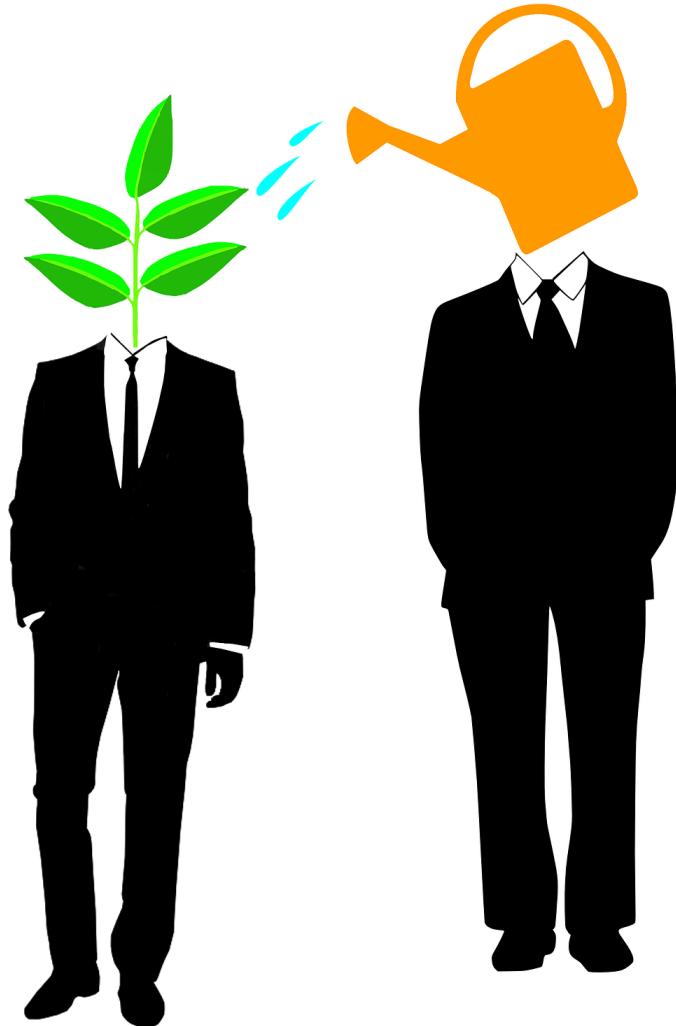


Why your sales team needs coaching





One of the most important things you can do as a sales leader is to make sure your reps are getting **coached** on a regular basis.

No other productivity investment improves rep performance better than sales coaching.

Harvard Business Review (via Level Eleven)



Informal Coaching Process

84.7% quota attainment



Informal Coaching Process

84.7% quota attainment



Formal Coaching

Process
91.2% quota attainment



Less Than 30 Minutes of Coaching per Week

Win rate of 43%



Less Than 30 Minutes of Coaching per Week

Win rate of 43%



More Than 2 Hours of Coaching per Week

Win rate of 56%

The Bad News

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<20%

of the average
manager's time is spent
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1/4

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1/4

of sales organizations provide formal and dynamic coaching.

31%

of sales leaders coach their reps for less than 30 minutes each week.

This is why it's so important to focus
on building a culture of learning
inside your sales organization.

