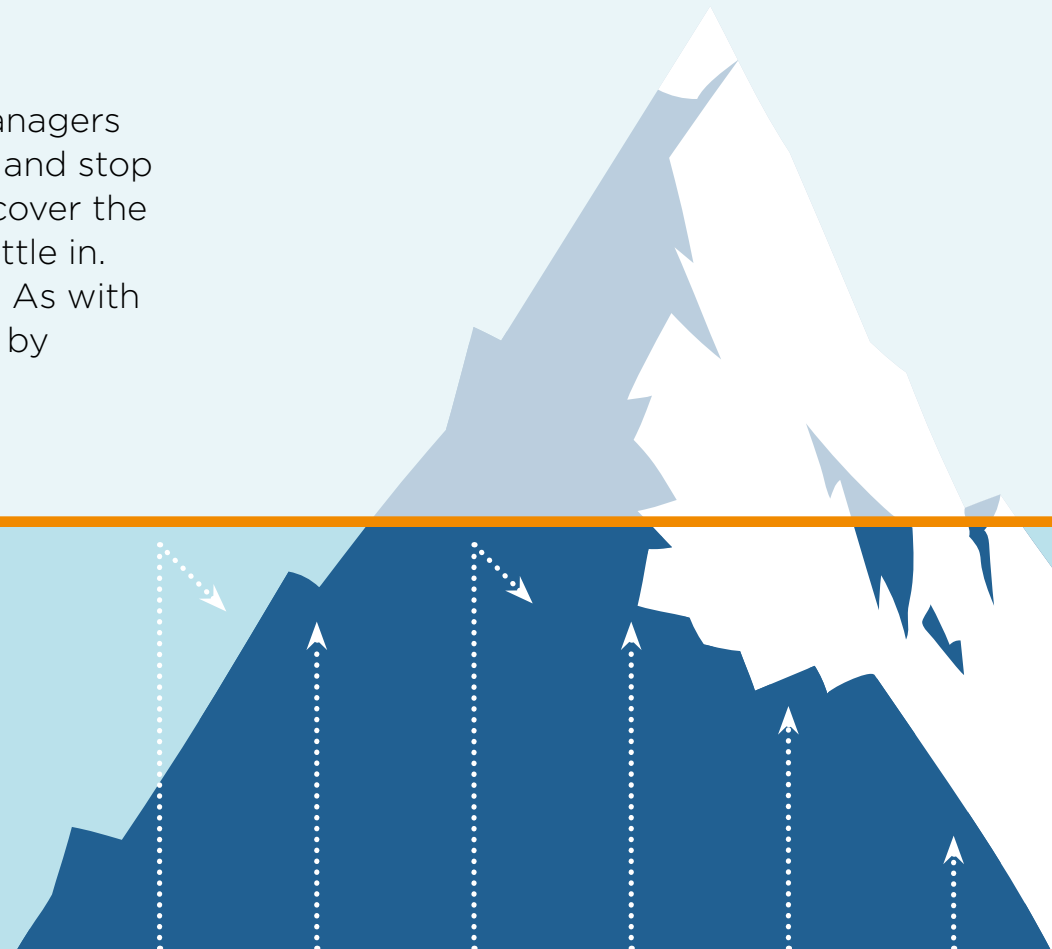
Although coaching skills are important, **values and a genuine belief in people** are often far more influential.

A manager's beliefs and expectations about people often become self-fulfilling prophecies.

The Law of Limited Performance...

When employees fail to achieve desired results, managers often assume they've peaked in their performance and stop challenging them to improve. Once employees discover the level of performance managers will accept, they settle in. We call this the "The Law of Limited Performance." As with the Theory of Relativity, perspective is determined by what the observer relates to vs. what is possible.

Managers today may be skilled at running their operation, but many lack either the awareness or the critical coaching capabilities to inspire team members to grow, improve and deliver what is possible. **This limiting loop inevitably results in lower productivity and untapped potential.**



Effective coaches break the Law of Limited Performance.

Performance and productivity will not increase until belief boundaries expand. When boundaries expand, performance and productivity automatically expand to fit the new beliefs.

