



Put Me in, Coach: From Underdog to Over-Performer Using Data

WHAT'S THE POINT OF COACHING?

Imagine your favorite baseball team. You want them to win. And they want to win too. But how do they know if they are on their way to winning?

It's about focusing on the players and their quantity and quality of gameplay.

LET'S TAKE A LOOK AT AN EXAMPLE:



How are they going to win?

Score runs.



How are they going to score those runs?

Hit the ball, run the bases, strike out less, and so on.



How do we know those activities are working?

Batting averages, on-base percentages, slugging percentages, and so on.

WE CAN BREAK THIS DOWN INTO:



Goal

(scoring runs)



Metric

(hitting the ball)

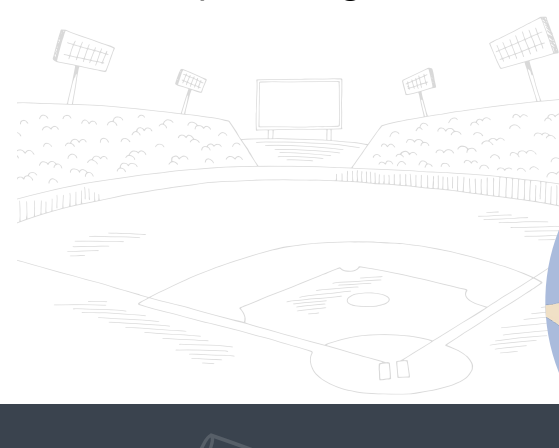


Quality of metric

(batting average)

And what happens when goals aren't met?

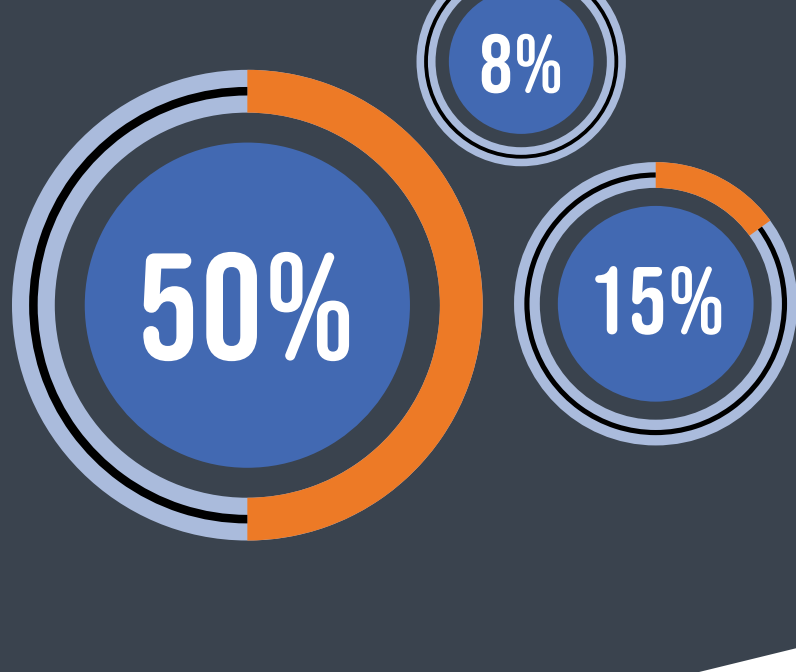
The coach looks at performance issues and fixes them.



It's the same thing in sales.

A FEW IMPRESSIVE NUMBERS TO CONSIDER

If you're unsure about coaching, check out these numbers from *Crushing Quota: Proven Sales Coaching Tactics for Breakthrough Performance* by Jason Jordan and Michelle Vazzana:



Organizations that engaged in effective coaching realized **8 percent more revenue** across their teams.

Companies that allocated **50 percent or more** of their training budgets to managers drove **15 percent more revenue** to goals.

WHAT DOES COACHING LOOK LIKE?

You don't get to be part of those impressive numbers if you don't measure performance metrics and collect essential data for your team's success.

When you rely on performance data to coach, you can better leverage outcomes and stop relying on gut reactions. This data allows you to ask specific questions so you are talking about behaviors, not just outcomes.

NOT COACHING
"When's the Lockheed deal coming in?"
"Can you make this forecast bigger?"
"I need you to schedule more meetings."
"Clean up your pipeline."
"Good job last month."

COACHING
"What's concerning you about the Lockheed deal?"
"I've noticed that your forecast is pacing behind. What ideas do you have for things we can pull forward? How can we avoid this situation in the future?"
"I've noticed your meeting volumes over the last four weeks have been lighter than usual. What might be contributing to that?"
"I've noticed that you have several opps in your pipe that haven't been touched in some time. Do those need to be closed out? Or should we find a way to give you more pipeline management time?"
"Awesome work last month. Did you notice that by stretching for an additional seat, your higher average selling price led to 20 percent more bookings on the same number of wins? Pretty awesome, right?"

As you can see, the statements on the left are incredibly vague. Who knows what the rep is supposed to do next.

On the right, each question directs the rep toward the exact behavior they succeeded with or need to adjust.



FOUR KEYS TO UNLOCKING GREAT COACHING

Adaptation is one of the golden rules of sales. With the collected performance data at your fingertips, you can troubleshoot the root of rep performance issues and coach toward the resolution.

How does this happen?



Detect issues.

With clear visualizations of the performance data, you can identify potential issues. Typically, these manifest as a rep who is not meeting their goals or underperforming compared to past or peer performance.



Diagnose the root cause.

Once you've identified the issue, you can figure out the root cause by "going upstream." In other words, where on your dashboard is the quantity or quality of an activity dipping?



Communicate with the rep.

Once the root cause is identified, get your 1:1 coaching session on the calendar and agree to a resolution within a specific time frame.



Follow up on the resolution.

Create a plan for the resolution process, stick to it, and check in regularly to ensure the issue is resolved.



LET DATA LEAD THE WAY TO AWESOME COACHING SESSIONS

Atrium is designed to help you set, monitor, and manage goals for your sales development rep (SDR) and account executive (AE) teams, allowing you to identify areas to coach and develop your reps.



Ready to learn more about coaching and developing your reps? Check our masterclass on the topic.

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