A person in a dark suit stands on a soccer field at night, with their hands behind their back. The background is filled with bright stadium lights, creating a bokeh effect. The scene is set on a green field with white yard lines.

Why the Most Important Member of Your Sales Team is the One You're Not Coaching

The logo for Qstream, featuring a stylized 'Q' with a blue and green gradient, followed by the word 'stream' in a bold, black, sans-serif font.

The best ideas should be shared



Twitter
@Qstream
@atd

Hashtag
#coachthecoach



Buyers have
changed



67% of the buyer's journey
is now done digitally before
buyers engage reps

SiriusDecisions

Qstream[®]

On average, 5.4 people are involved
in B2B buying decisions



Decision maker
Direct reports
Peers
Business leaders
Cross-functional
partners

Is it these people?



Are you sure
they're ready?

 **Qstream**[®]

Crisis of Sales Competency?



Shorter product cycles
Greater competition
Velocity of market change
Changing face of the
salesforce

Revenue Challenges



Ramp-Up Time
9 months or more;
22% avg turnover



Sales Training
Up to 79% of new info is
lost within weeks



**Inability to Communicate
Value**
1/3 of reps not ready to
drive buying decisions



Lack of Coaching
Time, Tools & Skill
Approximately 3.9
hours/month



Time Efficiency
64% of time spent
on tasks other than
selling



Sales Productivity
58% average quota
attainment

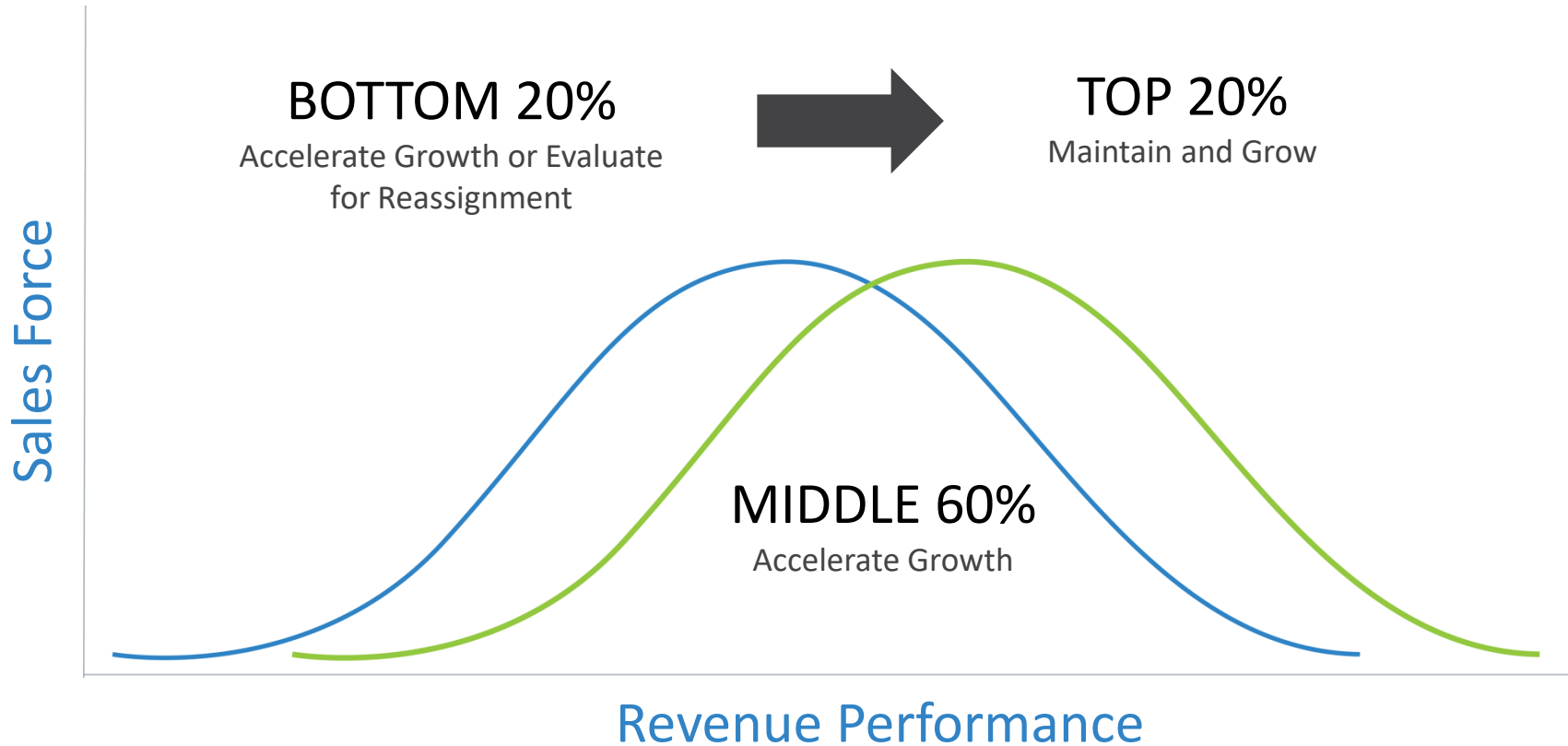


93% of firms
raised their revenue
targets this year

CSO Insights
Sales Performance Survey



Moving the Middle



5% performance gain
from the middle
60% yields over
70% more revenue
than a 5% shift in
the top 20%

Revenue Impact

Amount of Coaching Determines

12.8%

Firm Performance (Revenue Growth)

Effectiveness of Coaching Determines

13.6%

Firm Performance (Revenue Growth)

Managers rated coaching as the number one most important activity based on impact to sales effectiveness

Sales Management Association

Qstream[®]

Does any of this sound familiar?

