



A PART OF  
**SBI**  
Growth Advisory

# Coaching Your Team Out of a Sales Slump

Instilling Confidence to Overcome Friction in Today's Buying Environment

# Buyers are surrounded by friction

## Supplier-Created Friction



Too Many Choices



Unsure What Everyone Does



5 GTM Supplier Reps

## Buyer-Created Friction



More Internal Coordination



More Executive Oversight



12 Decision Makers

## Environment-Created Friction



Constant Change



Greater Risk



7 Change Events

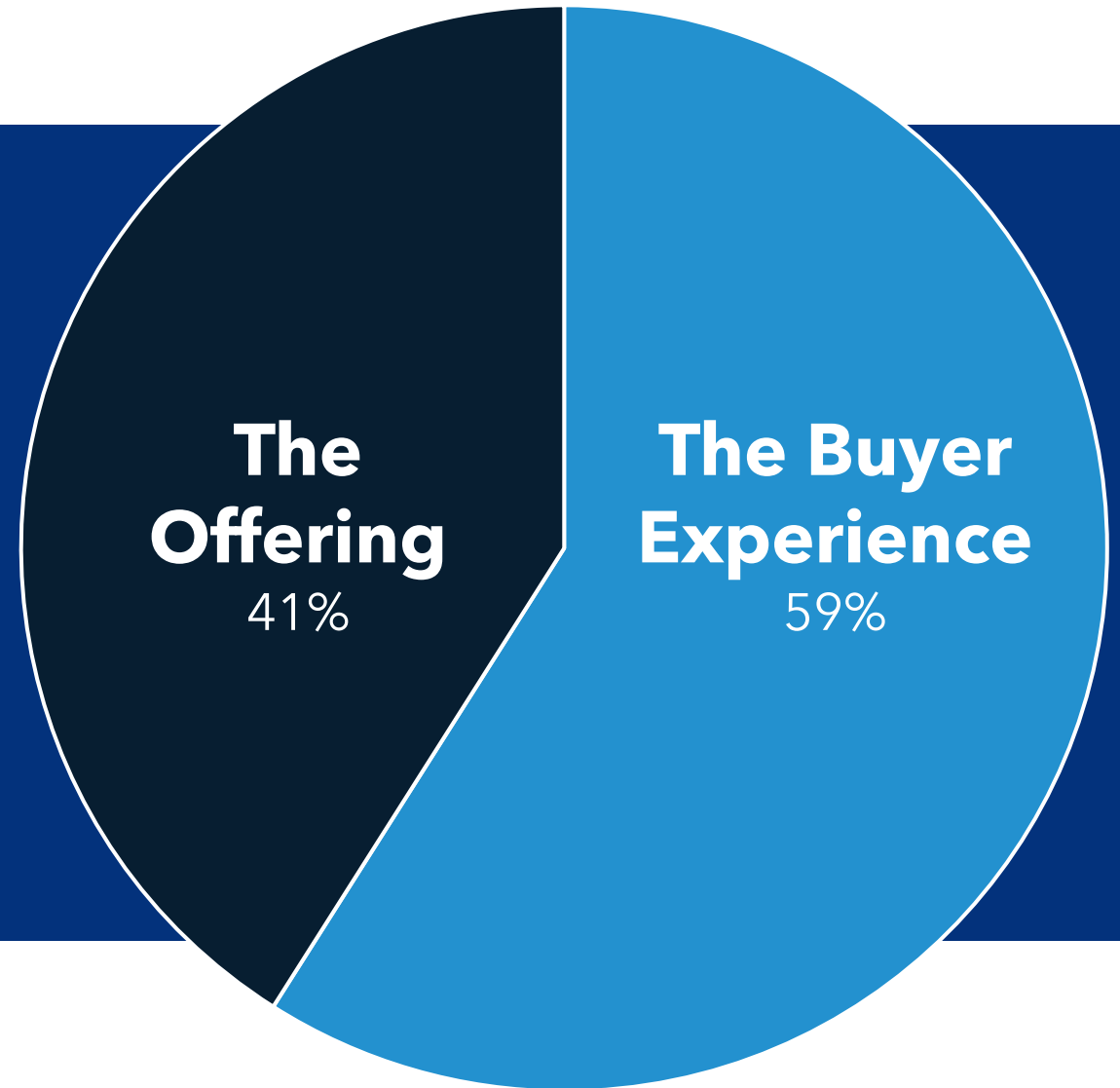
Friction creates uncertainty, makes decisions feel harder and makes purchasing feel more complex

