



# The Winner's Guide to Effective Sales Coaching

***#ModernSales***

## Chapters

1. **ROI of Effective Sales Coaching**
2. **Challenges of Effective Sales Coaching**
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# THE **SALES** COACHING PLAYBOOK

It might not seem like it, but we are on the precipice of a full-blown sales coaching renaissance.

The research is conclusive. Sales leaders: take heart. The worst is over. After 15 years in the wilderness, fighting endless battles with [new technologies](#) (CRM, Marketing Automation, Sales Acceleration), new models (the shift from field sales to inside sales), and a new generation of sales talent (inexperienced, mercenary millennials), there is a light at the end of the tunnel.

As bleak as the last 15 years have been for the under-trained, overwhelmed sales manager (CSO Insights's words, not ours), the landscape is finally shifting back to a favorable position. The right technology resources and a strategic blueprint for success are here. It's about to be the dawn of a new era in sales management - where agile management principles and easy access to advanced performance analytics bring sales coaching back to the forefront of the role.



## Step #1 Take Control of Sales KPIs.

Sound imposing? It's actually doable in two steps.

Don't feel like reading the rest of this eBook? Good news - we've laid out **your** entire strategy right here in the Foreword. The only catch: you'll have to trust us. The supporting research and expert analysis behind it gets addressed in Chapters 1 through 4 Step

# HOW TO CREATE EFFECTIVE SALES COACHING RIGHT NOW

**Automate:** Are you still inputting data manually into Salesforce? [Automate that.](#) Are you still manually researching and qualifying prospects? [Automate that.](#) Are you still spending hours generating reports, combing through spreadsheets, and scrolling through a mega-ton of Salesforce data to find actionable data? [Automate that.](#) To quote a beloved relic of 70's popular culture, "Gentlemen, we have the technology." Sales automation tools are cheap and effective enough now to warrant their implementation into your sales processes.

**Unify:** Imagine you're a college football coach who's scouting 12 high-profile recruits. Which is going to make your life easier? Reviewing 3-5 different data sources to find the pivotal data points for each prospect? Or reviewing a single source of truth housing all the pivotal data points for all your recruits? If you're reviewing data from your CRM plus other data systems, figure out a way to [integrate your key metrics from each system](#) into a single source of truth. To make your life even easier, look for something that gives you the ability to track metrics across all your data sources and visualize them on TVs, Dashboards, Graphs, and Quadrants in real-time.

The goal: total visibility over sales activity and goal acquisition. Instant. Customized. Stylized for maximum insight.

## Step #2. Codify Daily Sales Activity KPIs.

Commit to using [S.M.A.R.T. goals](#) (a must-do). Next, consider the following 3 statistics. Employees are:

- 42% more likely to achieve goals by writing them down.
- 78% more likely to hit goals when sharing weekly progress with peers.
- 50% more likely to be Top 25% when they review goals each month.

Pick your [top 3 key sales activities](#) your team should perform each day.

Outbound dials, prospect touches, emails sent, and so forth. Feel free to segment these activities by role, location, or tenure. Once you've chosen 3 metrics, set a daily benchmark for each activity. Each benchmark should serve as a minimum daily baseline your reps should hit in terms of activity volume.

**“TAKE COMMAND –  
OF SALES  
PERFORMANCE  
DATA ”**

## Step #3. Codify Monthly Sales KPIs.

Monthly objectives should be mission critical, aspirational goals. If a rep is directly responsible for revenue, one of the goals should be revenue. (Ex. 1/3 of quota for reps on a quarter-long calendar). All non-revenue goals should be directly tied to revenue (Ex. meetings set, deals closed, average sales cycle length).



# Effective Sales Coaching **cont.**

## Step #4. Codify Efficiency KPIs.

Combine activity and objective metrics to create Efficiency (or Productivity) KPIs.

The rationale for utilizing so-called '[Moneyball Metrics](#)' is threefold:

- Reward execution / skill / improvement. (Not just activity)
- Engage entire sales team. (Not just hustlers and high achievers).
- Provide better performance insights. (Memorable. Meaningful.)

Our biggest sales metrics at [Ambition](#): Opportunity conversion rate. Sales cycle length. Average annual contract value (ACV). We place a huge premium on efficiency metrics - as should you.

## Step #5. Track Progress to Goals.

The number one motivator of employee performance is sense of progress - even more than pay and recognition.

Goals >> Progress Visuals >> Dopamine Spikes >> Instant Motivation

The key to this chain is [progress visualization](#). That's the external stimuli that impacts the neurotransmitters in your brain responsible for releasing dopamine and enhancing motivation. Use [Ambition](#) or a similar platform to display real-time progress to goals and provide compelling visual cues that recognize progress and success.

# Effective Sales Coaching **cont.**

## **Step #6. Focus 1:1's on Sales Activity KPIs.**

With the proper KPI structure and tracking in place, you have all the on-demand intelligence you could ever need to transform your 1:1's into constructive, timely, efficient coaching sessions.

Just as every Gruden QB Camp starts with reviewing game film, your sales rep 1:1's can all start the same way - by reviewing your 5-6 most pivotal KPIs and having a dialogue around what's going right or wrong - based on the data. A great way to avoid coaching catastrophes in your sales organization.

## **Step #7. Create positive, public feedback loops.**

High-performing teams share 6 times more positive feedback than average-to-low performing teams. 28% of small wins trigger powerful emotional responses in employees. It pays to publicize positive recognition.

If you're looking for a simple way to organically work positive recognition into your day-to-day, [sales competitions and SPIFs](#) are the perfect way to systematize recognition, incentives and positive feedback loops on your sales floor.