The company you work for...

- Promotes high performers and assumes they know what good coaching is and can execute effective coaching conversations
- Leaves rep learning up to the manager's best judgement with few tools and little guidance
- Doesn't involve managers in program/curriculum development
- Isolates new hires from managers for weeks/months during onboarding



43% of organizations
lack competency-based
development programs for
sales leaders

SiriusDecisions



Hey, You're Not Alone!

77%

Of high performers feel that the direct manager is the most influential person in their decision to join a new organization

<10%

Of first-line managers are fully prepared to mentor and coach new reps

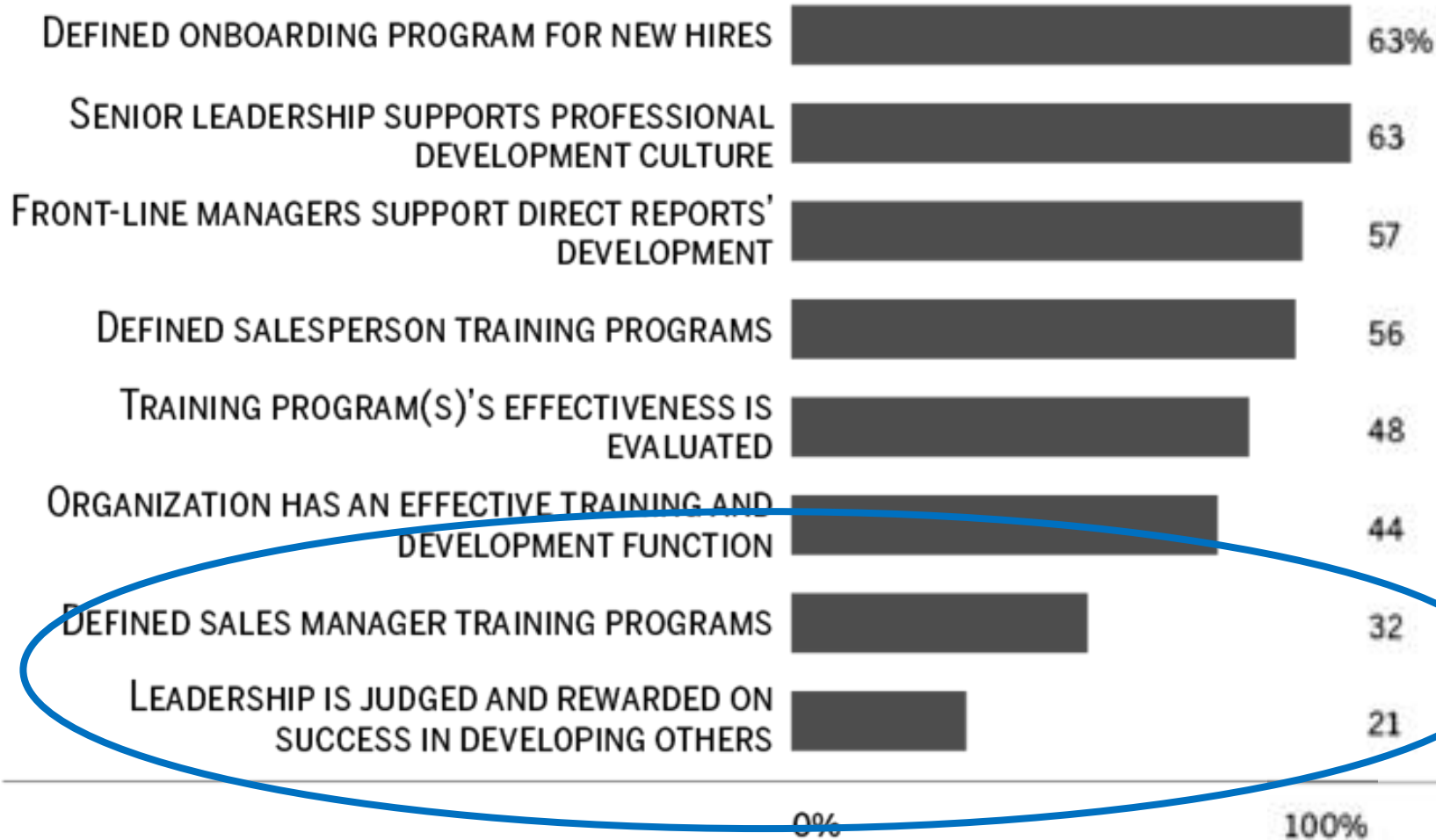
43%

Of organizations lack competency-based development programs for sales leaders



The more companies invest in sales management training, the more likely they are to achieve their revenue goals

Here's Why?



