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BENCHMARK REPORT

State of Sales Readiness 2022

How winning sales organizations ensure their reps are ready to sell

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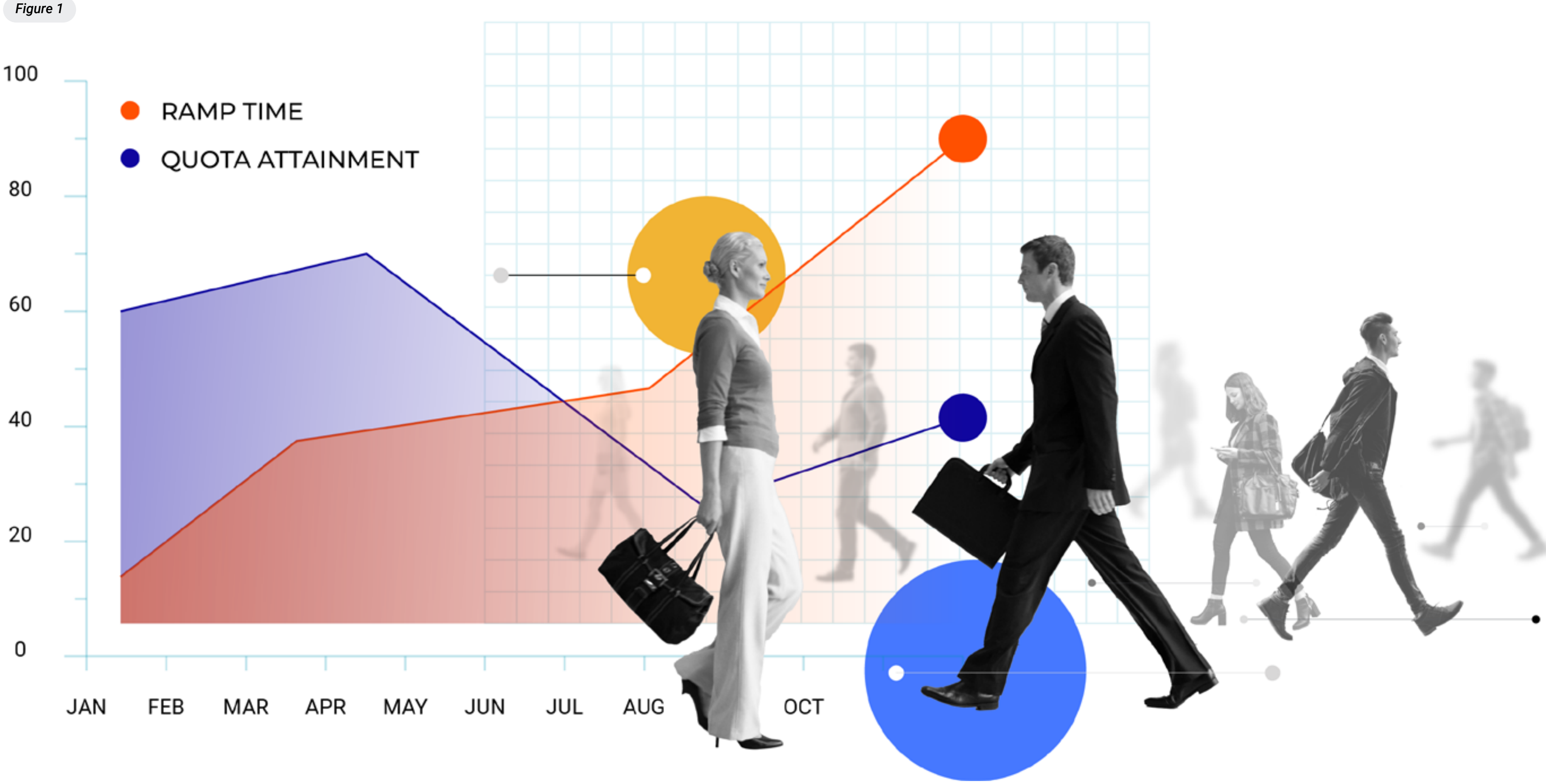
Too Much Art. Not Enough Science.

Preparing reps to sell is no easy feat. Average rep ramp time is up. Quota attainment is down. Organizations struggle to retain their best sellers. New competitors abound. Markets change rapidly. And those are just a few of the key challenges.

Figure 1



These realities have created the perfect storm for the erosion of seller quality. On average, across industries, only 43% of sellers now meet their quota. That means around six of every 10 of your sellers fail to meet their goals.

Organizations need a solid sales readiness strategy if they expect to overcome these and other challenges and grow revenue.

Sales leaders often think a standalone sales enablement program will fully prepare their sales teams for success in the field—but sales enablement alone is not a surrogate for a comprehensive sales readiness approach. Without understanding the impact of enablement efforts and how to adjust them based on real-world results, sales leaders are forced to rely on unreliable metrics like adoption and satisfaction rates to assess effectiveness.

Figure 2

In contrast, forward-thinking sales organizations employ a comprehensive, data-driven sales readiness approach that empowers them to create more high performers. To get there, organizations must:

1. **Define Excellence**
   Set a baseline for knowledge, skills, and capabilities.

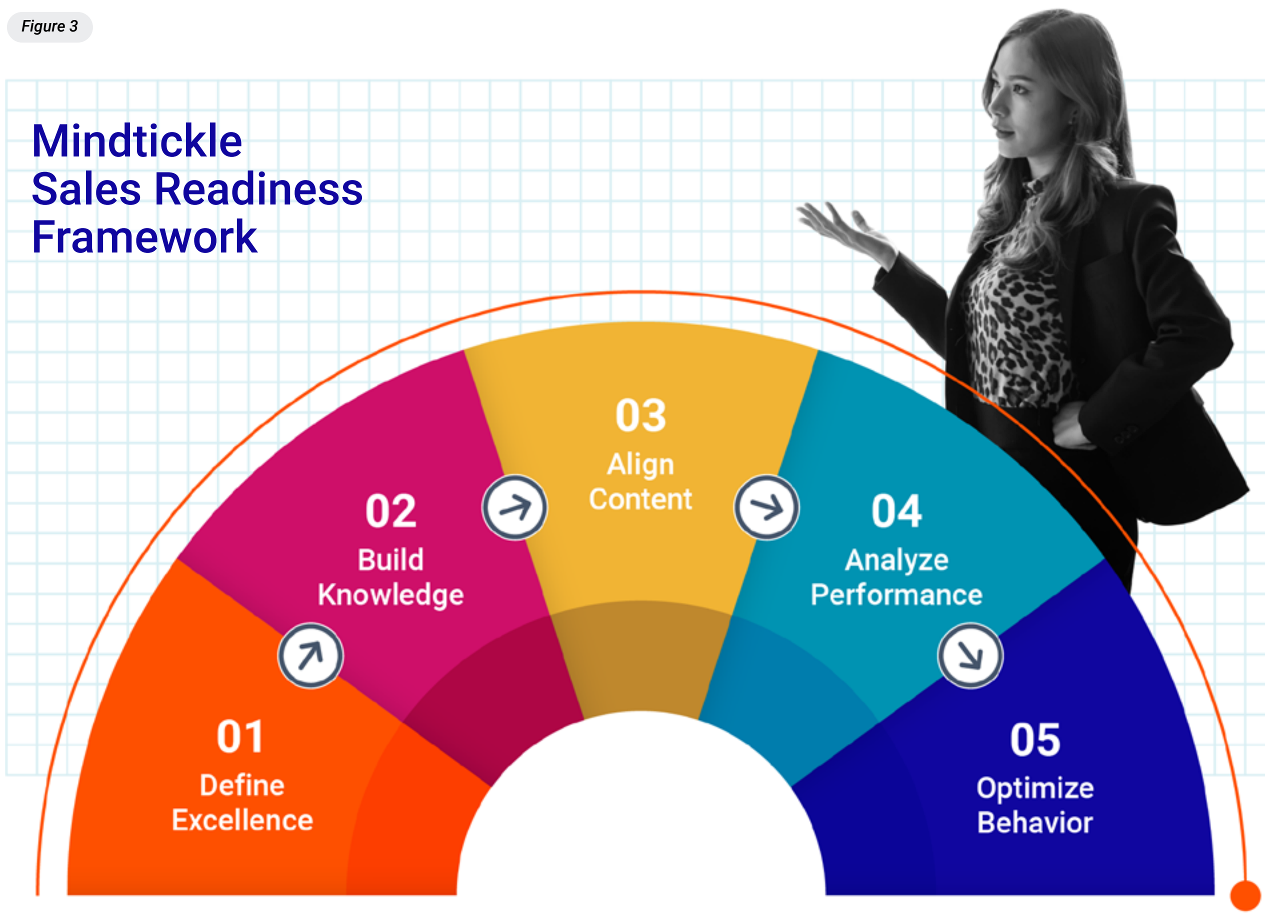
2. **Build Knowledge**
   Required for reps to deliver insight and value.

3. **Align Content**
   To the sales process, ensuring relevance and impact.

4. **Analyze Performance**
   Based on real-world interactions with customers and prospects.

5. **Optimize Behavior**
   By using a combination of human and AI-based sales coaching across the organization.

Figure 3



How do winning companies get their reps ready to close more deals, and how do you stack up against them? Most important, how can you implement a sales readiness approach at your organization? **Keep reading to find out**.

Methodology

We analyzed activity from more than one million users at 350 Mindtickle customers to demonstrate how winning teams ensure reps are always ready to close more deals.

350+
Companies

1 Million+
Users

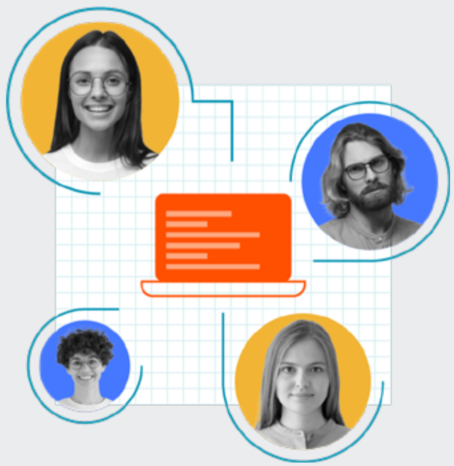
100K+
Calls recorded

190+
Countries

136,610
Monthly mobile users

Figure 4 ***Use these insights to:***

1. See how you stack up



2. Learn from best-in-class sales organizations

3. Optimize your own sales readiness program

Sales readiness accelerates sales growth

Here's a sneak peek at some of the top insights we uncovered.

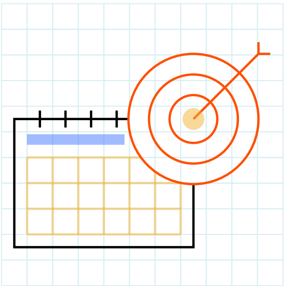


Figure 5

On average, reps at winning organizations take **four weeks** to complete an onboarding program and are fully ramped in **four to five months**. This **40-50%** decrease in industry average ramp time means sellers can start generating revenue earlier on.

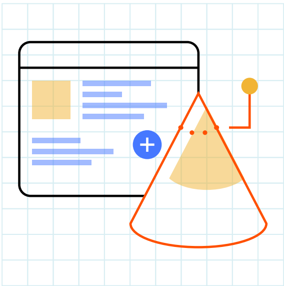


Figure 6

When it comes to content, high quality and recency is more important than quantity. **Half** of all engagement is generated by just **10%** of content. And the top 10% of organizations update key content once every **3.25 months**, on average.