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## Step #8. Set Up KPI-Based Alerts


Even the most hands-on sales managers can't spend their entire day on the sales floor alongside their teams. Many inside sales leaders are responsible for overseeing teams with multiple locations, a variety of roles, and unique quota targets. The good news: that's less of a problem for today's sales coach than ever before.

Solutions like [Ambition](#), [LearnCore](#), [ExecVision](#), [Chorus.ai](#) and [Gong.io](#) enable sales leaders to review call recordings, prospect demos, and activity and productivity trends over any time interval in a matter of clicks. [Ambition TV](#) lets you set up trigger-based alerts whenever someone closes a huge deal or passes a KPI threshold.

In other words - the stuff of Billy Beane's dreams is now available to you, dear sales managers. Read on to see the main challenges, opportunities, prerequisites and best practices for modern sales coaching - from 7 of the most well-versed sales management consultants on the planet.



# Chapter I. The ROI of Effective Sales Coaching



**“The data of our 2015 MHI Sales Best Practices Study shows that there is a big difference between world-class performers and everyone else - 84% of the world-class sales organizations spend adequate time coaching each individual on the sales team in an average month.” Tamara Schenk via [CSO Insights](#).**

In [his article](#) for the *Harvard Business Review*, Jason Jordan shares recent research conducted by his company, Vantage Point Partners: “Companies that had trained their sales managers to manage their pipelines saw their revenue grow 9% faster than those that didn’t.” Likewise, companies that “spent at least three hours per month managing each rep’s sales pipeline saw 11% greater revenue growth than those that did not.”

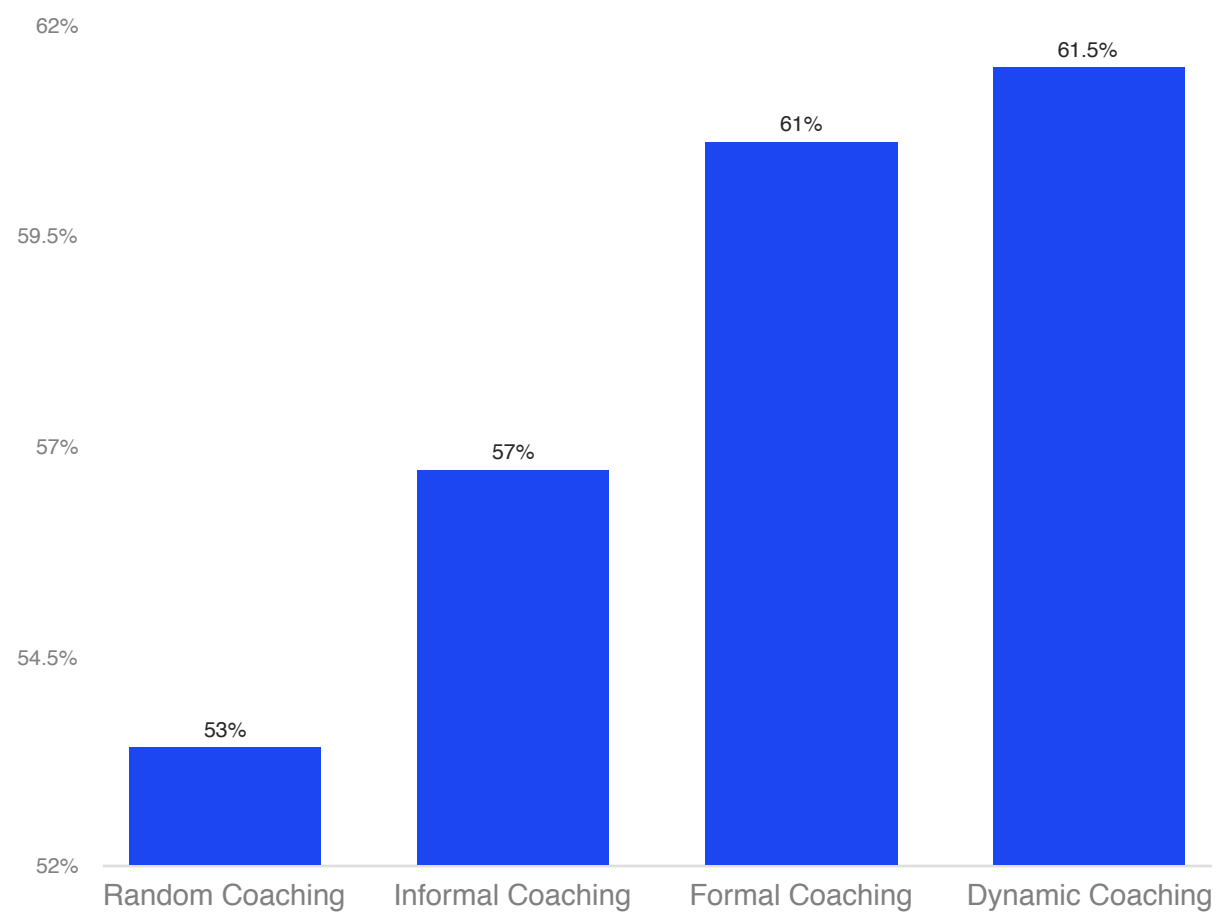
Jordan’s findings are consistent with those of leading industry research firms CSO Insights and the Sales Executive Council. In their 2016 report, [CSO Insights](#) found that companies lacking a formal coaching program achieved quota attainment just north of 50 percent - roughly industry average. Upon implementing a formal, well-integrated coaching program, companies tended to see a 10-60 percent increase in quota attainment.

# Research from the MILLER HEIMAN GROUP

Likewise, in its 2016 report, the [Sales Executive Council](#) found that - aggregated across all industry - top-end coaching leads to a 7 percent uplift in sales numbers. The industry experts have reached a general consensus: there is massive ROI to be gained from implementing effective sales coaching into your sales organization.

