



SALES
MANAGEMENT
ASSOCIATION

Coaching Salespeople to Crush Quota

Presented by :

LISA DOYLE, Vantage Point Performance

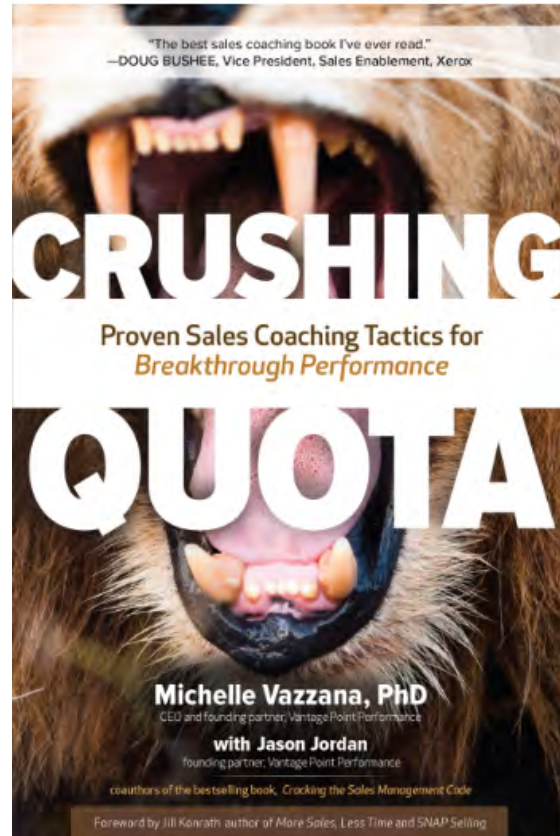
OUR PRESENTER



LISA DOYLE

**Vice President of Client
Engagement**

Vantage Point Performance



COACHING SALESPEOPLE TO CRUSH QUOTA

Lisa Sottosanti Doyle
VP, Client Engagement

The Execution Challenge



Increasing Revenue Targets



Decreasing Percentage of Sellers Hitting Quota



52%



Sales Manager tenure $\neq$ success

TOP 25% of managers exceeded their target by **15%**

Sales Managers Are the Key

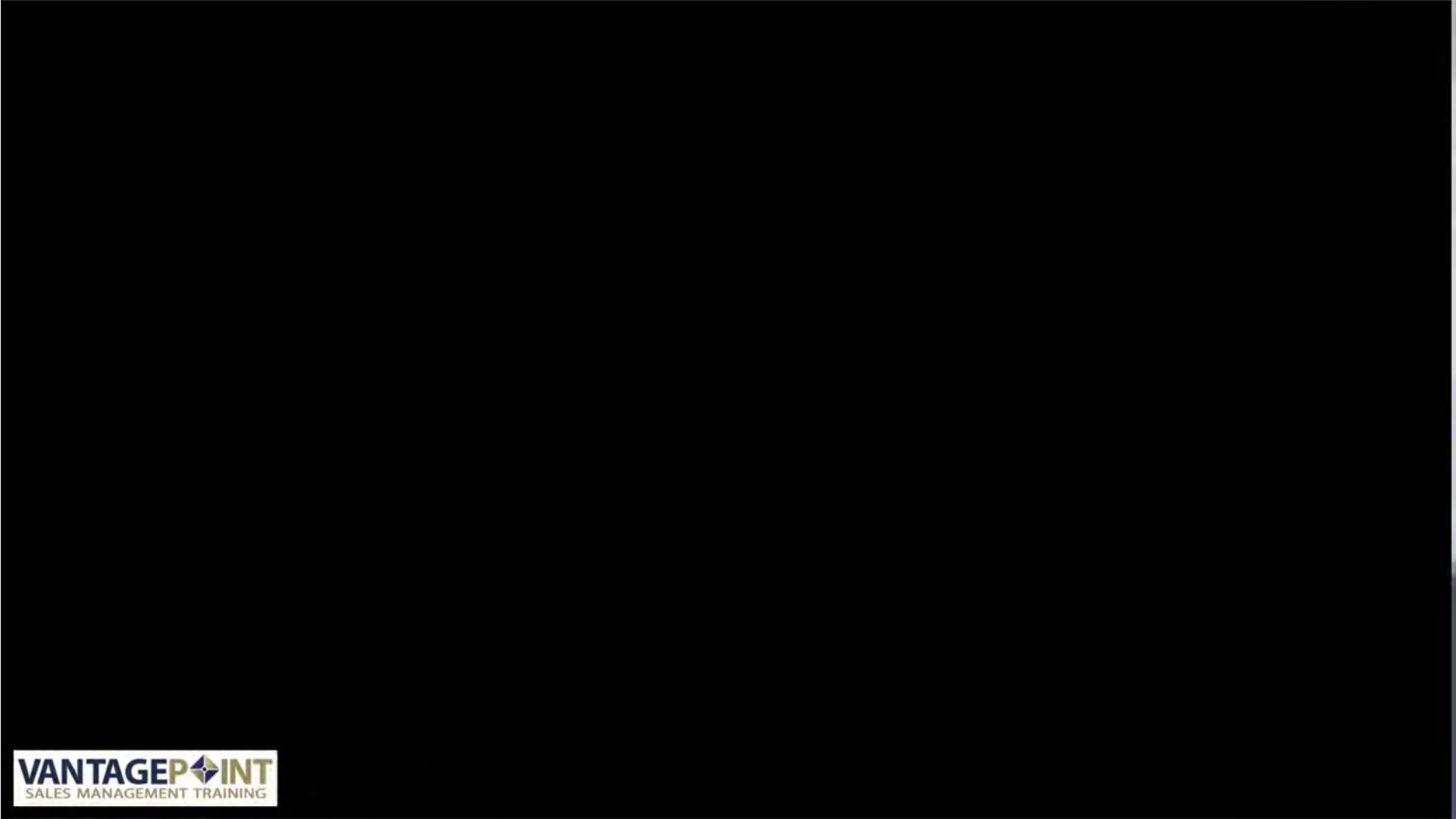
BOTTOM 25% of managers fell short by **24%**