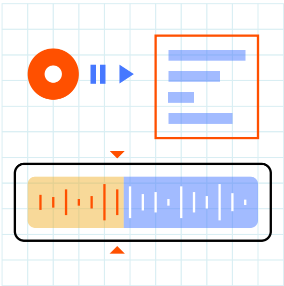


Figure 7

The average length of a call recorded, transcribed, and analyzed with Mindtickle is **39 minutes**, and average prospect talk time is **44%**. Top reps in winning organizations aim for balanced conversations, especially in the early stages of the sales cycle, giving them as much as **57%** of the total airtime.

Figure 8

As many as **85%** of reps report being coached on closing open deals but only **24%** report being coached on long-term skills. The best sales managers make it a priority to deliver a mix of opportunity, skills, and targeted coaching to truly drive results.

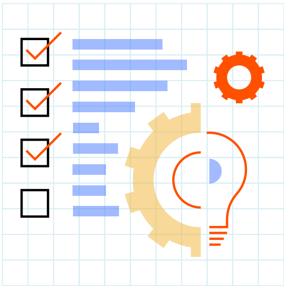


Figure 9

Although **93%** of companies have documented their ideal customer profile, fewer than **1%** have identified and documented a corresponding ideal rep profile to lay the foundation for a successful sales readiness program.

The Data Behind How Modern Revenue Organizations Run

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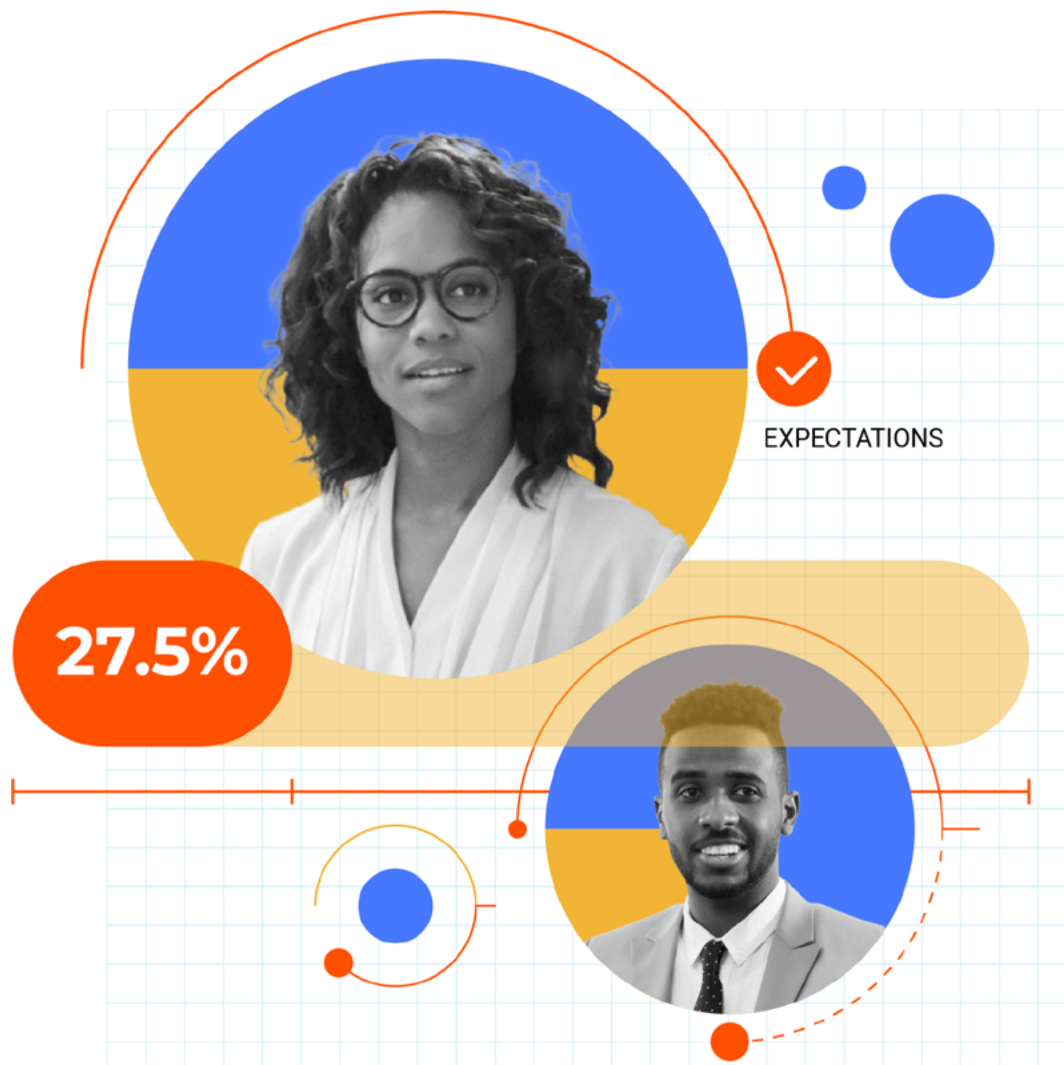
Building knowledge with enablement and training

The importance of enabling your sales force continuously can't be overstated, yet many enablement programs fall flat. **According to CSO Insights**, only 27.5% of stakeholders feel that sales enablement initiatives meet or exceed their expectations.

Why? Because all too often, sales enablement programs are generic, timebound, and focused on completion rather than results.

Let's take a closer look at the enablement practices of winning revenue organizations—and how you can use these insights to improve the effectiveness of your own program.

Figure 10

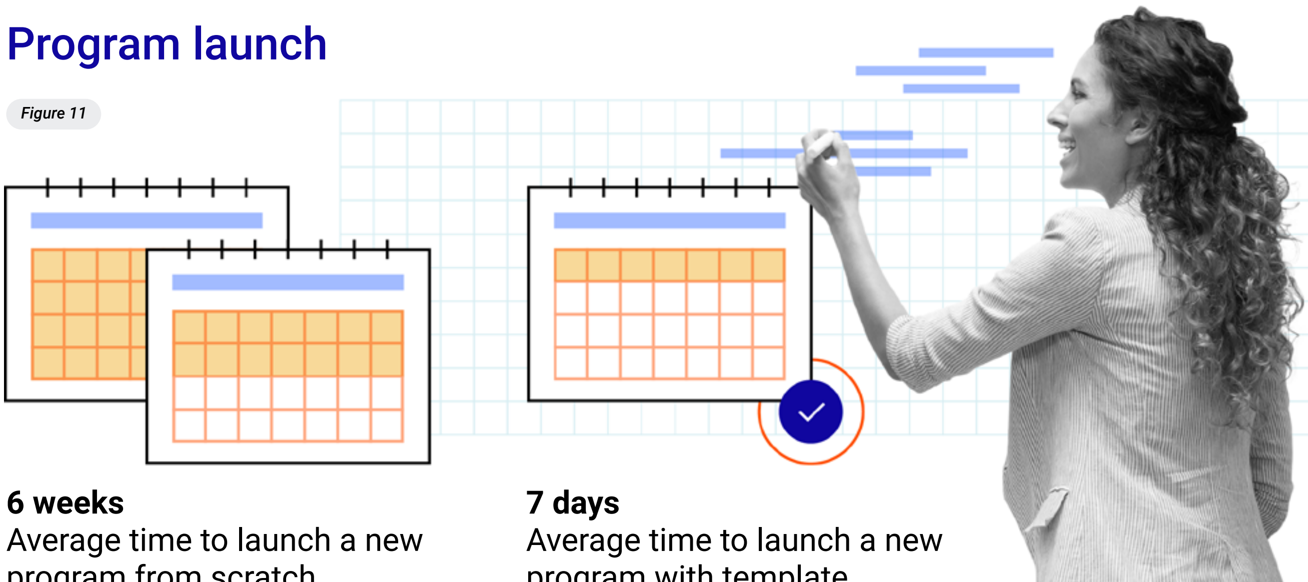


Program planning

Taking an ad hoc approach to enablement isn't effective. Instead, it requires plenty of planning. Here's how revenue organizations set themselves up for success with enablement.

Program launch

Figure 11



6 weeks
Average time to launch a new program from scratch

7 days
Average time to launch a new program with template

"Program templates helped us quickly pivot and easily create a product certification for a new team. They are super easy to use and take away the guesswork of how we should create our programs.

— Sales enablement leader at customer experience software business

What are program templates?

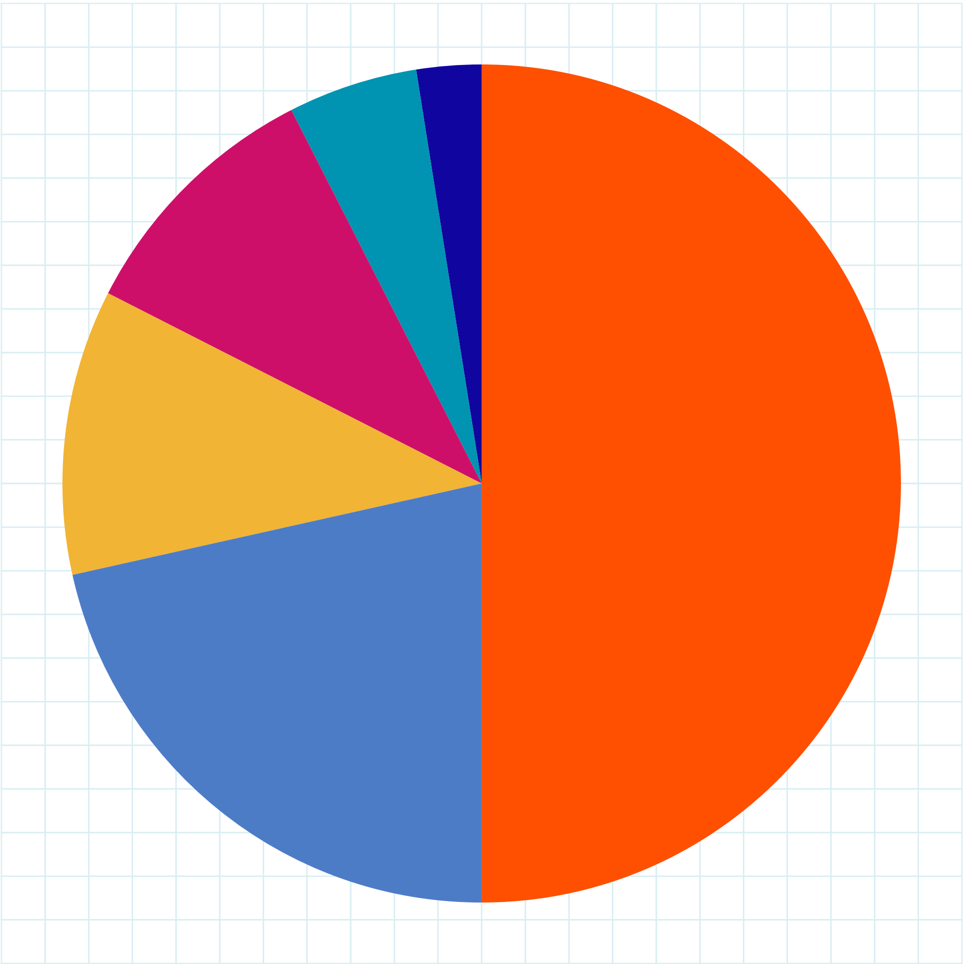
Program templates provide an out-of-the-box yet customizable blueprint for common sales enablement use cases. Templates eliminate the need for enablement managers to build programs from scratch—significantly reducing the time it takes to launch a program.

