



Sales Coaching and Quota Attainment Survey:

Does Sales Coaching Work?

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Summary

There are a litany of books about self-improvement, servant leadership, coaching, career development, sales management, sales development, and more, all centered around improving the productivity of sales teams and sales training.



Few argue the idea that improving salespeople's capabilities is a good thing, but yet getting empirical proof has been hard to come by.

Most sales managers will tell you he or she believes coaching is critical, yet do they actually coach? Is coaching effective? Do salespeople want to be coached? If coached, do they find the coaching valuable? In other words, is sales coaching **ACTUALLY** valuable?

We wanted to answer these questions and more. We wanted to move the discussion from anecdotal to factual.

Therefore . . .

A Sales Guy interviewed 1,010 salespeople and sales leaders to get the answers to these questions and more.



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In some cases the answers surprised us. In others, not so much. In this comprehensive report A Sales Guy digs deep to find out:

Do sales leaders coach?

What skills do sales leaders coach?

Do salespeople want to be coached?

Does coaching improve quota attainment?

Does coaching software help?

Do salespeople like to be coached?



The sales team coaching and quota survey is the **report offering insight on the investment of coaching and quota attainment, should you do it, does it work, where should you do it, how often, what skills and more.**



Coaching Defined

We define “**sales coaching**” as the deliberate one-on-one engagement with salespeople by their supervisors to provide feedback with the intention of improving a sales rep’s ability to achieve quota and expand their selling skills in order to excel at their job.

*Today’s most savvy sales leaders recognize the power in embracing the personal growth and development of their salespeople and that **THEY** are a critical element in that development.*

Key Findings



Exceeding Quota: Salespeople who exceed quota are **30.1%** more likely to be coached than those who don’t. Those who exceeded quota (**over +10%**) AND received coaching for the past 3 years outperformed their peers who missed quota (**under -10%**) and were not coached over the past 3 years.



Coaching Makes A Difference: In 2017, those who weren’t coached were **27%** more likely to miss quota than those who were coached.



Call Recording Makes A Difference: Those who’s company used call recording to coach were **30.2%** more likely to exceed quota than those who didn’t.



Management and Salespeople Don’t Agree: Not that it should be a surprise, but sales leaders and salespeople are on a different page when it comes to sales coaching. **48.2%** of salespeople say they are coached, while a whopping **82.1%** of sales leaders say they coach their salespeople. What ever they are doing, it’s not perceived as coaching.



Key Findings



When coached, it's pretty good, reps like it: When asked if they like the coaching **69.3%** said it was good or awesome, with **18.3%** saying awesome.



Salespeople want to be coached: Of those who said they weren't coached, **66.1%** said they absolutely want to be coached or "Yes, it would be nice."



Salespeople follow the advice: **89.4%** of salespeople say they actually follow the advice and guidance their sales leaders give them.



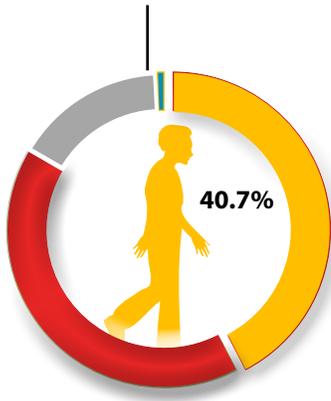
Sales coaching doesn't happen frequently enough: **42.7%** of salespeople who are coached, are coached once a month or less.



