

# The Sales Coaching Playbook.

**Master the Art of  
Sales Coaching:**

Unlock Your Team's  
True Potential



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# Introduction

Here at **MySalesCoach**, we match fast-growing companies with expert coaches that help their sales teams fulfil their true potential.

If you're a sales leader, you already know the value of coaching. Countless studies show that it's the most impactful thing you can do to improve revenue, personal development and other desirable outcomes:

- 74% of organisations rate coaching as a manager's top priority - **Forbes Insights**.
- Over 2/3 of reps that don't receive coaching 'crave' coaching - **Forbes Insights**.
- 75% of sales reps claim coaching is 'very important' or 'critical' to helping them succeed – **Keenan Sales Coaching Study**.
- Reps that receive coaching are 33% more likely to hit quota – **Keenan Sales Coaching Study**.
- Quality coaching increases revenue by an average of 7% – **Keenan Sales Coaching Study**.
- 60% of reps believe that coaching improves their confidence – **Allego**.

- 58% of reps are likely to leave their company if they don't receive professional development – **Conference Board**.
- Half of all new sales reps who do not hit initial performance milestones have no coaching in place – **The Bridge Group**.
- Companies with dynamic sales coaching programs achieve 28% higher win rates than those that don't – **Centre for Sales Strategies**.

However, coaching is hard, particularly if you're a sales leader trying to balance a significant number of other priorities.

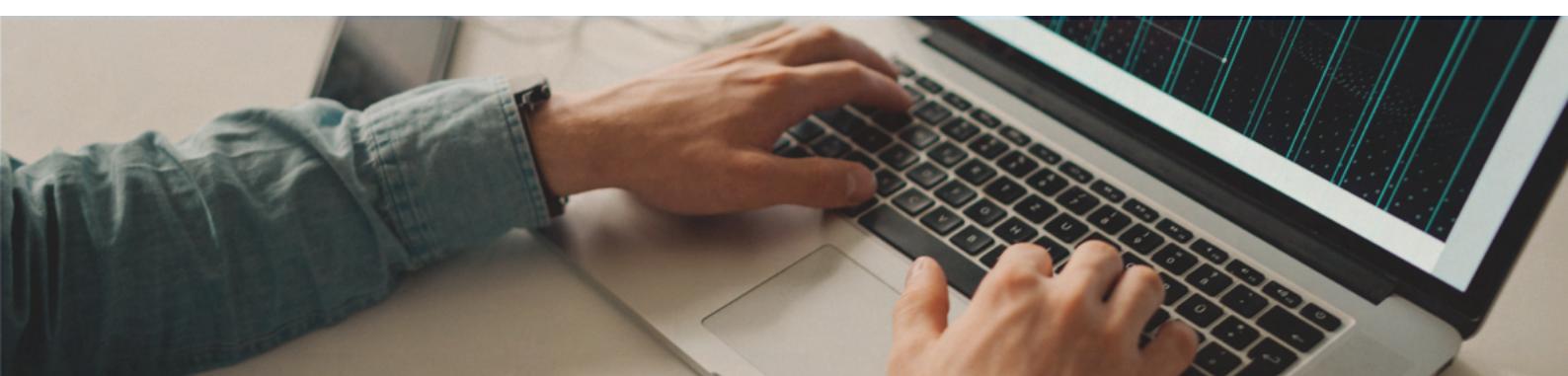
If you're a manager who understands the importance of coaching but doesn't know where to start, this playbook is for you. Topics we'll cover include:

- What makes a great sales coach.
- How to coach 1:1 and in a team setting.
- The seven deadly sins of coaching.

We'll give you actionable advice you can use today to begin coaching your reps. You'll even get the actual lines our coaches use when coaching sales professionals.

**By the end of this playbook, we hope you'll have a clearer idea of how to begin your coaching journey.**

**Okay, let's get started.**



# Chapter 1

## What Makes a Great Sales Coach?

**A sales coach is there to help their coachee realise their full potential. They must be a sounding board when they need help, someone who helps them reflect and discover their own solutions.**

**Coaches need to use the entire range of skills when working with sales professionals who live in a competitive, often cutthroat world. Here are seven attributes of a great sales coach:**

### 1 Empathy

When coaching, you hear a wide range of things from your coachee. One minute they might talk about cold calling or closing deals; the next, they might be unloading about their relationship problems. But they don't want to be judged or questioned. They just want someone to listen to them.

When you listen to someone as a coach, you must be able to listen with empathy, compassion and understanding.

### 2 Active listening

Sometimes when you're coaching, what your coachee doesn't say is as important as what they do say. You have to be able to pick up on those silent signals and know where to push to get them to open up about what's really on their mind.

### 3 Organisation

Often during coaching, you need to draw upon something your coachee said in

previous sessions in order to ask the right question at that moment.

The best coaches are good notetakers. They're able to ensure that nothing a rep says goes unnoticed, no matter how inconsequential it seems at the time.

### 4 Trust-building

Coaching only works when the coachee feels like they're in a safe space where they can share anything without judgement. A good sales coach is an expert in creating that safe space where the rep understands that they're there for them and not for any other purpose.

Given the dynamics of a manager/ rep relationship it can be difficult for the rep to always feel like they have a safe space to share how they truly feel, for example it can be daunting to openly admit to your manager you're mentally struggling with the role, you have imposter syndrome, you're worried you're not going to hit targets, you know your recent sales call was a total disaster etc yet not having total transparency can make it difficult for a manager effectively coach.

### 5 Adaptability

Coaches don't get to pick and choose their coachees. You could be coaching people vastly different from you in terms of background, earning power, mindset and skills, but you have to meet them where they are.

The key to adaptability is communication. Often, the best way for a coach to communicate is not to talk, as your words can expose that disconnect between you and the coachee. Instead, just listen.

### 6 Care

You've got to genuinely care about the people

you coach and have their best interests at heart.

Sometimes, however, it means you must be like a chameleon and know what role you need to play to serve your coachee at a specific moment. Don't be afraid to ask tough questions, questions that no one has ever asked them before. Many times, you need to get uncomfortable and challenge your coachee in order for them to take action.

