# From Sales Manager to Growth Multiplier

Every salesperson on your team is at a different point in their growth. When the weekly one-on-one looks the same for everyone, the salesperson exceeding their goal and the one falling behind both leave without real coaching. Match your coaching to where each person is right now.

**Why it matters:** Korn Ferry's Sales Enablement research found that companies that coach consistently and measure its impact see 32% higher win rates, 28% higher quota attainment, and almost 30% lower voluntary turnover. A tailored approach makes every coaching hour count.

## The 5 Disciplines of High-Performing Salespeople

Results tell the manager where to look. The 5 Disciplines tell the manager what to coach. They identify the fundamental behaviors high performers apply to build pipeline, advance opportunities, and win business. They're practical habits that can be developed, practiced, coached, and strengthened over time.

| Prospecting | Preparation | Discovery | Stakeholder | Value Delivery |
|---|---|---|---|---|

Find each person's gap with **The 5 Disciplines of High-Performing Salespeople**.

## New or Developing

*Building proficiency and consistency across the 5 disciplines*

**NEEDS**

Direction, practice, and frequent feedback

**YOUR COACHING FOCUS**

Focus on one discipline at a time. Model it, practice it, observe it in action, then give specific feedback.

## High-Performing

*Strong results and consistent execution across the 5 disciplines*

**NEEDS**

Challenge, recognition, and continued growth

**YOUR COACHING FOCUS**

Reinforce what's working, stretch an adjacent discipline, and create opportunities to mentor others.

## Plateaued

*Moderate results, but growth has stalled*

**NEEDS**

A specific growth gap and renewed challenge

**YOUR COACHING FOCUS**

Identify the discipline limiting further growth and coach it on active opportunities.

## Struggling

*Results below expectations with specific performance or sales discipline gaps*

**NEEDS**

Clarity, support, and accountability

**YOUR COACHING FOCUS**

Diagnose the cause, agree on the specific behavior that needs to change, discuss ideas on how to practice and improve the behavior causing the performance or discipline gap, and review progress consistently.

# The Coaching Conversation

Recognize, Refine, Reinforce

Effective coaching requires genuine care for your people and the willingness to challenge them directly (Kim Scott, *Radical Candor*). People grow when they feel safe to receive feedback (Amy Edmondson, *The Fearless Organization*).

SALESPERSON

TYPE

DATE OBSERVED

WHAT I OBSERVED (E.G., A GAP EXECUTING THE 5 SALES DISCIPLINES OR PRODUCING EXPECTED RESULTS)

## 1 Recognize

Open with a specific win. Timely, specific recognition fuels confidence.

THE WIN I'LL RECOGNIZE

## 2 Refine

Address one gap, not a list. Invite self-assessment first: *"How do you think that went?"* or *"If you could replay that moment, what would you do differently?"*

THE ONE BEHAVIOR TO REFINE

THE QUESTION I'LL ASK

## 3 Reinforce

Agree on one action, express confidence in their ability, and set the follow-up.

THEIR COMMITMENT

FOLLOW-UP DATE

**Candor check** ☐ I showed I genuinely care ☐ I challenged directly ☐ I rehearsed it out loud

# My Team Coaching Plan

Track each salesperson's progress and use their 5 Disciplines self-assessment to choose the discipline to develop.

**New or Developing**
Still ramping, building activity

**High-Performing**
Meeting or exceeding quota and activity, trending up

**Plateaued**
Close to quota, flat for several quarters

**Struggling**
Behind on quota and activity

| SALESPERSON | TYPE | DISCIPLINE TO DEVELOP | NEXT COACHING DATE |
|---|---|---|---|
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**Ready to go from sales manager to your team's growth multiplier?** Explore Make Growth Repeatable →