As a great coach, the manager's responsibility is to see what people CAN BE and then help them:

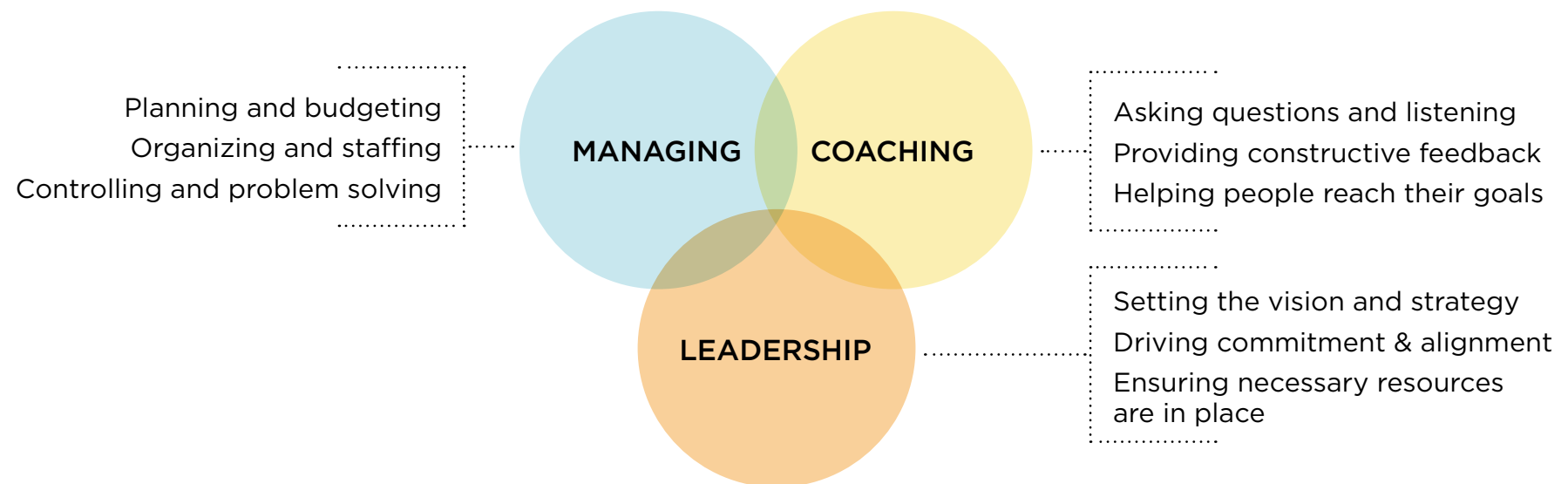
- **Set and achieve goals** just beyond their comfort zone.
- **Discover** the greatness in themselves that they may not even realize is there.
- **Treat people** as if they are already who they can become.
- **Believe** in the unlimited creative capacity in people and nurture them to realize their potential.



Understand the role of coaching in the sales leader's responsibilities.

Creating a coaching mindset in your sales leaders increases engagement, accountability and retention and ultimately increases sales performance.

Truly great leaders know the distinction between managing and coaching—and consistently coach their teams to help them reach greater levels of achievement than they might believe possible for themselves. When leaders both manage and coach, performance is stronger and steadier, in good times and when the going gets tough.



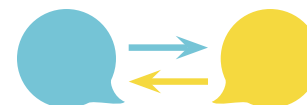
What makes a coach effective?



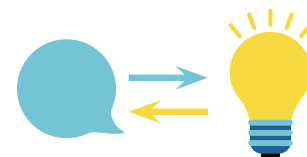
Ineffective coaches coach in their own image, directing and telling what's worked for them without regard for the person's needs, beliefs and motivations.



Ineffective coaches confuse coaching with corrective action or a performance management discussion, making people view coaching as negative and something to be avoided.

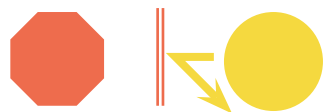


Effective coaches set the stage for two-way communication by understanding and adapting to the employee's behavior style and starting the discussion with what's important to the employee.

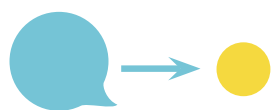


Effective coaches don't come to the table with all the answers. They know how to fully engage people and tap into their creativity, viewing coaching as a catalyst for helping the best get better.

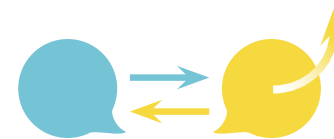
What makes a coach effective?



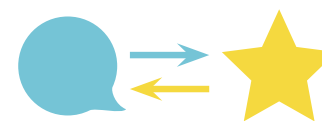
Ineffective coaches are “too busy” to maintain a consistent coaching schedule, often canceling sessions and sending the message that coaching—and by extension, the individual’s success—isn’t important.