Who Participated

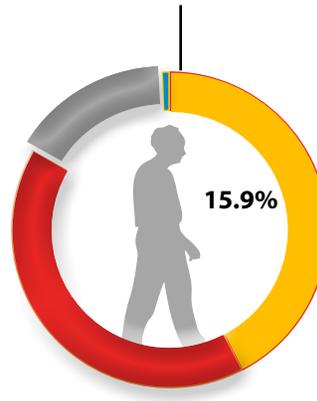
Millennial

Born 1981-96



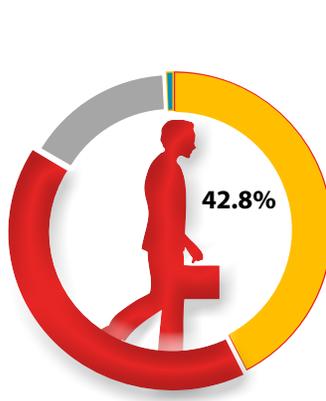
Baby Boomer

Born 1946-1964



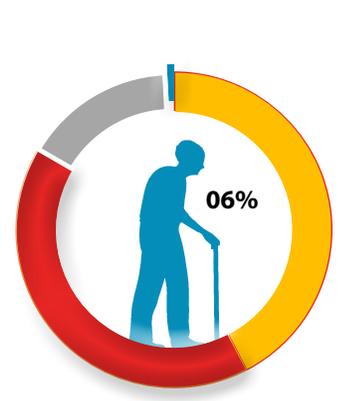
Gen X

Born 1965-1980



Silent Generation

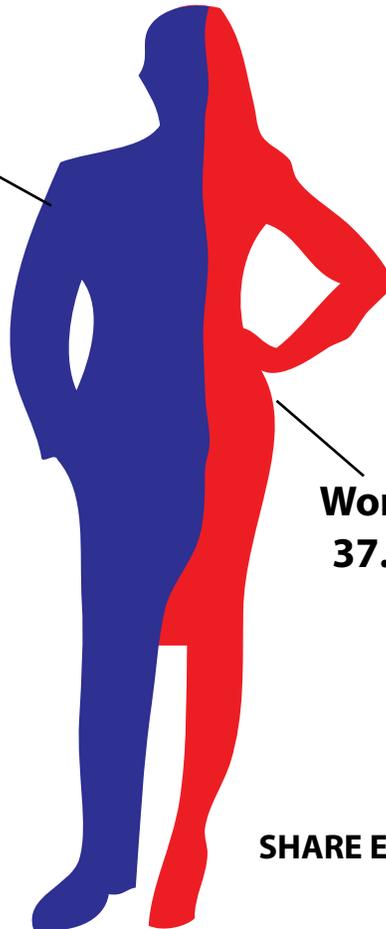
Born 1928-1945



Gender

Men
62.4%

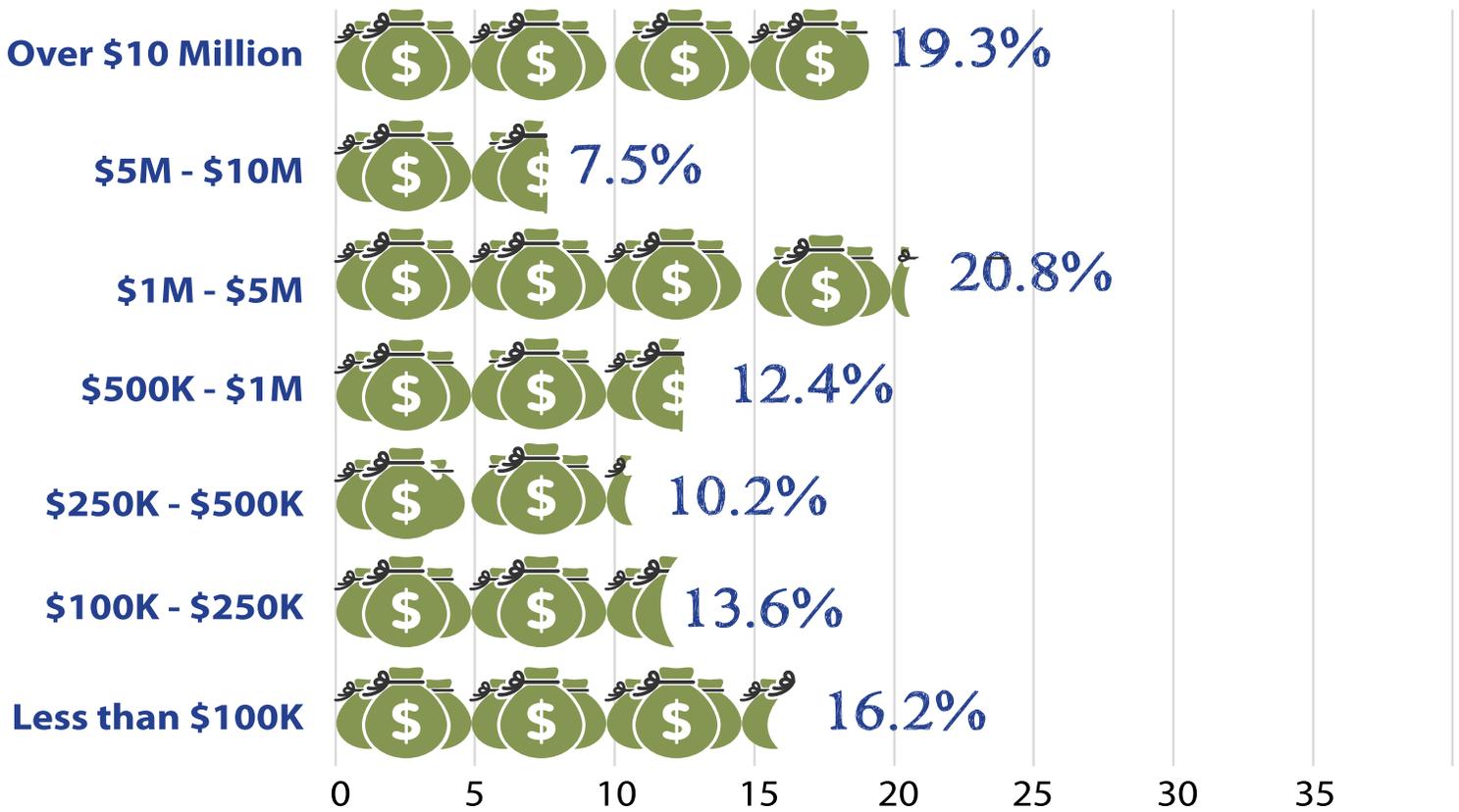
Women
37.6%



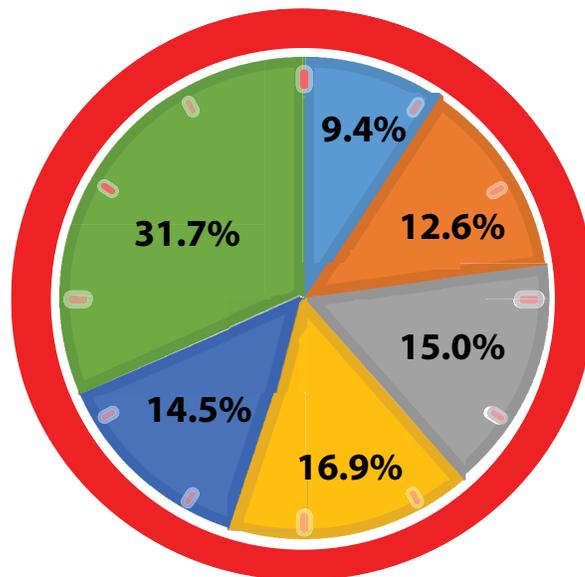
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What is your annual quota?