**AN EFFECTIVE SALES MANAGER CAN GENERATE
AN EXTRA \$3.5M***

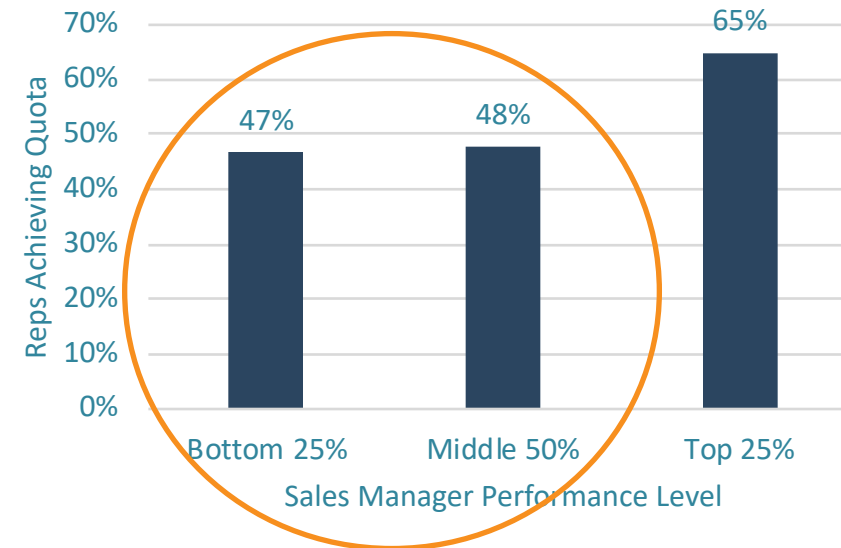
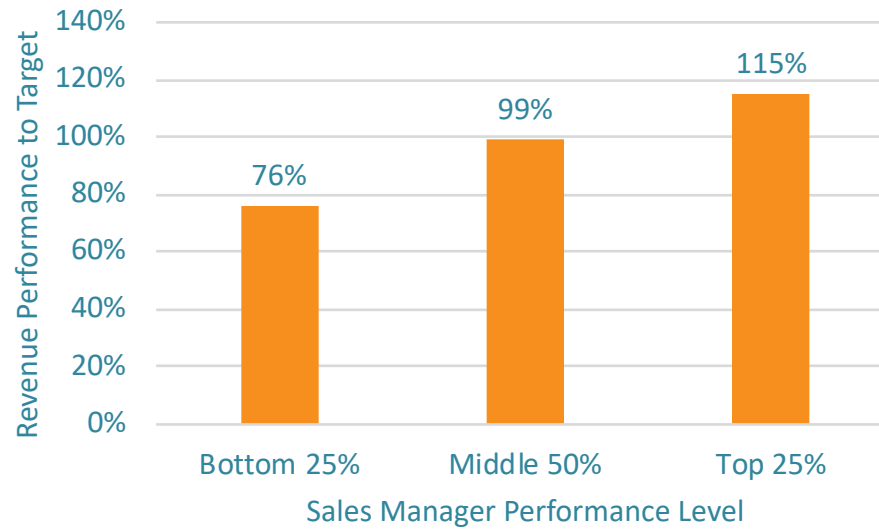
* Source: Vantage Point Management Practices Study. Assumes a team of 9.1 sellers with quota of \$1M each

VANTAGEPOINT
SALES MANAGEMENT TRAINING



Managers whose teams produce more revenue have more sellers at plan

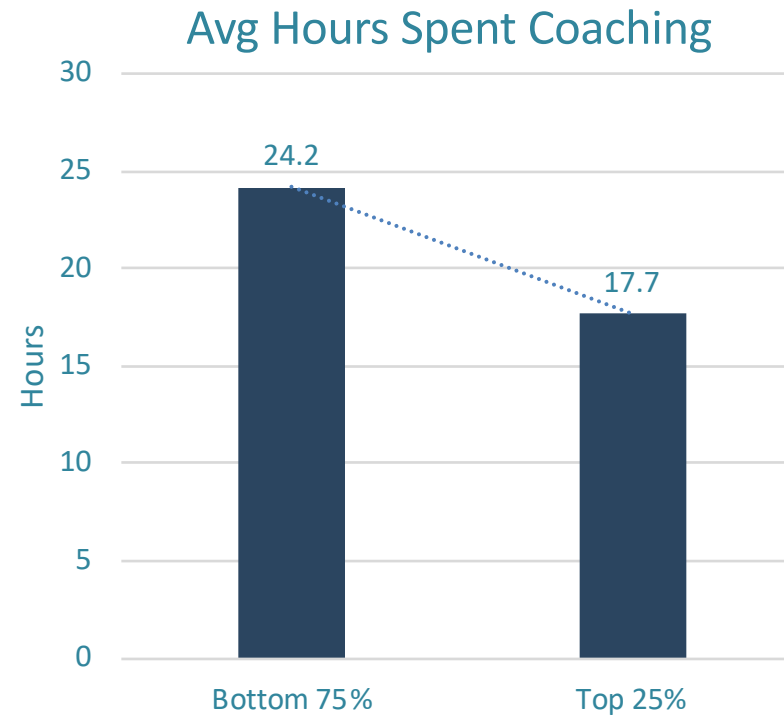
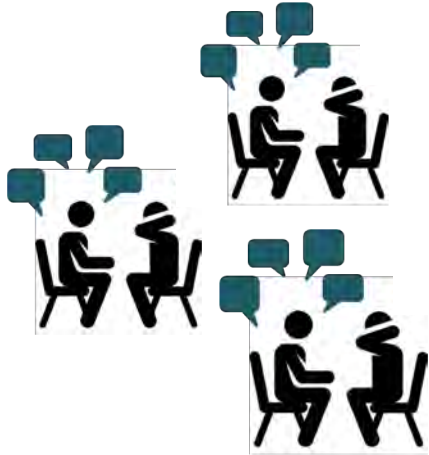




Managers who spend more hours
coaching are more successful than their
peers



Not Coaching More



Coaching Differently



Highly effective sales coaches had 19% more revenue production than their peers SEC 2005

So how do you become a “highly-effective” coach?