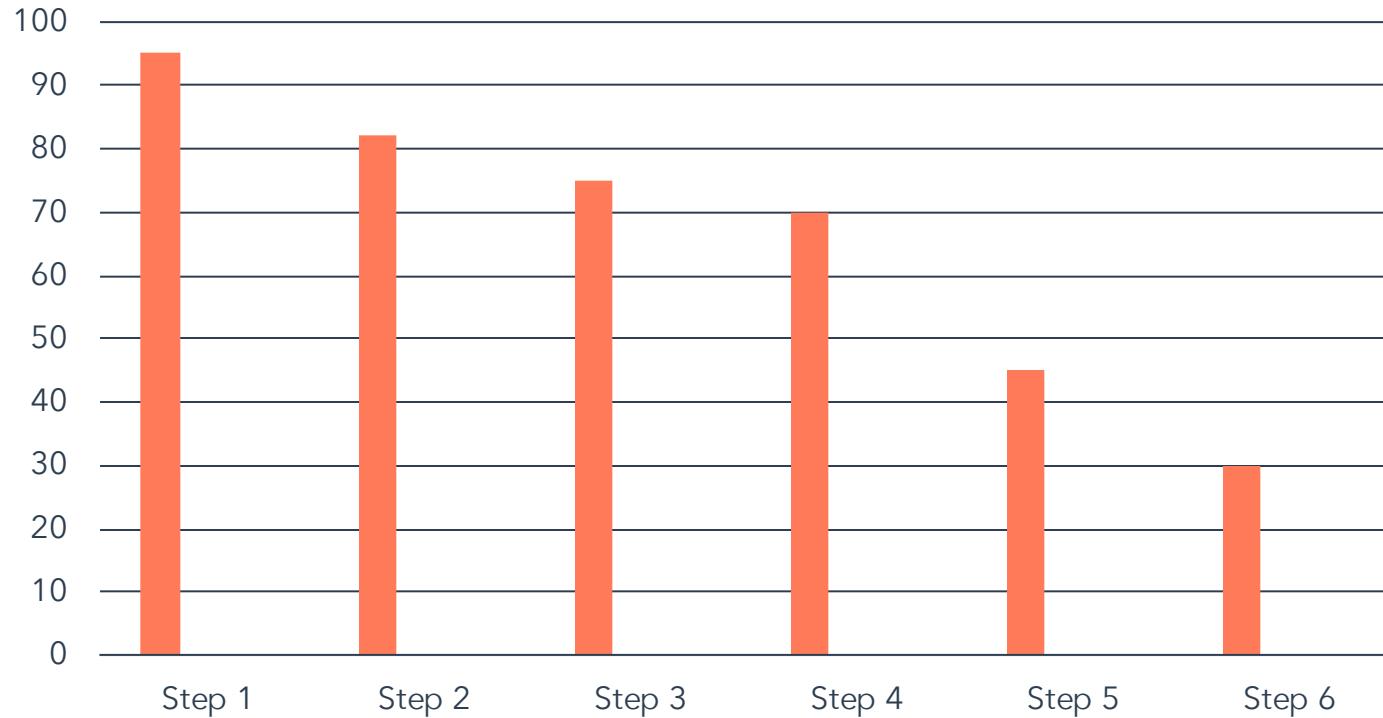


Transforming your team through a culture of learning



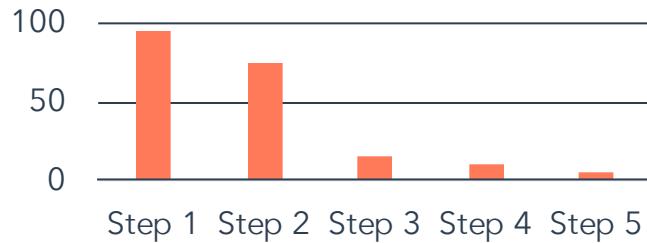
If you don't have a CRM or similar system collecting data on your reps' performance, it'll be **nearly impossible** to create a successful coaching program.

SALES PROCESS

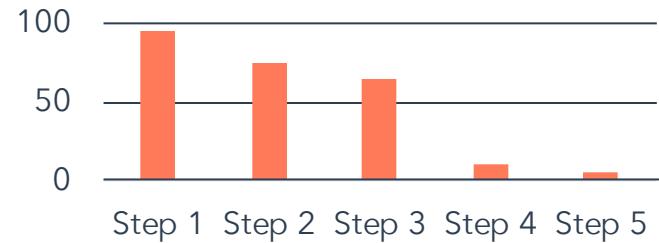


You'll probably find that a lot of people make it to the first step of your sales process, a slightly lower number of people make it to the second step, and so on until the final step, which the least number of people make it to.