Average Time in Workforce



 1-5 years

 6-10 years

 11-15 years

 16-20 years

 21-25 years

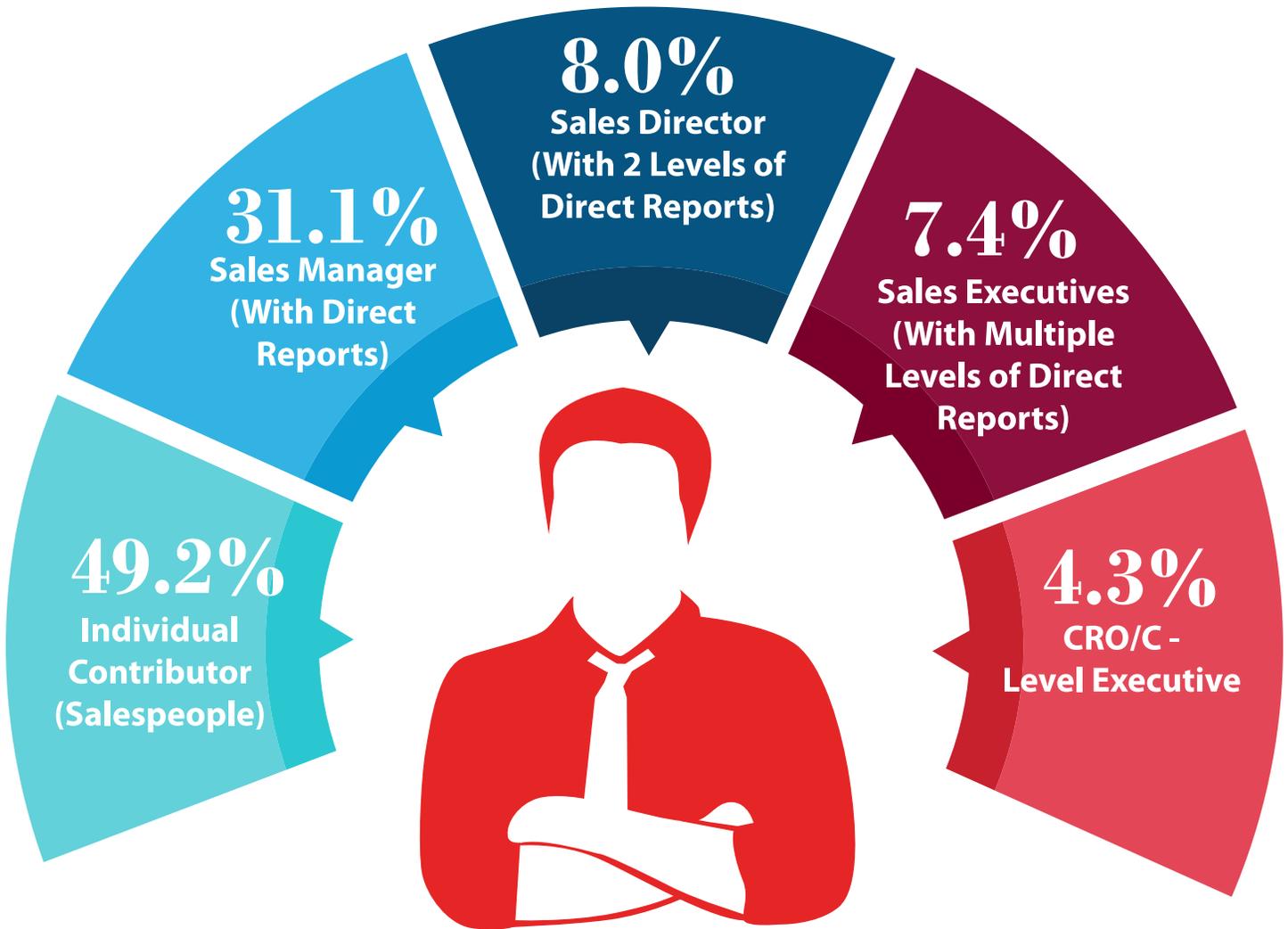
 Over 25 years



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What best describes your current role?



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Survey Questions

Do you receive coaching?

48.2% of Salespeople say they receive coaching.



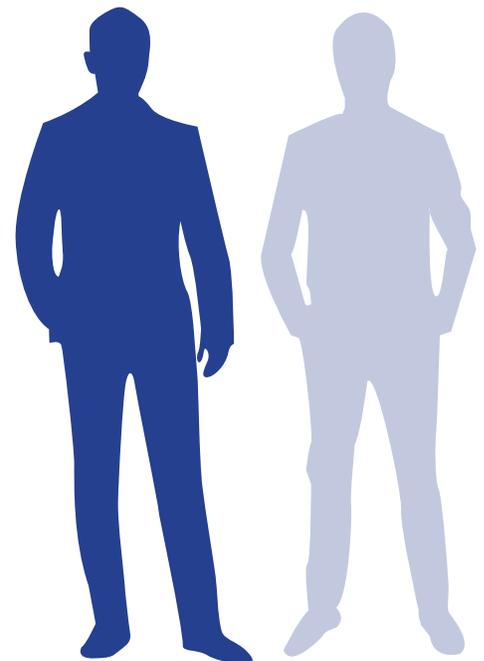
Do you coach salespeople?

48.2% of salespeople say they are getting coached.

Less than 1/2 of all salespeople SAY THEY are being coached. However, what makes this more distressing is that **82.7%** of sales leaders say they coach their salespeople. This is the most distressing and compelling gap discovered in the survey. It's clear that sales leaders **THINK** they are providing regular coaching, however, 1 out of every 2 salespeople don't see what their managers are doing as coaching. We see this disconnect as the greatest impact to effective coaching within organizations. If those being coached don't see it as coaching, it's not coaching.

1 out of 2

Salespeople don't see what their managers are doing as coaching.