Ineffective coaches have limiting beliefs and low expectations about the potential of their people. Because these beliefs manifest themselves in the manager’s coaching activities, they ultimately become self-fulfilling prophecies.



Effective coaches are consistent, committed and fully engaged, protecting coaching time and staying focused on the employee throughout. As a result, people feel that they are valued and that their success is a high priority.



Effective coaches believe in their people and see the possibilities that they may not see in themselves, encouraging a self-belief and achievement drive that pushes them beyond self-imposed barriers.

Building Trust

The two big elements for creating highly productive organizations are: 1) **building trust**, and 2) **a relentless focus on outcomes**.

Source: Charter

Two-way trust in an organization was the biggest differentiator between high-performing organizations—those that were growing faster, more profitable and had higher customer satisfaction than their peers—and low-performing ones.

Source: ic4p

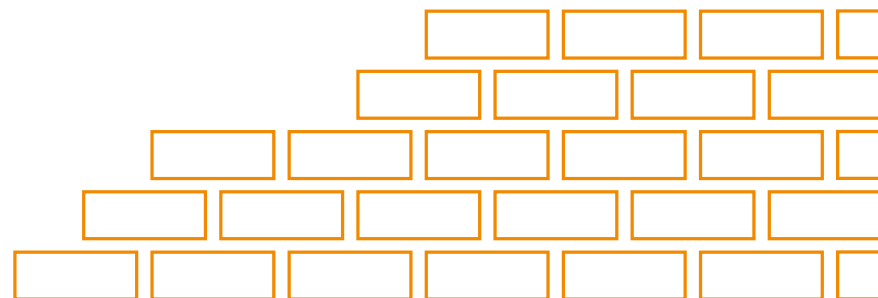
Trust was the top determinant of employees' productivity scores. Employees who feel trusted are twice as productive as those who do not. They are 30% more likely to put in extra effort at their jobs.

Source: Slack's August 2023 survey of over 10,000 global office workers

A 2023 Gallup survey found that just **"21% of US employees strongly agree that they trust the leadership of their organization."**

"By fostering transparent and open communication and creating a psychologically safe environment, sales leaders empower their teams to collaborate, be creative, share insights and drive innovation, ultimately providing them with a competitive advantage."

— CEO Magazine, How to Build a High-Performance Sales Team



“

If I trust you, I'm going to listen to what you say differently than if I don't trust you. Your ability to influence is dramatically different when there's trust than when there's not.

Wanda Wallace,

INTERNATIONAL SPEAKER | AUTHOR YOU CAN'T KNOW IT ALL | PODCAST HOST OUT OF THE COMFORT ZONE | ADVANCING CAREERS OF WOMEN/LEADING EFFECTIVELY

”

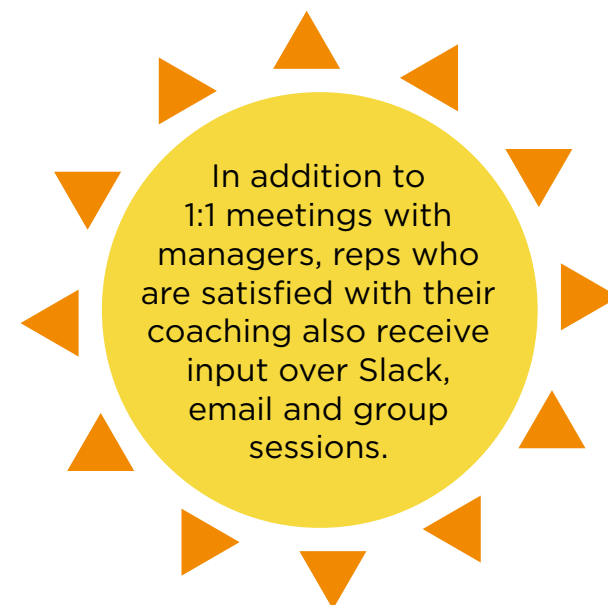
Coaching Moments™ exist every day.

Coaching Moments™ are informal check-ins following a call or during a ride-along where you give feedback “on the spot.”

Frequently providing feedback in this way lets the person know how they’re doing in the moment. Maybe they did something very well, or perhaps you want to know why they skipped a step in the process.

Coaching Moments™ can also exist in the form of brief hallway conversations, short phone calls right after a client meeting or presentation, on Slack, by email or text or in team meetings.