Companies are 2x more likely to focus on onboarding and other initiatives for reps

SiriusDecisions



Best practice:

How much time should be spent on coaching?

25%-30%

of a front-line sales manager's time should be focused on sales coaching

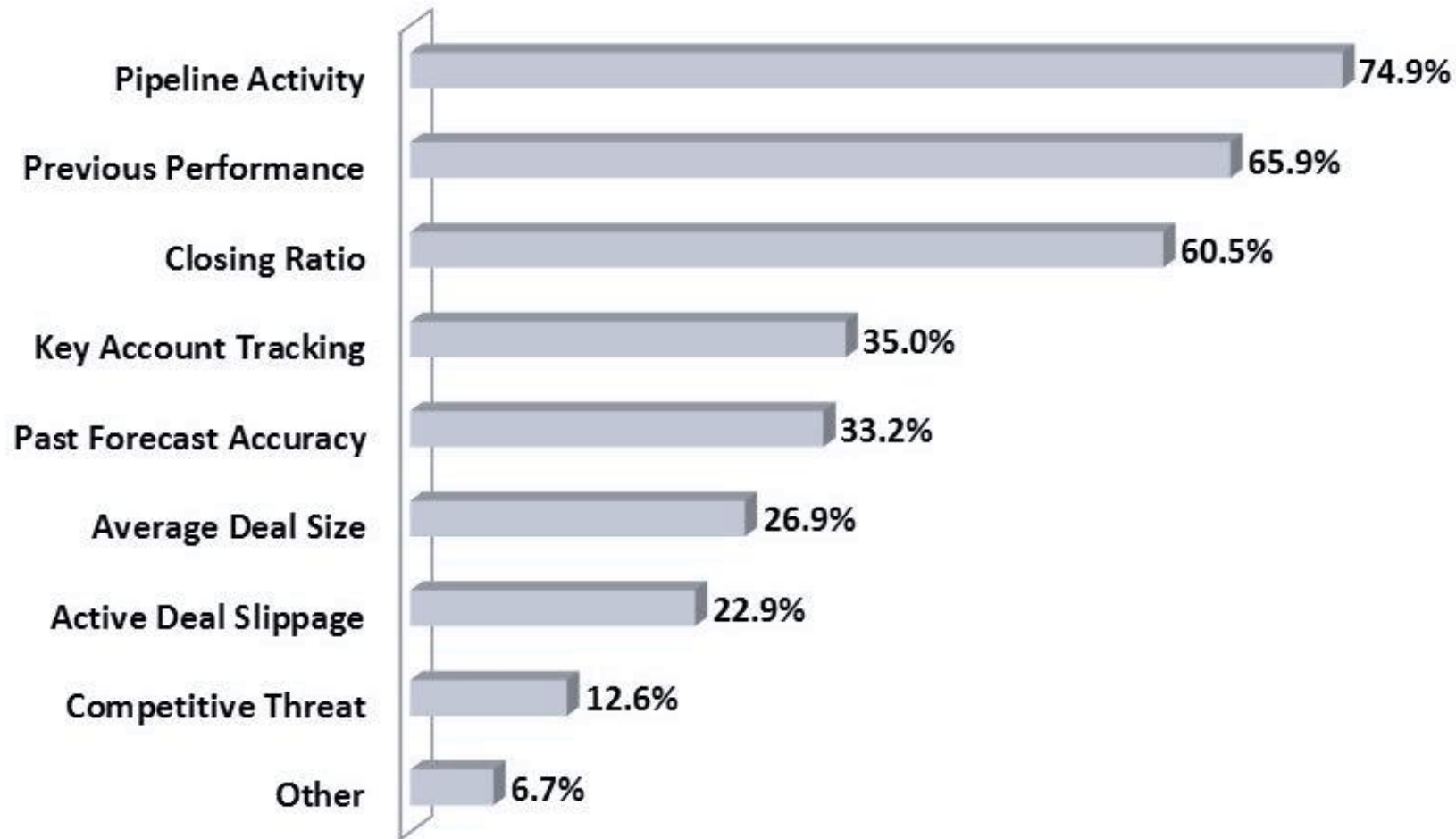


High-performing organizations do 15-20% more coaching time than low performing companies

CSO Insights



Most common metrics in determining which reps need additional coaching?



Sales Management Association



Opportunity
Coaching
vs.
Skills Coaching



Well-defined Sales Competencies: The Building Blocks of Sales Enablement

Sales Rep	Sales Manager
Prospecting skills	Setting team goals, priorities
Questioning skills	Recruiting & selecting
Listening/communication	Coaching
Managing objections	Sales performance management
Gaining commitment	Leadership & motivation
Time management (self)	Time management (team)
Product knowledge	Industry knowledge and trends

Are enabling the most
influential roles in sales
execution?