## 7 Disconnected from the outcome

As a coach, the core outcome you should care about is that the person has the opportunity to work through the things they're dealing with and improve where they want to improve.

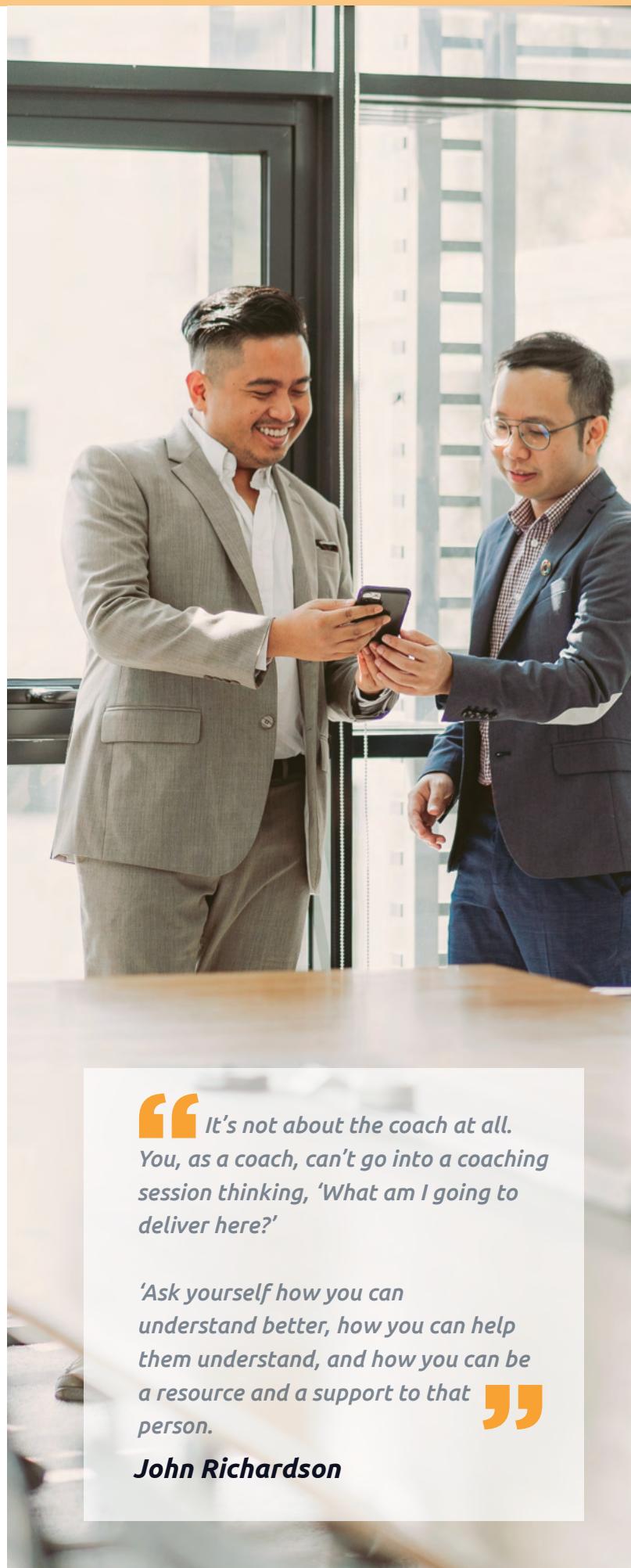
This can conflict with coaches who are also managers, as they are also interested in the rep improving their sales performance. However, your coachee is at the centre of the coaching challenges, not you.

## Developing your Skills

Now you know the skills you need to develop to be a great sales coach, how do you do it?

Here are three ways to sharpen your coaching skills:

- **Listen** – Practise listening whenever you can, even at home with your family and friends. Give them space to talk without jumping in and offering your opinions.
- **Show empathy** – Ask more questions in conversation. Dig deep to understand rather than be impatient to speak yourself.
- **Look for coaching opportunities** – Coaching doesn't have to take place in specific sessions. Many interactions in your sales team can actually be opportunities to coach. We'll look at this in more detail later in the playbook.



**“**It's not about the coach at all. You, as a coach, can't go into a coaching session thinking, 'What am I going to deliver here?'

*'Ask yourself how you can understand better, how you can help them understand, and how you can be a resource and a support to that person.'* **”**

**John Richardson**

## Chapter 2

# The Seven Deadly Sins of Coaching

**75% of SaaS sales reps believe they do not receive adequate or useful coaching from their manager. This may be because their manager is committing one or more of our seven deadly coaching sins.**

**Here's our list of seven coaching mistakes we regularly see.  
Which ones are you guilty of?**

### 1 Confusing training with coaching

Training is the teaching of knowledge or skills. It's product training or showing reps how to use a new sales methodology, for example.

Coaching is different. If training is the giving of ideas, coaching is ensuring you execute on them. Coaching holds your reps accountable by encouraging them to come up with the answers themselves.

If you're giving away the answers, you're not coaching.

### 2 Wanting more from others than they want from themselves

Not everyone is like you. Just because you set out to be a top performer and progress your career doesn't mean the coachee does. Perhaps they're happy earning a good salary at a company that treats them well.

A coach doesn't get to decide what the coachee should want. Instead, a coach listens to their resistance and helps them get what they actually want.

### 3 Judging

- They should be further along.
- They should set bigger goals.
- I remember when I was selling and I...
- They should have closed this deal by now.
- They should know that.
- That's not how I would have done it.
- If they want to hit their quota, they should be staying back an extra half hour every day.

Be very wary of using any of these phrases during a coaching session, if you do they're an indicator that you're not coaching; you're judging.

A good coach takes their ego out of the equation and identifies their coachee's values rather than trying to impose their own.

### 4 Being the hero

We often see this when managers 'live coach' reps on phone or video calls. The manager asks the rep to start the meeting, but when the prospect asks a question, they immediately push the rep out of the way.

That's not coaching. The rep doesn't learn anything. It also undermines the rep in the eyes of the prospect. So even if you know a better thing to say, for now - keep quiet.

If the prospect wants to talk to you, push it back to the rep. A good line to do this is, '[REP'S NAME], we were talking about this just now. You had some great ideas, didn't you?