The most commonly used templates in Mindtickle include:

- Sales onboarding
- Product training
- Sales process

Module type usage

Figure 12



Different learner modules support various types of readiness activities including knowledge building, upskilling, reinforcement, and tracking.

2.5% ILT

Instructor-led training is a live online or classroom event that is conducted by an instructor at a scheduled date and time

5.0% Checklist

Checklists enable you to create and track a list of tasks that learners must complete such as meeting a subject-matter expert or reading a book or article

10.0% Role-plays

Role-plays are virtual exercises that simulate a variety of real-world sales interactions

11.0% Assessments

Assessments enable you to test and certify sellers using a variety of question types

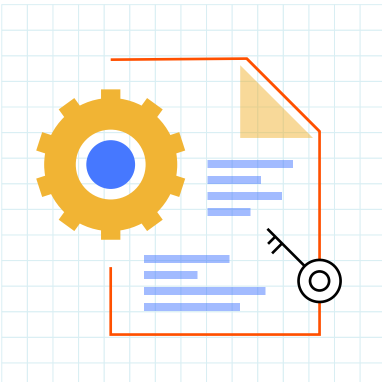
19.0% Courses

Courses are typically used for multiple-step training programs with a prescribed cadence, a visual theme, and multiple question formats

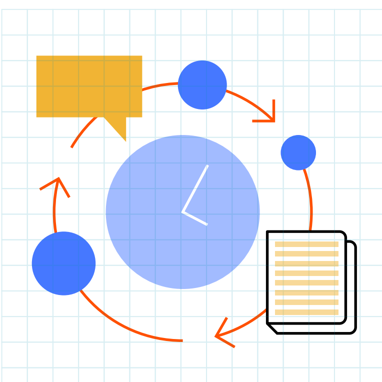
50.0% Quick Updates

Quick updates are shorter training programs, often including bite-sized documents or videos

Key takeaways



Efficiency is key: Teams need templates, automation, and intuitive interfaces that enable them to focus on training content—not setup.



Sales teams are faced with constant change: Key aspects of selling—systems, processes, go-to-market approaches, messaging, competitors, and more—are always changing. Enablement teams need tools to provide continuous learning and just-in-time content to ensure sellers can learn and internalize these constant changes.

" I'm a team of one, and Mindtickle allows me to create content quickly and easily without having a full learning team behind me. It's a tool I can use to deploy learning efficiently across all departments.

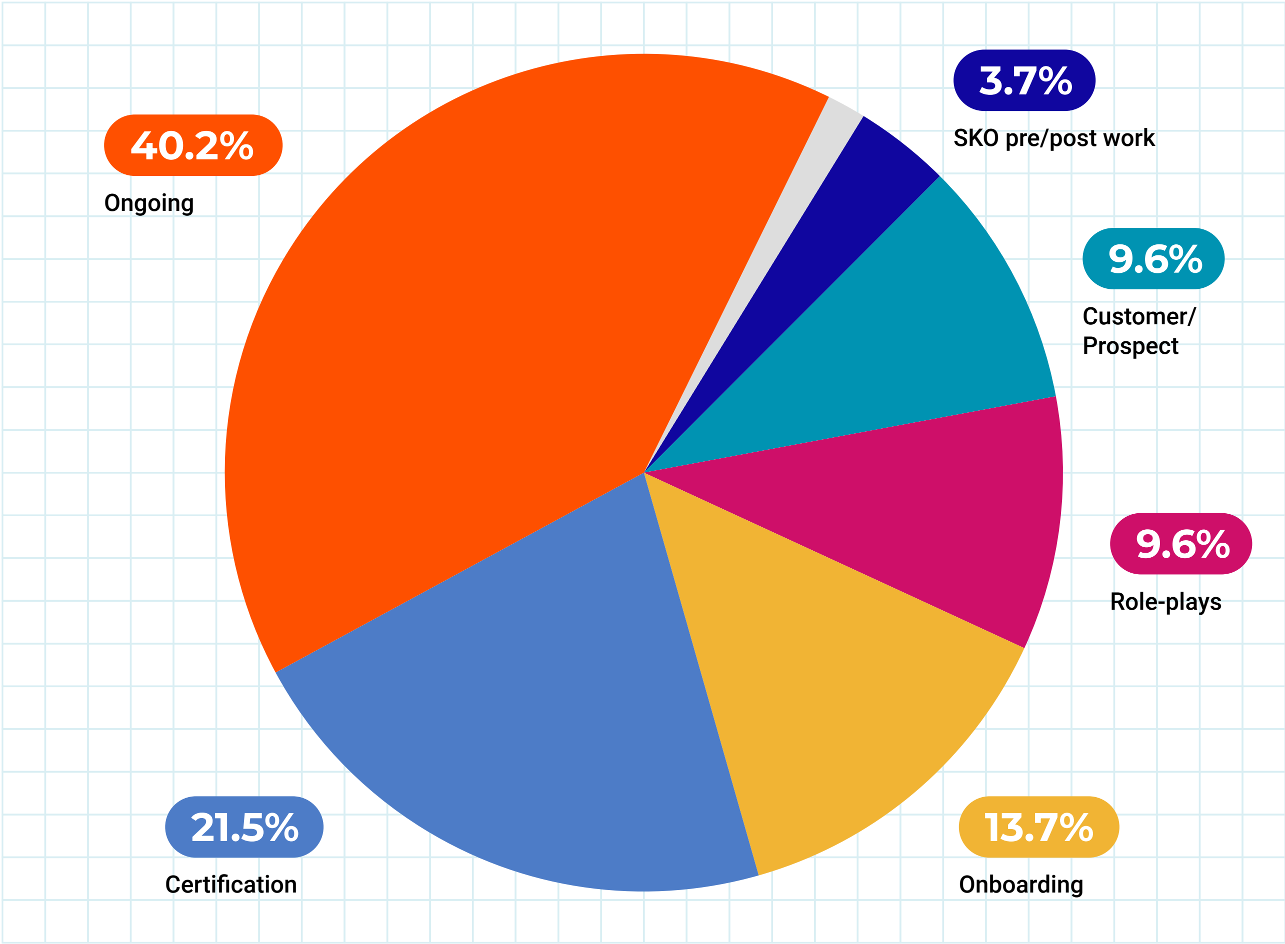
— **Chelsey Moon**, Director of Learning and Development, PureCars

Typical program categories

Effective sales enablement programs require a variety of categories to continuously arm sellers with up-to-date knowledge.

Onboarding is only the beginning of the sales enablement journey. Onboarding establishes a baseline to get sellers started, but sales organizations are always evolving. Sellers require sales everboarding—continuous enablement to ensure they always have the knowledge they need to sell.

Figure 13



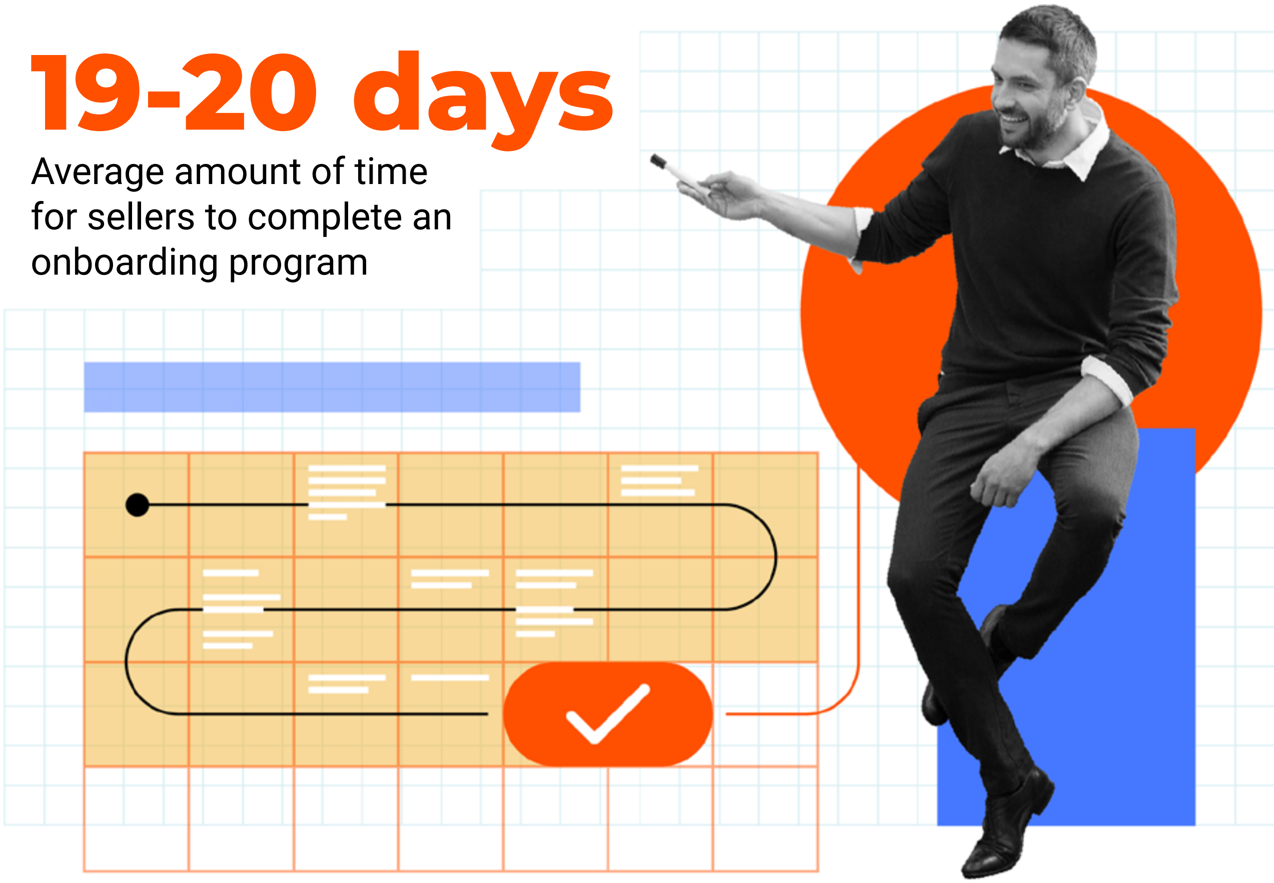
Onboarding planning

Efficient ramp time is essential to hitting your revenue targets. And it all starts with onboarding. Consider how your onboarding time stacks up—and what you can do to streamline it.

Figure 14

19-20 days

Average amount of time for sellers to complete an onboarding program



With Mindtickle on deck, [Cipla](#) was able to reduce the average employee's time to onboard by more than 70%.

Driving adoption

Of course, it's not enough to launch a sales enablement program; you've got to ensure sellers are actually adopting the information it imparts. Here's how the best sales organizations are driving adoption.

Training consumption

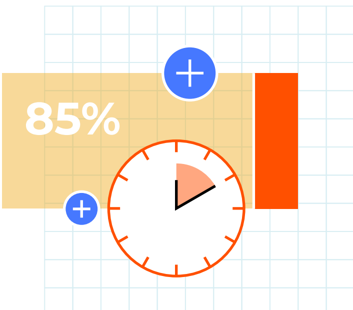


Figure 15

On average, 85% of sellers only engage with learning and content for fewer than 10 minutes at a time.

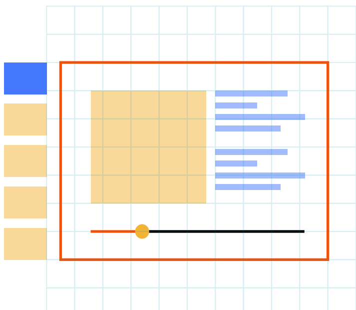


Figure 16

The time spent per segment is **inversely proportional** to the number of pages (or slides) in a document.

