THE PURCHASE JOURNEY WE HOPE TO COACH

Start

Problem Identification

Solution Exploration

Requirements Building

Supplier Selection

Purchase Decision
CHANGES IN B2B BUYING BEHAVIOR

57%  6-10  51%  39%
CHANGES IN B2B BUYING BEHAVIOR

- Empowered Learners: 57%
- Large/Diverse Buying Groups: 6-10
- Overwhelmed Buyers: 51%
- Overwhelmed Buyers: 39%
WHERE WE NEED TO FOCUS

- Company and Brand Impact: 19%
- Product and Service Delivery: 19%
- Value-to-Price Ratio: 9%
- Sales Experience: 53%
WHERE WE NEED TO FOCUS

- Company and Brand Impact: 19%
- Product and Service Delivery: 19%
- Value-to-Price Ratio: 9%

- Reframe Thinking: 53%
  - Reduce Customer Effort

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THE SALES EXPERIENCE WE COACH
THE SALES EXPERIENCE WE COACH

Message - Based on Commercial Insight
THE SALES EXPERIENCE WE COACH

Message
- Based on Commercial Insight

Delivery
- Teach, Tailor, Take Control
THE SALES EXPERIENCE WE COACH

Message - Based on Commercial Insight

Delivery - Teach, Tailor, Take Control

Audience - Find and Arm the Mobilizer
THE DEFINITION OF COACHING

Coaching \\ˈkōchən\\:
An ongoing and dynamic series of job-embedded interactions between a sales manager and sales professional, designed to diagnose and develop/reinforce behaviors specific to that individual.
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COACHING MAKES A DIFFERENCE

Seller Percentage to Goal
By Coaching Effectiveness

A 19% delta in team performance.

Source: CEB analysis.

1As determined by each manager’s direct reports.
COACHING MAKES A DIFFERENCE

Seller Percentage to Goal By Coaching Effectiveness

![Graph showing the difference in coaching effectiveness between low and high levels.]

- **Low**: 83%
- **High**: 102%

**Coaching Effectiveness**

A 19% delta in team performance.

Productivity Impact of Training with Coaching

- **Training Alone**: 22%
- **Training and Coaching**: 88%

Combined with training coaching improves returns **fourfold** relative to training alone.

Source: CEB analysis.

As determined by each manager’s direct reports.

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WHY IS IT SO HARD?

My Theory in a Word Cloud
WHY IS IT SO HARD?

My Theory in a Word Cloud

TIME MOTIVATION SKILLS
Managers Have Plenty to Do 50+ Hours per Week

Fewer than 30% of reps surveyed receive the optimal amount (about three to five hours) of coaching per month.
Bring a “Coaching Posture” To Job-Embedded Activities

- One-On-One Meetings
- Joint Sales Calls
- Informal/In-the-Moment Coaching
- Team Sharing

Coaching is not about adding activities, but changing the nature of activities we already do

Source: CEB Analysis
MOTIVATION

What motivates a manager to change his/her coaching behavior?

“The thing is, Bob, it's not that I'm lazy, it's that I just don't care.”
Peter Gibbons, Office Space

No correlation exists between experience as a sales rep or as a sales manager and coaching effectiveness;

Even the greenest managers can be great coaches.

Source: CEB Analysis
Incentive Rule: Payout Eligibility by Percent of Team Members at Goal
Illustrative

The percent of team at goal helps promote the support of high-impact activities and coaching, spanning your entire sales team.

Source: FedEx Corporation; CEB Analysis
What coaching skills does a manager need to succeed?

“I need skills! You know:  
• Nunchuck skills  
• Bow hunting skills  
• Computer hacking skills”  
Napoleon Dynamite

Coaching Quality and Style drive over 50% of coaching effectiveness.

Challenger’s PAUSE model is a comprehensive framework for coaching effectiveness.
A COACHING SKILL FRAMEWORK

Prepare for Coaching Conversation

PAUSE

Source: CEB Analysis
A COACHING SKILL FRAMEWORK

PAUSE

Affirm the Coaching Relationship

Source: CEB Analysis
A COACHING SKILL FRAMEWORK

PAUSE

Understand Observed Behavior

Source: CEB Analysis
A COACHING SKILL FRAMEWORK

PAUSE

Specify Behavior Change

Source: CEB Analysis
A COACHING SKILL FRAMEWORK

PAUSE

Embed New Behaviors

Source: CEB Analysis

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A COACHING SKILL FRAMEWORK

Let’s focus on **US**, two critical skills to getting the customer experience right.

PAUSE
SKILL: UNDERSTAND BEHAVIOR

Show of Hands

Does the St. Louis arch look taller than it is wide in this picture?
SKILL: UNDERSTAND BEHAVIOR

It’s Not...

640ft Tall and 640ft Wide

Managers will have a much harder time changing behavior if they don’t have a clear understanding of what they observe.
SKILL: UNDERSTAND BEHAVIOR

Coach the Challenger™ Sales Experience

1. Share Reframe
2. Introduce Impact
3. Reveal Value

Source: CEB Analysis
SKILL: UNDERSTAND BEHAVIOR

Coach the Challenger™ Sales Experience

1. Share
Reframe

2. Introduce
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What is missing from the customer’s status quo thinking?

Source: CEB Analysis
SKILL: UNDERSTAND BEHAVIOR

Coach the Challenger™ Sales Experience

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3. Reveal Value

What is the new desired way of thinking?

Source: CEB Analysis
SKILL: UNDERSTAND BEHAVIOR

Coach the Challenger™ Sales Experience

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What’s the effect on the Customer’s business if they don’t change?

Source: CEB Analysis

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SKILL: UNDERSTAND BEHAVIOR

Coach the Challenger™ Sales Experience

1. Share
   Reframe

2. Introduce
   Impact

3. Reveal
   Value

How does that lead to something we can sell them?

Source: CEB Analysis
SKILL: SPECIFY BEHAVIOR CHANGE

Source: Bolton, Robert and Dorothy Bolton, Social Style/Management Style, American Management Association, 1984; Bolton, Robert and Dorothy Bolton, People Styles at Work, American Management Association, 1996; Rock, David, Quiet Leadership, 2006; CEB analysis.
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LET’S TRY THIS OUT

Can you coach your neighbor to diagnose and strategize on an issue using only questions?

Dilemma Statement

**Coachee:** “I would really like to improve my organization’s coaching but ______________________

*(the problem/what gets in the way)*

**Coach:** Use only open-ended questions to help the Coachee self-diagnose the problem and find a solution.
Thank you!

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