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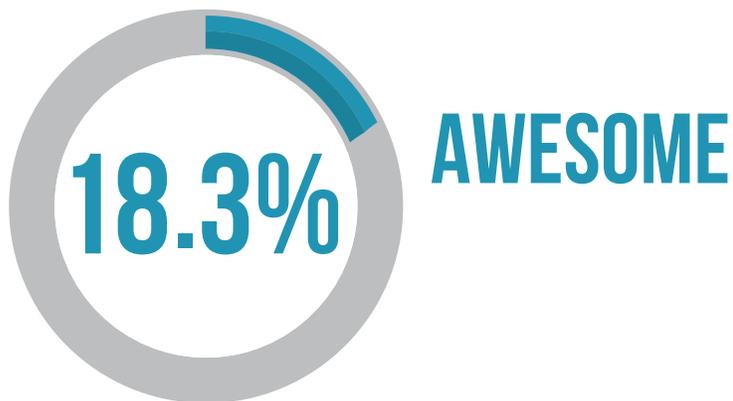


How do you describe the coaching?



When salespeople recognize the “coaching as coaching, they really enjoy it.” They find it valuable. Again, this speaks to the clear difference a well structured and managed coaching environment can provide, as opposed to the more adhoc, off the cuff coaching, it appears many organizations are providing to their teams.

GOOD



Do you receive regular coaching?

Those who received coaching regularly over the past 3 years were **32.5%** more likely to exceed quota than those who did not receive coaching over the same period.

Do you wish you were coached?

Do you wish your direct supervisor provided coaching?



66.1% Said Absolutely
OR yes it would be nice

“Interestingly, of those who are not coached, the majority want to be coached.” In essence, sales coaching is perceived as a valuable element to sales success, and when not provided, salespeople want it. Of the **66%** that aren’t getting coached, **39.0%** responded with absolutely, they wished their supervisor provided coaching.

Do you follow the advice?

Do you follow the advice and feedback your coach gives you?

- **33.8%** said Yes, it’s always insightful and beneficial.
- **55.7%** said Sometimes, it depends on the feedback.

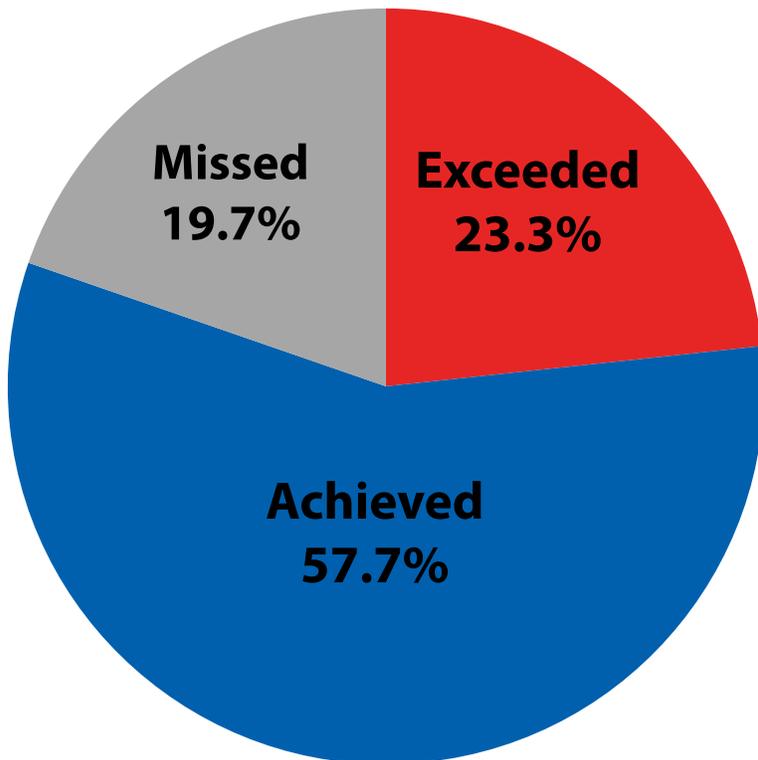
Salespeople are following the advice, even if not always. The majority of salespeople are implementing and executing some element of the coaching they are receiving. It’s not going in one ear and out the other. **Coaching provides little value if no one is going to listen and people are listening.**



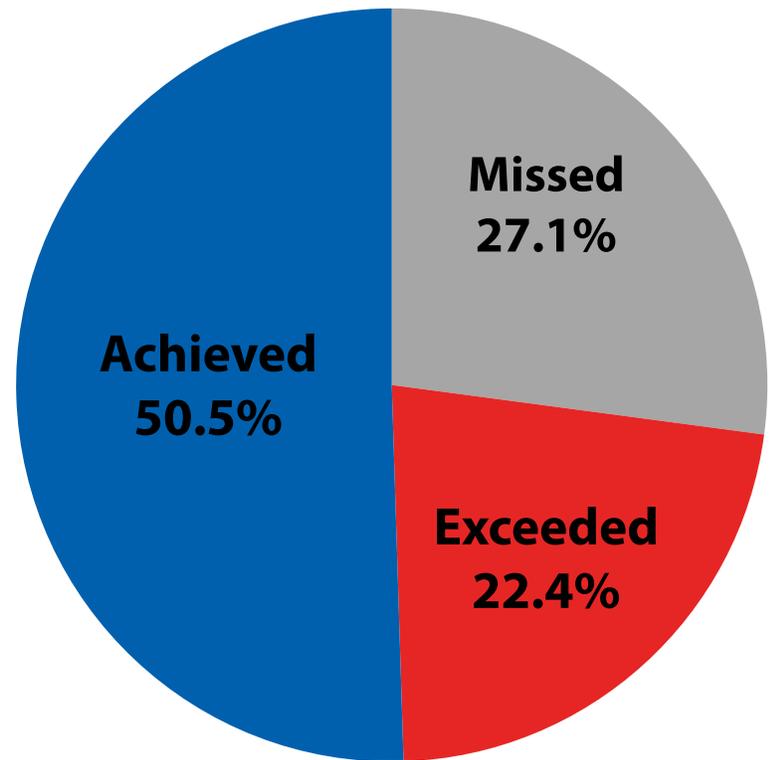
Quota Attainment:

Does Coaching Make a Difference?