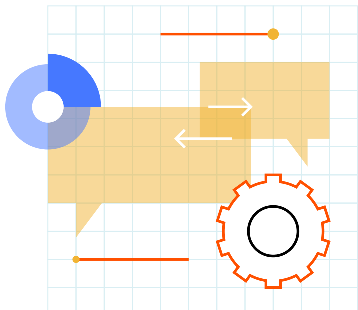


Figure 17

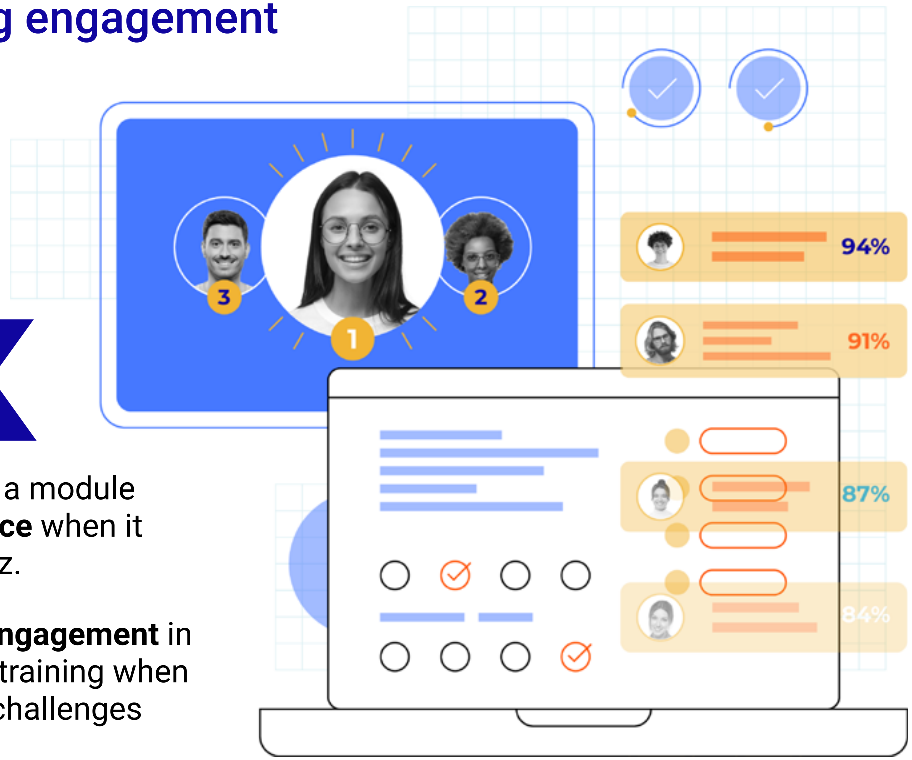
A quarter of training engagement happens **outside of normal working hours**.

PRO TIP

Sales reps are always on the go. The time they have for learning is fragmented. They may need to complete training offline on an airplane or while they're traveling between accounts. Adapt your learning programs to their needs. Lengthy modules don't work. Interactive, bite-sized learning does. A best practice is two to five minutes of learning content followed by two to three questions.

Increasing engagement

Figure 18



2X

Seller's revisit a module **more than twice** when it includes a quiz.

There's a **2× engagement** in instructor-led training when gamified live challenges are used.

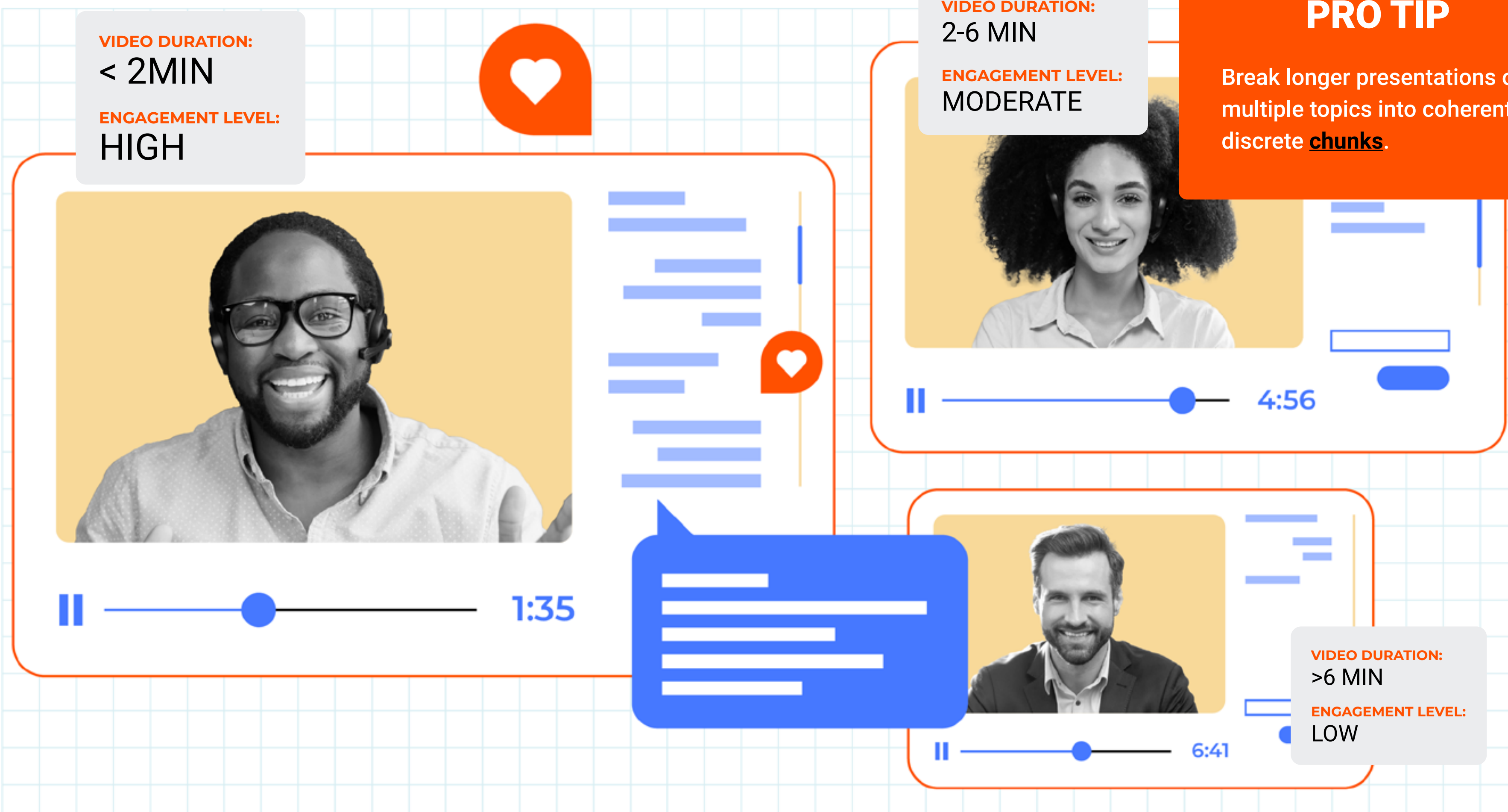
> **"Creating a dynamic training environment comes from giving different options on how to learn. With Mindtickle, the ability to create modules and courses that introduce certain topics can be more beneficial in some ways than just listening to someone talk about it on a Zoom call.**
>
> — **Cole Lindbergh**, Sales Enablement Manager, Revenue Operations, ChowNow

PRO TIP

Add features in your program that create seller engagement. For example, a short quiz will make your sellers go back and read things again. Or a live challenge game in your live session will break the monotony of the instructor's delivery.

Training video length vs engagement

Figure 19



PRO TIP

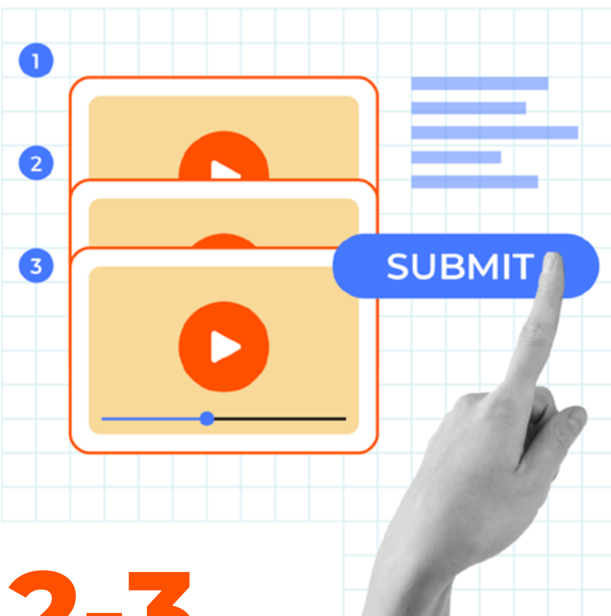
Break longer presentations on multiple topics into coherent, discrete **chunks**.

Practice and role-plays

Sellers need opportunities to practice the skills they've learned through training. Here's how winning organizations are using practice and role-plays to ensure reps are ready to sell.

Role-play frequency

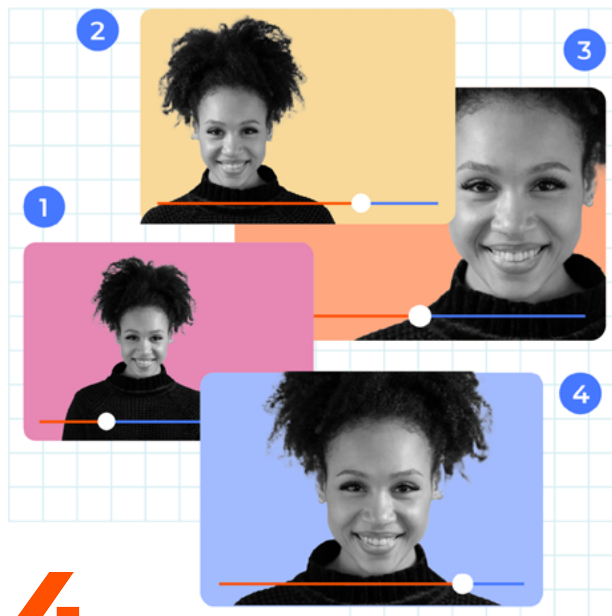
Figure 20



2-3

Average number of recorded role-plays submitted by seller per year

Figure 21



4

Top-performing companies have sellers do four role-plays per year

Top-performing companies assign quarterly role-plays to ensure ongoing seller readiness in the face of change. The heaviest use of role-plays is in the pharmaceuticals, retail, and technology industries.

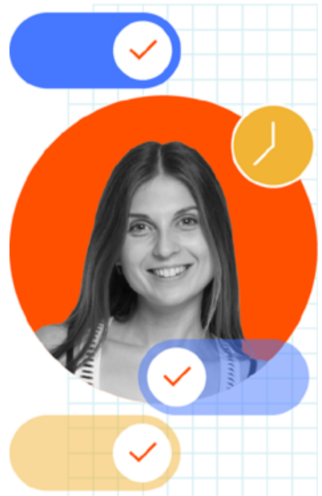
Top role-play use cases:

- Product knowledge
- Pitch practice and marketing messaging
- Voicemail practice

AI-guided practice and role-play exercises benefit everyone.