A random evening text saying, “I’m thinking of you and am grateful you are on my team” can contribute more to trust and engagement than any formal program.



Source: RingDNA, *The State of Sales Coaching*

Sales Leaders Who Are Change Agents:

- Define a simple, compelling vision that the whole sales organization can understand
- Role model from the top: Emphasize and model desired behaviors and concepts learned in sales training
- Empower decision-making (including freedom to make mistakes along the way)
- Create a culture of autonomy and ownership
- Measure everything that matters and share progress against those KPIs and metrics regularly



Creating a Coaching Culture

Coaching cultures create:

- Opportunities to explain decisions and how the work each salesperson does supports them
- Understanding of the “front-line” implications of policies and decisions
- Open gateways of communication that every organization claims to be important
- Leaders who model behaviors they want to see in their people and with customers
- Leaders who hold themselves accountable to things they claim are important
- A safe space for people to speak up
- A standard of celebrating successes and reinforcing positive behaviors and work
- A habit of seeking new ideas and guidance

“A sales manager who coaches to the intrinsic motivations of their sales team unleashes a multiplier effect on success.”

— Mike Esterday, co-author of *Listen to Sell*

The most successful coaches find a variety of ways to have coaching moments every day.

Follow this six-point plan for building a more robust sales coaching culture.

1. **Define sales coaching.** Clearly state what your organization believes sales coaching is and what it isn't. (It's building and developing people, not performance management.)
2. **Implement a coaching system.** Create a simple, structured approach that anyone can use so that they'll actually make time to do it, which will yield concrete results. The system doesn't have to be time consuming to be highly effective.
3. **Build accountability.** Make sales coaching a part of everyone's performance evaluation. Senior leaders must coach managers and hold them accountable to coaching. It needs to be clear that everyone is responsible for coaching, and that the role is proactive vs. reactive.
4. **Coach to motivate.** According to our study, this can lead to a 15% increase in performance.
5. **Focus on everyone, including high performers.** The biggest performance and talent retention lift often comes from coaching people who are already good at what they do.
6. **Share best practices.** This will maximize the impact and develop more coaching ability.

Prepare for each coaching conversation.

Take the time to prepare a few questions prior to the coaching conversation to help advance the discussion toward reflection and discovery. A few examples of these kinds of questions include:

- *What are your goals for this coming year? How can I best support your pursuit of those?*
- *You have a lot on your plate at the moment. What obstacles do you think you might face as you work toward your goal?*
- *In order to achieve this goal, what smaller sub-goals will you need to hit? What actions can you take this week to get started on making progress?*
- *What could you do that's a stretch for you at the moment but would be a breakthrough for you?*



Five practices great coaches put into play.

ASK



- Ask meaningful questions about needs, challenges and goals.
- Gain insight into emotions as well as facts.
- Understand their full perspective before sharing your own.

LISTEN



- Actively listen to words, tone of voice and body language.
- Guide them toward discovering their own answers.
- Believe their answers can be discovered within them.

COACH



- Help them discover constraints and gain agreement.
- Suggest one action to remove a constraint or reach a goal.
- Keep the responsibility on their shoulders, not yours.

PRAISE



- Personalize praise for specific skills, attitudes and abilities.
- Sincerely communicate your belief in their ability.
- Express potential you see that they may not see in themselves.

CHALLENGE



- Gain commitment to specific actions, results and time frames.
- Explain you will follow-up and hold them accountable.
- Reinforce their importance to your organization.

“

A good coaching conversation is asking such good questions and directing them so that they uncover the answer themselves.