### 5 Sharing your ideas first

If you're a manager, you have a natural influence over how your reps feel. You have the power to open conversations up or shut them down.

If a rep shares an idea with their manager and the manager doesn't like it, they can automatically take it off the table.

That doesn't work when coaching. When coaching, you have to let them share their ideas first. Then, take them down a path where they can work out an answer.

Coaching is about tapping into the coachee's 'inner critic', the voice in your head that we often suppress but knows what's right and wrong. Coaching encourages them to listen to their inner critic rather than seek your reassurance.

## 6 Inconsistency

Look, we know you're busy. You have a million-and-one things to do. Coaching is just one way you spend your time, and as it's not a metric managers are directly measured against when managers are busy coaching can always wait until tomorrow. In coaching, consistency leads to results.

**“** We all know the stats of how frequent coaching improves performance and revenue more than any other action. But it's the first thing we drop. That's a sin. **”**

**Mark Ackers**

Your reps may require different amounts of coaching as they're at different levels, but you must keep it consistent. Don't cancel coaching sessions.

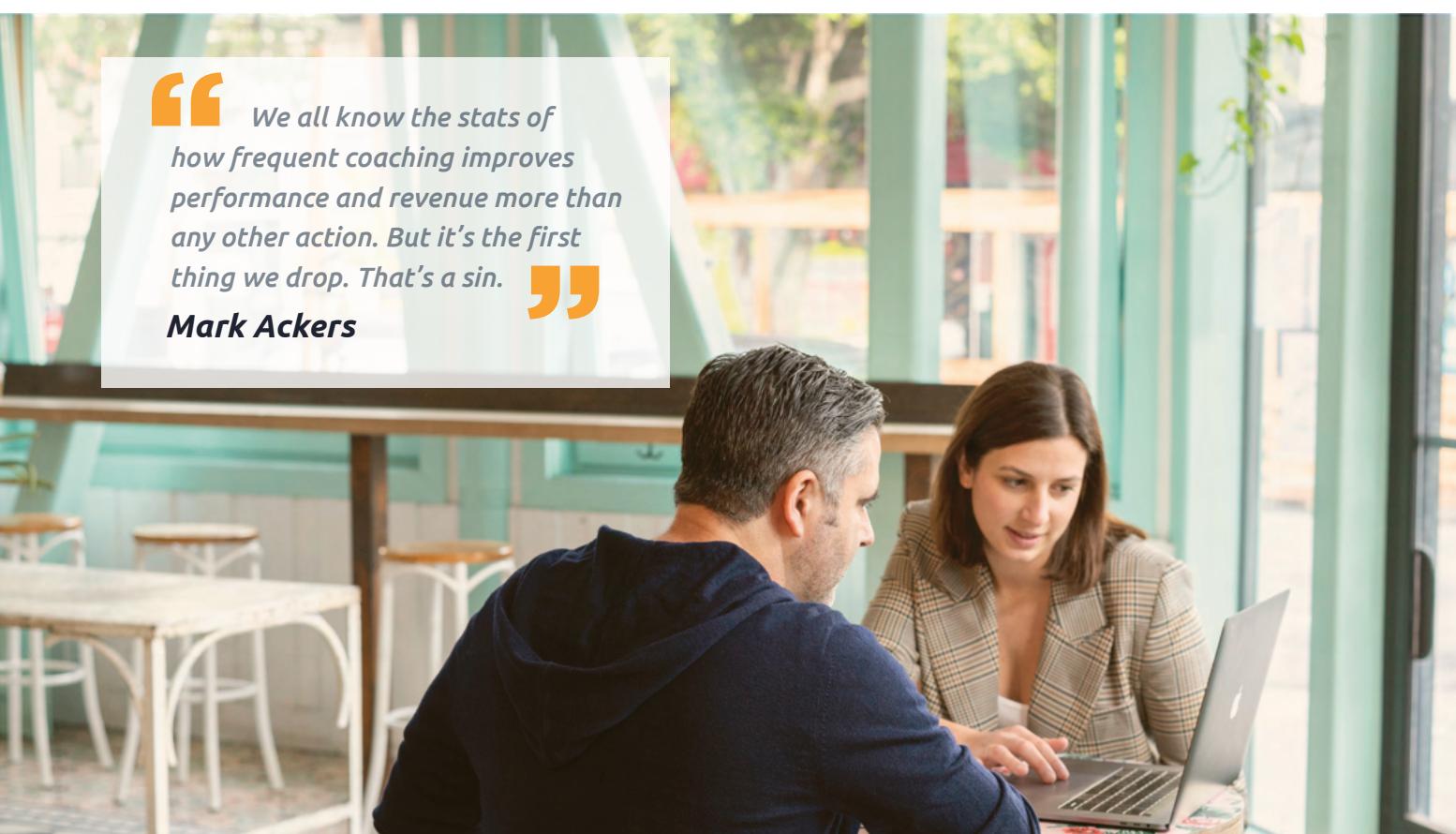
## 7

## Getting the balance wrong

Try to strike a balance between positive and constructive coaching. Often, it's too easy to dwell on the negatives. Or, you go for the tried-and-tested approach of sandwiching negative feedback between two positives. Unfortunately, neither of these make for good coaching.

Instead, work out what is most important to feedback at that moment. Look for opportunities to praise, even if it seems basic to you. Remember, your coachee may be proud of something even if you don't believe it to be praiseworthy.

If you can avoid these deadly sins, you'll become a much better coach.



# Chapter 3

## 1:1 Coaching

**Everyone is different. Every rep in your team will have different strengths, weaknesses, goals and motivators. So, coaching one-to-one is the ideal way to really work with a rep and dig into what makes them tick. Then, together, you can move forward.**

**In this chapter, we'll look at the first two sessions of a one-to-one coaching programme. When you get the first couple of sessions right, you can develop an ongoing cadence of successful coaching.**

### Session 1

Your first session should be about creating a safe space where the rep feels they can say whatever is on their mind without judgement or repercussions. Use it to set expectations of what coaching will mean for you and the coachee. Help them understand that the goal of coaching is to help them improve the things they want to improve upon, whatever they may be.