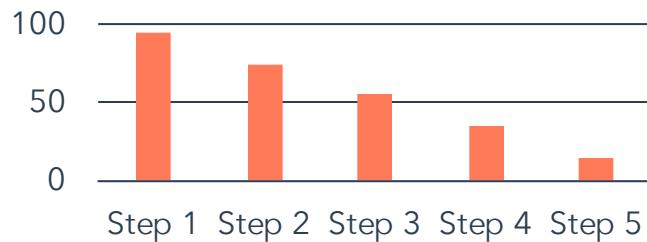
Tony



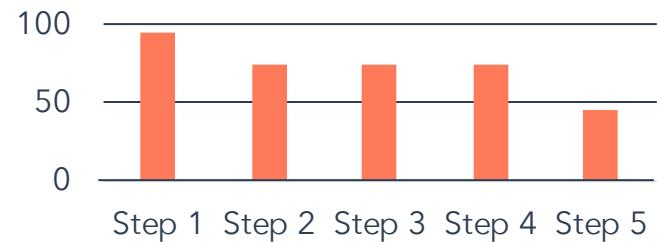
Sal



Marie



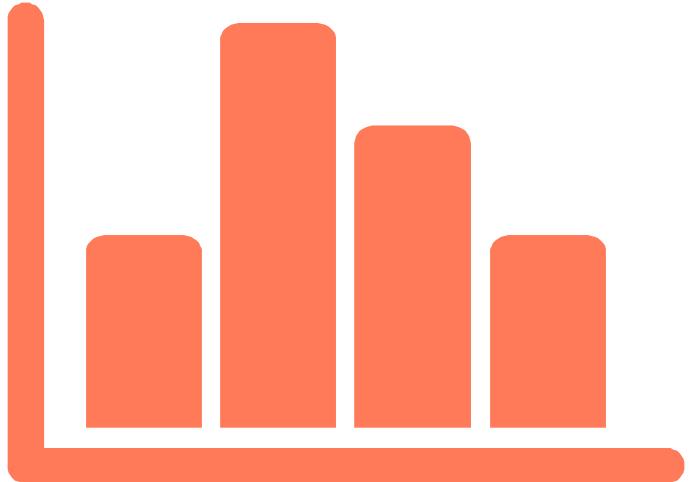
Rodrigo



If you look at this data for individual reps, you'll probably find that each rep struggles in a different step of the process.

Use that data as the foundation of your coaching efforts.

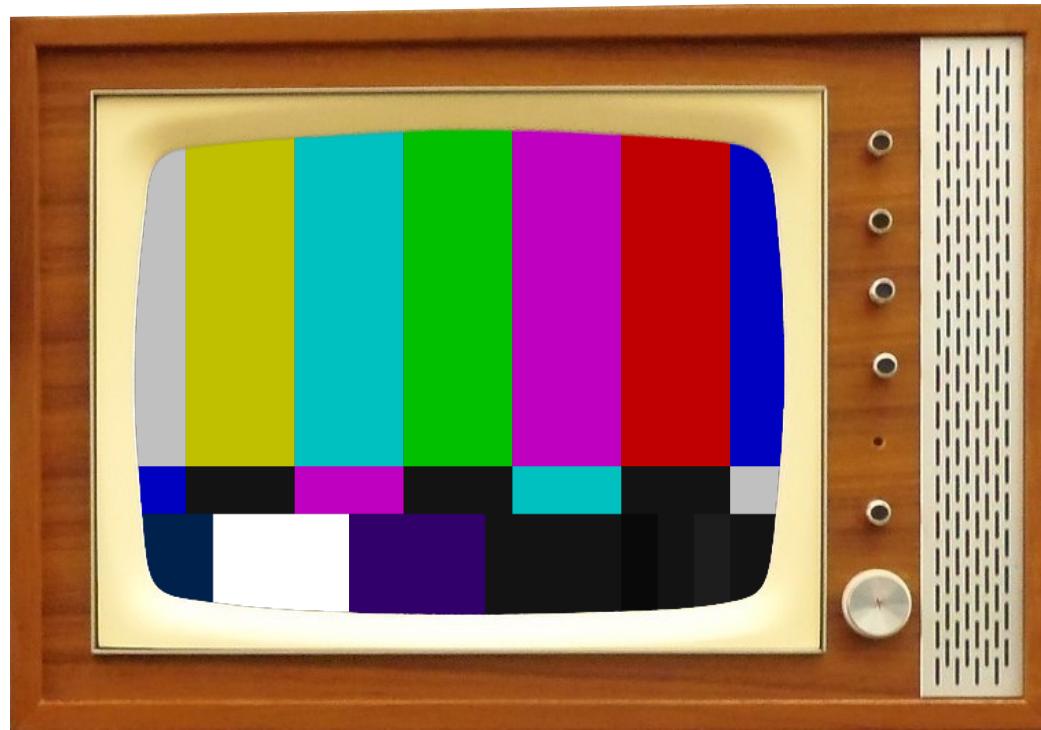
Help reps improve their weak spots, and the data will tell you how well your coaching works.