Craig Anderson,
LEADERSHIP CONFIDENCE COACH

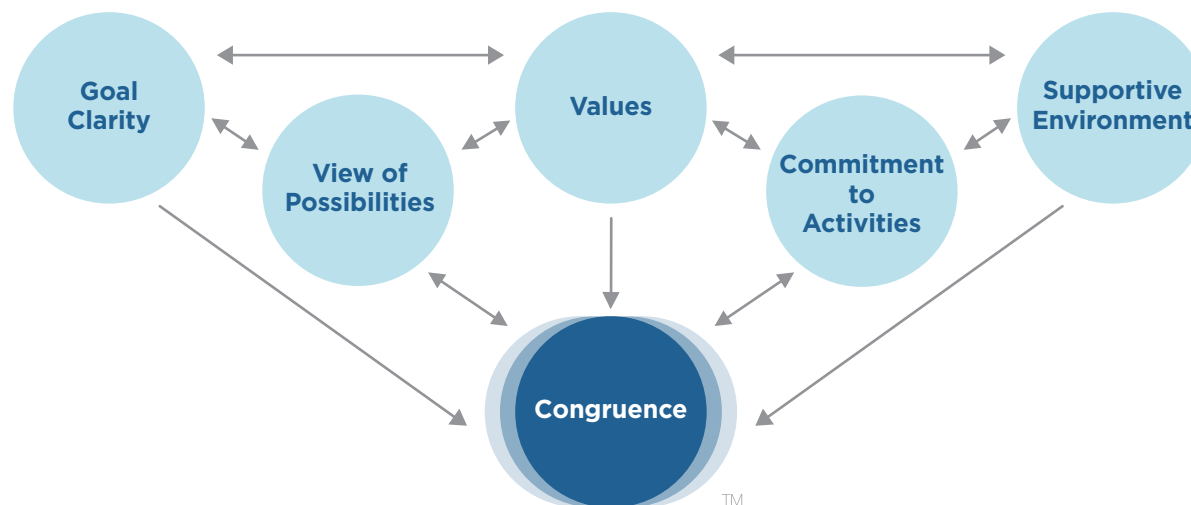
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Sales Coaching Tips to Raise Expectations and Beliefs

Here are a few coaching tips to help sales managers set the stage for a productive discussion and ensure their beliefs influence the person in a positive way:

- **Review previous coaching sessions.** Get a feel for where the person is, what their strengths are and what areas you want them to improve.
- **Write down a few questions** that will encourage them to think and discover what you want them to learn. This way, they'll "own" their development and be more invested in the outcome.
- **Listen more than you talk.** People rarely learn and improve their performance just by hearing you tell them what to do. They need to discover it for themselves and internalize it. Spend 20% of the time asking appropriate questions and 80% being quiet and listening to what they have to say.
- **Visualize the person performing at the level** you want them to achieve. This will help reinforce your own belief that they can achieve it.

Five Drivers of High Achievement: Sales Coaching Tips



GOAL CLARITY

- Ask them how committed and/or excited they are about the goal on a scale of 1-10.
- Encourage him/her to focus on the rewards of reaching their goal rather than on the obstacles or roadblocks.

VIEW OF POSSIBILITIES

- Encourage studying others who have achieved goals similar to their goals.
- Collaborate together to design a strategy of logical interim steps toward his/her goal.

VALUES

- Encourage creating and focusing on goals that provide value for others.
- Ask them to explore if their goals are consistent with their true values.

COMMITMENT TO ACTIVITIES

- Help them clearly understand the activities necessary to reach their goals.
- Challenge them to identify meaningful rewards they can give themselves when they achieve their goals.

SUPPORTIVE ENVIRONMENT

- Encourage sharing of their goals with key people and associate with people who will support their goals.
- Challenge them to find 1-2 people who are on the level they'd like to be performing and seek advice.



How to Take Action in Your Organization

Wondering where to begin?

Recognize coaching is a personal development opportunity for managers as well as their team members.

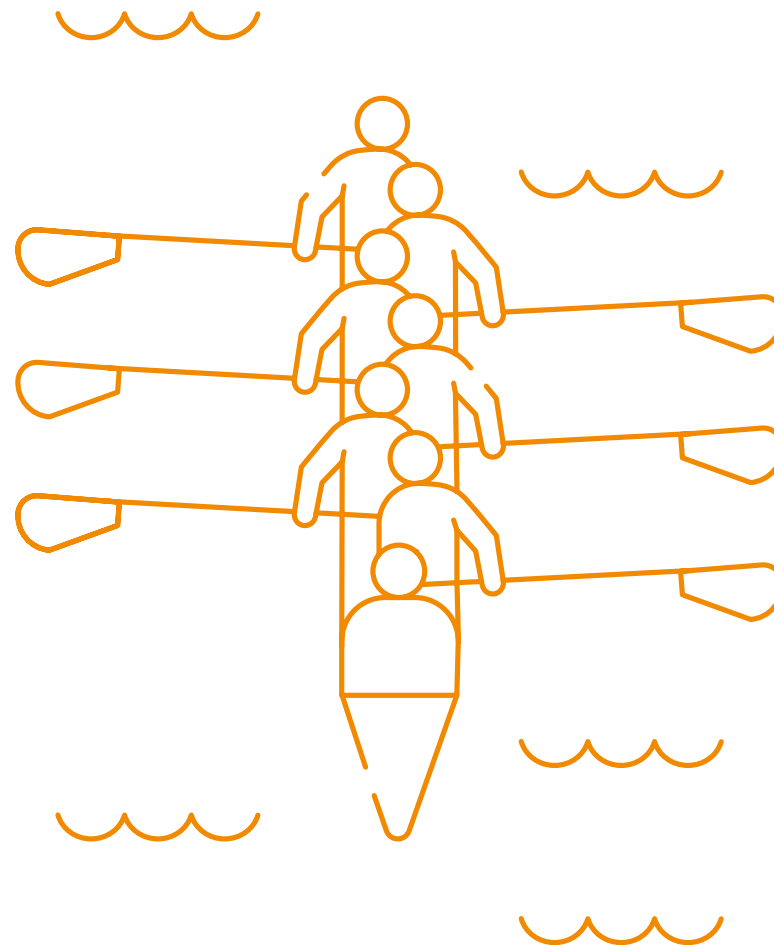
Develop managers who understand and know how to break the Law of Limited Performance.