Compensation has the most influence
on a sales person's job satisfaction





Type of Coaching	% of Variation in Quota Attainment Explained by Type of Coaching
Results	10
Capabilities	2
Activities	24

Clarity of task is vital



Revenue

Market Share

Quota Achievement

Pipeline Size

Customer Satisfaction

Call Outcomes

Deal Size

Segment of Customer

Ramp-Up Time

Share-of-Wallet

New or Existing Customers

Can we manage this metric?

Foot Usage

Call Volume

Time Allocation

Coaching

Prospect Type

IT Investment

Process Usage

Number of Accounts

Account Plan Completion

Call Type

Training Investment

Training Type

The Fog Starts to Clear

R

Revenue

Market Share

Quota Achievement

Pipeline Size

Customer Satisfaction

O

Call Outcomes

Segment of Customer

New or Existing Customers

Ramp-Up Time

Share-of-Wallet

Deal Size

Territory Coverage

Skill Level

Customer Retention

Up or Cross-Selling

New or Existing Product

A

Tool Usage

Call Volume

Process Usage

Coaching

Prospect Type

IT Investment

Time Allocation

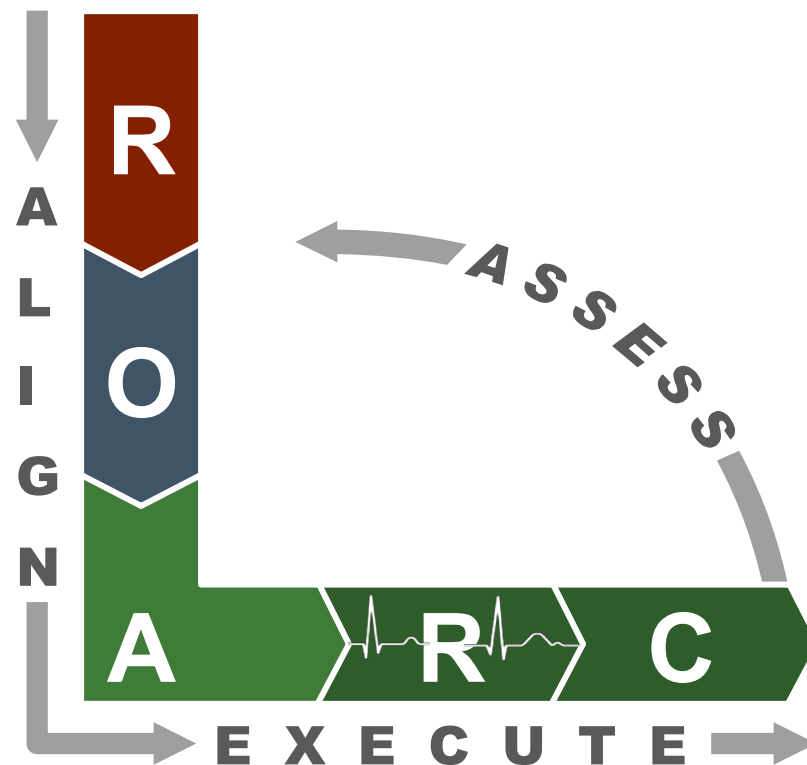
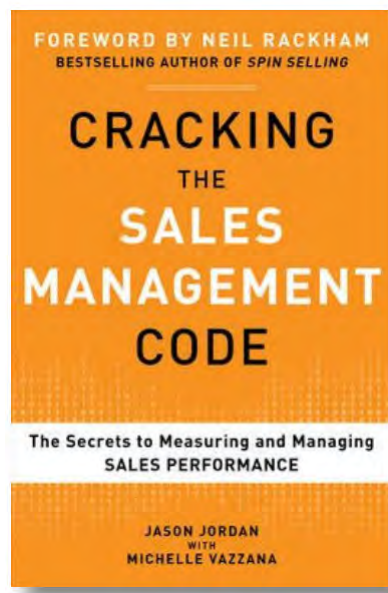
Account Plan Completion