N = 643 Commercial decisions (net-new, displacement, renewal, expansion)

Source: SBI 2024 Commercial Differentiation Survey

# What Drives Bold Purchase Decisions?

**How** you sell is more important than **what** you sell.



# Effective Sellers Create a Great Buyer Experience

Most sellers  
do this well.



Less than  $\frac{1}{4}$   
of sellers do  
this well.

## Headway Selling Boosts Win Rates

**Advance** *the buyer's evolution*

**Anticipate** *and reduce friction*

**Align** *the selling team to the buyer's initiatives*

Headway Selling  
can boost win  
rates by **47%**.



N = 643 Commercial decisions (net-new, displacement, renewal, expansion)  
Source: SBI 2024 Commercial Differentiation Survey  
Findings statistically significant at >99% confidence level

# **The Business Case for Coaching**

# The Business Case of Coaching: Revenue Outcomes

## In High-Impact Organizations...



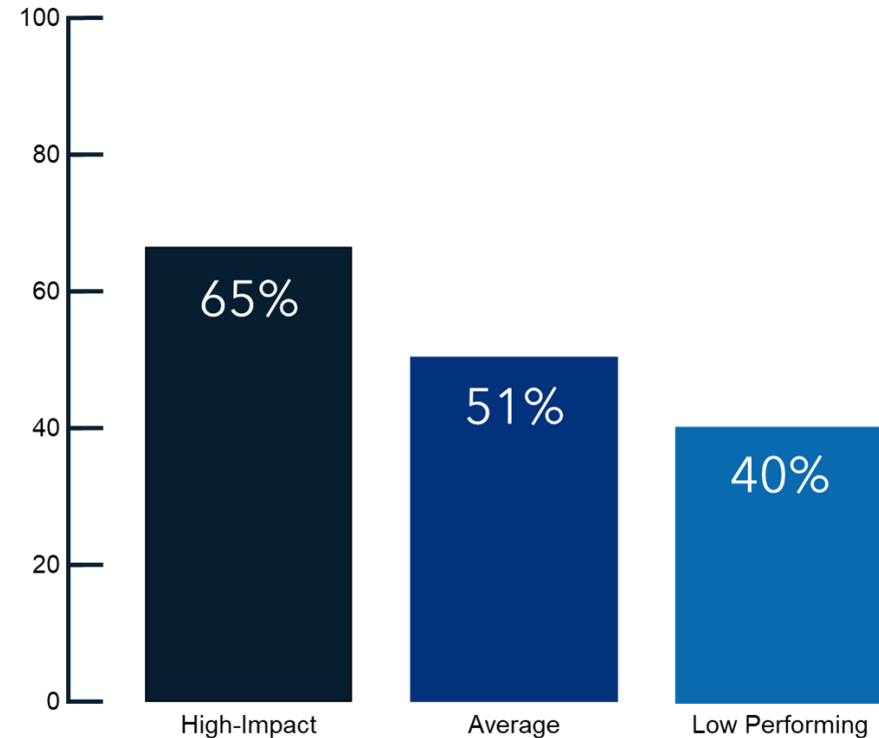
More than 75% of sales reps make quota.



65% of the managers spend >20% of their time coaching.



There is a common coaching language.