Next, work together to determine what your coachee wants to work on first. You may be able to discover what they want immediately. However, if they're unsure, you can talk about how they see their strengths and weaknesses. Build out a picture of how that rep sees themselves. What makes them say, 'I know I can be better at this'?

If you (as their manager) know an area they're weak on, you might be able to steer them in that direction. However, they must have a strong sense of autonomy in the process. For example, if they could improve on finding pain with their prospects,

don't tell them they're weak at finding pain. Instead, you might play some call recordings and ask them how they think they developed their prospect's pain points on that call. Never tell them they're wrong, but probe as to why they believe the things they do.

Some reps will have work goals; others may prefer to focus on relationships or health, for example. The subjects they bring up may sound boring, trivial or even impossible. But remember, coaching isn't about your opinions; it's about the coachee. They can talk about whatever they like, and your job is to listen. You can interject to keep them on track. But otherwise, just let them talk. Avoid the Seven Deadly Sins we talked about in the previous chapter.

You may want to set a goal for your coachee at the end of the session. This is a great idea; it's valuable for your coachee to have action points to work on. However, only set a goal if it feels natural. Don't force it if there's no genuine opportunity. Coaching doesn't always have to be about altering behaviour; it can be about changing understanding. Don't have an immediate expectation of creating an outcome.

### Session 2

Your next coaching session can begin with a recap of the previous meeting. If you set action points for your coachee, ask whether they executed on them. Ask them how it went. Get them to share examples. Listen and let the conversation develop.

If you prefer – or if you didn't set an action point – just ask them what's on their mind today. Meet them where they are. Then, get into the weeds of what they're thinking about right now. Again, if it feels natural, set a goal of something to do moving forward that they can report back to you about.

Session 3 and beyond should work in the same way as Session 2. As the sessions go by, you'll create a cycle of progression together.

**“** In the first session, I want to learn the rep's story – where they've been before, how they got to this role. Then, it's how can I help?

**Neil Bhuiyan**



# Chapter 4

## Team Coaching

**Coaching your team together may be tempting for busy sales managers as it saves a lot of time in their minds. You can get all your reps coached in one go compared to doing it one-to-one.**

**However, there's always a danger with team coaching that it can get too close to training. You always need to remember that it's about helping your coachees discover the answers, not you telling them.**

**There are three types of team coaching. Let's look at them separately.**

### 1 Topic-led coaching

Topic-led coaching is where you (as the manager) come to the team session with a topic and some coaching questions around that topic. You then sit back and essentially let your team train each other. In this way, it can be quite similar to training. The difference is that your team work out the solutions rather than you instructing them.

For example, if you wanted to coach your team on delivering more effective demos, you could come with coaching questions such as:

- Think about why we do demos.
- How does this purpose affect how we think about the demos we deliver?
- Reflecting on the demos we've done recently, how did you prepare?
- How did you deliver?
- What did you struggle with?

Ask the first question and let the conversation develop, then lead into the next one to keep them on track. Let your reps focus on specific things they've noticed. If someone mentions something they struggle with, follow the thread.

In coaching (as opposed to training), you don't have specific content you need to deliver. You have flexibility. Ask the questions and follow where the conversation goes.

### 2 Discussion-led coaching

Discussion-led coaching is similar to topic-led, except you come with even less content. You have no agenda whatsoever.

Discussion-led is a great way to do tactical coaching. Just get it started and see where the discussion leads. Here are some ways to start a conversation:

- Play a call recording.
- Display or read out an email to a prospect.
- 'What are the top 3 things we've experienced this week that we're struggling with?'

With these conversation starters, you provide an opportunity for your reps to coach each other. It may develop into a topic for discussion in the future, but for now, just let it flow.

The great thing about discussion-led coaching is you don't even have to call it coaching; you can call it a team meeting. If your team is junior, it's a great way to get them used to coaching without the pressure of thinking, 'I'm going into a coaching session now.'

### 3 Multi-voice coaching

Multi-voice is where you bring other voices into your coaching sessions. It has the advantage of making coaching even less about you than it was before.

For example, if you have some SDRs in your team who want to get promoted to AE, you could bring in someone who has made that progression. They could run a discussion-led session about what makes a great AE.

During the discussion, you'll discover points you can work on in the future, gaps in their knowledge that

require further coaching or training.

All three of these methods have value as they deliver an opportunity for people to work through the things on their minds. Ideally, you'd combine team and one-to-one coaching, but remember, anything is better than nothing.

**“** As you improve your coaching culture and your ability as a coach, you can build coaching into the operating rhythm of your team, so it becomes the foundation of what you do.

**John Richardson**

**”**



# Chapter 5

## Coaching Challenges

**No one said coaching was easy. If you're a sales manager who wants to coach your people, there are several challenges you're likely to encounter.**

The first challenge is separating managing from coaching. It's tough to leave your agenda as a manager at the door. After all, your top priority as a manager is to ensure you hit your team number. By nature, you're tied to an outcome. Should managers care about individual success when they have a team number to deliver? In coaching sessions, managers may prefer to tell the coachee what to do (because it's quicker), while coaching requires active listening and nudging in the right direction.

Another challenge is finding the time to coach and making it consistent. As a manager, your day is filled with urgent action items that you didn't know were coming until five minutes before: forecasting, recruitment, helping out other teams etc. Even if you have the best intentions, coaching is unfortunately something that can always wait until tomorrow.

Then, you get coachees who put up resistance to your coaching:

- They're telling you what they think you want to hear rather than being honest.
- There's a personality clash between you and your coachee.
- The coachee decides they don't want your help.

If you believe the rep is simply saying what you want to hear rather than being honest, ask for

feedback on how you can improve. If there is a personality clash, it's usually down to another reason (e.g. no interest in making an effort to get better at sales) because coaches shouldn't impose their personality on the situation in the first place.

At the end of the day, if it's not working out for you or the rep, don't be afraid to set them free and end your coaching relationship. Unfortunately, sometimes you have to accept that you're not the right coach for that person.