Number of Accounts

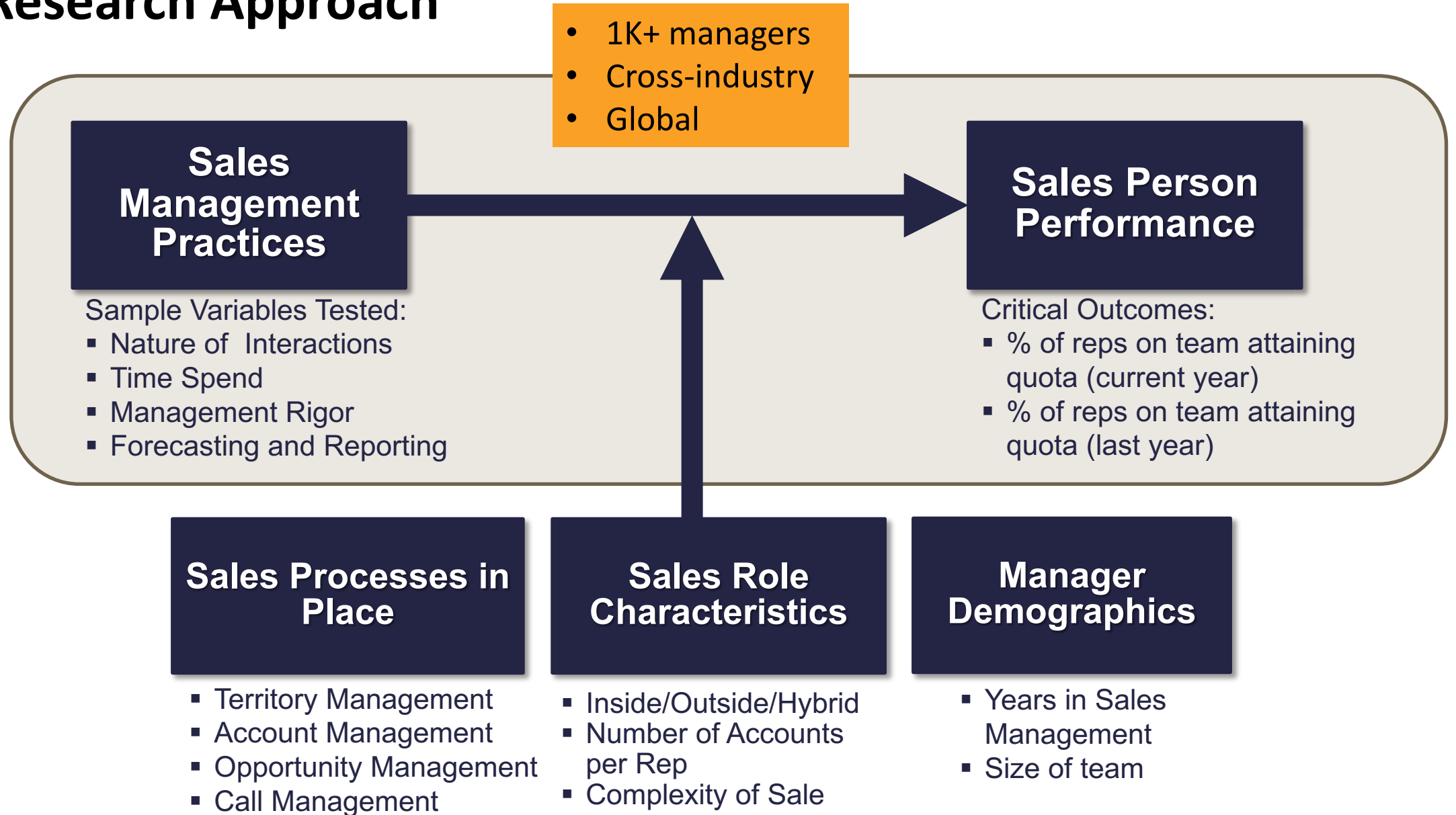
Call Type

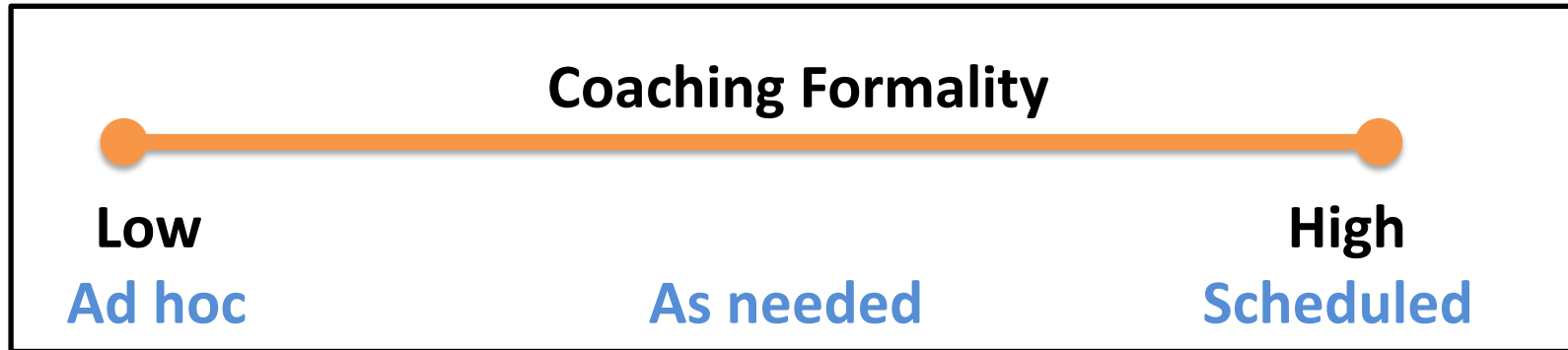
Training Investment

Training Type



Our Research Approach





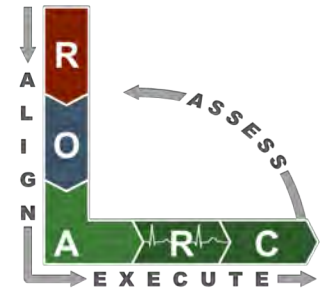
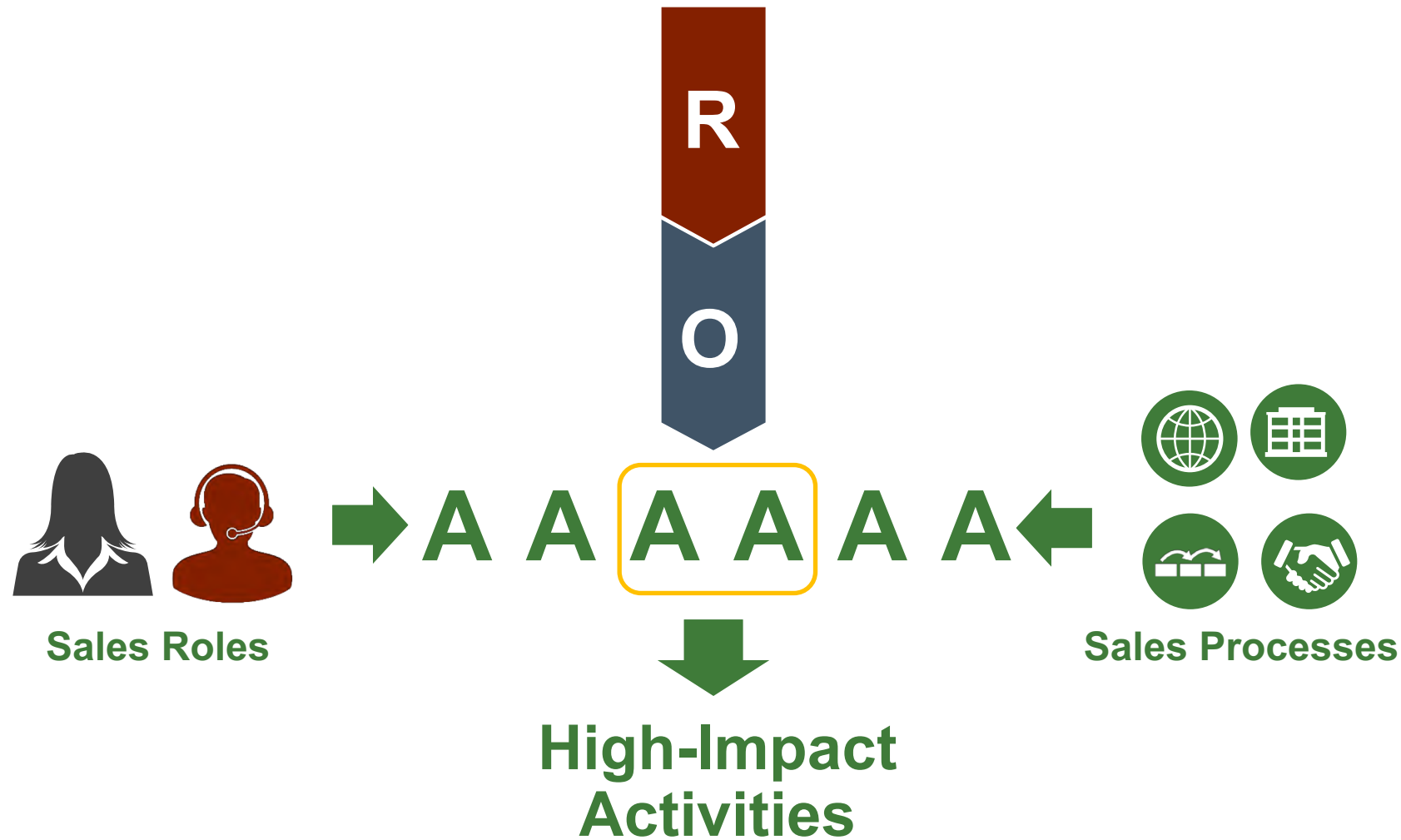
Formal Activity-Based Coaching Conversations