Because so many frontline managers are promoted sales reps, most of them don't know how to coach. The best they can do is draw on their own sales experience and try to share that with their team.

This usually results in one of two coaching techniques:



This usually results in one of two coaching techniques:



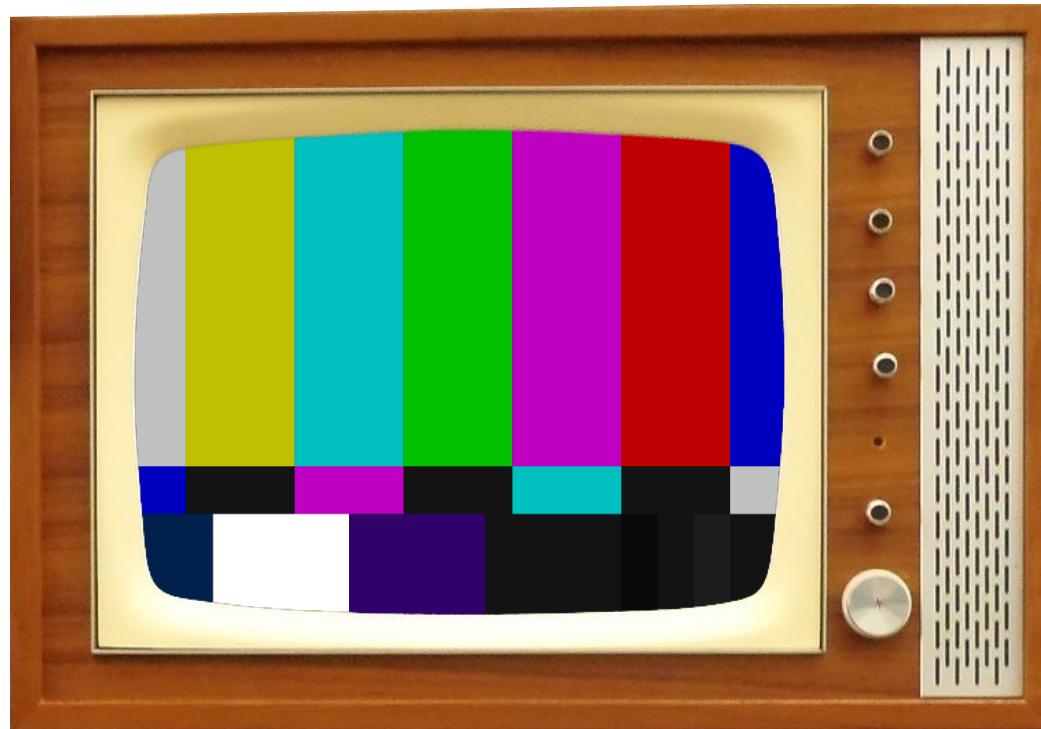
Listing out every single mistake a rep has ever made...

This usually results in one of two coaching techniques:



...or hopping in and doing the work for them.

This usually results in one of two coaching techniques:



Neither of these helps the rep improve at all.

If you really want to see improvement, you need to implement a more **structured** approach.