Sellers: Get prepared for every interaction

Sales managers: Hone reps' skills before money is on the line



Sales enablement managers: Enable sellers to practice on their own

PRO TIP

Sellers need practice perfecting short, high-impact messages. Keep **role-plays** short and sweet. 2-4 minutes is the recommended recorded role-play length. When deciding length, consider:

- Key points that need to be covered
- Non-negotiable points versus nice-to-haves
- The total number of role-plays and the time it will take reviewers to score

> **"Finding time to coach is tough, yet so important for sellers' growth. With Mindtickle, managers or other team members can review submitted role-plays in their own time, rather than making a rep recite a pitch in person and providing feedback on the spot.**
>
> — **Sheryl Hughes**, Director, Enablement Operations, Medallia

Written role-plays

In today's digital business environment, sellers need to practice both verbal and written selling skills.

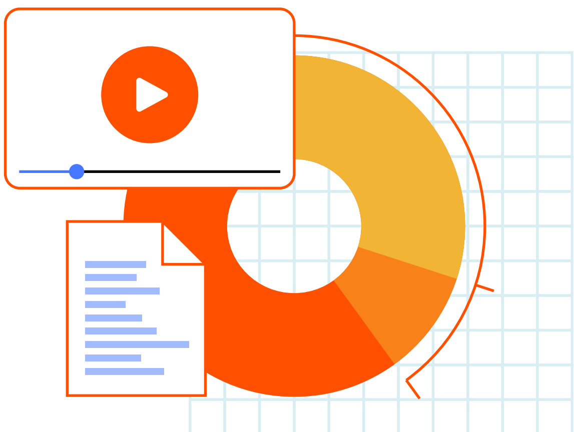


Figure 22

30-40%

of practice exercises are written role-plays

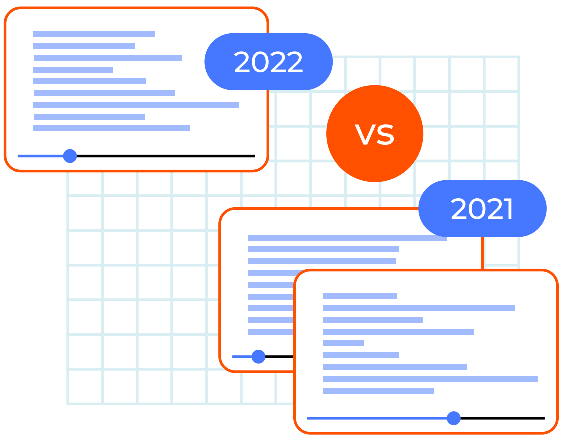


Figure 23

2X

Increase in written role-plays in 2021 vs. 2022

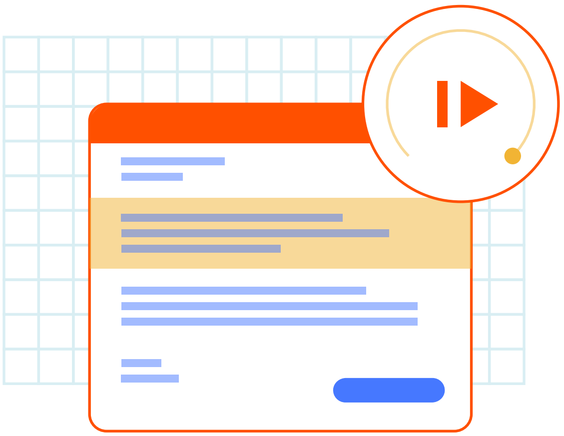


Figure 24

Top 2

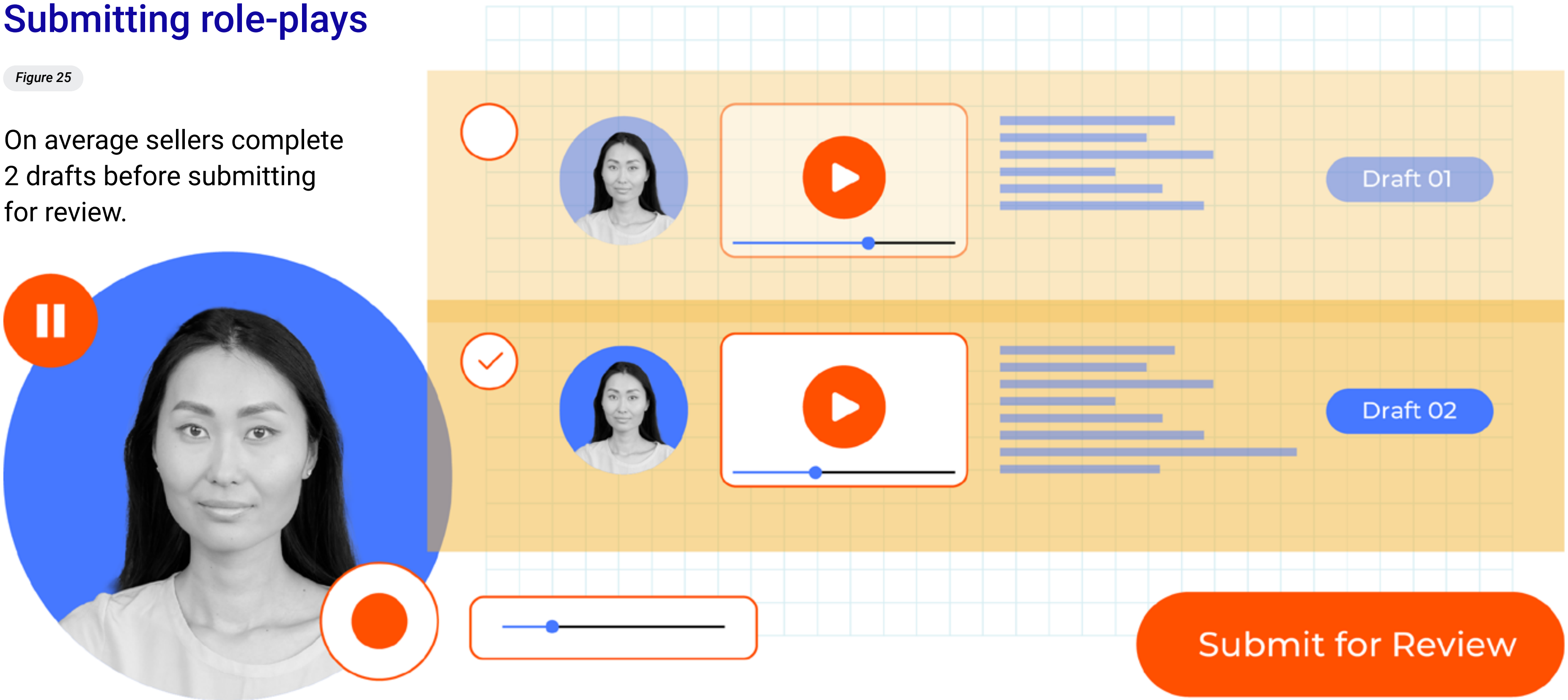
use cases for written practice:

- **BDR:** Cold email intros
- **AEs:** Post-discovery call recap

Submitting role-plays

Figure 25

On average sellers complete 2 drafts before submitting for review.



PRO TIP

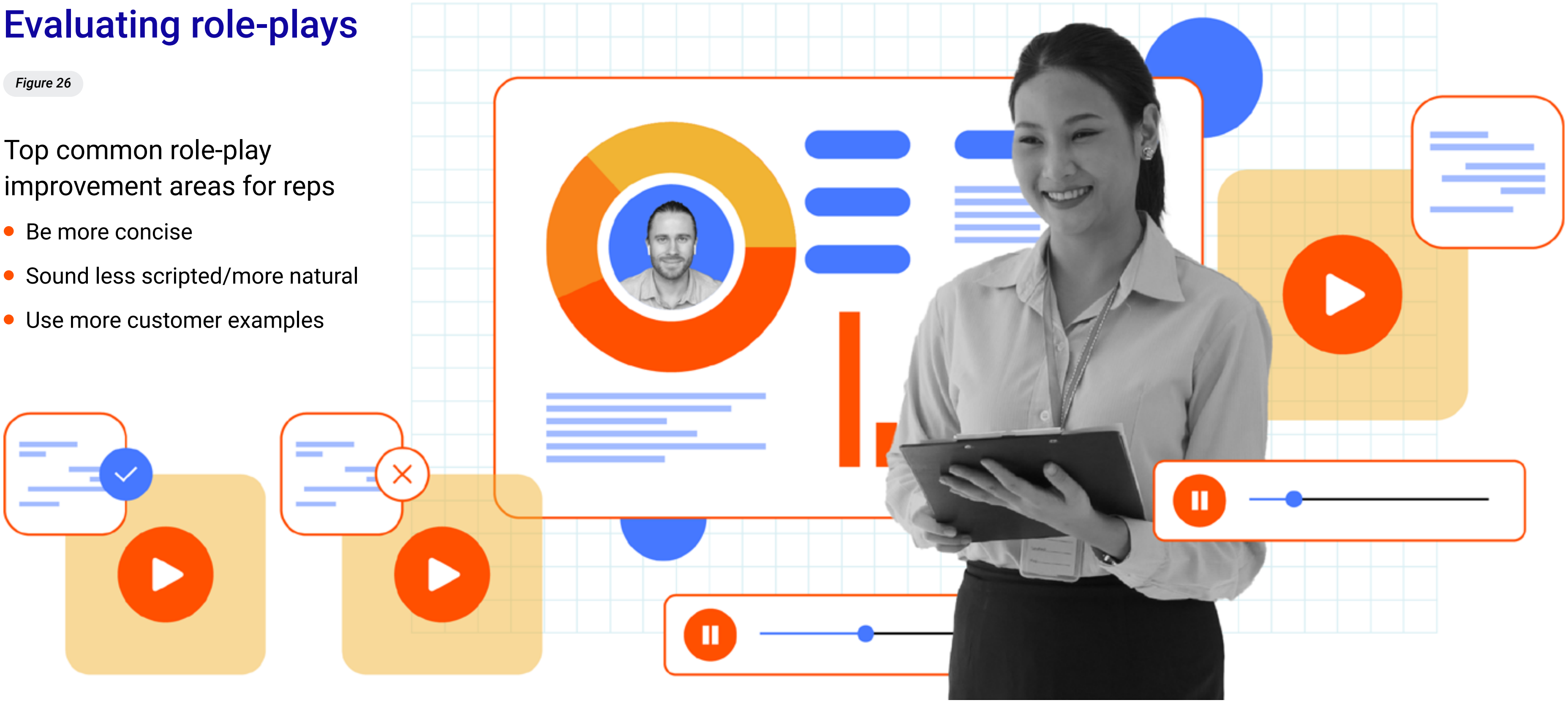
Include an example of a model submission as reference. In addition, infuse AI into your role-play exercises. Quality is improved when sellers can review **AI feedback** and make multiple attempts before submission.

Evaluating role-plays

Figure 26

Top common role-play improvement areas for reps

- Be more concise
- Sound less scripted/more natural
- Use more customer examples



PRO TIP

Focus on evaluation parameters that correspond to key seller competencies. Including too many parameters dilutes the impact of the seller's message. Also require reviewers to give written feedback to provide more valuable learning to the seller.

Reinforcement

According to Gartner, sellers forget almost 90% of information within 30 days of training. The right reinforcement ensures learning sticks—and that sellers apply it in the field.

Winning organizations leverage spaced reinforcement exercises, which combine the spacing effect with the testing effect:

- **Spacing effect:** Repeating small bites of information over intervals of time is a proven way to drive retention.
- **Testing effect:** Using a question-and-answer approach has a significant impact on learning and retention.

Shorter spaced reinforcement exercises give sellers a sense of completion, help with engagement, and give additional chances to win, when gamified.