Give managers the skills, framework and tools to be successful.

Create an environment that supports coaching and the time invested in it, because it's an investment that pays off for the individual and the business.

Follow the leaders.

- **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% revenue performance 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.



Questions for Sales Leaders to Ask Themselves to Gauge Coaching Readiness

Honestly assessing strengths and gaps will greatly impact your own job satisfaction and the performance of your team.

Do I believe in the potential of my team?

What coaching questions can I prepare ahead of time?

Do I believe I have the ability to be highly successful as I coach?

*What level of performance do I expect from this team?
How can I change that?*

Do I live by and model values of integrity, honesty, and sincerity?

Do I believe that coaching is developing potential in people?

Am I willing to do all the activities required to be a successful coach?

Where can I get training in effective sales coaching skills?

Do I have an unwavering belief in the potential of my people?

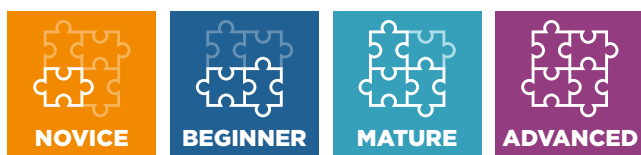
Great leaders are always trying to get better.

Scan or click this QR code to take a free coaching assessment.



Coaching Proficiency: Know Your Level

Consider where your organization falls in the coaching proficiency scale:



NOVICE: “Bare-bones” at best. Sales coaching is performed at the manager’s discretion and isn’t part of a broader talent management strategy. Ongoing, structured coaching is rare. When it does happen, it’s typically focused around company information and requirements. *(Two or fewer hours/week of coaching).*

BEGINNER: Scattered, but not critical to personal or company success. Coaching may happen around quarterly reviews, often focusing on shortcomings and product/service knowledge. If salespeople ask for coaching, they may not get it. If managers are required to coach, it’s up to them to decide how, when and what to do. *(2-5 hours/week of coaching).*

MATURE: Encouraged and valued by senior leadership. Managers see coaching as a good use of time but sometimes cancel sessions because they’re busy with

pipeline issues and deals. Salespeople see coaching as important to their development. Coaching is focused on developing skills and is provided to all salespeople, through consistently scheduled and ad hoc sessions. Managers receive training to build their coaching skills. *(5-10 hours/week of coaching).*

ADVANCED: Critical to success, a key leadership competency, built into talent management systems. Senior leaders hold managers accountable, assess coaching effectiveness and reward them for developing people. They also provide managers with consistent coaching, building confidence and independence that cascades throughout the organization. Coaching sessions, which are mostly scheduled and rarely canceled, are provided to all salespeople. Salespeople welcome coaching because it’s personalized and they feel understood, motivated and inspired. *(10+ hours/week of coaching).*

**Where would you honestly rank your organization?
What would it take to shift to a higher coaching proficiency?**

How you answer those two questions can have a very real impact on the results your sales team achieves.

“

Coaches help you reframe your thinking, become more accountable and create your circumstances instead of being a victim.

