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# Sales

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*"I have stood on a mountain of no's for one yes" - B. Smith*

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## Sales Leader

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### Benefit to Sales Leaders

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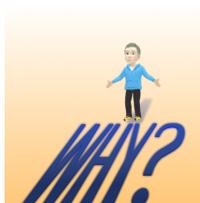
**New Sales Managers, high-potential reps, seasoned sales leaders and under-performing sales executives.**

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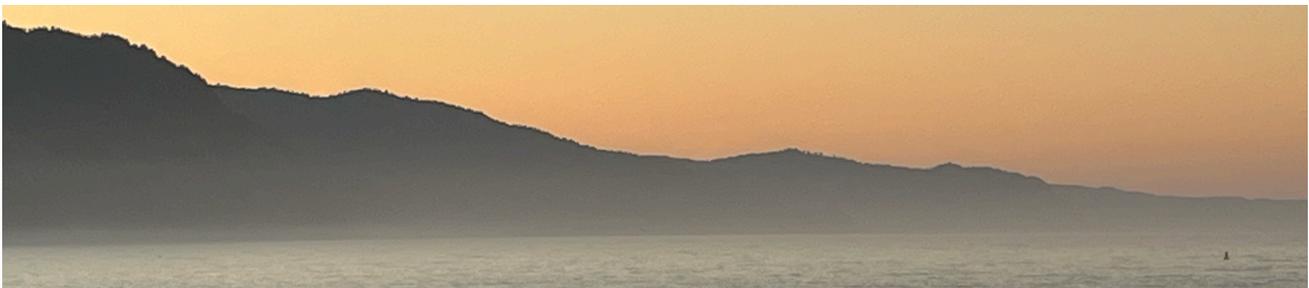


**Increase revenue, higher employee retention, improved strategic planning skills, improved communication skills, a more motivated, productive and successful sales team, a strong competitive edge and improved customer satisfaction.**

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**Improves overall sales performance, boosts employee engagement and retention, and fosters a culture of learning and adaptability throughout the sales division. By developing individual skills, reinforcing positive behaviors and results, while aligning team goals with organizational objectives, coaching leads to high revenue and sustainable and profitable growth.**



## 1. Key Goals of Executive Sales Coaching:

*The primary objectives are usually to transition the leader from a focus on individual sales performance to one of strategic organizational impact.*

- **Elevating Strategy:** Move beyond quarter to quarter tactics to architecting a scalable, long-term sale strategy that aligns with overall business goals.
- **Talent Development:** Build a high-performing, sustainable sales culture by developing managers and front-line reps through effective, consistent coaching.
- **Executive Presence & Influence:** Enhance Communication and negotiation skills to influence C-suite decisions, secure resources and represent the sales function effectively.
- **Operational Experience:** Optimize the sales process, technology and data utilization to improve forecasting accuracy and operational efficiency.
- **Change Management:** Effectively lead the sales organization through periods of rapid growth, market changes or organizational restructuring.

## 2. Common Challenges:

- **Time Management:** too much time spent closing deals or handling administrative task rather than coaching and strategic planning. Focus should be on delegation, prioritization and establishing a clear coaching cadence.
- **Coaching Managers:** Managers lack the necessary skills or time to effectively coach their own teams, leading to inconsistent performance. Focus should be on training the leader to be an effective “Coach of Coaches” and instilling a coaching culture.
- **Forecasting Accuracy:** Reliance on lagging indicators, or an inability to accurately predict future revenue, impacting executive planning. Focus on implementing rigorous sales process management, data, and leading indicators for forecasting.
- **Sales Strategy:** Strategy is reactive (e.g., reacting to competition) rather than proactive and market-defining. Focus on developing analytical skills to identify new market opportunities and building a resilient, defensible strategy. Reward new market success (“put the cheese where you want the mouse to go”).
- **Cross- Functional Conflict:** Friction with Marketing, Operations or Finance Teams due to misaligned incentives or communication gaps. Focus on enhancing stakeholder management, negotiation and cross-functional collaboration skills.

## GROW COACHING MODEL

### G-GOALS:

What do you want to achieve? In this session? Long-term? **DEFINE** the specific, measurable outcome.

### R-REALITY:

What is the current situation? What have you tried? **ASSESS** the current state, obstacles and resources.

### O-OPTIONS:

What could you do? What are all the possibilities? **EXPLORE** solutions and strategies without judgement.

### W-WILL:

What will you do and by when? What support do you need? **COMMIT** to a concrete, actionable plan.



### 3. Coaching Techniques

- **Active listening/questioning:** Listen to understand, ask open-ended questions to guide the sales leader to their own solutions. *Avoid dominating the conversations.*
- **Provide specific feedback:** Focus on behaviors, not personalities. Provide concrete, actionable advice for improvement, not merely general praise or criticism.
- **Self-evaluation:** Encourage sales leader to assess their own performance to build self-awareness and confidence.
- **Goal Setting:** Collaborate on specific, measurable, achievable, relevant, and time-bound (SMART) goals.
- **Incremental Growth Focus:** Target one or two key improvements at a time to avoid overwhelming the employee.
- **Action Planning & Accountability:** Establish clear, measurable objectives (OKRs or SMART goals) and a regular cadence for review and accountability to ensure sustained change.
- **Data-driven:** Use performance data to identify trends and personalize coaching interventions.
- **Lead by Example:** Coach sales leaders to model the behaviors and skills they want their team to adopt.
- **Build Trust:** Coach to be authentic and for the sales leader to share their own failures, and show their people genuine interest in their well-being and challenges.
- **360-Degree Feedback:** Gather anonymous feedback from peers, direct reports, and supervisors to identify blind spots in leadership style and impact.
- **Role-Playing/Scenario Training:** Practice difficult conversations, such as delivering tough feedback, negotiating with the C-suite, or leading a major team meeting.

#### 5 C's For Sales Strategy

- **Company:** Internal strengths, brand, goals, resources.
- **Customers:** Needs, behaviors, motivations, target audience.
- **Competitors:** Strengths, weaknesses, strategies.
- **Collaborators:** Partners, suppliers, distributors, content creators.
- **Climate/Context:** External factors like economic trends, laws, technology.

#### 5 C's Sales Skills

- **Confidence:** Belief in oneself and the product.
- **Credibility:** Building trust through expertise.
- **Curiosity:** Asking questions to understand needs.
- **Creativity:** Finding unique solutions.
- **Communication:** Clear and effective dialogue.

*"To be successful in sales, simply talk to lots of people every day. And here's what's exciting – there are lots of people!"*

*-Jim Rohan*