How can we help our front-line sales managers be better coaches?

- Help them create coaching plans
- Engage front-line sales managers more deeply in training initiatives
- Enable data-driven visibility into team strengths via Manager dashboards
- Identify gaps in real-time to remediate
- Understand coaching actions taken



Data-driven coaching can increase coaching effectiveness by up to 55% while optimizing valuable coaching time

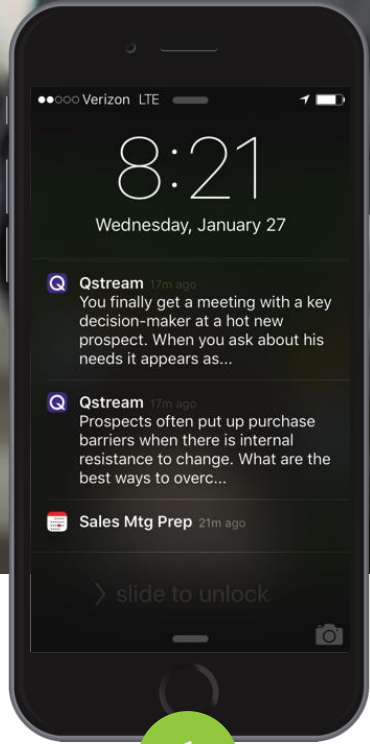


#1 Coach the Coach

- Timely
- Accurate
- Relevant
- Consistent
- Individualized

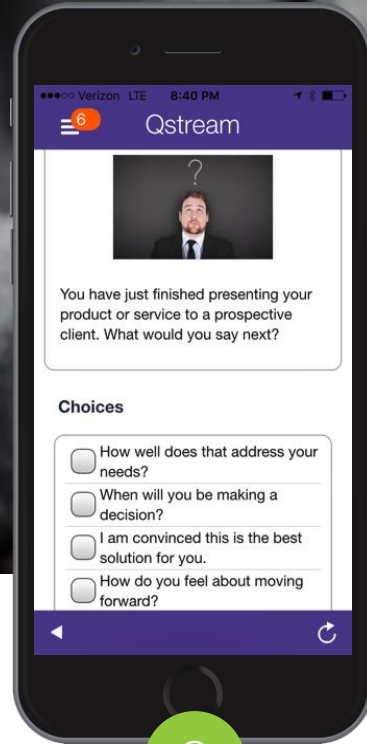


Leverage Reinforcement Data



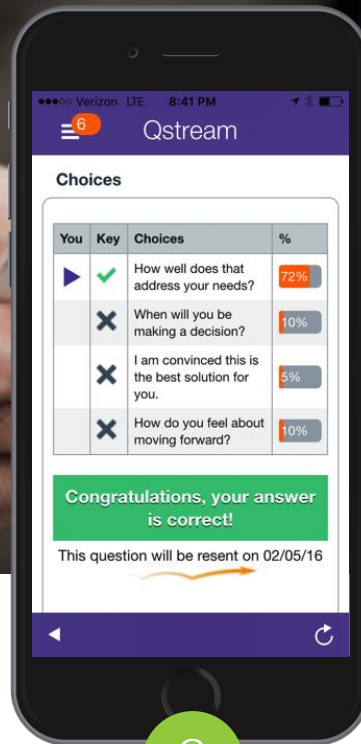
1

Notification



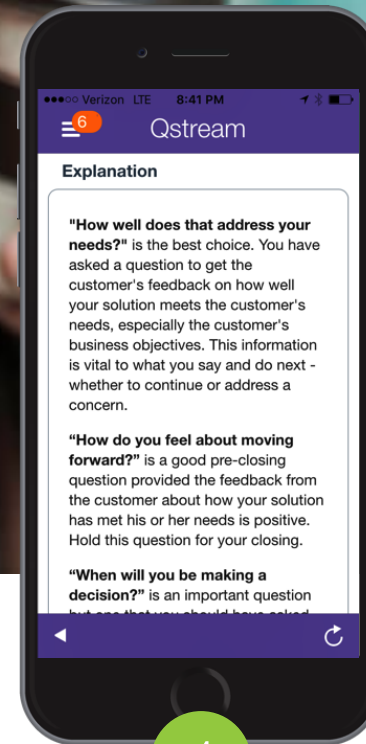
2

Challenge



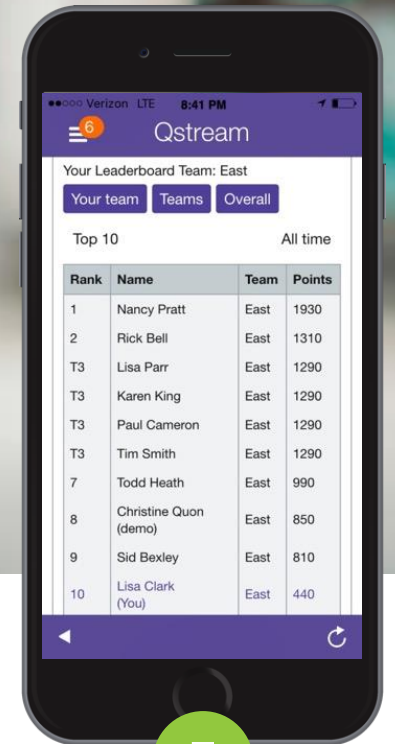
3

Results



4

Explanation



5

Leaderboard

#2

Coach the Coach



Help coaches understand the specific sales competencies and behaviors necessary for their reps to be successful