Clarity on:

What will be discussed

When it will be discussed

How it will be discussed



Finding Business	
 Territory Management	 Account Management
Deploy optimum levels of effort across various types of customers and prospects	Acquire, retain and grow select accounts

Winning Business	
 Opportunity Management	 Call Management
Initiate, qualify, advance, and close multi-stage sales	Plan, conduct and document individual sales interactions

Sales Processes

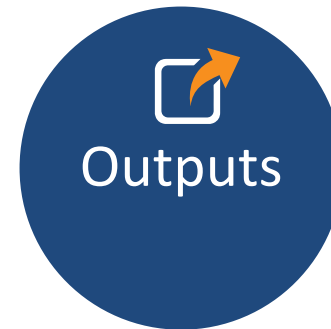
Your task:

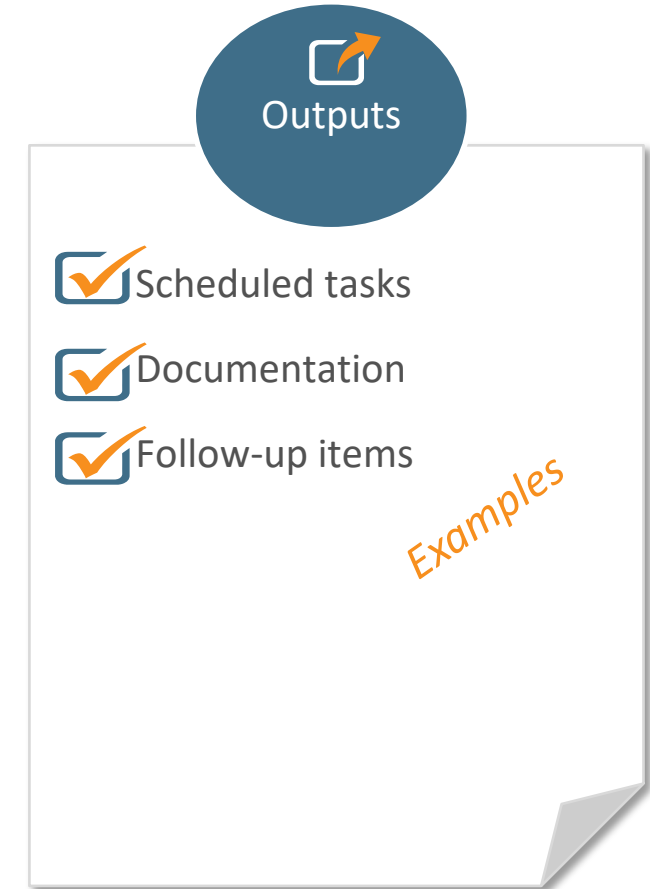
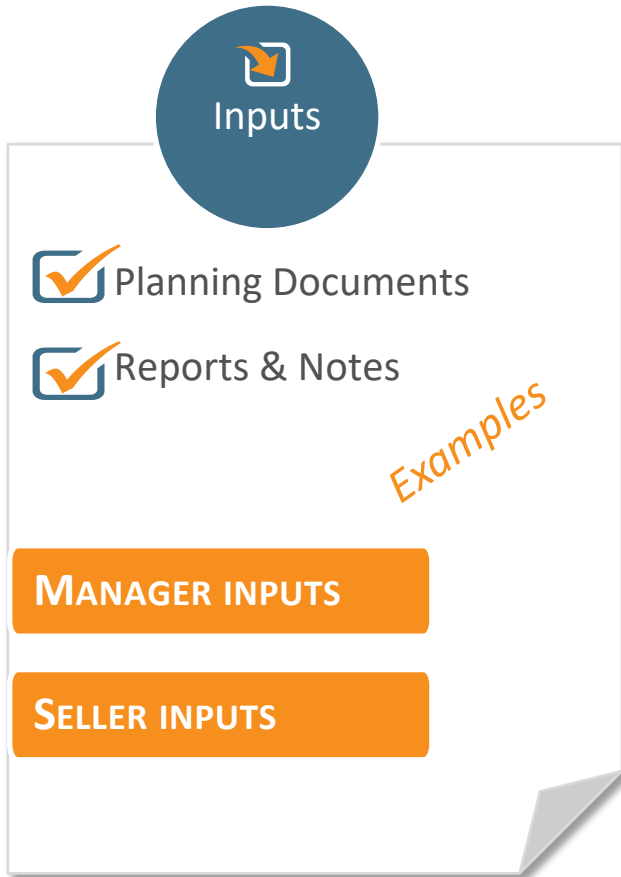
- Read QuietTech Sales role descriptions
- Which two Sales Processes are most critical for each role?