Easy enough, right? Not exactly. Chapter II covers the hidden catch underlying the eye-opening ROI numbers - which Vantage Point, CSO Insights, and Sales Executive Council all captured in their aforementioned research.

# Coaching Impact on Quota Attachment





“Leading a sales team is all about finding the right level of activity, figuring out who your **top performers are**, how they succeed, and using those insights to coach up your lower achievers.”

*Outreach.io VP of Sales Mark Kosoglow*



# Chapter II. The Challenges to Effective Sales Coaching

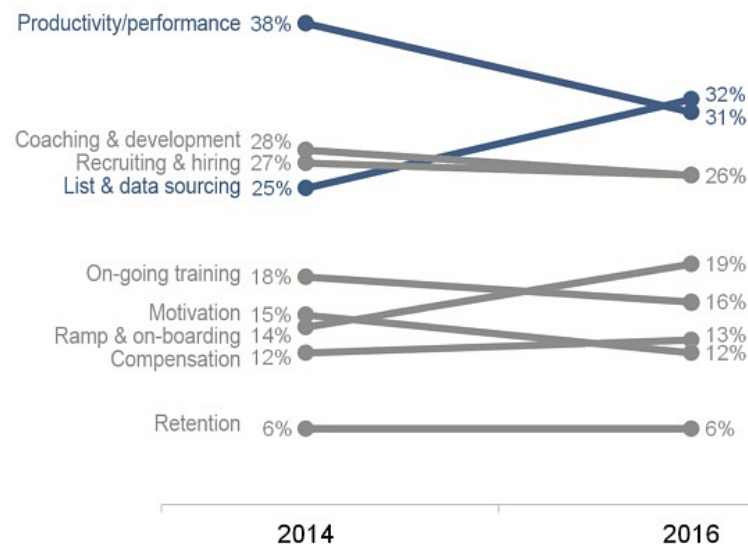


**“There are two major flaws in the coaching-as-a-silver-bullet thing: Sales managers just don’t have the time. Some sales managers are just not good at it.” Lauren Bailey via [Selling Power](#).**

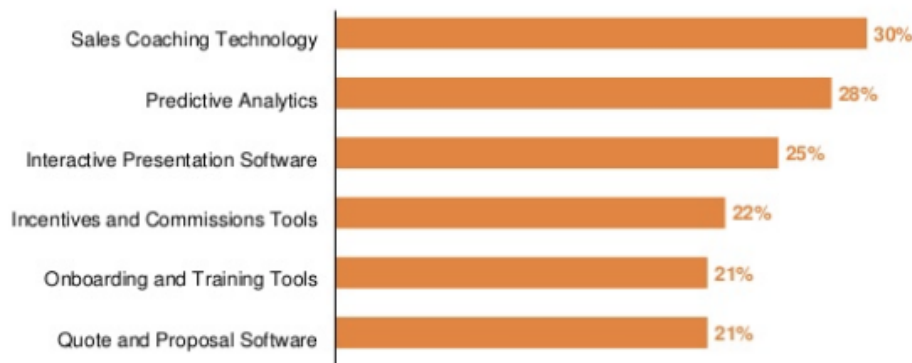
In its 2016 report, the Sales Executive Council discovered that top-end coaching led to a 7 percent uplift in sales numbers. The bad news: achieving ‘top-end’ coaching required a massive time investment. Three hours of coaching. Per rep. Per month. As worked out by Factor 8 President Lauren Bailey, that amounts to 36 coaching hours per month for a 12-person team – essentially 25 percent of the manager’s time. The odds that a typical sales organization implements and adheres to this kind of time commitment? Highly unlikely. “I’ve never seen a team pull this off for longer than two months.” [Bailey affirms](#). “Ever.”

Given those numbers, it’s no wonder that an overwhelming 77% of firms don’t provide adequate coaching to their salespeople, per a recent study by the Sales Management Association. And yet, the American Society for Training and Development has reported that U.S. companies still spend [\\$20 billion a year](#) on sales training, despite dubious returns on investment. Another report from [ES Research Group](#) found that 90% of all corporate sales training programs yielded only a 90-to-120-day increase in sales productivity before they returned to pre-training levels. Other studies showed uplift to last as little as a six-weeks.

## Top Challenges in 2014 and 2016



## Longer-term sales tech investment



# Effective Sales Coaching **cont.**

Aside from time investment, there's another looming challenge plaguing the industry: many sales managers are not trained to coach their reps effectively. In 2016, the [Sales Executive Council](#) found that coaching was the #1 worst sales management skill. Two of the top three challenges among companies surveyed in the Bridge Group's two latest [Sales Development Metrics and Compensation Benchmark Reports](#) (2014 and 2016), were 'Productivity/Performance' and 'Coaching/Development'.

Many sales managers report nearly double the coaching time their reps report. Or as Bailey rephrases it - even when managers *think* they are coaching, their reps may feel otherwise. In summary, Bailey concludes, the research about sales coaching definitively highlights two key flaws turning poor coaching into an industry pandemic:

1. Too many sales managers just don't have the time to coach.
2. Too many sales managers are just not good at coaching.

# Chapter III. The Prerequisites for Effective Sales Coaching



**“When executives create unhealthy, anti-sales cultures, they’re as much to blame for poor sales results as the salespeople themselves. Instead of pointing the finger of blame at the sales team, it would be infinitely more productive to look in the mirror.” Mike Weinberg via [LinkedIn](#).**

The latest research shows that effective sales coaching starts with strategic investments in tools and training for sales managers. To illustrate, read [the following anecdote](#) from legendary sales enablement consultant Mike Kunkle.