Sales Manager spend 20%+ of their time coaching

Source:  
Five Hallmarks of High-Impact Sales Organizations, Selling Power

**What is the perception of Coaching in your organization?**

# Common Coaching Challenges for Organizations



**Coaching is viewed as remedial or punitive**



**Coaching is not operationalized as part of growth strategy**



**Coaching isn't effective due to a lack of trust and transparency**



**Coaching is sporadic and focused on low performers only**



**What challenges do front-line managers experience coaching their salespeople?**

# Common Coaching Challenges



**Time  
Commitment**



**Concern  
about hurting  
salesperson's  
confidence**



**Not sure  
how  
to coach**



**Resistance  
to coaching**



# Coaching Mindset

# Creating a Coaching Culture| The Coaching Mindset



# Active Listening Develops Buyer Rapport

**Active listening** makes the buyer feel

- Important
- Understood
- Appreciated
- Respected

**Active listening** helps you

- Know what's important
- Prevent misunderstandings



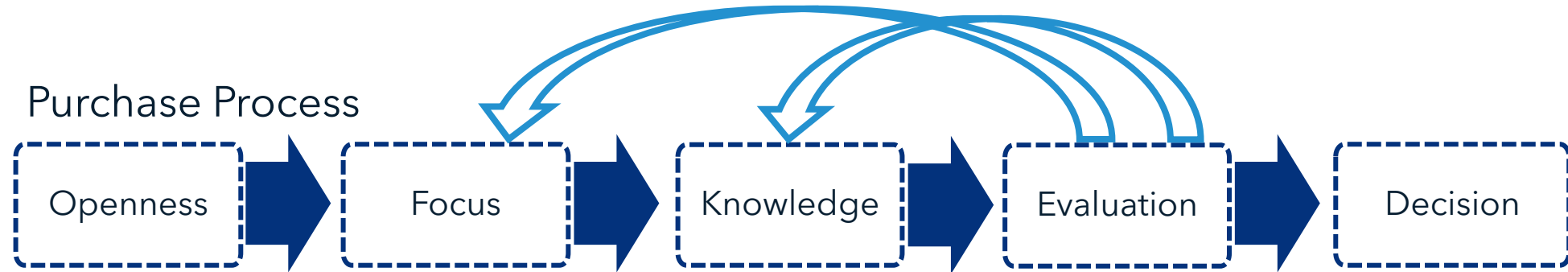
## Active Listening | 4-Steps

1. Listen with the intention of understanding
2. Focus fully on listening
3. Ask questions to clarify meaning and confirm understanding
4. Paraphrase to communicate understanding