Formal Activity-Based Coaching Conversations

What will be discussed

The “what” = the sales activity





Sales Processes

For your assigned sales process, identify coaching content:

- Examples of inputs would you want
- Agenda items you would likely include
- Possible outcomes

Formal Activity-Based Coaching Conversations

Clarity on:

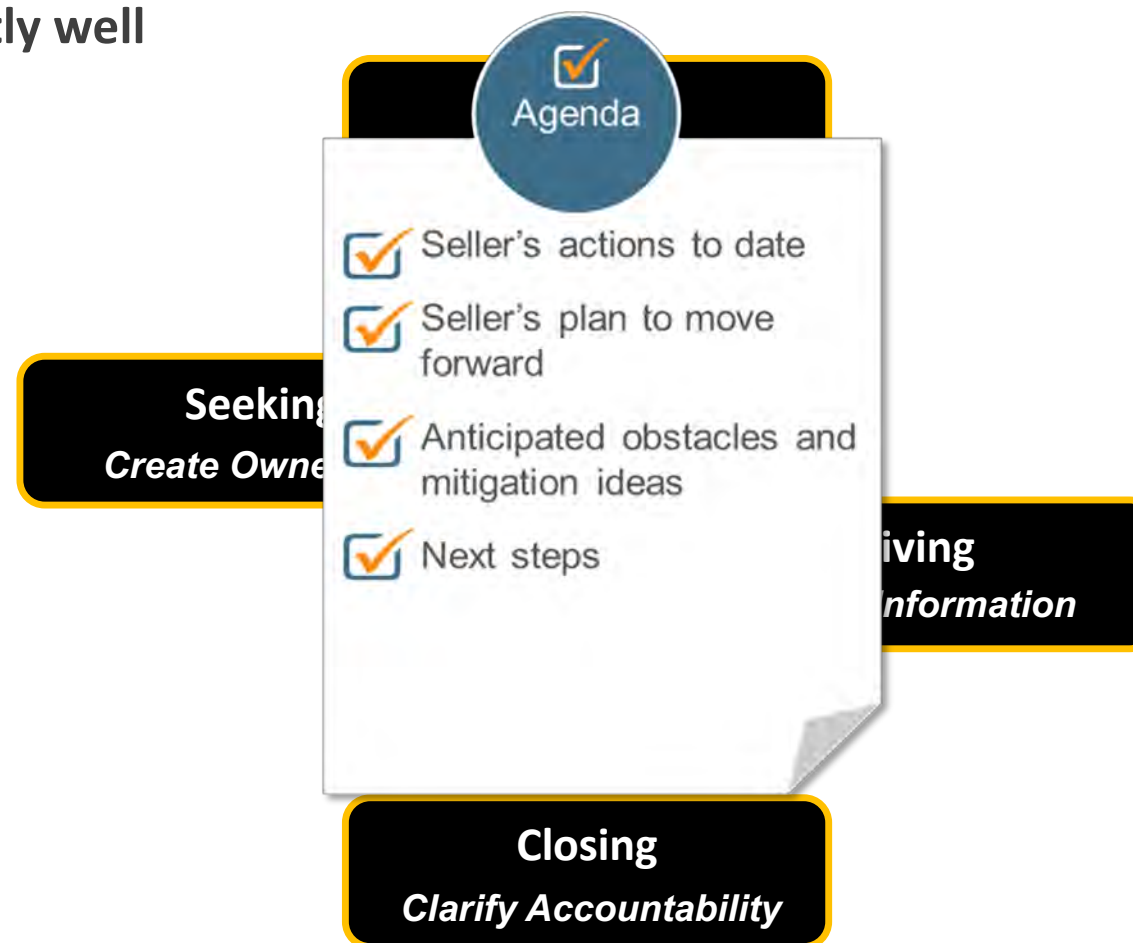
What will be discussed

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Coaching Conversation Model

Coaching is equipping others to execute High-Impact Activities consistently well

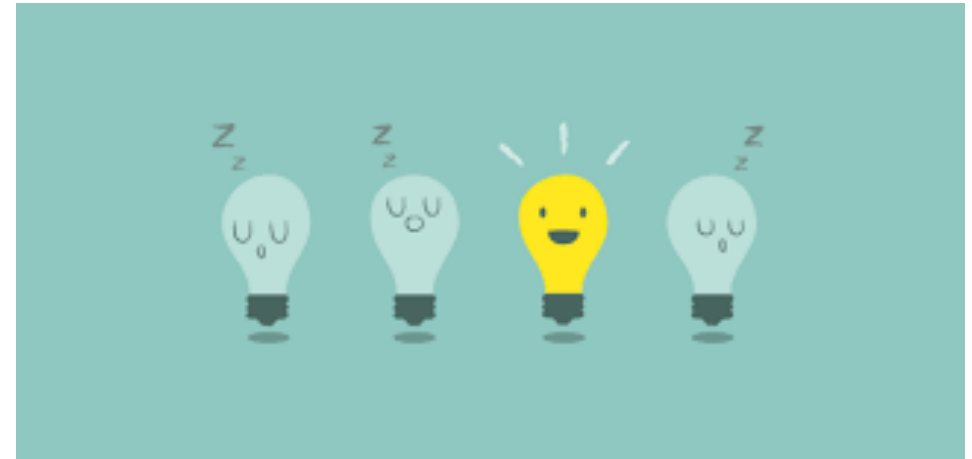


Which List of Questions is Stronger?