Meshell Baker,

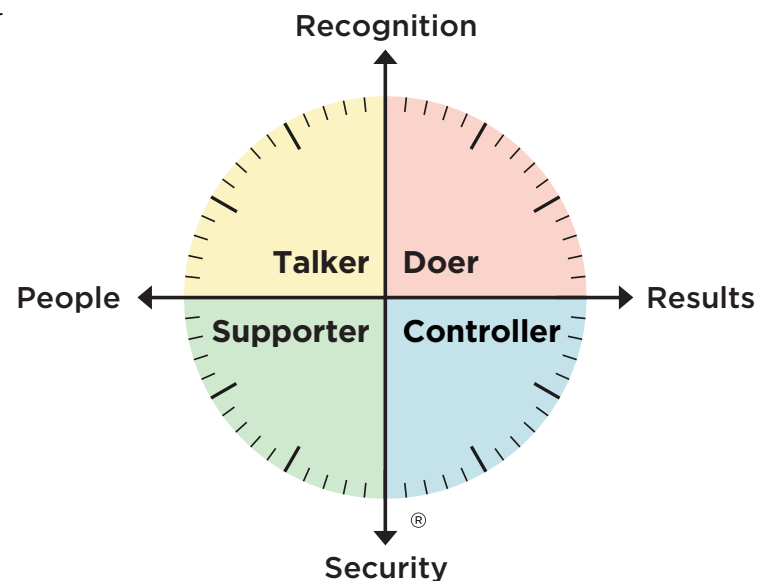
TRANSFORMATIONAL KEYNOTE SPEAKER | AUTHENTIC
SELLING ALCHEMIST | CONFIDENT LIVING CATALYST

”

Coaching to Behavior Styles®

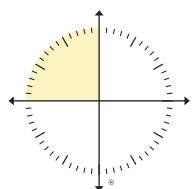
Connecting with the other person's behavior style should always be part of coaching discussion preparation. We make a lot of assumptions about people's motives—both the coach's and the coachee's.

Used as part of a sales coaching process, Behavior Styles® can help sales managers understand their own biases and why some people may be less responsive and engaged or react in different ways to the coaching discussions. With those insights, managers can engage in more effective, successful coaching conversations with every employee, regardless of style.



Coaching by Style

Let's take a closer look at the four different Behavior Styles*—Talker, Doer, Controller and Supporter—so managers can get the most from each coaching engagement.



TALKERS (Direct and Open) are optimistic, intuitive, creative people who:



Inspire others to take action



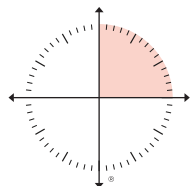
Think fast on their feet and are optimistic, intuitive, creative



Can be impulsive in trying new ideas



Promote ideas, opportunities or people



DOERS (Direct and Guarded) are take-charge people who are known to be:



Decisive risk-takers



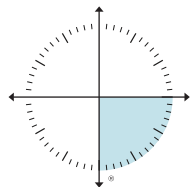
Competitive



Fearless—no obstacle is too big to overcome



Ensure bottom-line results



CONTROLLERS (Indirect and Guarded) are detail-oriented and function best when they can:



Organize carefully and thoroughly



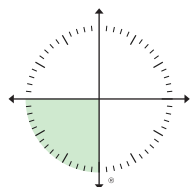
Follow rules, regulations, procedures to the letter



Reserve opinions until fully researched



Plan to meet specific expectations



SUPPORTERS (Indirect and Open) bring a sense of calm to others. They:



Bring harmony to group situations



Listen and display friendliness and sensitivity



Network and build friendships to help do work



Coordinate and cooperate with others

Integrity Coaching® turns great bosses into great coaches.

Integrity Coaching® is based on the fundamental beliefs that coaching is:

- **Building** people and helping them build your team and organization
- **Identifying** potential in people
- **Helping** people set goals and accomplish them
- **Believing** in people at a greater level than they believe in themselves
- **Equipping** people to become self-sufficient in their growth
- **Sincerely** caring about the success of others and investing time and energy
- **Recognizing** and celebrating successes
- **Helping** others develop a sense of purpose and vision for their professional and personal life
- **Working** with someone to identify meaningful, tangible and attainable goals

Integrity Coaching®

Integrity Coaching® is a systematic, disciplined process that equips your leaders with the **SKILLS** to coach with integrity while adapting to different situations and different styles, and the **MINDSET** to make coaching a natural, consistent habit. Equip your people to elevate performance across the entire organization.



Source: IntegritySolutions.com/resources

Coaching effectiveness is influenced more by your **values, belief in people** and a **desire to help them grow** than by what you know.

The greater good.

Coaching is a great privilege and an awesome responsibility.