A rep not using what they learned in coaching sessions always happens. The best way a coach can deal with this is not to take it personally. You tried to help at the time, but you can't control whether they use it. Instead, in the next session, ask them if they think your coaching is adding any value and take it from there.

You can overcome these obstacles with self-reflection (am I pushing my priorities on them?), intention and practice. However, it's these challenges that mean many companies find more success by bringing in independent coaches.

Hiring independent coaches means your reps have that separation between manager and coach. Also, with outside coaches, your reps will hear more than one voice, set of ideas and way of doing things. And, of course, external coaches bring that all-important consistency, as they won't put coaching off till tomorrow.

**“Even if you have an incredible internal team with experience and diversity, external coaches are exposed to what people say at similar companies today. You can't get that anywhere else.”**

**John Richardson**

# Chapter 6

## Building a Coaching Culture

**When you create a coaching culture in your sales team, you bring several benefits:**

- Your reps are more productive.
- You reduce staff churn.
- Your people communicate better, leading to a happier workplace.

Most importantly, you will close more deals and consistently hit your targets. A study by Keenan Sales Coaching found that reps who receive coaching are 33% more likely to hit quota - and that quality coaching increases revenue by an average of 7%.

So, how do you create an environment in your team where everyone willingly participates in coaching, values it and acts upon it?

### Lead from the front

The most effective way to introduce coaching into your team is to start with you, the sales leader.

Get your team together and bring a recording of a recent sales or customer-facing call you made that didn't go as well as you would've liked. Tell them that you didn't like how the call went and that you'd like to open it up to the floor. Get your team to dissect the call, which they'll happily do as it's your call and not theirs. Eventually, your team will coach each other, sharing ideas and stories. You may feel like you're facing a firing squad, but it will be worth it

Next time, get someone else to bring a call to the meeting. Again, it will be uncomfortable, so choose someone passionate about development who you know will welcome constructive feedback (as well as relish in the praise). Eventually, everyone will have their turn and you'll have created a culture of continuous learning.

### Make coaching a habit

Create a weekly coaching schedule for your team. For example, in your Monday team meeting, talk to your reps about their goals, aspirations and objectives for the week. Talk about potential blockers that stand in the way of achieving these objectives. Then, open it up to the floor for advice. What would your other reps do if faced with a similar challenge?

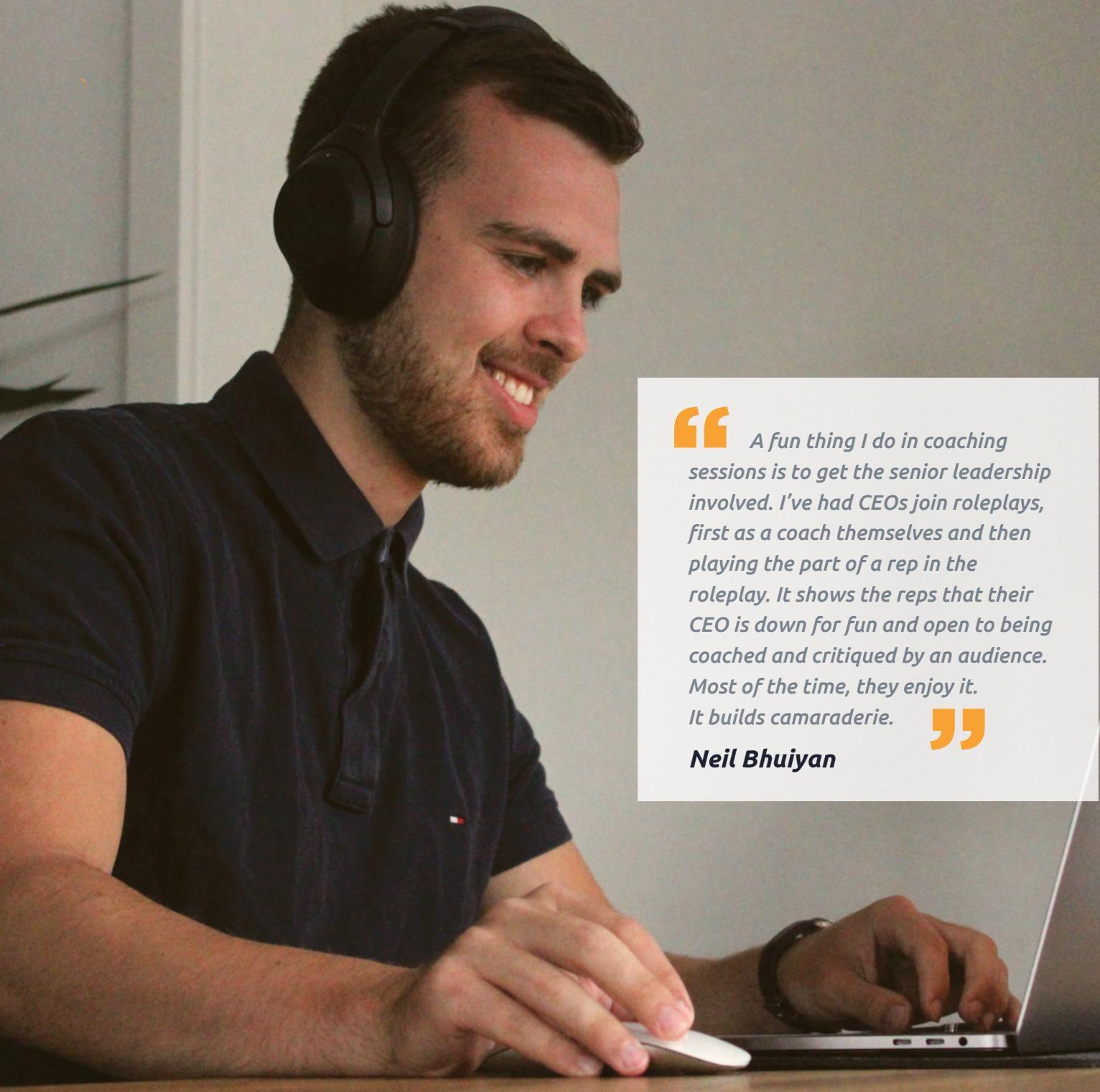
At the end of the week, get together and review these blockers. Did they overcome them, or are they still a problem? You could even roleplay the situation with other team members to bring it to life. All this makes coaching a standard but integral part of the working week, creating a culture.