2017 Quota Attainment
When Coached



2017 Quota Attainment
When NOT Coached



In 2017 salespeople who were coached were 37.5% less likely to miss quota than those who were not coached.

Although coaching didn't make a huge difference in those who exceeded quota, it's clear coaching made a substantial difference in the achievement of quota vs. missing quota.



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Is Sales Coaching Mandatory in Your Organization?

45.2% of respondents said yes, which correlate closely to the number of people who say they are coached, **48.2%** However, it is a far cry from the number of sales managers who say they coach 82.1%. Understanding the impact that coaching has on the results, we suggest organizations change their internal policy. 47.6% of respondents said they're company doesn't mandate coaching.

Does Coaching make a difference?

Exceeded Quota over past 3 years:

45.7% said they were coached

Missed Quota 3 years straight:

31.4% said they were coached



Notice the impact coaching has on missing quota over a three year period. Only 31.4% of those who missed quota every year for three years were coached.

Those people who needed it the most were neglected, and they suffered because of it. However, 45.7% of people who exceeded quota were coached. This suggests a clear correlation to long-term success and coaching.

Quota Attainment Continued:

The charts and numbers below represent the impact of coaching on quota attainment over a 3 year period, from 2015 thru 2018.

Is Your Coach Committed to Personal Development?

	Over 10%	At Quota	Under 10%
Completely	41.4%	21.4%	27.8%
Mostly	30.0%	42.2%	13.9%
Sometimes	11.4%	25.4%	19.4%
Rarely	14.3%	9.8%	30.6%
Never	2.9%	1.2%	8.3%

Coaching provides salespeople with a sense of support. Feeling valued and supported is a critical element to successful and positive culture. Respondents, when coached, overwhelmingly feel supported and that the organization is committed to their personal development than those who aren't coached. Coaching gives salespeople the sense they are valued and that translates into higher numbers.

Describe the Coaching

	Over 10%	At Quota	Under 10%
Awesome	31.4%	20.8%	19.4%
It's Good	38.6%	56.6%	30.6%
Take it or leave it	22.9%	15.6%	16.7%
Not Good	2.9%	6.4%	33.3%
Terrible	4.3%	6.0%	0.0%

The evidence is clear, “good” coaching produces better results. Notice, those who label the coaching as awesome or good, outperform those who don’t recognize the coaching as good or awesome as often.

**Good Coaching
makes a difference.**



Do you follow the feedback?

	Over 10%	At Quota	Under 10%
Yes	45.7%	35.3%	30.6%
Sometimes	44.3%	58.4%	44.4%
I try	8.6%	4.0%	16.7%
No, Little Value	1.4%	2.3%	8.3%

This data was interesting as it suggests that those who follow the feedback tend to achieve or exceed quota more often than those who don't. As we saw earlier, there is a correlation to those achieving and exceeding quota and their perception that the coaching is good. This trend strengthens that point. When salespeople take the advice of their coach, they perform better than those who don't.

How long you've been getting coached?

	Over 10%	At Quota	Under 10%
1 year or less	8.6%	25.1%	55.6%
2 years	25.7%	18.5%	16.7%
3 years	11.4%	6.4%	11.1%
4 years	54.3%	49.7%	16.7%

The numbers suggest that coaching has a long-term benefit. Those who consistently exceeded quota over a 3 year period had been coached longer than those who missed quota. The numbers suggest the value of coaching has substantial long-term and lasting benefits.



Do you wish coaching was provided?

	Over 10%	At Quota	Under 10%
Yes	31.0%	24.2%	73.3%
Absolutely	17.2%	24.2%	20.0%
Indifferent	24.1%	45.5%	0.0%
No, waste of time	27.6%	6.1%	6.7%

There are two important data-points from this chart. First, if people are not coached, they want to be. Secondly, the less successful they are, the more they want to be coached. The only exception being those who are exceeding quota. We associate this with those who believe that if they are already successful, then they don't need help. The key take-away here; people want to be coached.

How often are you coached?

	Over 10%	At Quota	Under 10%
Every day	10.0%	5.8%	13.9%
Weekly	27.1%	27.2%	13.9%
Every Couple of Weeks	25.7%	25.4%	30.6%
Once a Month	12.9%	16.2%	11.1%
Less than once a month	24.3%	25.4%	30.6%

This one surprised us. It appears the frequency of the coaching matters little, suggesting the quality of the coaching is more important.



Call recording software?

	Over 10%	At Quota	Under 10%
Yes	40.0%	22.5%	30.6%
No	60.0%	77.5%	69.4%

Call recording makes a difference when it comes to exceeding quota. People who use call recording are 23.5% more likely to exceed quota when they use call recording.

Call Recording

Only 25% of respondents say their company uses call recording as part of their training.



74.2% of that 25% of respondents said call recording was absolutely beneficial.

Of the **25%** who's company uses call recording, 29% exceeded quota in 2017 vs only 20.3% of those who **WEREN'T** coached using call recording.

Those who's company used call coaching in 2017 were 30% more likely to exceed quota than those who didn't.

The Coaches

82.7% of coaches say they coach their direct reports.

17.3% say they don't coach.

