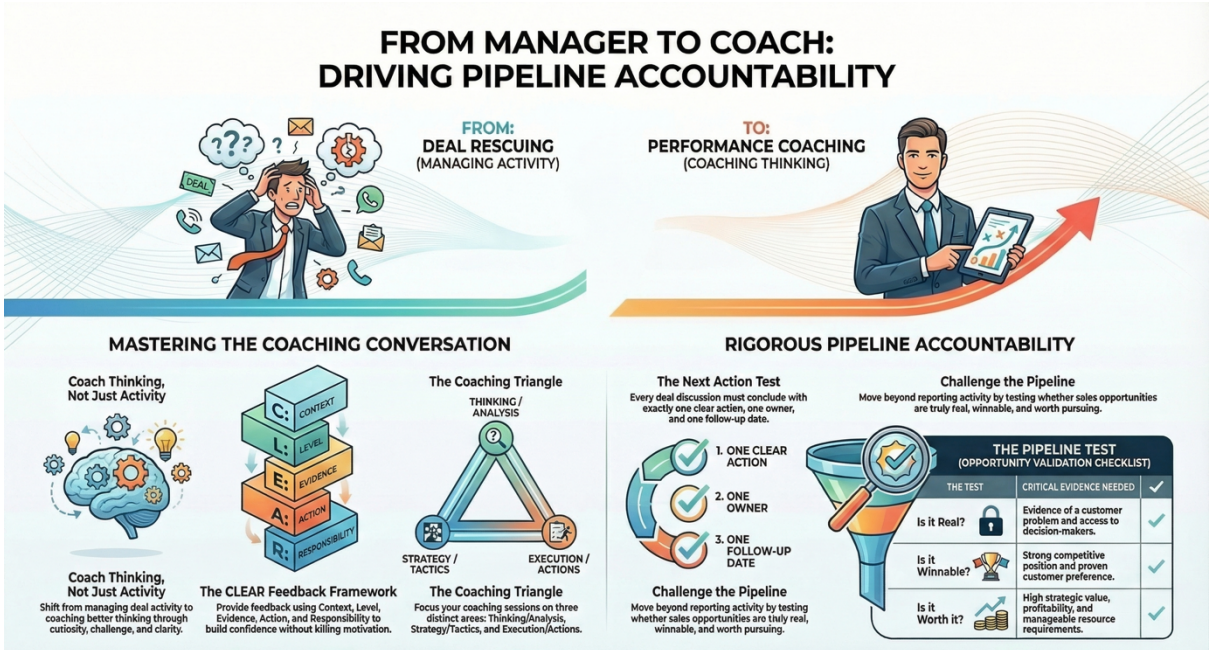
Coaching Conversations and Pipeline Accountability



Duration: 3 hours (virtual workshop)

Participants: Sales directors and managers responsible for coaching sales people, other managers**,** account managers and technical sales specialists

Overview

The emphasis is on coaching through conversation rather than micro-management, developing the confidence to. Participants will practise coaching using real accounts and opportunities from their pipeline.

Learning Objectives

By the end of the session, participants will be able to:

1. Conduct effective sales coaching conversations
2. Give clear, honest and constructive feedback
3. Challenge sales opportunities without damaging motivation
4. Test whether opportunities are real, winnable and worth pursuing
5. Strengthen pipeline discipline and accountability
6. Agree on clear next steps and ownership

Modules and timings

Time	Module	Minutes
00:00-00:15	Welcome, introductions and session objectives	15
00:15-00:45	1. The Sales Director as Coach	30
00:45-01:25	2. Coaching Through Conversation	40
01:25-01:55	3. Giving Honest Feedback Without Killing Motivation	30
01:55-02:25	4. Pipeline Accountability: Is It Real, Winnable, Worth It?	30
02:25-02:45	5. Agreeing on Next Actions and Driving Accountability	20
02:45-03:00	6. Final Reflection, Action Planning and Close	15

Outline

1. The Sales Director as Coach

Great sales leaders do not manage deals; they coach better thinking.

- The difference between managing activity and coaching performance
- Why do many sales directors unintentionally become deal rescuers or micro-managers
- The coaching mindset: curiosity, challenge and clarity
- The role of the Sales Director in building capability, not dependency
- Why is CRM underutilised as a pipeline management tool?

Tool: The Coaching Triangle: Thinking, Strategy**,** Execution.

2. Coaching Through Conversation

Coaching is structured curiosity.

- The anatomy of a high-quality coaching conversation
- Asking impactful questions that improve thinking
- Listening for assumptions, risks and gaps
- Coaching sales managers rather than solving the problem yourself

The Sales Coaching Conversation Model

1. **Clarify** the opportunity
2. **Explore** the customer's situation
3. **Challenge** assumptions
4. **Evaluate** strategy
5. **Agree** on next actions

3. Giving Honest Feedback Without Killing Motivation

Poor feedback creates confusion; clear feedback creates confidence.

- Why leaders often avoid difficult feedback conversations
- The cost of unclear or delayed feedback
- How to challenge performance while maintaining trust

- Separating behaviour, strategy and results

The CLEAR Feedback Framework

- **C**ontext — describe the situation
- **L**evel — explain the impact on performance
- **E**vidence — use facts, not opinion
- **A**ction — what needs to change
- **R**esponsibility — who owns the next step

4. Pipeline Accountability: Is It Real, Winnable, Worth It?

Many pipeline meetings report activity rather than the quality of test opportunities.

The Three Questions of Pipeline Discipline

Sales Directors should challenge every opportunity with:

Is it real?	**Is it winnable?**	**Is it worth it?**
• Evidence of a customer problem/goal • Access to decision makers • Customer engagement	• Competitive position • Customer preference • Relationship strength	• Strategic value • Profitability • Resource requirements

5. Agreeing on Next Actions and Driving Accountability

A good coaching conversation ends with clear commitments with accountability.

- Turning discussion into decisions
- The discipline of specific next actions
- Assigning ownership and timelines
- Following up without micro-management

The Next Action Test

Every deal discussion must end with: One clear next action, one owner, and a follow-up date.

6. Final Reflection and Action Planning

Participants identify:

- One coaching habit they will stop
- One question they will start asking
- One change they will make in pipeline reviews

This aligns with the programme's **Now / Next / Long reflection style**, where leaders commit to behavioural change following sessions.

Tools for Participants

Training will provide:

1. Sales Coaching Conversation Guide
2. Pipeline Challenge Questions
3. Feedback Framework
4. Opportunity Qualification Checklist
5. Next Action Template