### Hiring for coachability

Hiring only new reps with that all-important coachability factor is the best way to enhance and sustain your coaching culture. Candidates will always say they're coachable, but sometimes, this isn't accurate. How do you evaluate whether they're coachable or not? Here are some questions you can ask at interview:

- What do you do in your personal time to develop yourself? – Drill down into their answer. For example, if they say they listen to podcasts, ask which ones. If they talk about a book, ask them what their three biggest learnings were from that book.

- What would you do in your first month in the job if I was on holiday and not around to show you what to do? – The correct answer here is to watch the top performers in your team, study their conversations and learn their language. If they say they'd become a product expert, that's a red flag.
- Do you want to roleplay a cold call right now? – This will show you whether they can think on their feet. But also, you can coach them as they go and see how they act on your advice. The best way to know if they're coachable is to coach them on the spot!



**“** A fun thing I do in coaching sessions is to get the senior leadership involved. I've had CEOs join roleplays, first as a coach themselves and then playing the part of a rep in the roleplay. It shows the reps that their CEO is down for fun and open to being coached and critiqued by an audience. Most of the time, they enjoy it. It builds camaraderie. **”**

**Neil Bhuiyan**

# Chapter 7

## Coaching Topics

**The principles of coaching can deliver benefits to almost every part of your life. Whatever you want to improve, you'll notice the difference when you bring a coach into the mix.**

Here are six types of coaching that can have a beneficial impact:

- **Professional** – Coaching focusing on an individual's career growth and development
- **Personal** – Coaching around your personal life and relationships
- **Goal setting** – Pinpointing areas you want to improve and setting out plans to get there.
- **Soft skills** – Coaching you boost skills such as leadership, creativity and communication.
- **Hard skills** – Coaching that reinforces skills learned in training. In sales, this could be topics like pain building.
- **Call recordings** – Bringing actual customer-facing calls to a coaching session and talking through what went well and where the coachee could improve.

Just remember that as a manager, you don't have to take on every facet of coaching yourself. It's okay for a coachee to have different coaches for

different parts of their life. After all, you wouldn't use your personal trainer as your sales coach.

Feel free to bring in other people to coach if you think they may provide more value on a particular topic. For example, you have a team of three SDRs - one wants to become an AE, one wants to go into marketing and the other wants to move to customer success. You can help them prepare and think about promotion, but other coaches who are more closely related to those areas may be better at helping them prepare for an interview.

### What coaching isn't

One thing to remember for sales managers who coach is that pipeline reviews and activity-tracking conversations are not coaching. Of course, you'll ask your reps questions when you talk about how their deals are progressing, but it's too focused on individual deals and opportunities to class it as coaching. Ensure you keep your pipeline review time and your coaching time with your reps separate.

*You can coach reps around how they manage their day, how they look at their calendar and their mindset. But the activity level has to be on the rep. You can't spend half an hour talking about fantasies of making more dials.*

*'Pipeline reviews are really important. But it's not coaching; it's ticking boxes.'*

**Mark Ackers**



# Chapter 8

## Coaching Conversations

In this chapter, we'll explain how to make coaching actually work, with lines you can use next time you coach to get more from the session.

### Finding coaching opportunities

As a sales professional, you're always looking for triggers from prospects that give you an opportunity to sell. Well, it's the same with coaching. Over the course of the day, numerous opportunities to coach present themselves. You've just got to learn to spot them.

How often do you hear your reps say something like:

- 'How do I do this?'
- 'I'm not sure what the best way is.'
- 'Can someone have a look at this email for me?'

These are perfect coaching moments. In fact, the rep is crying out for coaching. Don't let the opportunity pass you by.

You don't need to make a big fuss or set any expectations. Just take the rep aside and say, 'I'd love to spend some time with you on that.' Then, start with a question and see where it leads:

- 'What are some of the things you've tried?'
- 'What's worked in the past?'
- 'What are some of the things you've been trained on? '
- 'Can you remember the training session where we covered this?'

- 'How have you thought about that in the meantime?'

There are also more subtle hints that reps could use some coaching. For example, do you ever hear your reps vent their frustration?

- 'I've had enough of people not getting back to me.'
- 'I'm sick of people hanging up on me.'
- 'Why aren't my deals closing?'

Again, this is an opportunity to offer some coaching. Open the door for a conversation. Take them aside and look for threads at the edge that you may be able to pull:

- 'What's on your mind?'
- 'Tell me more about how you're feeling.'
- 'What's been happening that's led you to feel this way?'
- 'Have you thought about why that might be?'
- 'Let's talk a little about how you close your meetings and why it might lead to ghosting.'

The great thing about these approaches is that you can do them anywhere – at your desk or theirs, over Slack, over a coffee. Alternatively, you can store them away for the future if it's not the right time at that moment. Listen out for those opportunities and just do it.

### Starting the conversation

Now, let's look at the start of a coaching conversation. You can set the tone for the session before you start by setting an agenda and ensuring there are no distractions to you or your coachee. It all helps them come into it in the right frame of mind.

A good line to begin with is, 'What's been happening since we last spoke?'

This line passes the baton over to them, so you can pick up on their tone, energy, body language and enthusiasm. It's all about active listening from this point.

## Creating a safe space

Coaching is about creating an environment where the coachee feels free to discuss whatever is on their mind without repercussions. This can be difficult when the coach is also their manager who has a massive influence over their career in the short and long term.

To create a safe space, try a line like this:

'Let's put all the things we normally talk about to one side. This session is about helping you.'

## Difficult conversations

Coaching isn't always a smooth ride. Sometimes you'll have to confront your coachee in a way that is uncomfortable for you and them. This is hard, especially when you're their manager and you're trying to be in coaching mode.

Here's a way to approach a difficult conversation in coaching with empathy:

'We're grown-ups here. We need to talk about something. This is what it is.'