The GROW Model

G

The **GOAL** your rep wants to achieve

R

The current **REALITY** of where your rep is right now

O

Your rep's **OPTIONS** for getting from their current reality to their goal

W

The **WAY FORWARD** that your rep is committed to pursuing

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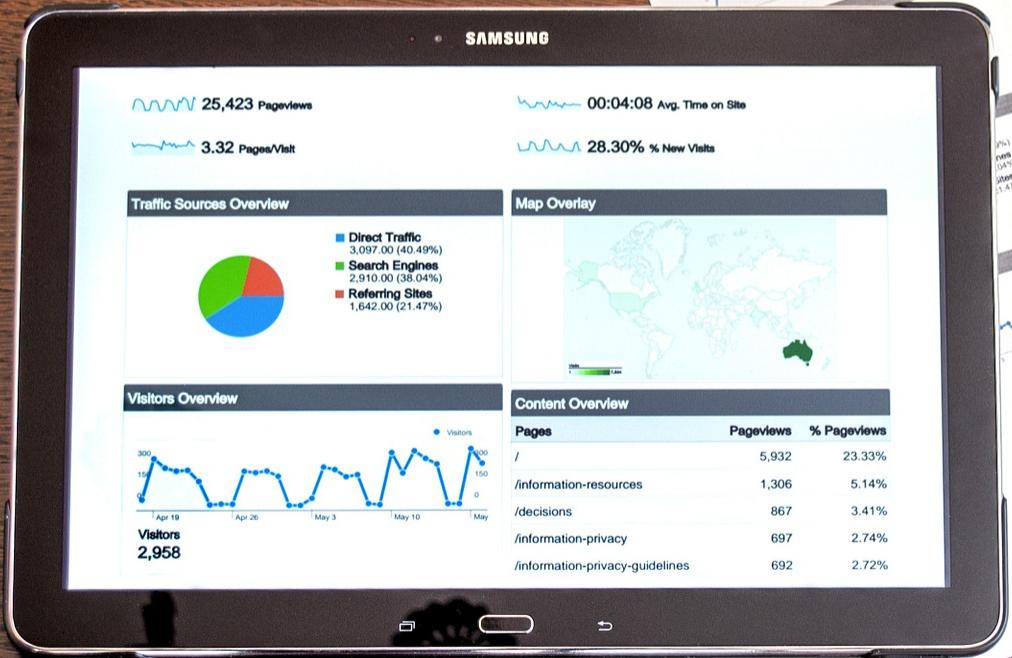
W

The **WAY FORWARD** that your rep is committed to pursuing



The great thing about the GROW model is that it puts the responsibility on the shoulders of the person being coached.

Show each rep their own numbers
and explain how those numbers
compare to the team overall.
Then ask them where they
want to improve.



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This requires having accurate, up-to-date information about how your reps are performing.

If you don't have that, then you aren't ready for the transform phase of frictionless selling.

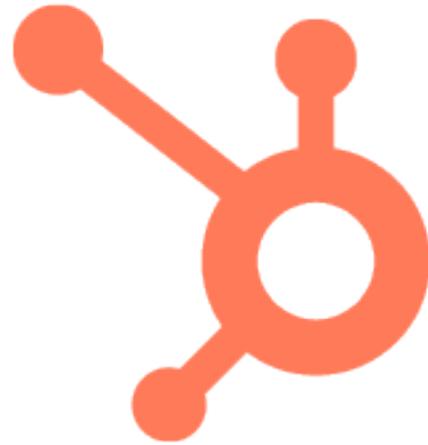
Somewhere in those first two phases of frictionless selling, you'll need to set up a system that measures how your reps are spending their time and how well they're meeting their prospects' needs.



HubSpot CRM

If you're using HubSpot CRM, the Reality step of GROW coaching should be as easy as looking at a dashboard of reports that you've customized to your team's needs.

Whatever system of record you're using, make sure you have the necessary reporting in place for you to be able to coach your reps effectively.



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Help the rep identify all of their options and judge how difficult each one is. Then choose the **one** they want to focus on.

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Focus more on
listening than
on talking.

