

Transform Your Team Through a Culture of Learning

Regardless of whether your managers have been coaching consistently for years or are just getting started, there's always room for improvement in a team's coaching efforts. The scorecard on the next page provides a framework for evaluating how well your managers are doing.

Across the top of the scorecard, you'll see four categories: Uncovering Issues, Hands-on Review, Providing Feedback, and Building Trust. For each of these categories, you'll evaluate a manager's coaching efforts on a scale of one to five. The criteria for each level are laid out in the table. Circle the one that best describes the manager's efforts in each category.

Once you've done that, you'll be able to see where an individual manager is excelling and where they're struggling. If you do this for multiple managers, one of two things will happen:

1. You'll discover areas where all of your managers are struggling, in which case you should invest in training in those areas.
2. You'll discover that some managers excel where others struggle, in which case you can pair managers up to help each other improve.

The first time you use this scorecard, you'll be setting a baseline measurement. Get in the habit of evaluating your managers on a regular basis so that you can measure improvement over time. Regular measurements will also ensure that you catch any areas where a manager's performance is slipping.

As you work to hold your managers accountable to the way they coach, their coaching efforts will improve, and that will lead to improved performance across your sales teams.

Want to know more?

HubSpot Academy has created a [sales manager certification course](#) that includes a lesson on coaching. It teaches managers the GROW model of coaching and introduces them to several basic coaching practices, including film reviews and pipeline meetings. If your managers are struggling to get started with coaching, have them watch that lesson and create a plan for coaching their reps on an ongoing basis.

Coaching Scorecard

	Uncovering Issues	Hands-on Review	Providing Feedback	Building Trust
1	No probing or discovery	Rep self-reports outcome of recent call	Feedback lacks specificity or clarity	Seller has little or no access to manager
2	Manager asks general or generic questions	Manager probes into specific calls or meetings	Manager sugarcoats feedback. Seller doesn't change behavior.	Manager dominates conversations during one-to-one meetings
3	Manager uses open-ended questions	Manager joins or reviews specific calls	Manager provides clear feedback without any further discussion	Manager asks questions but might not act on answers given
4	Manager uses open-ended questions and probes deeper with follow-up questions	Manager joins or reviews calls and provides feedback when asked	Manager provides actionable feedback and welcomes challenges and collaboration	Manager actively listens to sellers and takes action to help
5	Manager uses open-ended questions, probes deeper, and unites with seller to drive change	Manager joins or reviews calls and proactively provides recommendations	Manager provides actionable feedback and seeks out challenges and collaboration	Seller views manager as their most important internal ally