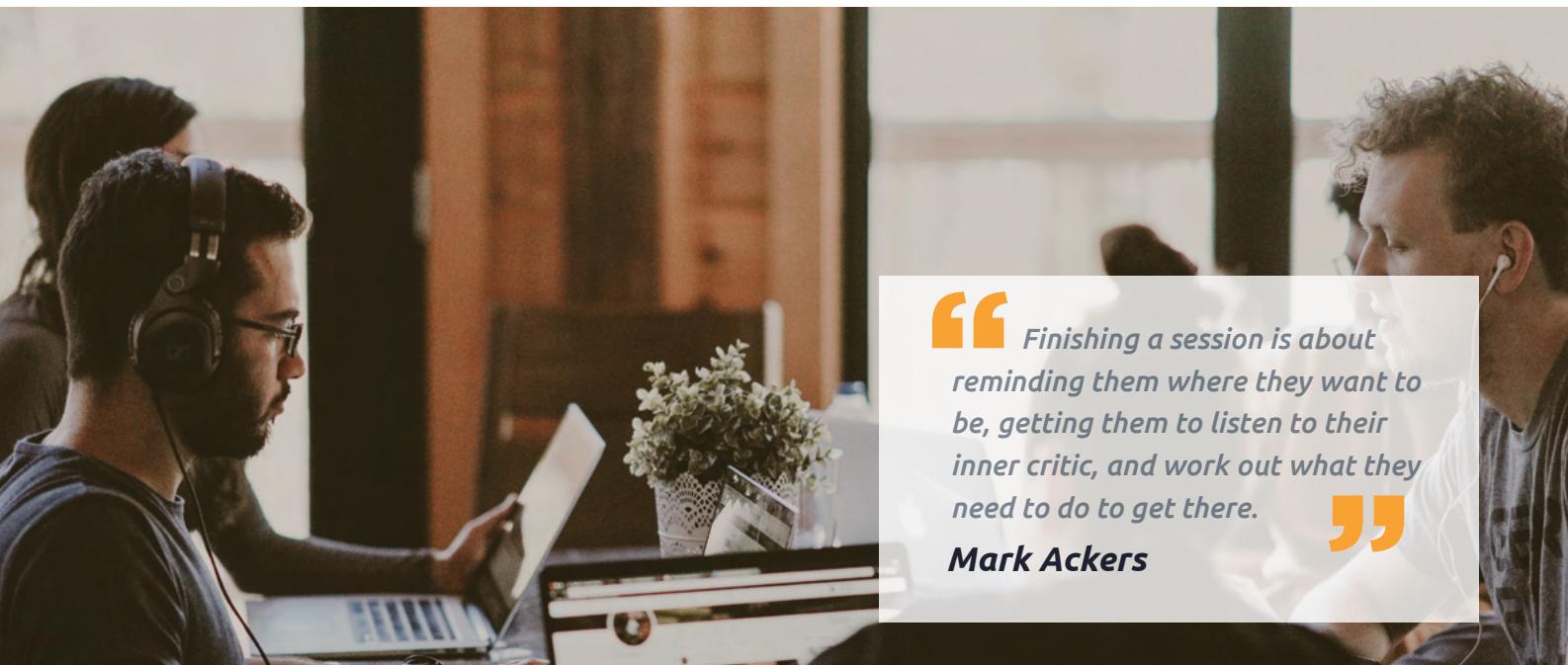
Then, before you lay down the law, you give them a chance to explain themselves. There could be something you don't know about that puts more clarity on the situation. Listen to what they say before you talk.

## Finishing coaching

It's time to finish the coaching session and you want to leave it in a good place. As mentioned in Chapter 3, it's excellent for your coachee to have something to work on, but it has to be natural rather than forced. You must also make them think their 'homework' is their idea rather than dictated by you.

A good line to bring a session to a close is, 'We spoke about [X]. We're going to speak again in [a month's] time. Do you think you could do [X] between now and then?'

By approaching it like this, you set the next steps, but it's come from them. You have buy-in.



**“** Finishing a session is about reminding them where they want to be, getting them to listen to their inner critic, and work out what they need to do to get there. **”**

**Mark Ackers**

# Chapter 9

## Case Studies: Sales Coaching in Action

**At MySalesCoach, we match you to the right expert sales coach for your organisation, supported by technology, to accelerate your growth and results. We help managers lead high-achieving teams with a fresh voice, with the advice, tips and expert coaching your reps need.**

**When we go into teams, our coaches make the difference. In this chapter, we'll look at three examples of coaching success.**

### 1 CRO at a SaaS Company

We got the call from the CRO at a SaaS business with around 80-100 employees selling to marketers. The CRO - responsible for new business, account management, marketing and sales development - knew they had good teams who had been well-trained. They were good at finding ideal customers and booking meetings. It was just that there was a gap between the 60-70% they were achieving and the 80%+ that the CRO wanted to see.

We put together a coaching programme that, amongst other things, involved one-to-ones with members of the team. The key discovery was that team members felt that training was a message that they were not good enough. On the other hand, they found coaching affirming. Coaching told them that they have the attributes to be successful; it's whether

you want it or not. Do you have the drive to do the extra things required to succeed?

Coaching gave the team members new personal accountability to themselves rather than their KPIs - and the team was transformed. From a situation where no one hit target, 80% of the team was hitting target within three months. Numerous promotions followed.

It's a great example of coaching giving people confidence. Sometimes you just need someone to believe in you, someone who affirms that you know what you do and you just have to do it. Someone who will help you find that extra gear. That someone was a coach.

### 2 AE for a Tech Company

We worked with the AE team at a SaaS business operating in the HR tech space. After the VP of Sales left the company, the Chief Commercial Officer appointed someone from the Customer Success team in their place. The CCO spent two months personally training her on topics like the deck, their plan and how to go through the sales process. However, the CCO knew that training would not be enough. To deliver real success, there would need to be coaching.

The CCO decided to go with an external coach as they could provide experience, ideas and knowledge that he couldn't replicate inside the company - and we got the call.

Our coach worked with the new VP of Sales on a broad range of topics. They worked on answers to personal questions, including:

- How will I apply myself to my new role?
- Can I have the confidence to move from Customer Success to Sales.

- Can I raise my sales game by caring about personal development and applying myself differently?