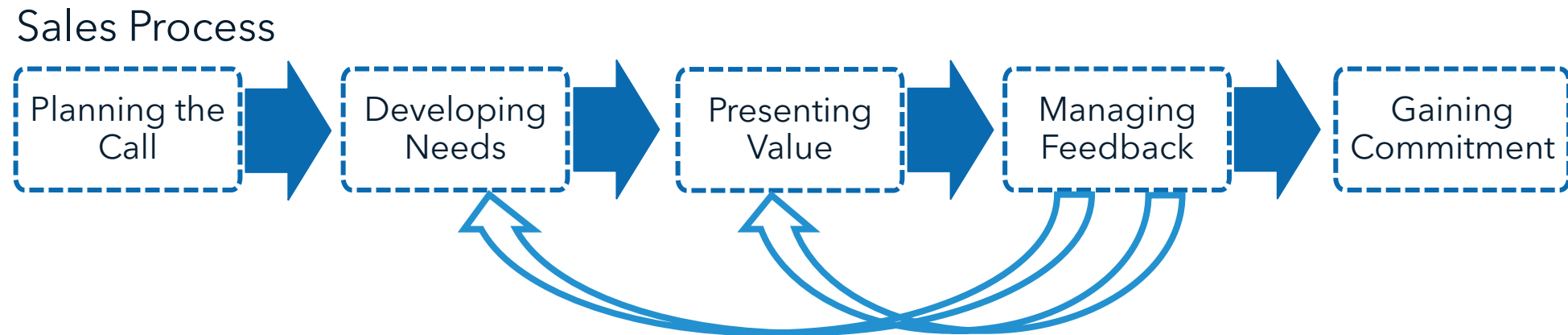


# Coaching for Performance

# Sales Call Model



## Building Relationships



## 2 Types of Sales Coaching



Opportunity  
Coaching

The diagram consists of two light blue circles with dark blue outlines, each containing text. The first circle on the left is labeled 'Opportunity Coaching' and is set against a light blue square background with a darker blue corner. The second circle on the right is labeled 'Skills Coaching' and is set against a white square background with a darker blue corner.

Skills  
Coaching

# Root Cause of Skill Gaps are Identified

## Proficiency

- I don't know how
- I don't understand
- I don't have the information or tools

## Motivation

- I don't want to
- I don't like it
- I'm bored with it
- I don't think it's worth my time

# Sales Skills Profile



Assessment of 24 key selling behaviors



Organized by 8 major skill sets



Creates buy-in



Provides focus for coaching discussions

## Sales Skills Profile

Date:		Salesperson:
Proficiency	Motivation	
		Rate both your opinion of <b>motivation and proficiency</b> for each of the following skills. Following each skill are three items that serve as examples of behaviors that support the skill. Rate using <b>1</b> = low and <b>5</b> = high.
		<b>A. Prospecting</b>
		Meets prospecting activity goals. Uses a prospecting process consistently. Successfully manages resistance.
		<b>B. Building Relationships</b>
		Uses appropriate rapport-building techniques with buyers to build positive relationships. Uses active listen techniques during sales calls. Transitions from casual conversation to business conversation appropriately.
		<b>C. Call Planning</b>
		Can describe the buyer's business, their customers, and products. Can list the most probable priorities for a type of buyer in that industry. Creates a specific objective for each sales call.
		<b>D. Developing Needs</b>
		Leads meeting with questions that focus on identifying buyer problems. Asks specific questions to understand the broader business implications of the buyer's problems. Asks appropriate questions to help buyer consider benefits of solving the problem.
		<b>E. Presenting Solutions</b>
		Describes how the solution aligns with the buyer's needs. Uses Features, Advantages, and Benefits when presenting a solution. Differentiates the solution from the competition.
		<b>F. Managing Feedback</b>
		Asks for and assesses buyer feedback frequently throughout the sales process. Acknowledges buyer objections and probes for the root cause. Addresses the objections effectively.
		<b>G. Negotiating</b>
		Negotiates with customers to develop mutually advantageous outcomes. Trades items appropriately while avoiding discounting. Manages manipulative tactics effectively.
		<b>H. Closing</b>
		Asks for a commitment for the next steps at the end of each call Uses commitment techniques appropriately. Sets and executes appropriate follow-up actions post-sale.



# **Leveraging AI Across The Entire Sales Process**

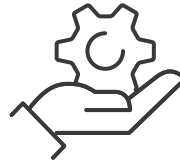
# Leveraging Generative AI for Consultative Sales

## Why AI?



---

**Improve insights  
and understanding**



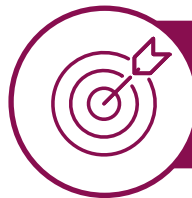
---

**Increase efficiency**



---

**Improve messaging**



**Goal: More wins with less effort**

# Emerging focus areas for AI



## 1. Account planning and research

---

AI tools can gather and analyze data on markets, customer preferences, and buying habits to help formulate informed strategies.



## 2. Communications

---

Generative AI can provide personalized, contextually relevant responses, enhancing the quality of interactions and ensuring timely follow-ups.



## 3. Presentations and proposals

---

Generative AI can help create persuasive content for use in presentations and proposals.



## 4. Conversation intelligence

---

AI tools can provide real-time feedback on sales calls, highlighting areas for improvement.