 **Qstream**[®]

Manage Competencies

Team Insights

My group | My group members

Group: USA | Member: Everyone

Member	Qstream Proficiency	Observed Proficiency	Observed Confidence
Julia Kerr	50.0	55.0	44.0
Madeleine Parsons	80.0	88.7	77.3
Ruth Doherty	100.0	88.7	100.0
Stephen Gill	80.0	33.0	55.0

Observations | Direct Messages | Private Notes

Select a proficiency and confidence level for each of the competencies shown below. Click 'Record' to save. You can change your selection at any time before the observation reporting period ends. The current observation reporting period is: 2016-09-24 to 2016-10-08

Competency	Observed Proficiency	Observed Confidence
Account Planning	Expert Proficient Developing Novice	Expert Proficient Developing Novice
Active Listening	Expert Proficient Developing Novice	Expert Proficient Developing Novice
Executive Engagement	Expert Proficient Developing Novice	Expert Proficient Developing Novice

Record

Group Observations

Select "Record" below to start recording your observations on the competencies for your group

85% of observations recorded for current reporting period

Record

Observations

Time (last 3 months)

Observed Proficiency | Observed Confidence | Qstream Proficiency

Sales competency tracking including proficiency and engagement metrics, observed sales competencies and confidence ratings at the rep or team level

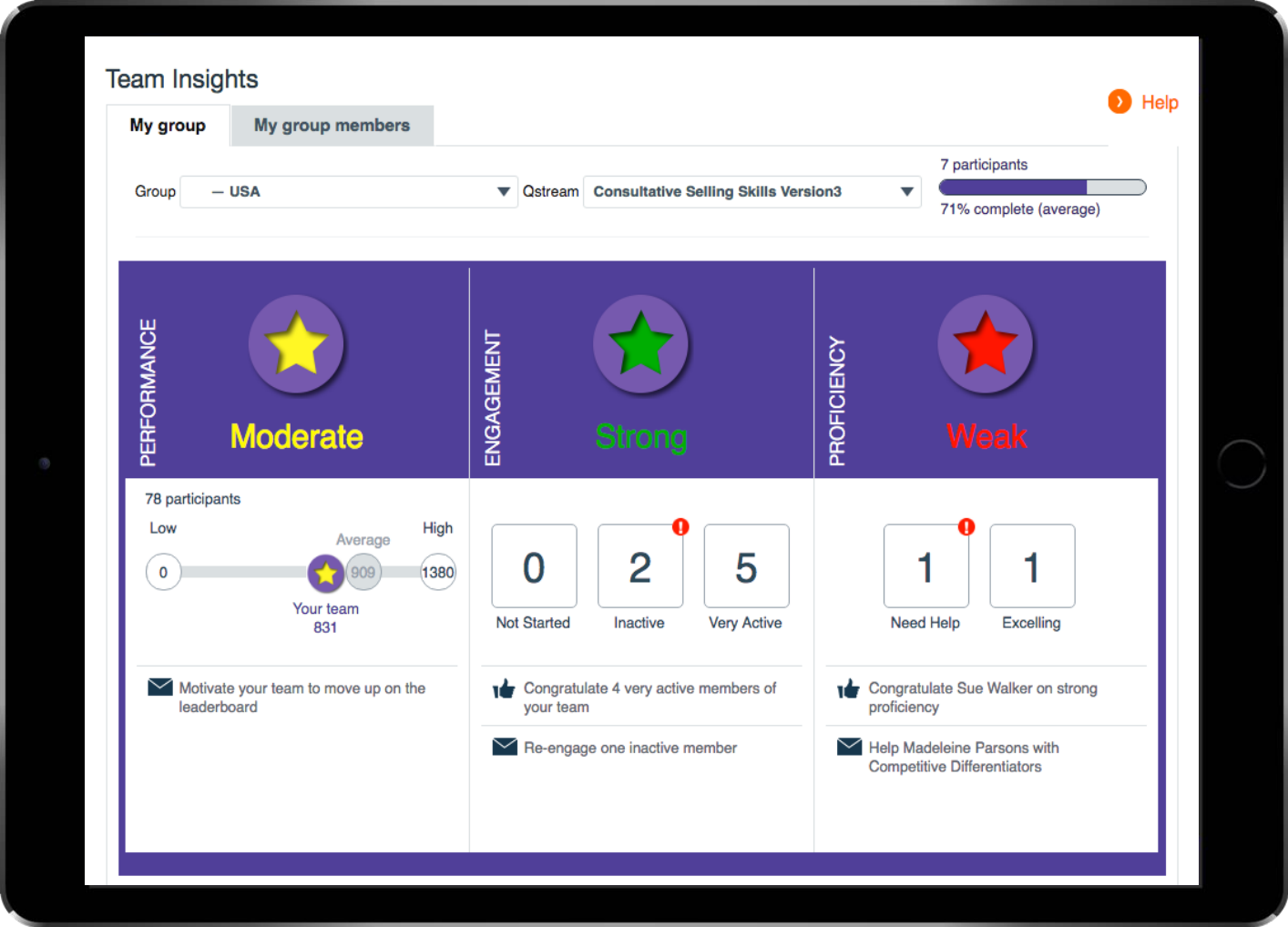
#3 Coach the Coach



Help coaches to understand the unique skills and knowledge gaps of each team member

