

# Sales Coaching Guide

---

Part of: Habit 5 – Capability

---

Why you need it: Coaching is an essential part of building capability in your sales team

---

People

02

Read time

**10**  
minutes

Level

**Simple**

Audience

  
**Sales  
Manager**

Benefit

**People  
Development**

## About this guide

- Use this guide to plan a successful conversation
- Tailor the guide to the person you're coaching
- Coaching should be practical, specific and led by your team member
- This guide can be used for casual check-ins or more structured 1-2-1s

## Tips for success

- 70/30 rule: salesperson talks 70% of time, coach talks 30%
- Be specific: feedback observations
- Stay consistent: more short sessions
- Build trust and psychological safety

## What you'll get out of it

A structure for coaching conversations with your salespeople.

## Useful links

- [People: Capability](#)
- [People Overview](#)
- [Sales Excellence](#)
- [Sales Excellence toolkit](#)

# Sales Coaching Guide

## Pre-Coaching Prep (5 mins)

- Know what matters: what sales goal does this support? (e.g. win rate, new accounts)
- Check performance: KPIs, pipeline, recent wins/losses
- Pick your focus: 1–2 strengths, 1–2 areas to develop
- Tailor your approach: consider personality, style, experience

## Coaching Conversation (20 mins)

- 1. Self-assessment & review:** let the salesperson lead with their view. Build on it with observations and data.
  - What's gone well recently?
  - What's been tougher?
  - What do you think is holding you back right now?
  - Reference key metrics or specific examples
- 2. Focus and Stretch:** narrow down to 1 key area to improve and connect it to results. Use GROW:
  - **Goal:** what's the improvement we're aiming for?
  - **Reality:** what's happening now?
  - **Options:** what could help?
  - **Way forward:** what specific next step will you take?  
*"One area to tighten up is converting discovery to proposal. What's stopping you?"*

## 3. Agree next steps

- 2–3 concrete actions
- Owned by salesperson
- Specific, measurable and time-bound
- Note what support they need  
*"Your next steps are A, B and C. I'll check in..."*

## 4. Close positively: recap & reinforce belief

- Recap
- Reinforce belief  
*"I'm confident these next steps will help you close stronger."*

## Optional extensions (for longer sessions)

### a) Skill practice

*"Let's practice how you respond to an objection"*

### b) Tough conversations

- Stay factual and forward-looking
- Build a structured improvement plan