- What is the likely motivator of the buyer?
 - What do you want to achieve in this call?
 - What objections do you anticipate?
 - How does this opportunity compare to others you have faced?
 - What questions will you ask?
- Have you created a call plan?
 - Are they more concerned with price or innovation?
 - How soon do they plan on making a decision?
 - How will you earn their business?
 - Why is our product a best alternative?

Strong questions tend to be....

- Broad / open-ended
- Encourage analysis / second-level thought
- Tie current experiences to previous one
- Build off one another
- Valuable both to seller and coach



Seeking

How are strong coaching questions

- Valuable to coaches (sales managers)?
- Valuable to sellers?

Formal Activity-Based Coaching Conversations

Clarity on:

What will be discussed

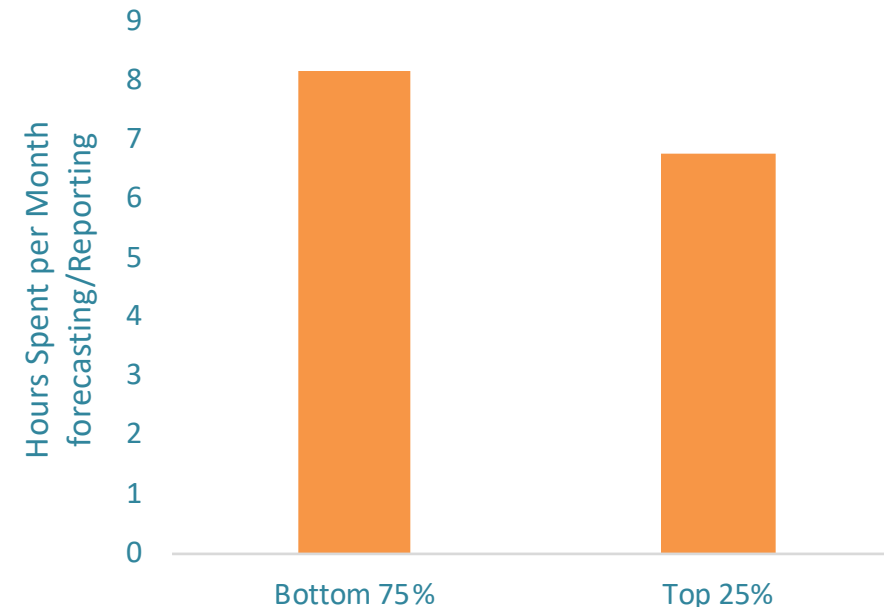
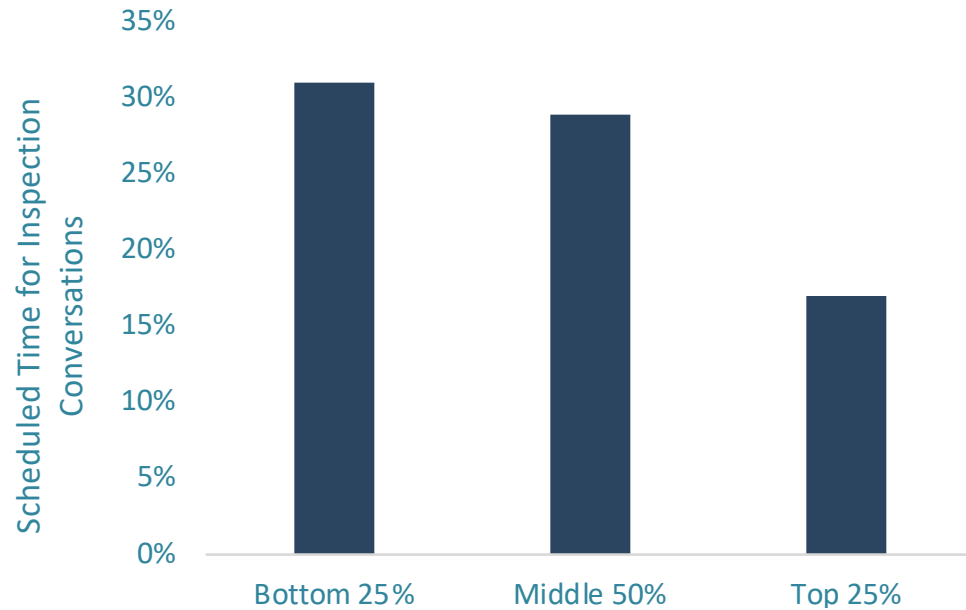
When it will be discussed

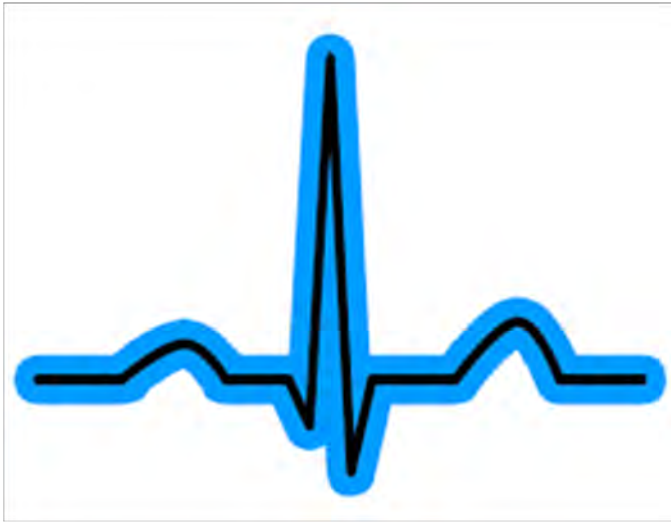
How it will be discussed

Low performing managers
schedule less frequent formal
conversations with their sellers