 **Qstream**[®]

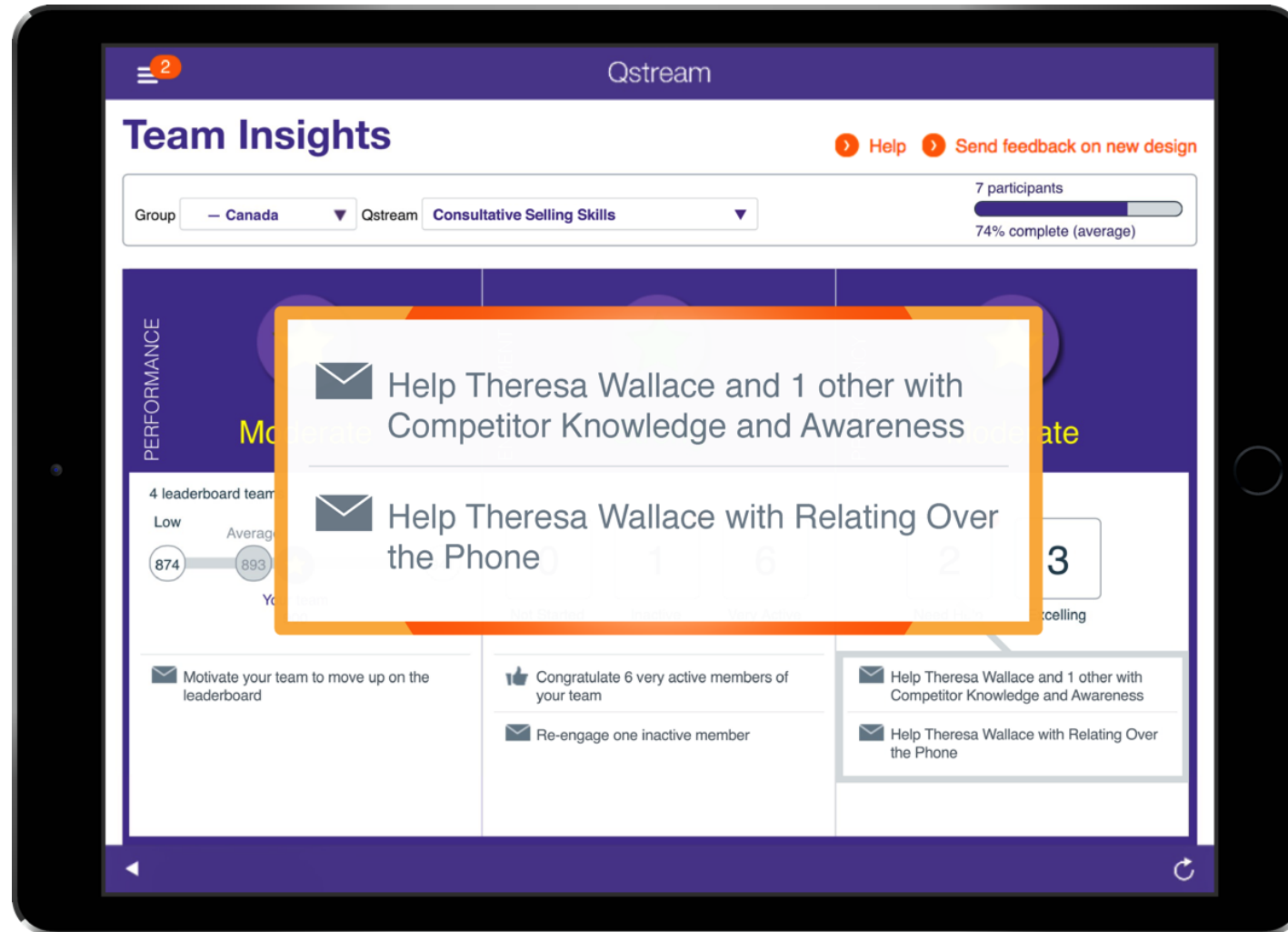
Data-Driven Coaching Dashboards



System-generated Sales Manager dashboards are emailed weekly or accessed online, highlighting who and what to coach



Who and What to Coach



Qstream gives your frontline managers and coaches the tools they need to address proficiency gaps

#4

Coach the Coach



Good coaches
ask a lot of questions,
based
on observations
and data

 **Qstream**[®]

CRM-driven Coaching Insights



Use CRM to measure capabilities data against performance



#5 Coach the Coach



Good coaches document the actions and follow-up steps required from each coaching conversation and hold their reps accountable