“A senior sales leader at a mid-market technology firm approached me, concerned that his frontline sales managers weren’t coaching due to a recent survey with lackluster feedback from reps. The leader wanted me to train his managers to be effective coaches. Instead, I reviewed the survey results, set up conference calls with the frontline managers and their sales leaders, did a focus group that laid out all the things managers were being asked to do, and documented estimates for how long each should take. It turned out managers were being asked to fit 110 hours of work in a week - so they ended up prioritizing their focus based on what executives were reviewing – none of which centered on coaching or performance management.”



# Effective Sales Coaching **cont.**

Upon Kunkle's recommendation, the company implemented a massive overhaul in its sales management strategy. Manager training on the new strategy was completed in late Q1. By the end of Q4, the company "had a top-line revenue lift of more than 34 percent, finishing the year over quota, reported a decrease in rep turnover, and achieved faster ramp-up times for new sales hires."

According to Kunkle, the company made the following adjustments to their sales management strategy using his recommendations:

- Offloaded administrative tasks and reduced meeting requests.
- Defined core competencies, with assessments and individual development plans.
- Developed training curriculum and implemented an effective learning system.
- Established a cadence and held managers accountable for executing on it.
- Shifted focus to hiring, field training and coaching.

Essentially, there were two steps to this overhaul: Step 1. Company systematized manager workflow and performance evaluation. Step 2. Company equipped managers with framework, training and technology.

# Sales Management System



Mike Kunkle

## Effective Sales Coaching **cont.**

Kunkle was kind enough to supply a clear visual layout of what the modern sales management system entails. As the graphic illustrates, sales management technology plays a vital role in the successful implementation of such a system.

Systems and enablement work hand-in-hand to drive revenue growth, according to CSO Insights. In [this 2016 Study](#) their research looked at the differences between annual sales manager enablement investments smaller or larger than \$2,500 per person per year. They found the following benefits:

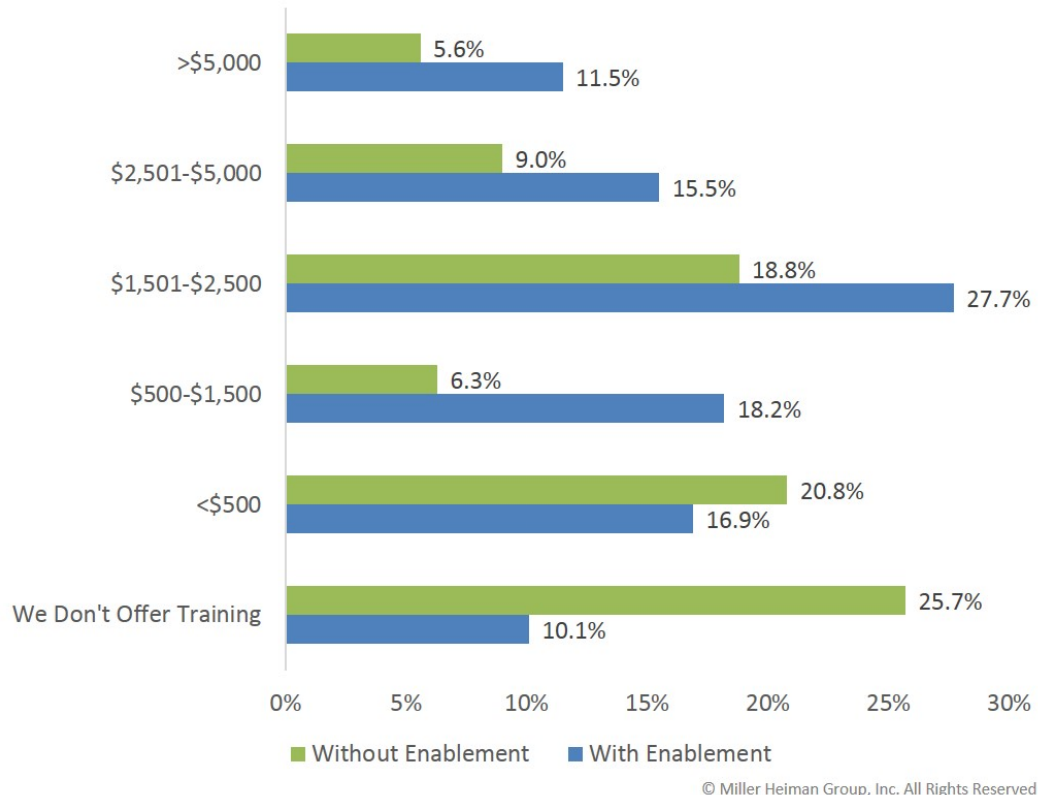
**Win rates:** Achieved win rates 9%-50.5% above industry average.

**Revenue plan attainment:** Increased attainment by 18.4%-106.7%.

**Quota attainment:** Showed 4% higher quota success than industry average.

# Effective Sales Coaching **cont.**

How Much Do You Spend on Sales Manager Training Per Person/Per Year?



Ultimately, the emerging industry research on sales manager enablement has massive implications for the future of sales coaching. Solving the sales coaching issue does not mean spending more on external hires or spending big dollars on an expensive sales kickoff or high-end consultant. What executives **should invest in** is management training. As [\*found by Vantage Point Performance\*](#), 61% of executives admit their sales managers “have not been adequately trained in pipeline management strategies and techniques.” As Jordan goes on to muse, such malpractice begs the question: “How can we expect our sales managers to do something well when we haven’t prepared them to do it?”

The answer is to follow these straightforward directives from Mike Kunkle:

“Make the commitment. Get the role expectations and competencies right. Provide the right tools to help managers work more efficiently. Hire (or rent) someone to coach your coaches. Measure the behaviors and outcomes you expect, and report on them transparently. Capture the output of sales coaching sessions.” Mike Kunkle via [\*Selling Power\*](#).