Inspection-Focused Interactions



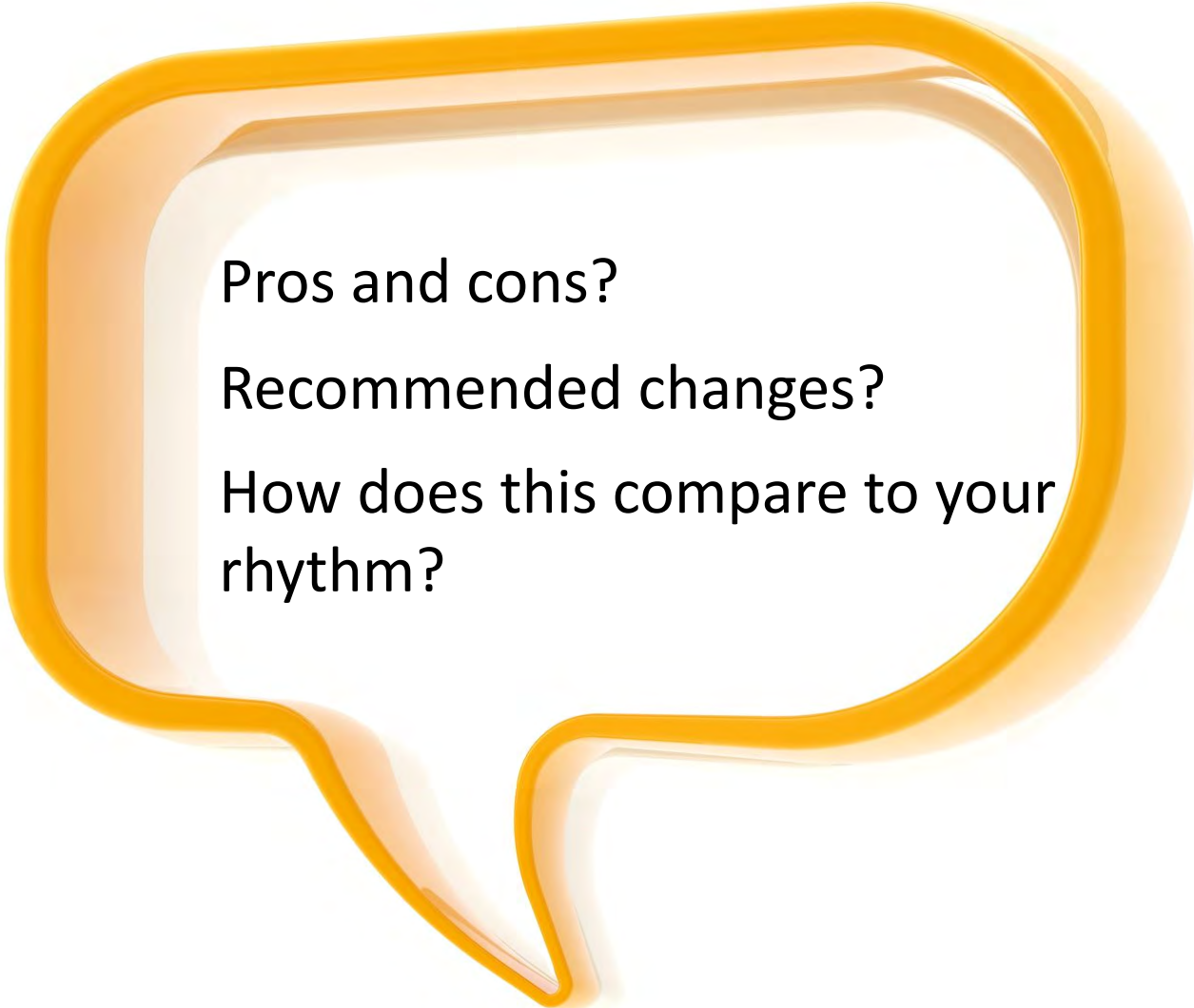


Management Rhythm is the pattern of formal & informal interactions that sales managers engage in to advance sales efforts

Dan's Management Rhythm

Your task:

- Review Dan's management rhythm
- Discuss its potential merits and drawbacks
- Prepare to share your analysis with the group



Pros and cons?

Recommended changes?

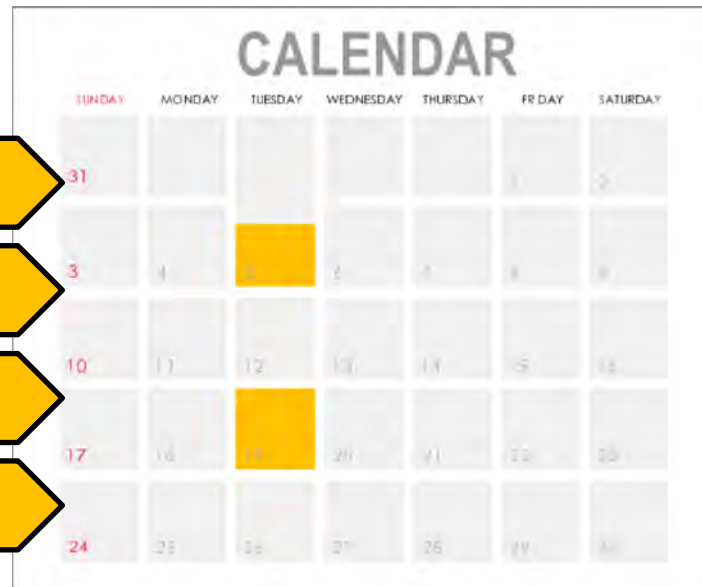
How does this compare to your
rhythm?

Sales Activity

Current Schedule

Team Composition

Selling Environment



Finding your Rhythm

- The most successful sales coaches coach fewer hours and spend less time in the field
- Less can be more
 - Do not over-engineer
 - Go deep, not broad
 - Talk less than the seller
- Structure is good
 - Having a repeatable coaching plan improves quality of execution and lessens workload
 - Determine coaching plan by the sales process, but coach to the activity
 - Hold yourself accountable to your coaching rhythm





If you were to spend more time on this topic what else would you want to know?



Q & A

PLEASE BE SURE TO SPEAK INTO THE
MICROPHONE. WE'RE RECORDING!



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Vantage Point Performance

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in bit.ly/2EiGQD9