Figure 27 ***How top sales organizations use spaced reinforcement exercises***

3-4 spaced reinforcement exercises per year

3 is the maximum number of attempts per question. Attempts beyond that result in little to no proficiency gains.

3-4 questions per challenge

3 days between challenges

PRO TIP

For maximum engagement and learning retention:

- **Enroll** sellers in only one spaced reinforcement exercise at a time
- **Require** two correct answers to the question to demonstrate mastery
- **Use** short questions with multiple media types–including videos, image, and text
- **Push** quiz questions to sellers' mobile devices
- **Gamify** exercises to incentivize engagement

Measuring the value of enablement

Consistent measurement is essential to ensuring your program is driving results. Here's a look at the results from the best sales enablement teams.

Reaching full productivity

Industry average ramp time is 6-9 months, according to CSO Insights. That means Mindtickle customers experience a 40-50% decrease in seller ramp time.

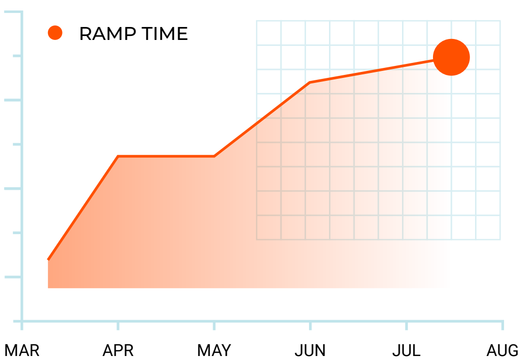


Figure 28

4-5 months

Average ramp time

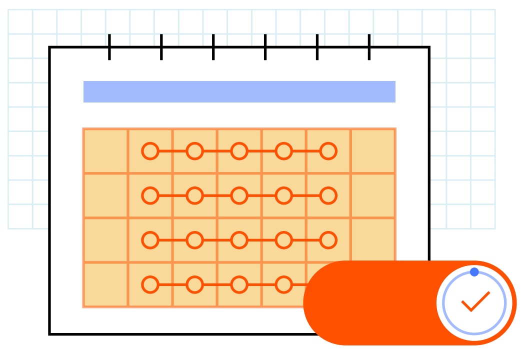


Figure 29

4 weeks

Average time to complete onboarding program

> **Managers can look at spider charts to see how their reps are progressing, and then focus their energy on improving skills. Every rep wants to know how they are tracking during the onboarding process and Mindtickle provides this feedback in real time.**
>
> — **Jon Antevy**, Co-Founder, e-Builder

Completion rates

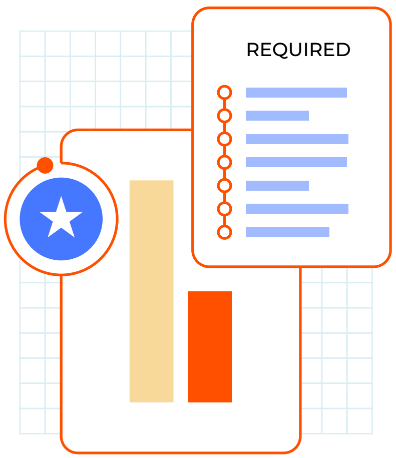


Figure 30

2X completion rate

for courses marked as required

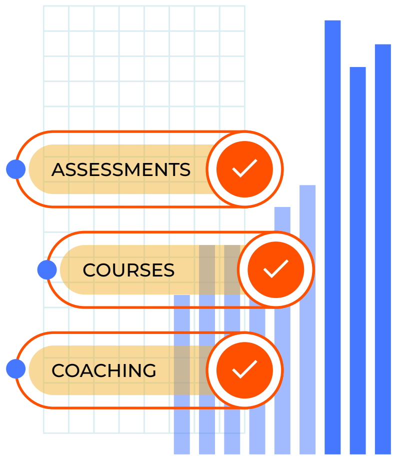


Figure 31

Highest completion rates:

- Assessments
- Courses
- Coaching

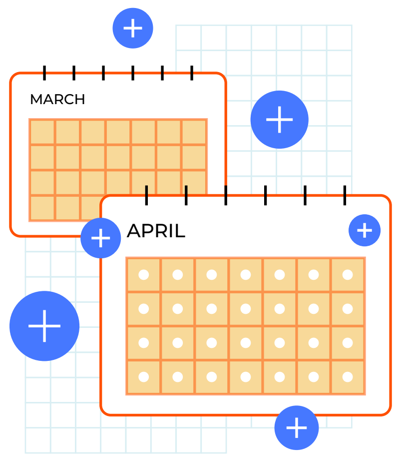


Figure 32

March and April

the months when the most programs are created

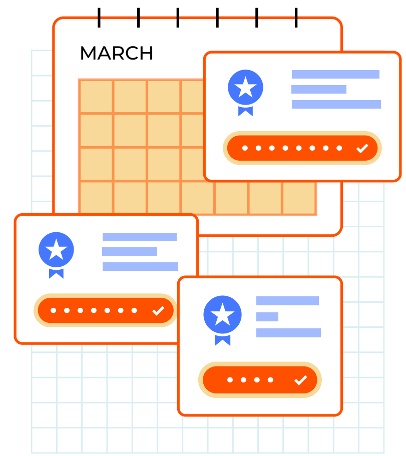


Figure 33

March

the month when most seller certifications are completed

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Equipping sellers with the right content at the right time

Today, sales organizations rely on content more than ever. As such, organizations make it a priority to ensure sellers have plenty of it. According to the **Content Marketing Institute**, 65% of sellers say they have easy access to sales content for regular use—and 68% of organizations tailor content to specific stages in deal lifecycles.

However, according to **SiriusDecisions**, up to 70% of B2B content never gets used.

Clearly, marketing's content strategy is not sufficiently aligned to the needs and behaviors of sellers in the field.

How are smart organizations adjusting their alignment to improve engagement, reduce waste, and turn content into a reliable engine for driving better sales results? Let's take a look.

Content quality vs. quantity

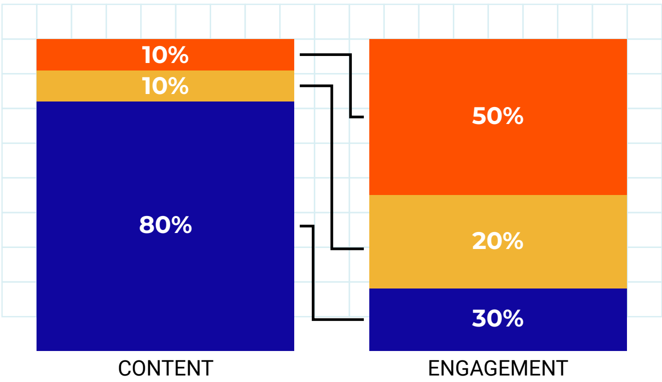
Does more content lead to better sales outcomes? Not necessarily.

Even when content that receives no meaningful engagement is removed, data shows that not all content generates the same level of engagement. Instead, 50% of all engagement is generated by just 10% of content.

Key takeaways

- Identify content sellers trust and lean on it.
- Sellers likely lack awareness of the variety of content at their disposal.
- Focusing on quality over quality is more likely to align to the needs and behaviors of your real-life sellers.

Figure 34



"[Mindtickle] helps our sales teams find the right content quickly, improving productivity and reducing opportunity costs. And the fact that it's integrated into the same platform with Mindtickle's knowledge-building and conversation intelligence solutions makes it an even bigger win for us!

— **Jennifer O'Neill**, Director of Employee, Customer and Partner Enablement, Eightfold.ai

PRO TIP

When it comes to content, quality trumps quantity. Take action to increase quality, and you'll generate more engagement.

- Gather data on how sellers are actually engaging with content in the field on an asset-by-asset level and aggregated by content type.
- Survey your team on its awareness of specific content pieces to determine if potentially valuable content is being underutilized.
- Use data and rep input to identify instances of less-used content that may still be providing a good ROI.
- Stop developing the types of content that never or rarely get used.
- Reallocate content development resources toward enablement around content use and accessibility.

Content reliability and seller confidence

When content gets stale, engagement drops. We compared the top 10% of sales organizations in terms of overall engagement to the rest of the field and found that newer or recently updated content is correlated with better overall engagement.

Frequency of content updates

The teams that generate the most engagement update their key content more frequently.

How often do you update key sales content assets?