Qstream®

Record Observations

The screenshot displays a software interface with an 'Activity Timeline' on the left and an 'Observations' form on the right. The timeline contains four entries:

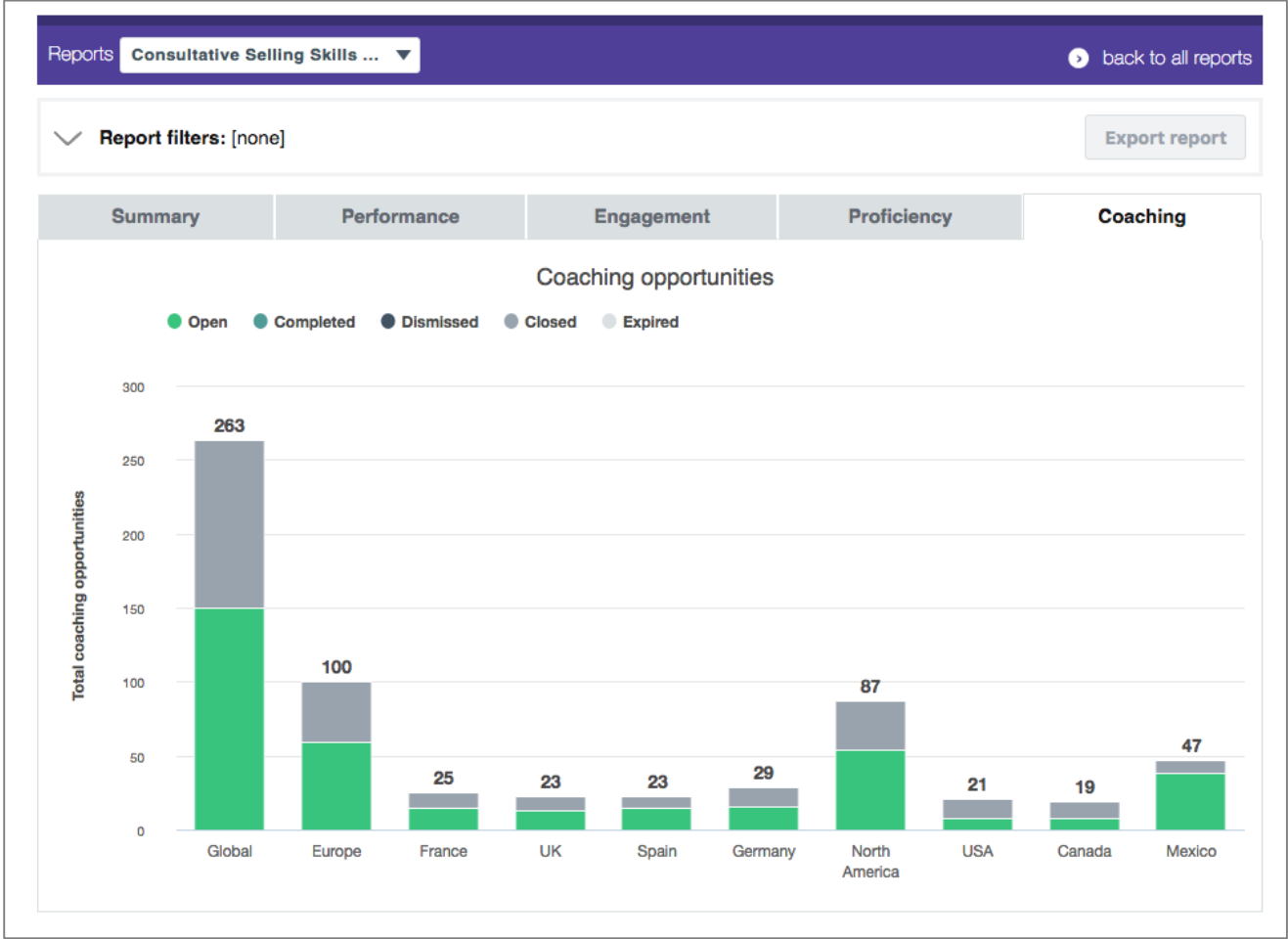
- Coaching Action** (09/29/2016 05:08 pm): "Your rep just pushed another opportunity into the next quarter. He/she is now in danger of not meeting quota this quarter." Status: Dismissed.
- Private note** (09/23/20...): "Schedule a ride along with Julia."
- Coaching Action** (09/15/20...): "Congratulate Julia for strong engagement in Consultative Selling Version3." Status: Dismissed. Includes a link "Start a conversation".
- Coaching Action** (09/15/2016 10:02 am): "Check in to see why Julia has not started Consultative Selling Skills Version3." Status: Closed.