Because performance scores were calculated based on a **set of metrics**, not just one, managers could spot where sales reps were strong or weak and either provide mentoring or take a divide-and-conquer approach to the work

Ethan Bernstein via [Harvard Business Review](#)

# Chapter IV. The Principles Behind Successful Coaching



**“Without goals you’re just along for the ride and letting someone else dictate the path. With goals you can dictate the path.” John Barrows via [Forbes](#).**

To be sustainable and effective, your sales coaching strategy needs a rock solid foundation. The best way to create that foundation: achieve data accuracy and visibility into daily sales activities. Calls. Emails. Social touches. The little things that move pipeline and predate every new deal sourced by your sales force.

The reason: you can’t coach things beyond your control. What you can control are things that are measurable and one-hundred percent under your control. This philosophy is [based on research](#) from Vantage Point Partners, who pioneered the concept of focusing manager attention, KPI tracking and coaching more directly on sales activities.

“Sales Activities are the metrics that can actually be managed. These are the numbers sales managers collect, such as the number of sales calls or percentage of account plans completed. This is very tactical stuff – the stuff that salespeople and their managers actually do. Want more sales calls each week? Make it happen, sales force.”

# Successful Coaching **cont.**

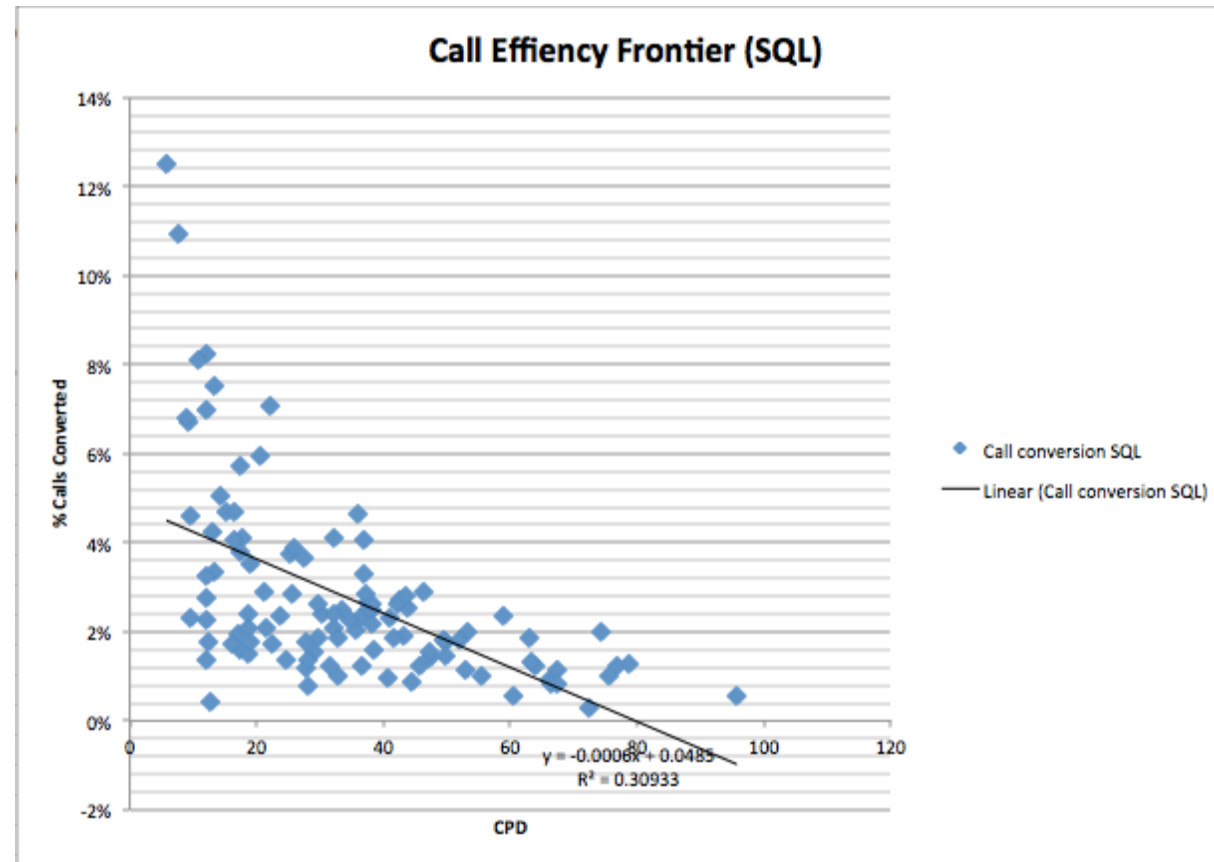
In their most recent [Sales Manager Enablement Report](#), CSO Insights added a resounding affirmation to Jordan's research: "High performing people, regardless of their role, focus on the intersection of what matters and what they can control. For the sales manager, that means managing the right activities and coaching the related behaviors (leading indicators) that lead to the desired results (lagging indicators)."

How do managers maintain an activity metric focus without turning into micromanagers? By tying each activity metric to a key sales objective - and drawing a clear correlation for reps so that they see the value in hitting activity goals. Another key for activity-driven coaching: staying hands-off with reps who are performing at a high-level and meeting their overarching goals and objectives.

"Start with results, and then you dig into the pipeline." [Mike Weinberg advises](#). "And if the pipe is healthy, full of opportunities and moving along, you never ask about a rep's activity. But if the results are no good and the pipeline is weak, then you have nothing left but to ask about activities."

What happens when a struggling rep vocalizes feelings that he or she is being micromanaged? "You tell them - 'I hear you. I don't like doing it either.'" Explains [Weinberg](#). "Once you improve your results and fill your internal pipeline, I won't ask you. But until then, I will keep asking. Only you can change the way this meeting goes - by doing your part of the job."