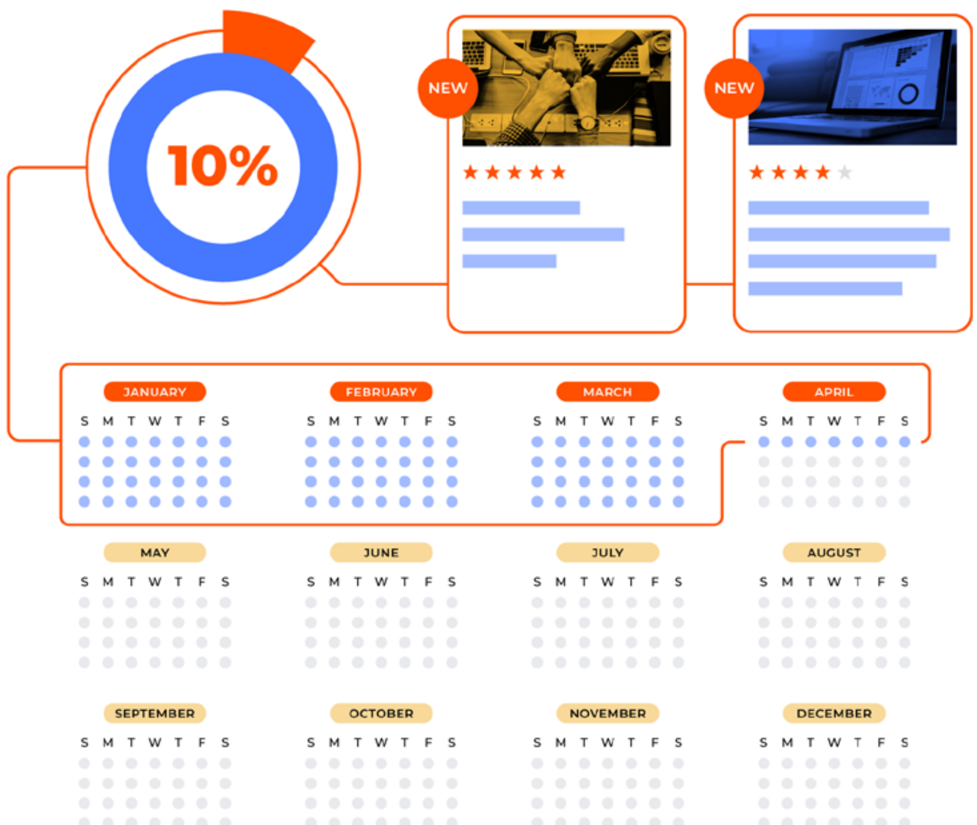
Figure 35

Top 10% of organizations by engagement

Once every 3.25 months

Other organizations

Once every 4.5 months

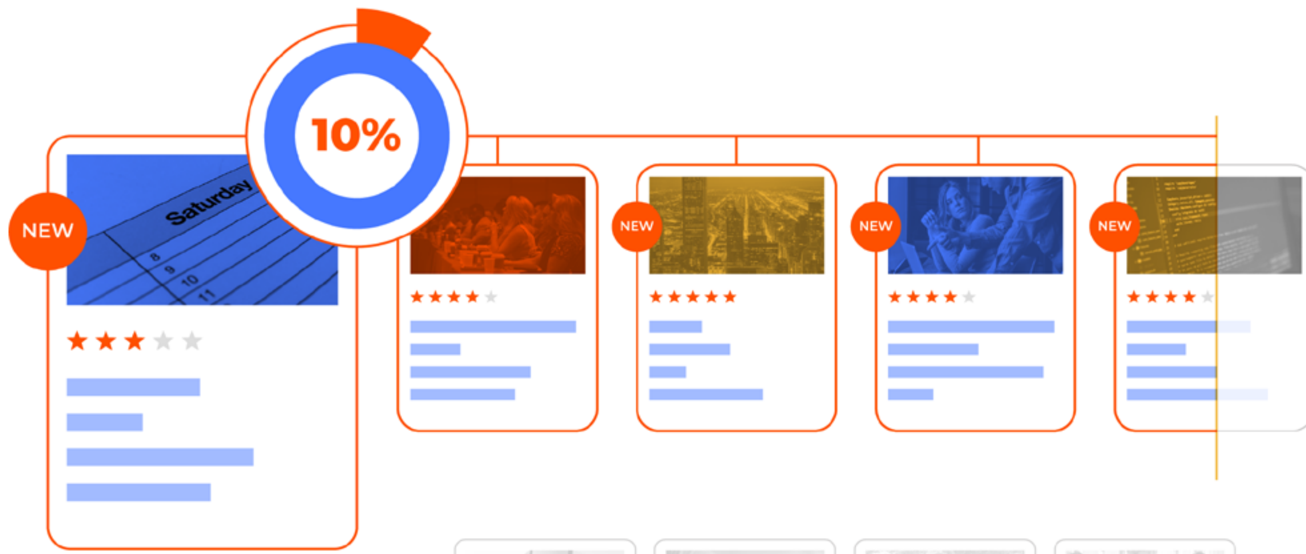


Content engagement per seller per week

Reviewing and updating content more frequently correlates to more engagement with content by sellers. How much more?

That's a 33% increase in overall use of sales content! Make it a priority to boost engagement by regularly updating your key content.

Figure 36



Top

10%

4.58 interactions

Other organizations

3.4 interactions

Key takeaways

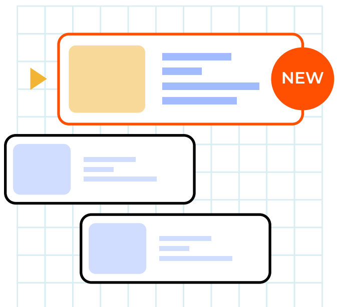


Figure 37

Sellers use content more often when they are confident that it's fresh, reliable, and up to date.

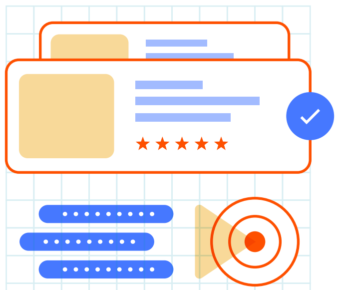


Figure 38

Regularly reviewing and updating content provides frequent opportunities to improve its overall effectiveness.

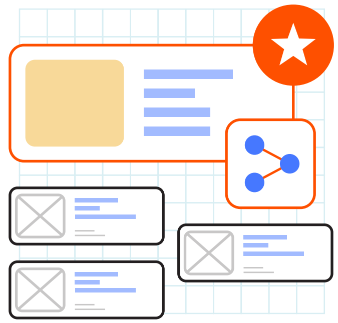


Figure 39

Successful content operations show greater alignment and shared prioritization between those developing content and those using it.

> **We now have alignment between content creators and content consumers which improves everyone's engagement and satisfaction.**
>
> — **Ken Blank**, Senior Sales Enablement Program Lead, Infoblox

PRO TIP

Content creation isn't a one-time event. Make it a priority to regularly review and update existing content to increase engagement.

- Consider allocating an increased portion of your content development resources toward reviewing and updating existing content.
- Communicate all updates to key content with your sellers to encourage engagement and reinforce their confidence.
- House your sales content in a system that allows you to assign asset-specific update cadences and generate automated reminders to your content creators and editors.
- Plan your content review and update cadence around your expectations regarding time-sensitive factors like product roadmap, industry developments, or field events.

Content strategy and structure

Content can take many forms. Consider what types of content you might be overlooking in your content strategy. Adjusting your approach can boost your overall sales readiness.

Common content provided to sales teams

- Product information/datasheets
- Pricing sheets
- Sales decks
- Competitive intelligence
- Industry data, news, and reports
- Product demos
- Sell sheets
- Case studies
- Content templates
- Win/loss analysis
- Brochures/leave-behinds
- Sales plays and playbooks
- Promotional video/sizzle reels
- Product roadmaps
- ROI calculators
- Talks/webinars/podcasts
- Training videos
- Whitepapers/eBooks

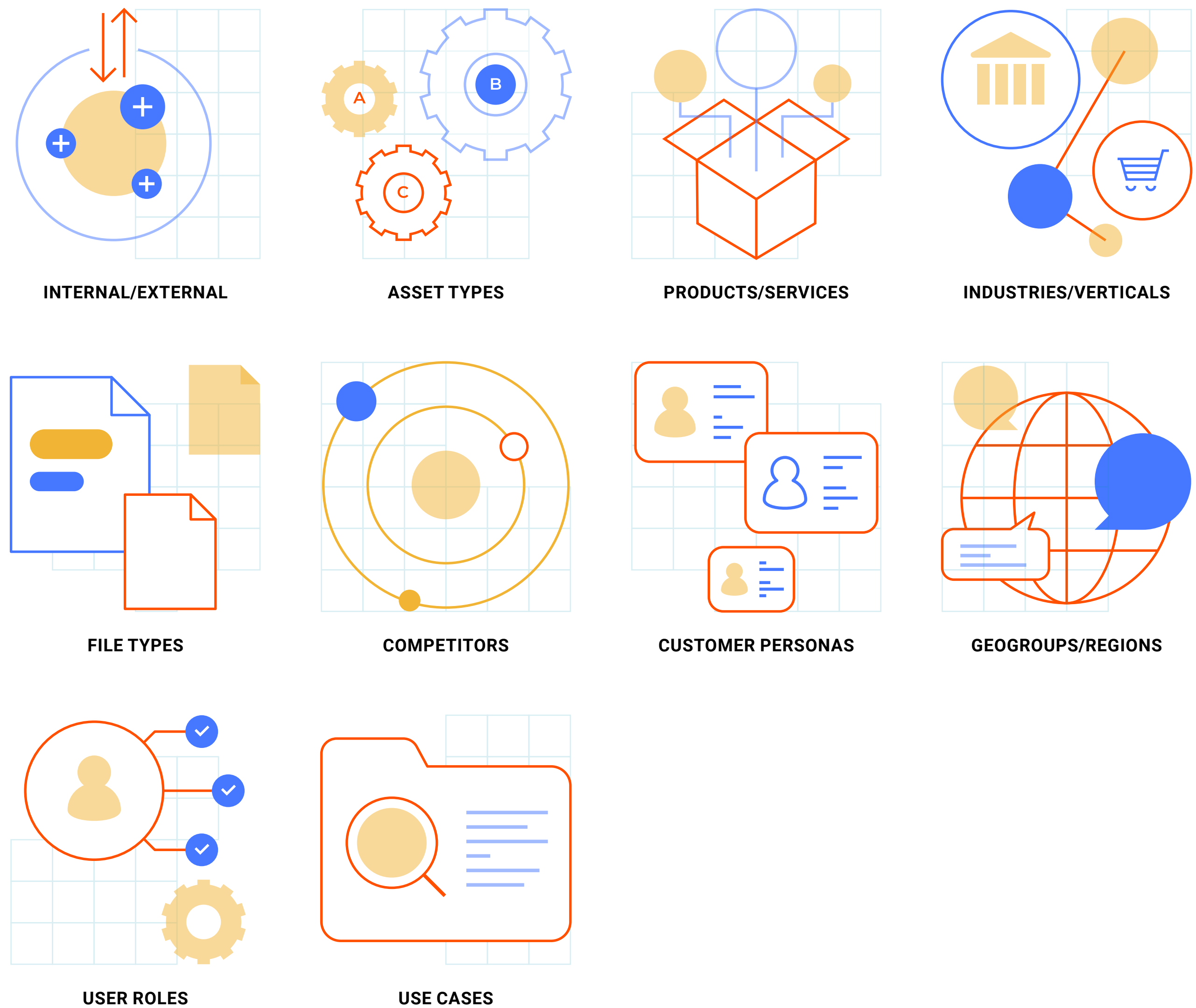
PRO TIP

- The way you **organize sales content** impacts engagement. Make it as easy as possible for reps to find what they need, when they need it.
- Group content in folders or hubs to make it easy for reps to find via navigation.
- Apply attribute tags across those content groups for easy filtering. Look for sales content solutions with deeply indexed search that relies on the relevance of content rather than just titles or metadata.

Most common attribute categories in organized sales content libraries

Smart sales content solutions help you organize your content across content groups with filterable tags and attributes. The way these attributes are utilized provides insight into how content is governed, organized, and used.

Figure 36



Keep a pulse on what's really happening in the field

It's essential to ensure sellers are enabled with the right training and have access to the content they need to move deals forward. But it can be a challenge to determine whether reps are actually applying what they've learned when they're in the field. Then, if things go south, reps struggle to articulate why—and managers aren't sure how to coach towards better outcomes.

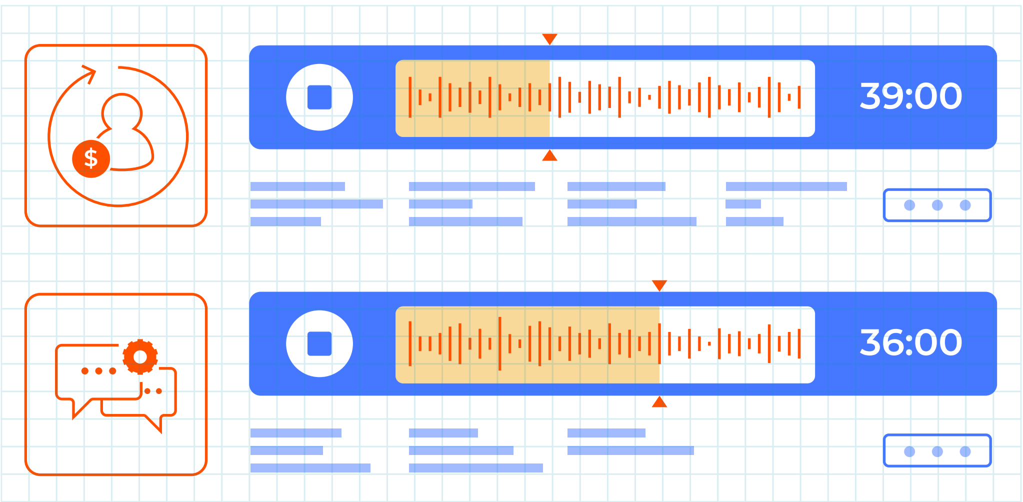
Increasingly, sales organizations use conversation intelligence to understand what's really happening in the field.

How do the best sales organizations use conversation intelligence to drive results? We analyzed tens of thousands of sales calls and meetings to find out. Take a look to see how your business stacks up.

Sales call cadence and velocity

Effective sellings requires both quality and quantity. Pay attention to call velocity. If your sales team and individual reps aren't making enough calls, they won't close enough business.

Figure 37



39 minutes

The average length of a sales call that is recorded, transcribed, and analyzed with Mindtickle.