The coaching also worked on tactical topics, looking at what's not working across the sales process (discovery calls, demos, closing) and bouncing around new ideas to try.

For this new VP of Sales, coaching made all the difference. Within six months, she was fully ramped up in her role. She hit her number two years in a row and has kept her team together during this period. Recently, she achieved a promotion to Head of Sales.

She credits her success to coaching - although we won't take all the credit! However, it's a great illustration of how coaching can help you overcome imposter syndrome, iterate on your tactics and take accountability for your self-development.

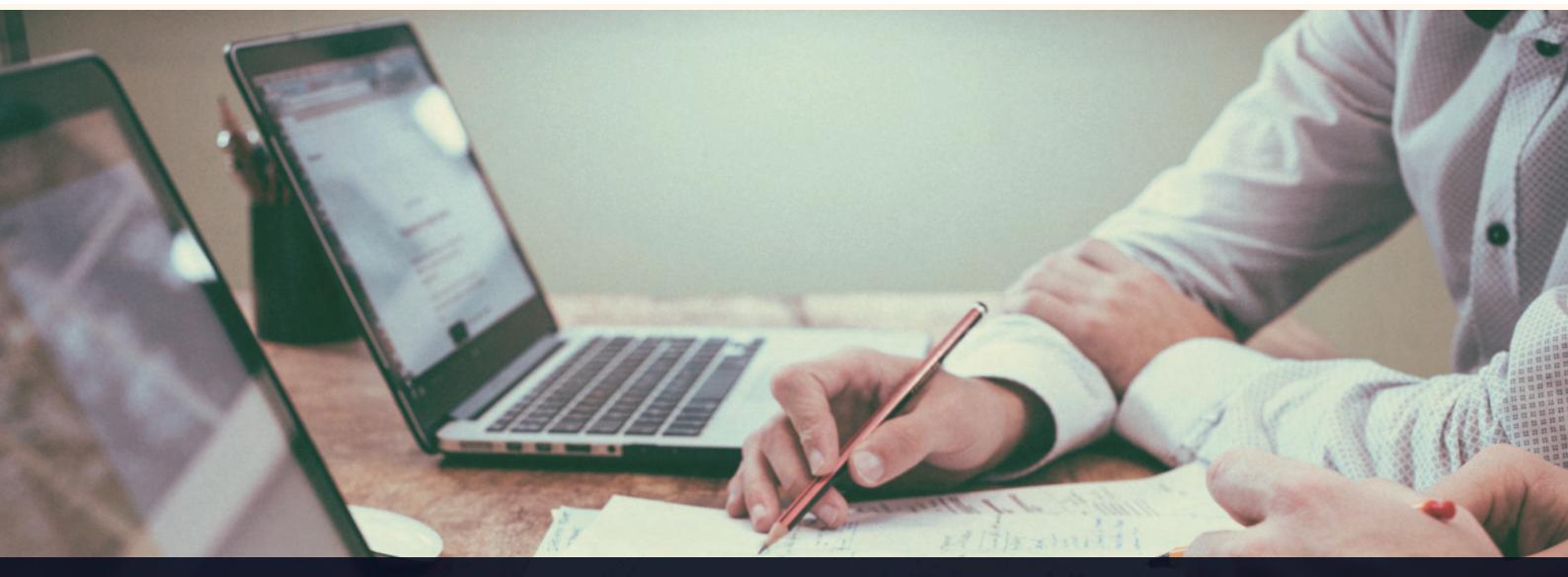
### 3 Chris, an SDR

Chris is an SDR at an outsourced business development agency. When we began working with him, he represented a health tech selling into government bodies in the Nordics. However, Chris was getting nowhere. He sent out a lot of emails but rarely received a reply. He tried cold calling, but constantly got the phone slammed down on him.

The first thing our coach did was to look at Chris' messaging. We got him to roleplay his cold calls and emails in a coaching environment where his team could also give feedback. Through this coaching and reflection, Chris was able to make his emails more customer-centric and less 'salesy'. When he made cold calls, he changed his focus to having a meaningful conversation rather than booking a meeting. He also tried a multithreading approach when prospecting.

For Chris, the breakthrough moment during his coaching was when he took one of his emails and read it out loud. Only through doing this did he realise what he was doing wrong, creating something even he wouldn't want to respond to. When Chris roleplayed his cold calls, he understood that the prospect could hear his 'baited sales breath', which is a massive turn-off. A coach has to be able to hold up a mirror and reflect back a rep's sales processes because, most of the time, they're too entrenched to see it for themselves.

The result was that Chris was now able to book more meetings. In fact, he was able to book multi-stakeholder meetings with 10+ attendees. Chris began to hit his targets, and he transformed from a rep who was worried about his job to one who was thriving and enjoying each day.



# Conclusion

We hope you have enjoyed reading this playbook and that it's given you something to consider regarding coaching in your organisation.

As a sales leader, you have your hands full with an endless list of time-critical responsibilities. You know the importance of coaching and how it can transform your results, but where do you find the time?

You also know that bringing in external coaches delivers more benefits than coaching by a manager alone:

- **Consistency** – External coaches don't put coaching off till tomorrow. Coaching is what they do .
- **Diversity of thought** – External coaches have experience with other companies and bring new ways of thinking into coaching that you can't get internally.
- **Expertise** – External coaches coach almost all day every day. They know how to create that safe space, challenge and inspire their coachees. Your reps get the benefit of that experience.

That's why **MySalesCoach** matches you to the right expert sales coaches, supported by technology, to accelerate your growth and results.

## Here's what we offer:

### ● **Sales coaching, not training**

Training is foundational, but without coaching, it's quickly forgotten and not applied. Countless studies show frequent coaching has the biggest impact on development and revenue.

### ● **Expert coaches as a service**

Experienced, best-in-class sales coaches curated for you - available as a subscription - that you and your team deserve. Get ready to fulfil your true potential.

### ● **Technology supported coaching**

We are the missing tool in your sales stack. Virtual, personalised, 1:1 and team coaching in the flow of work, in a platform that ensures accountability for the actions that bring success.

**Don't wait any longer to give your valued team members the coaching they deserve, so you can reap the rewards.**

**Want to find out more?  
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