# Effective Sales Coaching **cont.**



To ensure sales coaching stays relevant and effective in both the short-term and the long-term, Lauren Bailey **recommends** that sales managers work the following 5 tactics into their overall strategy: 1) Prioritize coaching by blocking time for it. 2) Be strategic with who gets coaching time. 3) Get aspiring managers on the field. 4) Self-assess. 5) Get training on how to coach.




Cold calling is a highly effective activity which provides diminishing marginal returns (unlike e-mail, which has a low, but stable conversion rate at scale). We should maximize calling productivity **by teaching SDRs** to make smart calls and skillfully converting their conversations. Similar to how basketball players are less efficient as they take more shots, so too does an SDR's efficiency at Birst suffer as they make more calls.

Chris Pham Sales Director at **Birst**



# The Chapter V. The Ambition Coaching Playbook



In this section of the eBook, [Ambition](#) Chief Sales Officer [Jared Houghton](#) and Sr. Account Executive [Tripp Taylor](#) share their respective playbooks for management-level sales coaching and self-directed coaching as a frontline sales rep.

## My Coaching Philosophy: Ambition Chief Sales Officer Jared Houghton.

In my playbook, sales coaching starts with onboarding: helping new hires understand our sales technology, processes, product, and value we're bringing to our market. Once onboarding is complete, I drill into the core philosophy behind how we sell Ambition.

The most important thing: People still buy from people. I instruct my reps to treat prospects like people. I incorporate that philosophy into my coaching strategy as well - by treating them like people, I'm increasing the odds that they do likewise with our buyer. I do that by listening to each rep, working with them 1:1 and spending most of my time sitting in on calls, doing pre-call prep and post-call analysis on how the meeting went.

The 'People Buy From People' philosophy is fundamental to our entire management strategy. I tell my reps: "We're in the business of making new best friends. Your job is not to sell a product - it's to make new friends and build real relationships with the people you are helping."



# Ambition Coaching Playbook **cont.**

From a coaching standpoint, this extends way beyond making sure reps are selling solutions to pain instead of products. I try to understand each of their deals - see the chessboard, if you will. And again, that assessment is all about people. Do they have right people aligned in the organization? Are they moving the chess pieces properly? Do they properly understand the pains and the people that are driving the deal?

We talk about opportunities in those terms - tying it all back to their budget and potential long-term value in terms of expansion, renewals, and referrals. At the same time, we are working to uncover ghost opportunities. If the current people involved with the account are not the real decision-makers, then where are those people? What makes them real and why? We uncover this by my asking each rep: what do you think needs to happen next?

## **1:1 Coaching**

To be blunt, our coaching strategy here at Ambition is substantially more involved than most. It's a substantial time commitment that requires the sales leader to know the process like the back of his or her hand in order to be effective. We strive to guide reps through the process - instead of forcing them through it - by asking leading questions, qualifying each opportunity in the pipeline as if it were a new lead on a discovery call.

In other words - we focus a lot on pipeline review. We find out who people really are. With each new hire, I spend 20 hours each week sitting in on their phone calls the first 90 days after they onboard. Our post-mortem for each call is an additional time commitment. Typically, they include a SWOT analysis and a self-assessment covering where the rep excelled and where he or she could have done better. There's nothing more valuable than being on the call.

# Ambition Coaching Playbook **cont.**

## Team Coaching

At the team level, we have an ongoing 'Continued Learning' program worked into our monthly calendar. Our acronym for it: ACL Tear (Ambition Continued Learning to Educate and Review). We also do mini-clinics where I give each rep the opportunity to share his or her best practices on a skill where they excel.

"Tripp, you're really good at prospecting. Do a 30 minute clinic on what you're doing that is working. Mark, you're great at building rapport on a demo. Show the team how you do it. Dan, you know how to move quickly when qualifying or disqualifying an opportunity - share your secrets."

Again - whether it's coaching reps or selling Ambition - everything boils down to understanding the people you are interfacing with and the 'why' behind it all. Why people are working for you. Why prospects are buying from you. You are not managing robots. You are not selling products. You are helping people. Once you understand that as your mission, you can get to the next level by unlocking peer-to-peer coaching.

## In Closing

In sales, coaching a sales force is a lot like coaching a football team. Some reps are Offensive Lineman - they excel at the blocking and tackling that creates the opportunity. Some are linebackers - they excel at intercepting deals from competitors. Then there are Quarterbacks with a Manning-esque ability to read the defense, call the play at the line and execute the deal to completion.

The key is to know who is good at what. Why they are good at it. And how to activate peer-to-peer coaching inside your team. As the sales leader, it's incumbent on you and me to make that happen. No one knows their team as well as the Head Coach.



**Jared Houghton | Ambition**

Chief Sales Officer

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To become successful, sales reps must **operationalize their day** and in a sense micro-manage themselves, or else become micro-managed due to poor performance.

Tripp Taylor Sr. Account Executive at **Ambition**

# The Chapter V. The Ambition Coaching Playbook

## Key to Success #1. Focus on the Small Things

Self-coaching starts with a feeling of ownership. We owe it to the universe to be our best self. No excuses. Only gratitude for the opportunity.

**Example A:** Being conscious about word choice.

**Example B:** Setting expectations internally and externally and asking for the same in return.

**Example C:** Refusing to make assumptions about the buyer or the opportunity.

**Example D:** Establishing a reason for each question and follow-up touch.

To add insight into how these translate into action-items, let's take Example A. One of my mentors once gave me a great piece of advice: Why start a sentence with: "To be honest?" We should always be honest. Right? That language sends the wrong message to your buyer - that your default is dishonesty. Try variations that use better word choice: "Full transparency" or "To be candid."