Of those 17.3%, 49.4% say they don't have enough time, and 18% say their people don't want to be coached. Only 7.9% believe it doesn't work.



82.7% of coaches say they coach their direct reports. Of those who say they do coach. Just under half, 47.2%, admit to the value of coaching.

This number correlates to the 48.2% of sales people who say they are coached. 45.7% of those who coach answered "it's important, BUT there are other equally important things." We can't help but wonder if this is the 1/2 of the respondents who say they coach but salespeople don't see what they do as coaching.

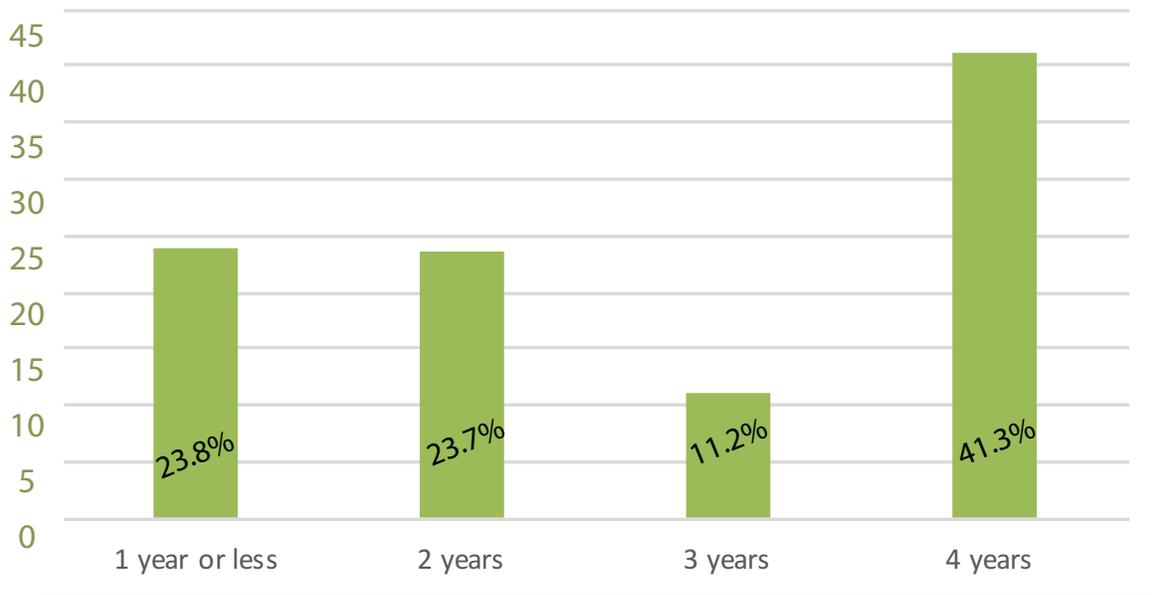
As stated earlier, there is a gap in the perception of what coaching is and who it getting it.



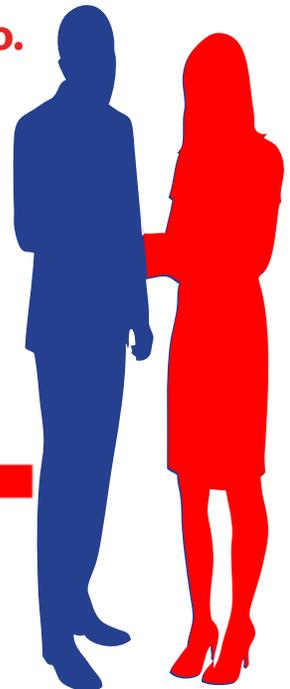
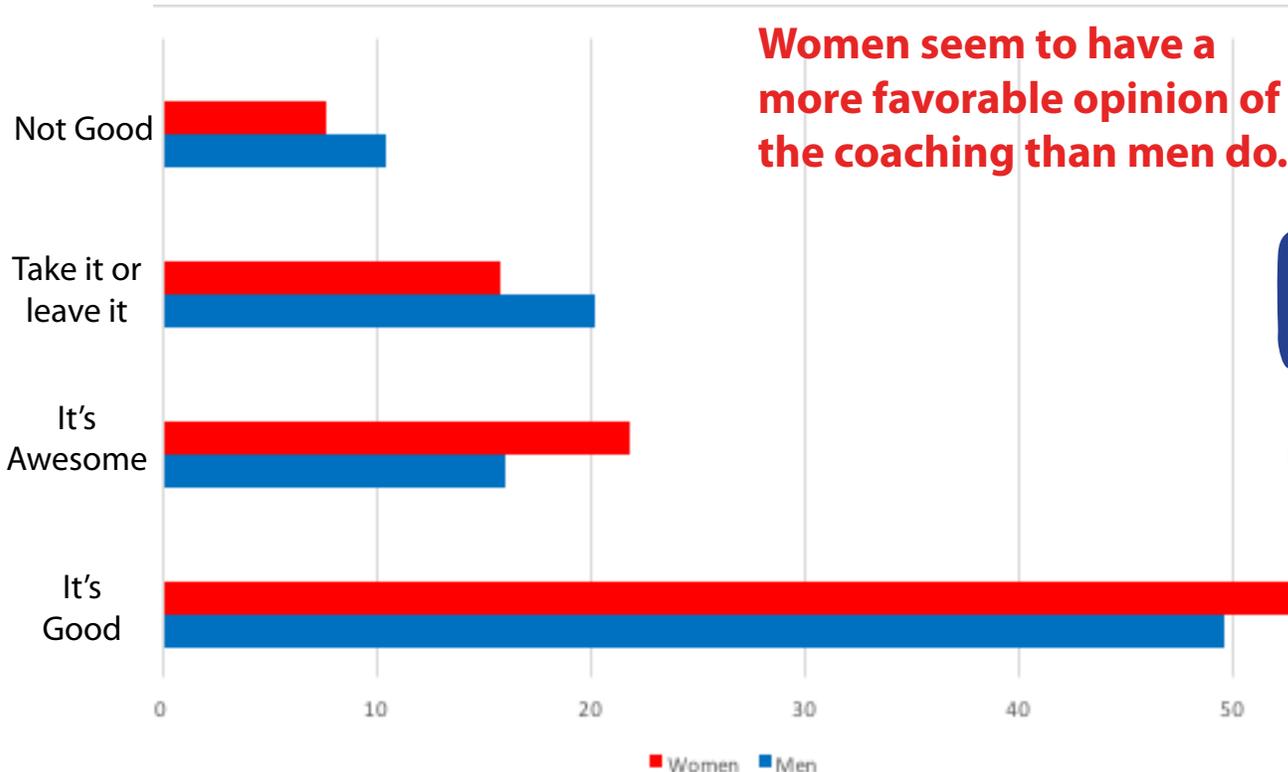
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How Long Have You Been Getting Coached?



