

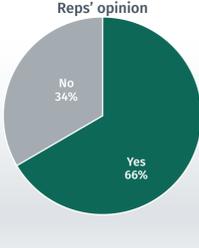
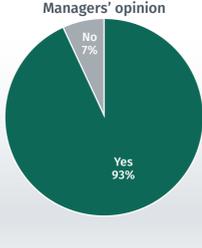
The State of Sales Coaching 2019

Effective sales coaching is critical to sales success. In fact, research shows that good sales coaching can dramatically improve win rates. If it's that valuable, everyone should be doing it well – but are they? We surveyed nearly 300 sales reps, managers, and sales enablement professionals to better understand the state of sales coaching in 2019.

"Yes, I believe it does!"
- Managers

Does the coaching provided by managers positively affect deal outcomes?

"No, I don't believe it really does." - Reps



Nearly all managers think their coaching positively affects deal outcomes (93%), but only two-thirds of reps agree (67%).

And they disagree about the quality level of managers' coaching as well.

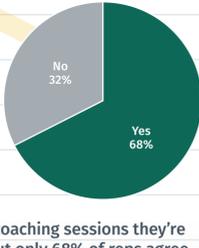
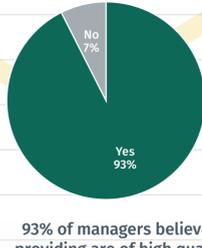
Does coaching happen enough?

Over 1/3 said "no"

"It's great... Right?" - Managers

Do managers provide high-quality coaching?

"Not so much." - Reps



93% of managers believe the coaching sessions they're providing are of high quality, but only 68% of reps agree.

So where's the disconnect?

Sales managers and reps disagree about the types of coaching managers typically provide

"We mainly coach skills." - Managers

"You always talk about deals." - Reps

What Managers Say They Do

Account Planning
Pipeline Management
Sales Call Planning
Presentation Skills
Product Messaging
Sales Meeting Management
Strategic Account Management

What Reps Say Managers Actually Do

Pipeline Management
Account Planning
Opportunity Management/Deal Coaching
Strategic Account Management
Opportunity Qualification
Sales Call Planning
Career/Professional Development

What Managers Say They Do (continued)

Opportunity Qualification
Skill Development Coaching
Opportunity Management/Deal Coaching
Prospecting/Lead Generation
Territory Optimization
Time/Task Management/Organization Skills
Career/Professional Development
Mindset

What Reps Say Managers Actually Do (continued)

Prospecting/Lead Generation
Sales Meeting Management
Product Messaging
Presentation Skills
Time/Task Management/Organization Skills
Skills Development Coaching
Territory Optimization
Mindset

MOST PREVALENT
↑
↓
LEAST PREVALENT

SHORT-TERM OUTCOMES

LONG-TERM OUTCOMES

And they disagree about delivery style.

Managers felt that their style is typically more collaborative in nature, while reps felt that the coaching they typically receive is more directive.

Directive Vs. Collaborative



The primary focus of coaching support that sales training and enablement leaders provide to managers is on deal coaching, not on skills-based coaching.

"What kinds of coaching support and training do you typically provide to front-line sales managers?"

"We mainly focus on deal coaching." - Sales Training and Enablement Leaders

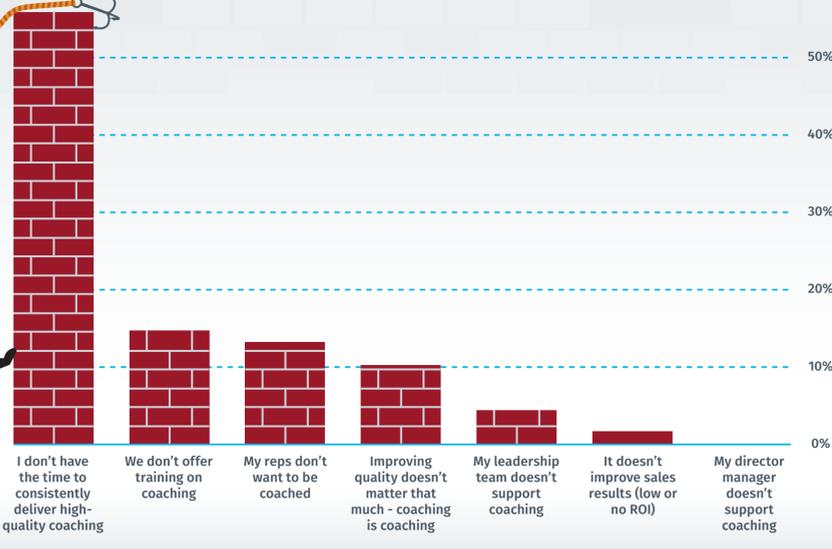


Sales training and enablement efforts

Resulting field application

"What are the barriers to improving your coaching" (Sales managers' perspective)

"I wish I had more time for this."



The biggest barrier is time



Data showed sales leaders don't use the available technology because they prefer face-to-face interactions.

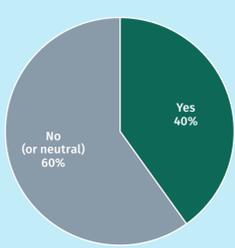
so managers and reps may be hesitant to use technology that doesn't simulate the in-person experience.



Organizational support and training for coaching

Only 40% of sales training and enablement leaders felt the coaching support and training they provide to managers is adequate.

"The training and support I provide to help managers coach is adequate."



Formal sales coaching models bridge the gap

Nearly half of all managers feel like they need additional training to help them diagnose performance issues and coach to them.

What would help us (managers) the most to improve coaching (top 3 responses)

- 1 Training on how to diagnose performance problems (where to spend your coaching time) (45%)
- 2 Ways to motivate my reps to use what they were taught/ coaching and implement their action plans (42%)
- 3 Better dashboards so I can see who needs the most help (who to help) (37%)

Recommendations

1 Look for ways to improve the dialogue between managers and reps.

Consider methods to gain agreement about coaching expectations between reps and managers, focusing on specific competencies that need to be improved.

2 Increase peer collaboration.

In the survey, more best-practices coaching was the top area that reps wanted from their managers, but over 50% of managers felt that they don't have time to provide high-quality coaching. One approach is to make it easier to spread best practices through peer collaboration.

3 Focus on competencies, not just results.

When a rep falters, it shows up in the results, but you can't use results to right the ship. Focusing on competencies enables you to identify and improve the individual skills that lead to successful selling.

4 Use technology to your advantage.

Survey results showed that managers don't use the technology available to them. That's likely because reps and managers prefer in-person coaching even though schedules and geography often make this difficult to coordinate. Video-based coaching software is a great way to nearly replicate the face-to-face experience and give managers a way to coach more often.

5 Strengthen the communication channels between sales leaders and sales enablement.

When a sales manager leaves training and enters the field, sales managers need to be part of the transition, and they need to know what to do. At the same time, Sales Training and Enablement leaders need to stay abreast of demands from the field so they can continually give sales teams what they need to win business.



About Allego

Allego's modern sales learning and coaching platform elevates sales team performance by combining training, practice, coaching and knowledge sharing into one app, streamlined for the rapid pace of sales. With Allego, sales teams onboard faster, confidently deliver the right messaging, rapidly adopt best practices, coach and practice more frequently, and collaborate better with peers and the home office.

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