## Key to Success #2. Set Personal Goals and Hold Yourself Accountable

You know yourself so you are your best manager. How do expect to quarterback a deal if you cannot quarterback yourself and your day to to day? Your day is a game. Your minutes are the play clock. You just have to be strict enough on yourself. If you feel you cannot do that fully, ask a colleague or superior to hold you accountable. Do a morning huddle with a more senior rep. Ask your manager to give you feedback every Thursday at 5pm. Let an SDR dropkick you on days you fail to make 100 calls by 2pm." (Half-kidding)

# Ambition Coaching Playbook **cont'd.**

## Tripp's Keys For Rep Self-Improvement #3.

As legendary Olympic gymnast Shannon Miller once said “To this day, I keep a schedule that is almost minute by minute.” You must master your minutes to master your life. Highly successful people know that there are 1,440 minutes in every day and that there is nothing more valuable than time. Money can be lost and made again, but time spent can never be reclaimed.

As a former Division 1 college football player, I structure each day like a Gameday.

**7am - 8am: Warmups / Pregame.**

**8am - 10:30am: First Quarter.**

**10:30am - 12:30pm: Second Quarter.**

**12:30pm - 1:30pm: Halftime.**

**1:30pm - 3:30pm: Third Quarter.**

**3:30pm - 5:30pm: Fourth Quarter.**

Schedule your calendar correctly. Include time for daily activities and key behaviors, such as lunch cold outbounding. Slack banter on Slack. Research. Demo prep. Sequence template revisions. Don't forget film study. Most people default to hour and half-hour blocks on their calendar. I recommend going more granular and structuring your day as specifically as possible.

## In Closing

Take advantage of every minute. Don't let the day win. Blockade your calendar and prevent the inevitable workplace distractions, negative outcomes and mental fatigue you face each day knock you off track, impair focus or otherwise impact your performance.



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# CHAPTER VI.

## The Tools Of A Modern Sales Coach

“Work smart *and* hard. Always ask for feedback. Continuously set S.MA.R.T. goals.” John Barrows. [Define Your Guiding Principles.](#)



### DATA MANAGEMENT

- [Salesforce.](#)
- [Clearbit.](#)
- [LeadGenius.](#)
- [DataFox.](#)
- [LeanData.](#)



### SALES AUTOMATION

- [Outreach.](#)
- [Velocify.](#)
- [Prezi.](#)
- [ClearSlide.](#)
- [Going.io.](#)
- [Chorus.ai.](#)



### TEAM MANAGEMENT

- [Ambition.](#)
- [LearnCore.](#)
- [InsightSquared.](#)
- [ExecVision.](#)
- [Qualtrics.](#)





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## CHAPTER VII. MORE RESOURCES

The [Ambition Academy](#) has dozens of valuable resources for today's business leaders. Here are 4 'can't-miss' eBooks for the modern B2B sales leader:

1. **The Salesforce KPI Report**
2. **Winner's Guide to Effective Sales Contests**
3. **The Sales Performance Index**
4. **The Guide to Agile Sales Management**

# ABOUT AMBITION

Manage, Motivate, and Maximize your  
sales team with Ambition for Salesforce.  
★★★★★ on the App Exchange.

Harvard  
Business  
Review



salesforce

[Ambition](#) helps sales organizations publicize real-time sales team activity and progress to goals. World-class clients like Aerotek, UPS, Wayfair, Prezi and Arrive Logistics use the Ambition platform to visualize 360° sales performance insights, engage their sales personnel, and create transparent, focused and inspired inside sales teams and call centers.

See why the *Harvard Business Review*, the American Association of Inside Sales Professionals and other experts endorse Ambition as a 'must-have' platform for modern sales teams. Request a demo at [ambition.com/contact](https://ambition.com/contact).

 AMBITION

# The Experts: Tamara Schenk



**Featured Expert:** Tamara Schenk. Wiesbaden, Germany. [Website](#). [LinkedIn](#). [Twitter](#).

**Current Role:** Research Director. [CSO Insights - A Division of Miller Heiman](#).

**Relevant Experience:** VP Sales Enablement. [T-Systems International](#).

**Publications:** [CSO Insights](#). [Sales Enablement Perspectives](#).

**Bio:** Research Director for MHI Research Institute, Tamara Schenk is dedicated to improving the performance and productivity of complex B2B sales organizations, providing strategic analysis and decision making support for leaders that develop and execute sales strategies. One of her specific research topics is the development of strategic and holistic sales force enablement models that create significant business impact and that drive productivity and transformation at the same time. Tamara specializes in designing successful sales enablement initiatives with thoughtful but simple, clearly defined strategies that have helped her achieve over 20 years of consistent career advancement. Her most notable accomplishments include pioneering the GoToCustomer selling system and leading the research division of CSO Insights, which reports on the leading trends impacting frontline sales managers, including their specific challenges, enablement needs, and keys to develop into world-class frontline sales leaders.

# The Experts: Mike Weinberg



**Featured Expert:** Mike Weinberg. St. Louis, Missouri. [Website](#). [LinkedIn](#). [Twitter](#).

**Current Role:** Principal. [The New Business Sales Coach](#).

**Relevant Experience:** Vice-President of Sales. [Gabriel Group](#).

**Publications:** [New Sales Coach Blog](#). [Sales Management, Simplified](#). [New Sales, Simplified](#).

**Bio:** Mike Weinberg is a consultant, coach, speaker, and best-selling author who specializes in new business development and sales management. Mike is known for his blunt, practical approach to sales management training and consulting, working with companies in all industries ranging in size from a few million to many billions of dollars. Prior to launching his consulting practice, Mike was the #1 producer in three different companies. He has been named a Top Sales Influencer by Forbes, OpenView Labs, and several other publications. His first book, *New Sales. Simplified. - The Essential Handbook for Prospecting and New Business Development* became a #1 Amazon Best-Seller and spent a year as the #1 top-rated book in its category. His second book, *Sales Management. Simplified. - The Straight Truth About Getting Exceptional Results from Your Sales Team* (available October, 2015) has been called "arguably the greatest book ever written on sales management," and "an unequaled blueprint for leading salespeople and building high-performance sales teams."

