

The Real Cost

of Sales Coaching Invisibility

by Simon Mormen



The best representatives are totally focused on the job “in hand” and know exactly what is expected from them and what actions they need to carry out to ensure that they are set for success – consistently.

In order to maximize the impact of our Sales Force, we need to ensure that they are not only motivated but also inspired to perform at the top of their game.

Ideally, with an inspiring and highly competent First Line Manager as their coach, your sales representatives would be given this level of insight, support, coaching and encouragement on every Field Ride. Then, after the Field Ride, they should be able to focus on progressing steadily towards clearly-defined targets.

However, there are two hurdles to this ideal scenario:

1. Too Few Inspiring Managers:

- a. Our clients inform us that these inspiring managers are, unfortunately, few and far between.
- b. As a rough guesstimate, if we say that only 10% of managers are currently coaching the way your organization would ideally like them to coach, then that means 90% of the sales team is not receiving effective coaching!

2. Coaching is Poorly Supported:

- a. To compound matters, coaching time is often mandated but not adequately supported.
- b. For example, many organizations set an expectation for managers to spend 60% of their time in the field on field rides with their team. (This is the optimum percentage of time for field-based sales teams based on research by the Sales Executive Council.)
- c. Yet, despite the significant potential sales increases and positive impact of highly developed sales people, sales managers have very few tools to support their reps' coaching. Most support tools only have rudimentary methods to extract top line and basic data, if any.

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If your coaching activity and interactions are tracked using paper, Word, e-mails or other basic solutions, then harvesting the crucial data that will give you real understanding of what is really happening in the field is a near impossible and costly task.

Let's use an example to illustrate the Real Cost of "invisible coaching" (Feel free to replace with your own Manager values):

- Let's take a midsize sales team of 150 employees with 15 managers
- Take an average sales manager's salary of approximately \$150k
- Multiply this by the 15 managers, and then
- Multiply by 60% field coaching time.

So, that's \$150,000 x 15 managers = \$2,250,000 x 60% field coaching time... = a whopping \$1,350,000 worth of "invisible coaching" (not including representative time / cost).

To summarize, there is a staggering \$1.3 million of invisible and largely untracked coaching time spent in the field every year that should have been reviewed, evaluated and nurtured.

But, what if we told you that there is a proven, highly effective way to remedy this issue of "invisible coaching"?

This highly acclaimed cloud-based Field Force Coaching solution by Atomus is called Acoach:

- Implemented at many of the world's top Life Science companies, including: Novartis, Abbvie, Pfizer, and Bristol-Myers Squibb.
- Currently deployed in 40 countries
- Available in 10 languages

Acoach will help you to embed systems to reduce "invisible coaching" while making the most of precious human capital. Acoach allows you to:

- Track and analyze coaching interactions at all levels in real time to ensure that the right coaching is taking place at the right times, addressing the right goals with the right actions.
- Provide the engine, work-flow and feedback to actively improve behavior and performance.
- Build-in regular time to engage with and coach each individual to raise and sustain their performance to the next level - and then the next.
- Focus on continual assessment, development and reinforcement of the behaviors and performance needed; continuously learning from what is going on here and now.
- Align employees' skills training and learning processes to where and when it is needed.
- Provide integrated data and insights needed to drive decisions in the related processes of recognition, reward, talent management, etc.

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By implementing the Acoach solution, tracking and managing coaching activity is no longer a nebulous, pie-in-the-sky goal, it's now a reality!

If you need further help selecting a Global Field Coaching system to track, manage and report on all Field Coaching activity in one place, please call Atomus at:

Isn't it time you upgraded to the next level
in Sales Performance Coaching?

919-584-8338.

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