## 5. Meeting planning

---

AI can generate potential objections and create battle cards for potential competitors in a given sales scenario.



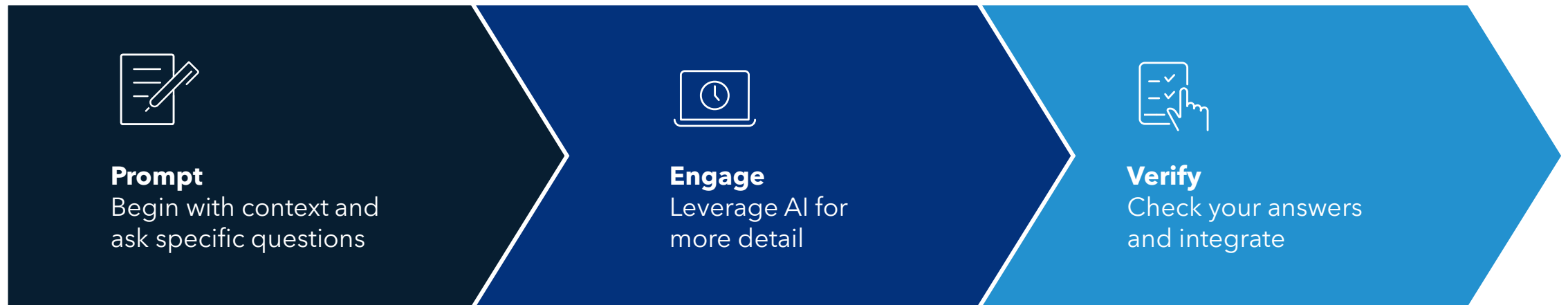
## 6. Simulations and role-play

---

AI can simulate various sales scenarios, allowing sales professionals to practice in a risk-free environment.

**Where are you seeing value from leveraging AI in your Sales Organization?**

# AI Prompt Engineering



Engineering good prompts is a skill that takes time to develop. Do take into consideration timeliness, confidentiality, accuracy, and complacency in the process of creating optimal prompts.

## 1. Prompt: Begin with context and ask specific questions.

- Give background, designate the persona and tone you're looking for, define the desired output, set constraints
- AI has a hard time with slang, nuance, and subtleties. Keep it simple. Break tasks into multiple queries.

## 2. Engage: Leverage AI for more details.

- Ask more questions, provide feedback, refine questions to improve the response.
- Treat ChatGPT like a trusted advisor and engage in a deep conversation. It's a great brainstorming partner.

## 3. Verify: Check your answers.

- AI makes mistakes; double-check for false information, insensitive language, and misleading content.
- Ensure the content is relevant and personalized to your target audience.

Repeat these steps to create a feedback loop to produce increasingly powerful messages over time.

# Scenarios and Sample AI prompts

Planning the Sales Call	Developing Needs	Presenting Solutions	Managing Feedback	Gaining Commitment
<ul style="list-style-type: none"> <li>✓ Understand how buyers make purchase decisions</li> <li>✓ Expand influence within accounts</li> <li>✓ Apply active listening skills</li> <li>✓ Create customer-commitment objectives</li> <li>✓ Open the call to capture interest</li> </ul>	<ul style="list-style-type: none"> <li>✓ Identify hidden buyer problems</li> <li>✓ Understand how problems become needs</li> <li>✓ Use questions to develop buyer needs</li> <li>✓ Create buyer motivation to take-action</li> <li>✓ Qualify sales opportunities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Create persuasive benefit statements</li> <li>✓ Gain a competitive advantage with Value-Added Benefits</li> <li>✓ Develop a compelling sales presentation</li> <li>✓ Differentiate your solution from the competition</li> </ul>	<ul style="list-style-type: none"> <li>✓ Prevent buyer objections</li> <li>✓ Understand root causes of buyer objections</li> <li>✓ Use positive feedback to expand the sales opportunity</li> </ul>	<ul style="list-style-type: none"> <li>✓ Overcome reluctance to ask for commitment</li> <li>✓ Ways to ask for commitment</li> <li>✓ Identify your negotiating power</li> <li>✓ Strategically trade to avoid discounting</li> </ul>