# The Experts: John Barrows



**Featured Expert:** John Barrows. Boston, Massachusetts. [Website](#). [LinkedIn](#). [Twitter](#).

**Current Role:** Principal. [JBarrows Sales Training](#).

**Relevant Experience:** Owner. [Sales from the Streets](#).

**Publications:** [JBarrows Blog](#). [Sales Hacker](#). [The Salesforce Blog](#).

**Bio:** John Barrows is the owner of J.Barrows LLC, a providers of customized sales training and consulting services to major corporations like Salesforce.com, Box.com, LinkedIn, SAP, and many others around the world. Prior to starting J.Barrows, John was the Director of Sales and Training at Basho Strategies and co-founder of Kensei Partners. He specializes in providing hands-on training for managers and front-line reps with a focus on driving results using proven techniques and reinforcement tools that impact adoption and behavior change.

# The Experts Jason Jordan



**Featured Expert:** Jason R. Jordan. Charlottesville, Virginia. [Website](#). [LinkedIn](#). [Twitter](#).

**Current Role:** Principal. [Vantage Point Partners](#).

**Relevant Experience:** Director of Research. [Sales Education Foundation](#).

**Publications:** *[Cracking the Sales Management Code](#)*. *[Harvard Business Review](#)*.

**Bio:** Jason Jordan is a recognized thought leader in business-to-business selling and conducts ongoing research into the management best practices of world-class sales forces. For 20 years, Jason has worked internationally in industries such as technology, manufacturing, finance, telecommunications, healthcare, and hospitality. His company, Vantage Point Performance, is the most prolific researcher on modern sales management topics this decade. In addition to writing books such as *Cracking the Sales Management Code*, Jason frequently contributes to Harvard Business Review, Forbes, Entrepreneur and elsewhere.



# The Experts: Lauren Bailey



**Featured Expert:** Lauren Bailey. Phoenix, Arizona. [Website](#). [LinkedIn](#). [Twitter](#).

**Current Role:** President. [Factor 8](#).

**Relevant Experience:** President. [AA-ISP Phoenix](#). Global Sales Training Director. [SAP](#).

**Publications:** [Factor 8 Blog](#). [AA-ISP Knowledge Center](#).

**Bio:** After spending nearly 20 years launching and leading Inside Sales organizations around the world, Factor 8 President Lauren Bailey has put her dual background in sales and training leadership to work for companies launching, scaling, and optimizing Inside Sales teams. At Factor 8, she's worked with IBM, SAP, Ingram Micro, Microsoft, Grainger, HP, Staples, and other enterprise sales organizations. One-hundred percent of Factor 8's business comes from inbound traffic, repeat business and referrals, making it the go-to consulting firm for enterprise SVPs and their leadership team. Factor 8 provides organizational benchmarks and hands-on training classes for reps and managers that includes live call training, same-day ROI, and benchmarking sessions that show sales leaders where their organizational stacks up against the Best in Class of Inside Sales, complete with roadmaps and strategies to meet company goals, scale operations, and exceed quotas.

# The Experts: Mike Kunkle



**Featured Expert:** Mike Kunkle. Boston, Massachusetts. [Website](#). [LinkedIn](#). [Twitter](#).

**Current Role:** Vice-President, Sales Transformation Services. [Fast Lane Consulting and Education Services](#).

**Relevant Experience:** Founder of [Transformation Sales Results, LLC](#)

**Publications.** [Mike Kunkle Blog](#). [Selling Power](#).

**Bio:** Mike Kunkle is a training and organization effectiveness leader with special expertise in sales force transformation. After his initial years on the frontline in sales and sales management, Mike spent the next 22 years as a corporate manager or consultant, leading departments and projects with one purpose – improve sales results. Using top-producer analysis, sales analytics, sales training, sales process implementation, organization effectiveness practices, sales leadership development, aligning sales performance ecosystem levers, implementing The Four Sales Systems, and leading change efforts, Mike has helped sales organizations achieve annual revenue growth of up to \$400 million dollars through the execution of his strategies.

# The Experts: Trish Bertuzzi



**Featured Expert:** Trish Bertuzzi. Boston, Massachusetts. [Website](#). [LinkedIn](#). [Twitter](#).

**Current Role:** President. [The Bridge Group](#).

**Relevant Experience:** Advisor: [Chorus.ai](#). [Yesware](#). [Sales Bootcamp](#). [Women Sales Pros](#).

**Publications.** [\*\*\*The Sales Development Playbook\*\*\*](#).

**Bio:** Trish founded The Bridge Group to help B2B technology companies build world-class Inside Sales teams. Since 1998, her company has helped over 320+ companies build, expand and optimize Inside Sales - building pipeline, generating revenue and redefining the image of the profession. In 2016 we expanded our service offerings to include Account Based Revenue (ABR) services. With this service we help companies launch strategies that drive bigger deals in bigger companies. In short, we help Sales & Marketing Leaders make the big decisions: on implementation strategy, productivity & performance, process, technology and tools. Every day, myself & my team work with senior leadership on the big picture, with inside teams through hands-on implementations and with the entire sales community through our research & publishing. Trish is also the Consulting Provider of the Year for the American Association of Inside Sales Professionals: 2013 - 2017.