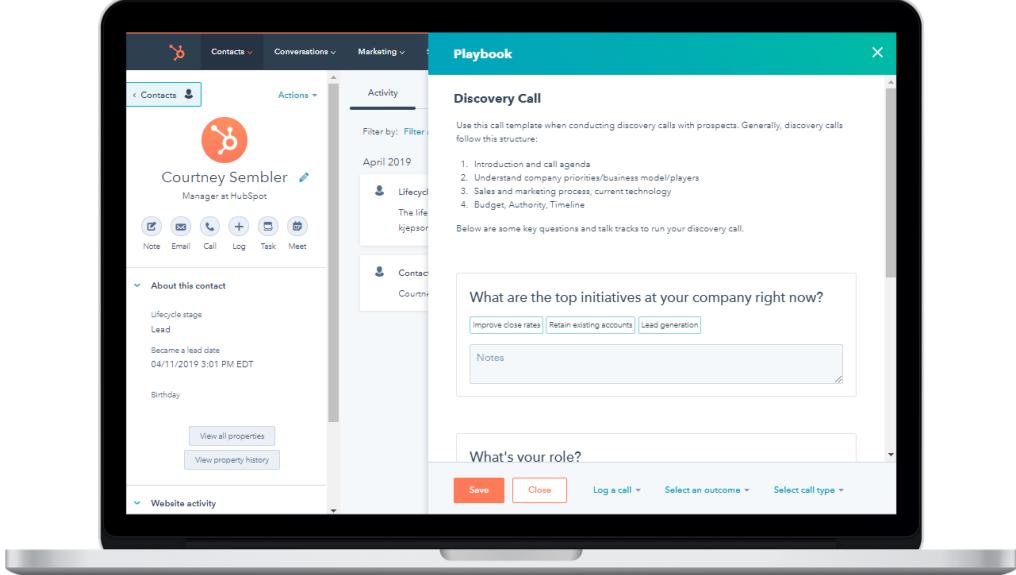
Once the rep has decided on a way forward,
look for places where you can help them.



If there are gaps in their understanding of how to execute specific parts of your sales process, you should pull together a playbook that will help them in the moment they need it.



If you want to get fancy, you can use HubSpot's playbooks tool to create a digital playbook that your rep will be able to access inside HubSpot CRM anytime they're on a call.



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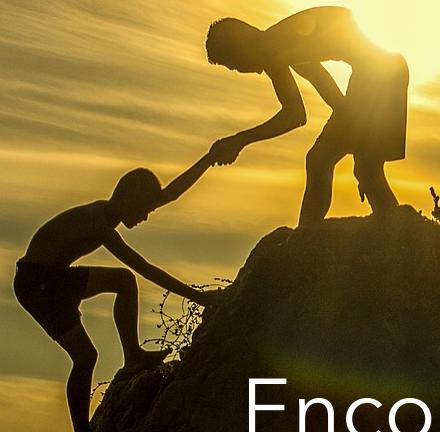
A photograph showing two people's hands and forearms resting on a wooden table. They are both holding a silver tablet computer. The person on the left is wearing a light blue shirt, a dark tie, and a gold watch with a black leather strap. The person on the right is wearing a white shirt. Both hands are visible, with fingers interacting with the tablet screen. The background is blurred, focusing on the hands and the device.

Your role as coach is to support your reps
and hold them accountable.

One-on-one meetings are a great place to help reps improve.



But that shouldn't be the
full extent of your
coaching program.



Encourage team
members to coach
each other.

To encourage peer-to-peer coaching:

- Implement regular film reviews, where the team comes together and listens to each other's call recordings.



Film reviews are a great place for reps to coach each other.

To encourage peer-to-peer coaching:

- Implement regular film reviews, where the team comes together and listens to each other's call recordings.
- Have reps inspect each other's deals during pipeline meetings

Pipeline Meeting

A time for a sales team to review all the potential sales they're currently working on.



You can make this a great peer coaching opportunity by having reps inspect each other's deals.

When reps inspect each other's deals:

- Individual reps are once again forced to face the reality of the work they're doing.

When reps inspect each other's deals:

- Individual reps are once again forced to face the reality of the work they're doing.
- Reps can draw on each other's experiences to get a better sense of where the deal might run into trouble and how it can be helped along.

There are **many ways** to
turn existing meetings into
coaching opportunities.

How HubSpot coaches their salespeople