The 'Observations' form is currently active, showing the following fields and content:

- Tab: **Observations** (selected), Direct Messages, Private Notes.
- Instructions: "Enter a subject and message below. When providing feedback, we recommend making a positive observation, describe the specific issue observed, offer help, ask for feedback, and another positive statement about their capability. When coaching, we recommend asking open-ended questions to start a 2-way conversation. Messages are displayed on your activity timeline."
- Subject: [Empty text field]
- Message: [Rich text editor with a green thumbs-up icon and the text "Good Morning Sue, job well done this morning with the presentation."]
- Buttons: "Send" (orange), "Dismiss" (blue), "Start a conversation" (blue).



Measuring Ongoing Coaching Activity and Effectiveness

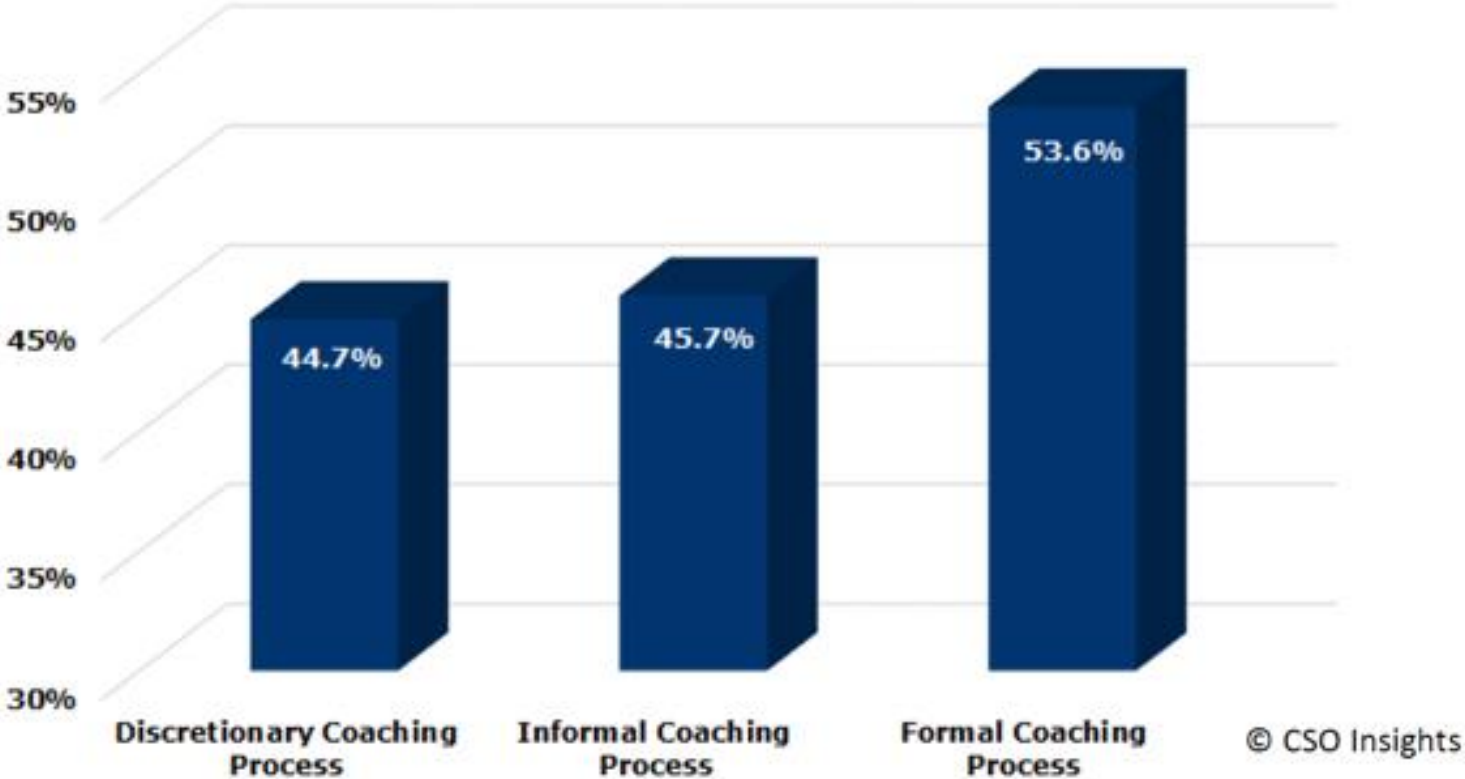


Tracks activity to help leadership assess the effectiveness of your coaching program



Measuring Ongoing Coaching Activity and Effectiveness

Win Rate of Forecast Deals



On average, win rates of teams with a formal coaching process were approximately 10 basis points higher

CSO Insights



Emerging Trends



Asynchronous
Coaching Solutions

 **Qstream**[®]

Emerging Trends



Field Sales
Coach Role

 **Qstream**[®]

Emerging Trends



Reverse
Mentoring

 **Qstream**[®]

Creating a Coaching Culture



Incentive for Good Coaching



 **Qstream**[®]

Success
Stories



Qstream®

- Sales coaching creates “leverage”
- Sales coaching is best management action for moving the middle
- **Most managers don't know how to coach, but can learn**
- Coaching mindset: Lead self-discovery
- Employ a defined coaching process with data