For managers who coach, it provides an opportunity to leave your fingerprints on people's lives.

The imprints you leave are part of your *legacy.*



INTEGRITY COACHING® will change mindsets in your organization and instill new leadership behaviors, grounded in the belief that a leader's first priority is to coach the next tier of leadership, engage people in the mission, build the confidence and commitment to strive for more, and create sustained learning cultures.

TRANSFORM YOUR MANAGERS FROM REVENUE REPORTERS TO GROWTH ACCELERATORS.

Scan or click the QR code for more information about the Integrity Coaching® program.



Integrity Solutions, the performance experts, equips sales and customer service teams to rise up and lead by building trusted customer relationships with integrity at their core. As the partner of choice for values-driven organizations, the firm specializes in innovative sales, service and coaching training solutions that fuel performance, grow talent, lift up customers and elevate leaders. Our experience spans over 50 years, 130 countries and industries including healthcare, financial services, manufacturing, energy and utilities, agribusiness and more. Integrity Solutions has been consistently recognized as a Top Sales Training Company by both Selling Power and Training Industry, Inc. in recent years. And the firm has received multiple Stevie Awards for Sales Training and Consulting excellence.

Visit us online to learn more about our unique approach:
IntegritySolutions.com



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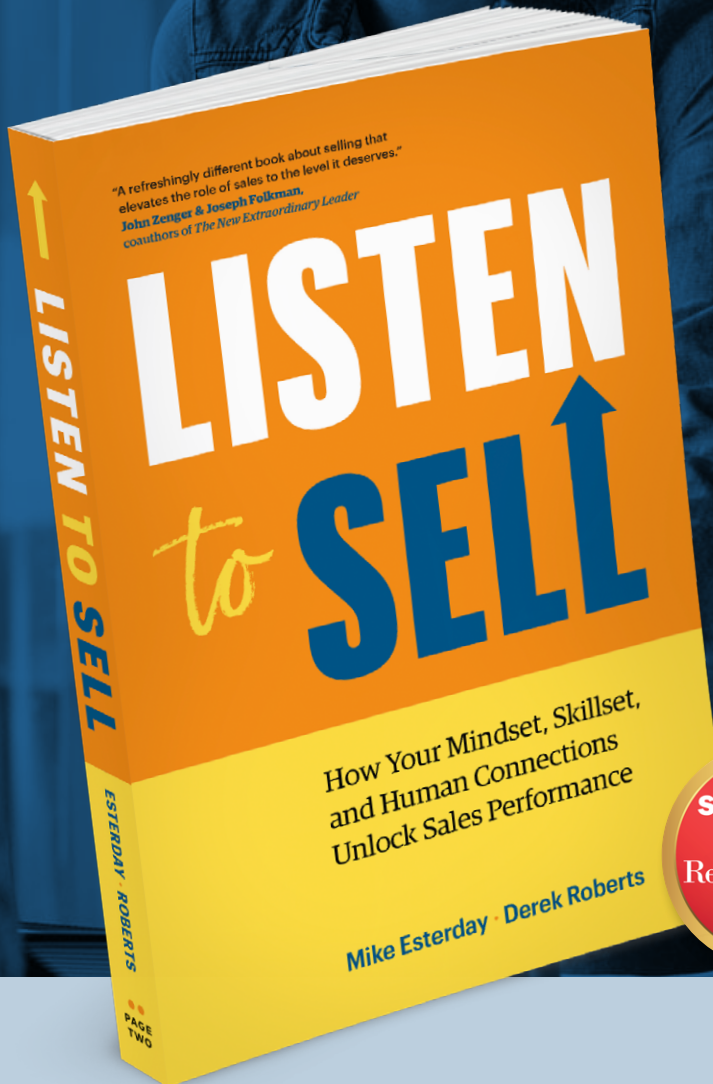
THE STEVIE® AWARDS FOR SALES & CUSTOMER SERVICE



LISTEN TO SELL

MIKE ESTERDAY • DEREK ROBERTS

How Your Mindset, Skillset,
and Human Connections
Unlock Sales Performance



MIKE ESTERDAY



DEREK ROBERTS

“A refreshingly different book that elevates the role of selling to the level it deserves.”

Jack Zenger & Joe Folkman, co-authors of *The New Extraordinary Leader*

“Spells out clearly why selling is about establishing your true purpose and unlocking your internal drivers.”

Lisa Earle McLeod, bestselling author of *Selling with Noble Purpose*



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