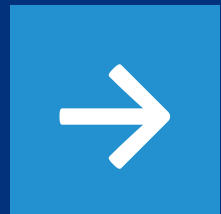
# Scenarios and Sample AI prompts

Planning the Sales Call	Developing Needs	Presenting Solutions	Managing Feedback	Gaining Commitment
<ul style="list-style-type: none"> <li>✓ Understand how buyers make purchase decisions</li> <li>✓ Expand influence within accounts</li> <li>✓ Apply active listening skills</li> <li>✓ Create customer-commitment objectives</li> <li>✓ Open the call to capture interest</li> </ul>	<ul style="list-style-type: none"> <li>✓ Identify hidden buyer problems</li> <li>✓ Understand how problems become needs</li> <li>✓ Use questions to develop buyer needs</li> <li>✓ Create buyer motivation to take-action</li> <li>✓ Qualify sales opportunities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Create persuasive benefit statements</li> <li>✓ Gain a competitive advantage with Value-Added Benefits</li> <li>✓ Develop a compelling sales presentation</li> <li>✓ Differentiate your solution from the competition</li> </ul>	<ul style="list-style-type: none"> <li>✓ Prevent buyer objections</li> <li>✓ Understand root causes of buyer objections</li> <li>✓ Use positive feedback to expand the sales opportunity</li> </ul>	<ul style="list-style-type: none"> <li>✓ Overcome reluctance to ask for commitment</li> <li>✓ Ways to ask for commitment</li> <li>✓ Identify your negotiating power</li> <li>✓ Strategically trade to avoid discounting</li> </ul>
Sample AI skill applications				
<ul style="list-style-type: none"> <li>✓ What are the biggest challenges facing this company/industry?</li> <li>✓ What is the best objective for this sales call given where it is in the sales cycle?</li> <li>✓ What does this persona care about in this industry?</li> <li>✓ Who are their customers and what is their sales process?</li> <li>✓ How does the company make money?</li> </ul>	<ul style="list-style-type: none"> <li>✓ What are the biggest business issues I should investigate?</li> <li>✓ Why would this client move forward given . . .</li> <li>✓ What are the potential IMPACTS of this problem given . . .</li> <li>✓ How should I follow up with this client given what we just uncovered?</li> </ul>	<ul style="list-style-type: none"> <li>✓ What is the tangible value we bring to this client given . . .</li> <li>✓ How is our solution different from XYZ competitor or internal?</li> <li>✓ What is the best source of proof I can provide for our value proposition?</li> </ul>	<ul style="list-style-type: none"> <li>✓ What are the common objections I should be prepared to respond to given XYZ?</li> <li>✓ What are the best questions I should ask to clarify XYZ objection before responding?</li> </ul>	<ul style="list-style-type: none"> <li>✓ Given where the customer is in the sales process, how should I ask for commitment?</li> <li>✓ What negotiable items should I be prepared to respond to given this client situation?</li> <li>✓ What can I offer instead of a discount to close this deal?</li> <li>✓ What are the next steps after I get their commitment?</li> </ul>

# Generative AI Examples - ChatGPT4 Demo

1. What does [this company] do and how do they make money?
2. Are there any news or press releases we should be aware of regarding [this company's] current business or industry?
3. Can you perform a PEST analysis on [this company] and [this industry]?
4. Can you identify the key personas at [this company] that would likely be involved in a purchase decision of our solution, and highlight what they care about? Please organize this in a table.
5. What IMPACT questions should I ask the VP of Sales about their challenges?
6. Now, please create a short introductory email to [target persona] highlight a key issue we can help them solve, what the consequence would be if they don't address this challenge, and why it would be valuable for them to meet with you.

## Discussion and Key Take-Aways



**Thank you**

---