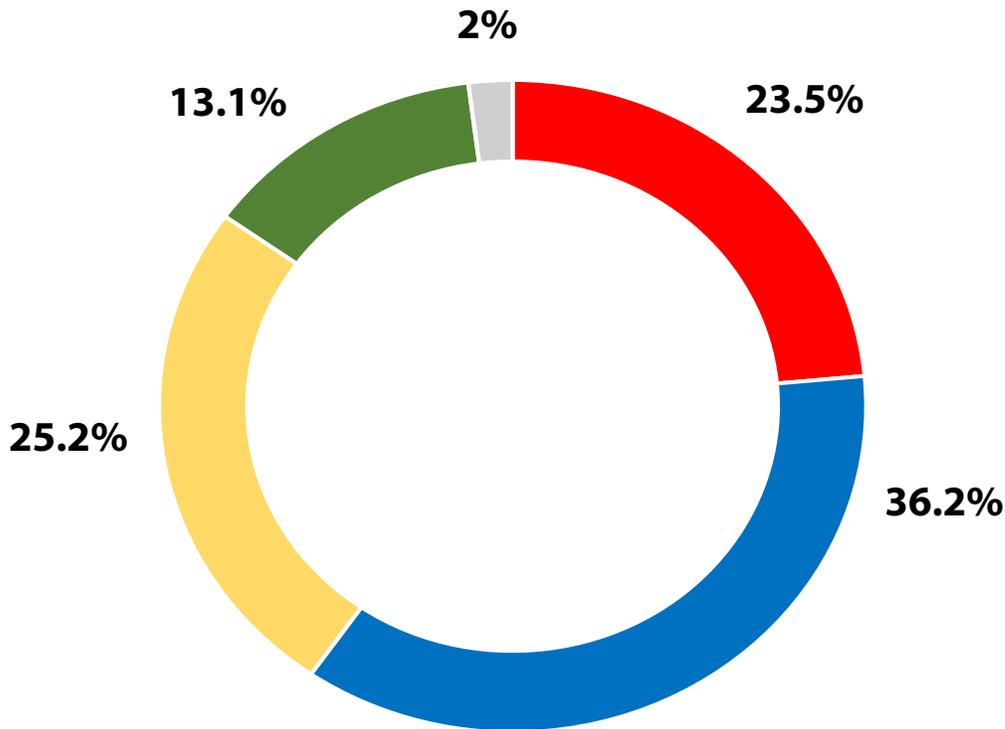
Do you like the coaching? Women vs. Men



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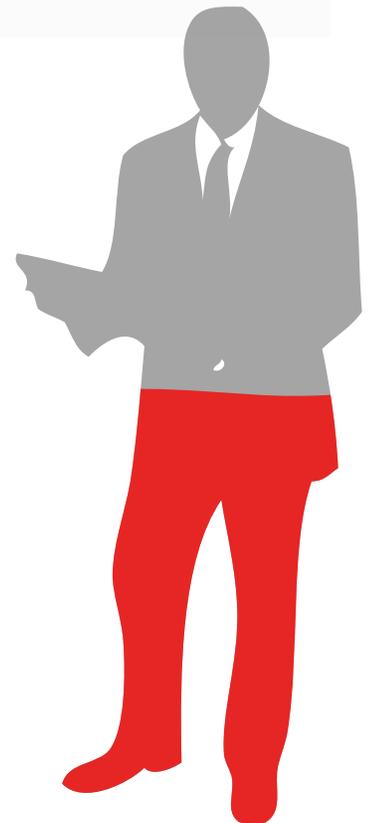
Is your coach committed to your personal development?



\$ Completely **\$** Mostly **\$** Sometimes **\$** Rarely **\$** Never

40.3%

of salespeople do not believe their sales coach has their best interest at heart.

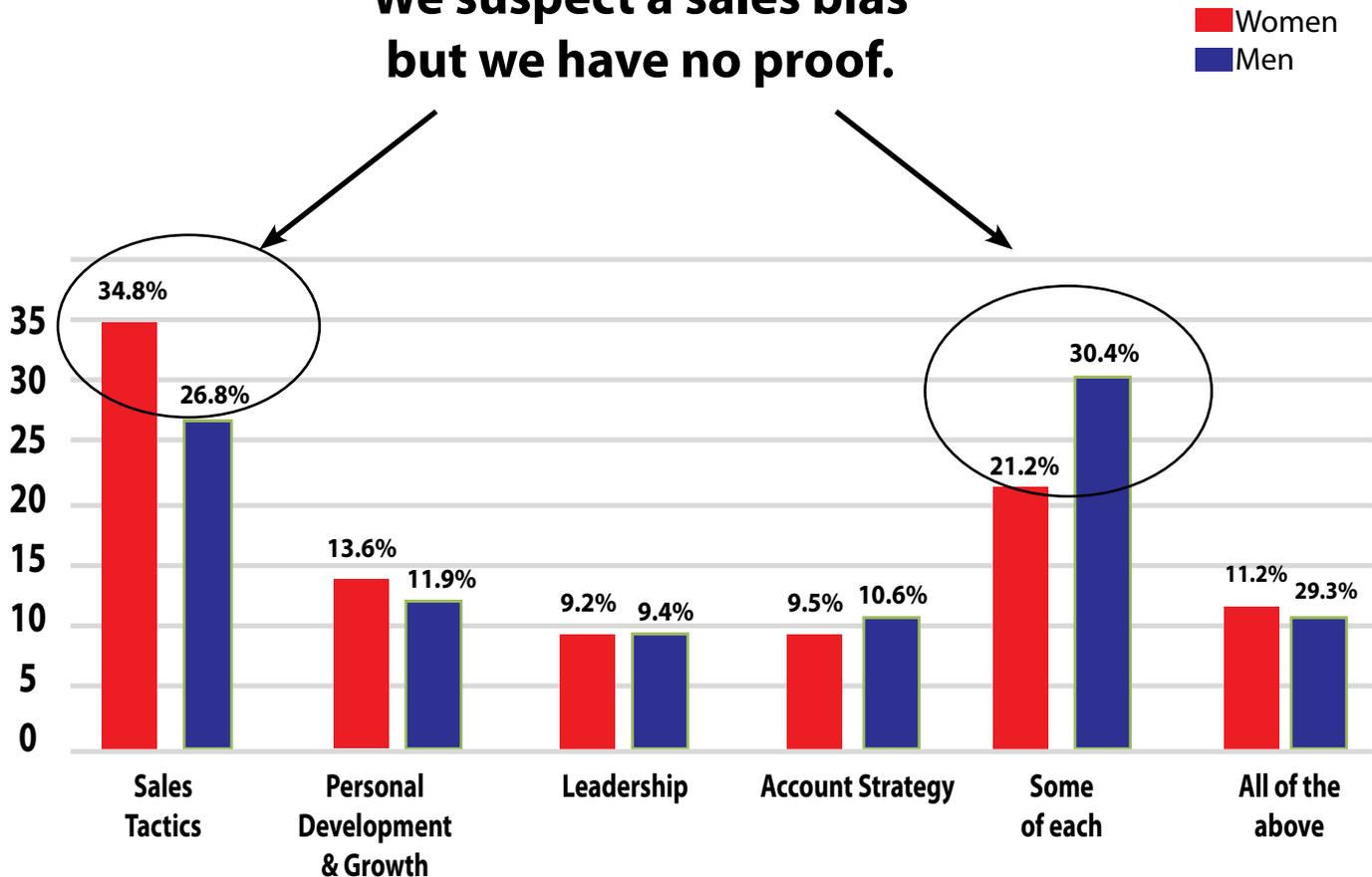


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What is being coached? Men Vs. Women

**We suspect a sales bias
but we have no proof.**



While there are many insights in this data, it is clear that the quality and frequency of coaching is way off between sales leaders and salespeople. When sales leaders think they are giving effective coaching, they often are not. Which means they are missing out on maximizing the potential of their sales organization.

Coaches treat men and women the same EXCEPT when it comes to sales tactics.

For some reason, coaches are 37% less likely to coach men on sales tactics than women.



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How often are you coached?

How often are you coached?

	Sales People	Coaches/Leaders
Every Day	7.4%	27.7%
Weekly	24.6%	43.8%
Every Few Weeks	25.3%	13.0%
Monthly	14.1%	10.9%

Again, we're seeing a disconnect between what coaches believe they're doing vs what salespeople believe they are doing.

Conclusion

Coaching works! It's undeniable. Those who are coached, outperform those who don't. They sell more and drive more revenue. But to us, that's not the real story. The real story is that salespeople and sales leaders are NOT on the same page when it comes to coaching and therefore organizations are not reaping the benefits of coaching. In essence, they are leaving money on the table.

Sales organizations have an inaccurate perspective of the impact they are having on their sales teams and the level of coaching they are providing. There is a substantial gap between what salespeople see and get as coaching and what sales leadership is providing. The main cause of this gap is the lack of structured coaching processes, methodologies, coaching tools and approaches. In essence, sales organizations don't know how to coach or implement coaching cultures.

The win for organizations who want to accelerate revenue is in the implementation of structured, repeatable, coaching methodology. Organizations that adopt defined, proven coaching methods, tools and processes will rise to the top and see the greatest improvement in salespeople output.

***It's not that companies aren't coaching,
it's just they don't know how to coach.***



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About the Author

A Sales Guy is an international sales consulting and recruiting firm. Leveraging its proprietary approach to sales coaching, ASG has transformed sales organizational cultures and revenue generation around the world. To learn more about ASG's coaching methodology and how it can help your organization, please visit www.asalesguy.com or email us at info@asalesguy.com.



About the Sponsors

Xvoyant is a predictive sales leadership and growth toolset for Salesforce-empowered teams.

Xvoyant's automated, data-driven

approach enables objective coaching between sales leaders and team members. By tracking goals and measuring the coachability of sales personnel, Xvoyant enables individuals to identify opportunities for growth and improvement. Xvoyant eliminates guesswork in forecast accuracy, improves win rates and develops coaching cadences that drive team success. For more information visit www.xvoyant.com.



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