36 minutes

The average length of a discovery call that is recorded, transcribed, and analyzed with Mindtickle.

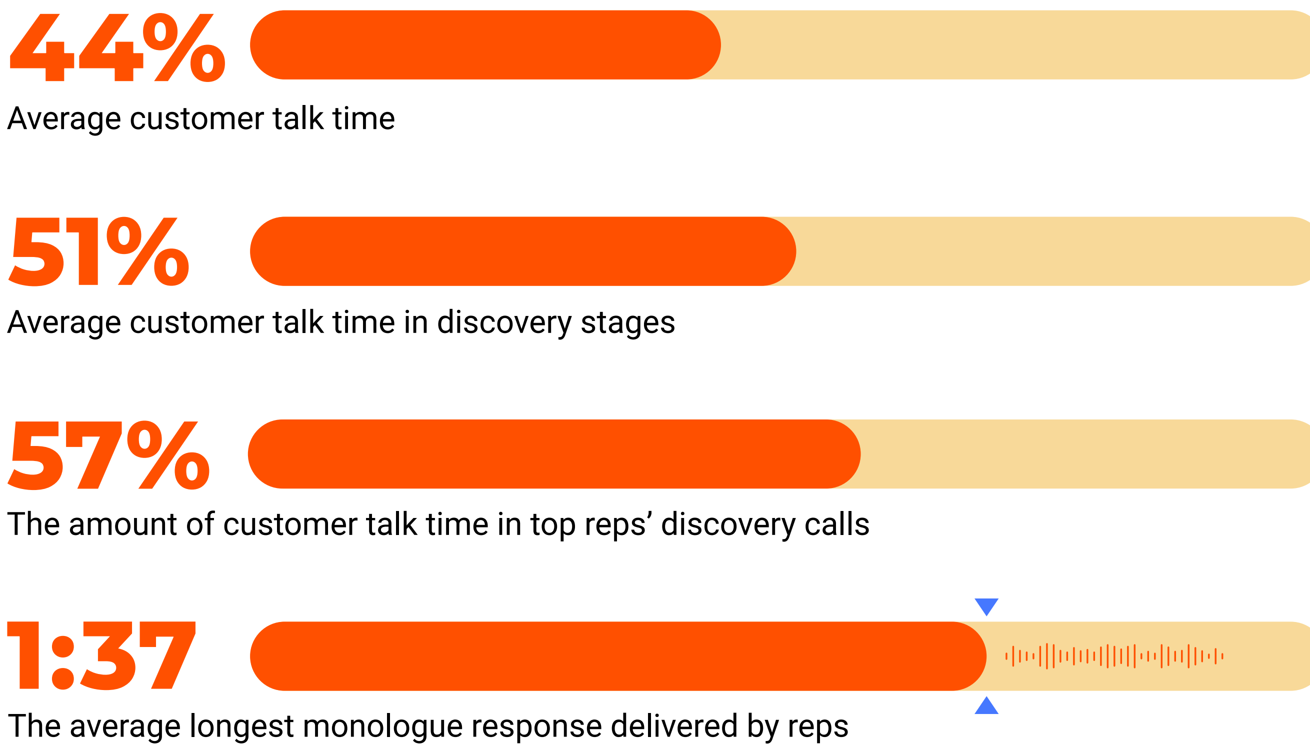
PRO TIP

Avoid scheduling half-hour calls. Most of the time, a 30-minute call will end up taking 40 minutes. Instead, schedule your calls for 40 minutes. If you don't need the entire time, you can always give your prospect or customer some time back.

Rep and customer participation on calls

Productive calls are a mix of rep and customer participation. But, in the sales process, sellers generally spend more time talking than customers.

Figure 36



PRO TIP

Coach sellers to let the buyer lead the conversation and get more airtime on calls. If a seller finds they're speaking more than 1.5 minutes, they should pause and check in for questions.

Questions asked and received during sales discovery

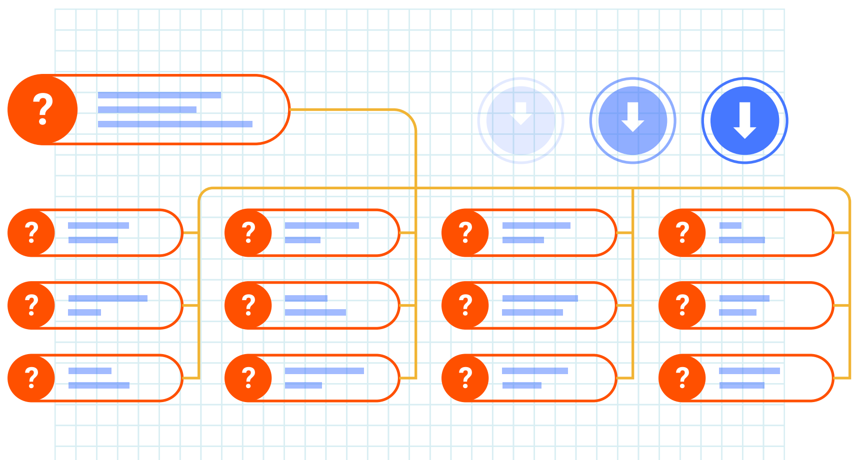
Figure 37

11
questions asked

Questions asked indicate reps are clarifying deal information and doing deeper discovery.

13
questions received

Questions received can be indicative of customer needs and priorities.



PRO TIP

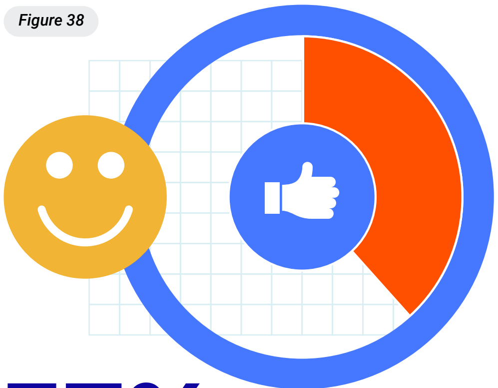
Challenge reps to try to ask one probing or discovery question for every question a customer asks. Here are some examples of probing questions:

- “It sounds like what you’re saying is… am I understanding you correctly?”
- “It seems like X is important to you… can you share a little more about why?”
- “What’s preventing you from hitting your goals today?”
- “What are the most important metrics that matter to you? How do you measure them today? And are you satisfied with the results?”

Call sentiment

Negative sentiment (including anger, uncertainty, hesitancy, competitive mentions, objections, disappointment, and tentativeness) is common during sales calls.

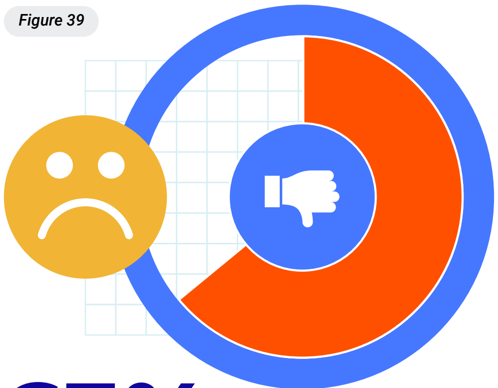
Figure 38



37%

The percentage of sales calls that contain more positive sentiments (including confidence, analytics discussions, and excitement) than negative sentiments.

Figure 39



63%

The percentage of sales calls that contain more negative sentiment than positive.

> **"Mindtickle helps me liberate my team to think quickly on the fly. With its training and Call AI solutions, my team has improved its discovery, objection handling, and problem-solving skills. Now, customer churn is down, renewals have improved, and our customers are more engaged.**
>
> — **Sarah Rosen**, VP of Customer Success at CyberGRX

PRO TIP

Expect a lot of resistance—and equip reps to handle it. Be sure you're spending time on enablement topics that help reps build confidence, such as objection handling and competitive knowledge. It's not enough for reps to just know your messaging and be able to lead a sufficient demo.

Sales call recording and sharing

Winning teams regularly share calls both internally and externally. Doing so provides learning opportunities—and helps accelerate deals.

Call sharing

Figure 40

6.3%

were shared across the company to provide voice-of-customer insights to teams like product, engineering, customer success, and leadership.

Figure 41

14.7%

were shared internally for deal collaboration with product marketing, sales engineers, solution consultants, regional managers, and more.

> **"The recordings and transcripts provided by Call AI are a prime piece of business intelligence for me. This allows me to coach my team to more wins and emphasize what's working for us.**
>
> — **Greg Myers**, Regional Vice President Sales
> Turing Video

PRO TIP

The 6% of calls that are transcribed and shared across your organization contain valuable customer insights. Ensure your entire leadership team, as well as folks from marketing, engineering, product, and customer success, can access insights from these customer calls in a digestible format, such as a quarterly trends report.

Internal sharing

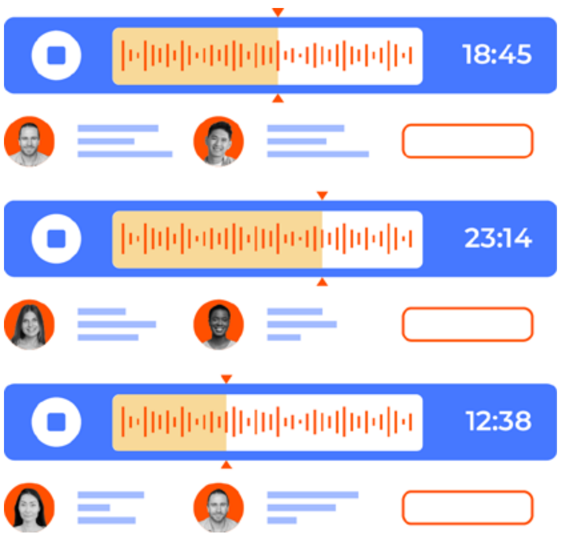


Figure 42

On average, sales reps using Mindtickle share three calls per month with other teams and leave 2 comments per month on their peers' calls.

External sharing

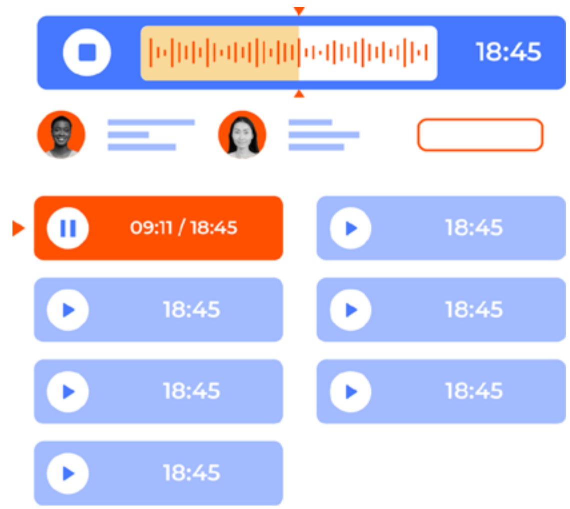


Figure 43

On average, sales reps using Mindtickle externally share 7 calls with customers each month.

PRO TIP

Share the best excerpts of the discovery conversation with your champions. They can use it to create alignment with their colleagues over your offering.

In addition, use external call sharing as a proxy for deal health. Those seven calls your reps share with customers each month shed light on your progressing and competitive deals. Customers who ask reps to share call recordings are clearly doing homework on your organization. There's a lot to be learned from the content of those calls.

> **"With Call AI, almost our entire team is part of all important customer conversations. We share snippets from important calls internally which helps us to improve our product, enable the team on new products/ pitches, and get advice on how to move forward on a deal.**
>
> — **Richie Khandelwal**, Co-Founder, PriceLabs

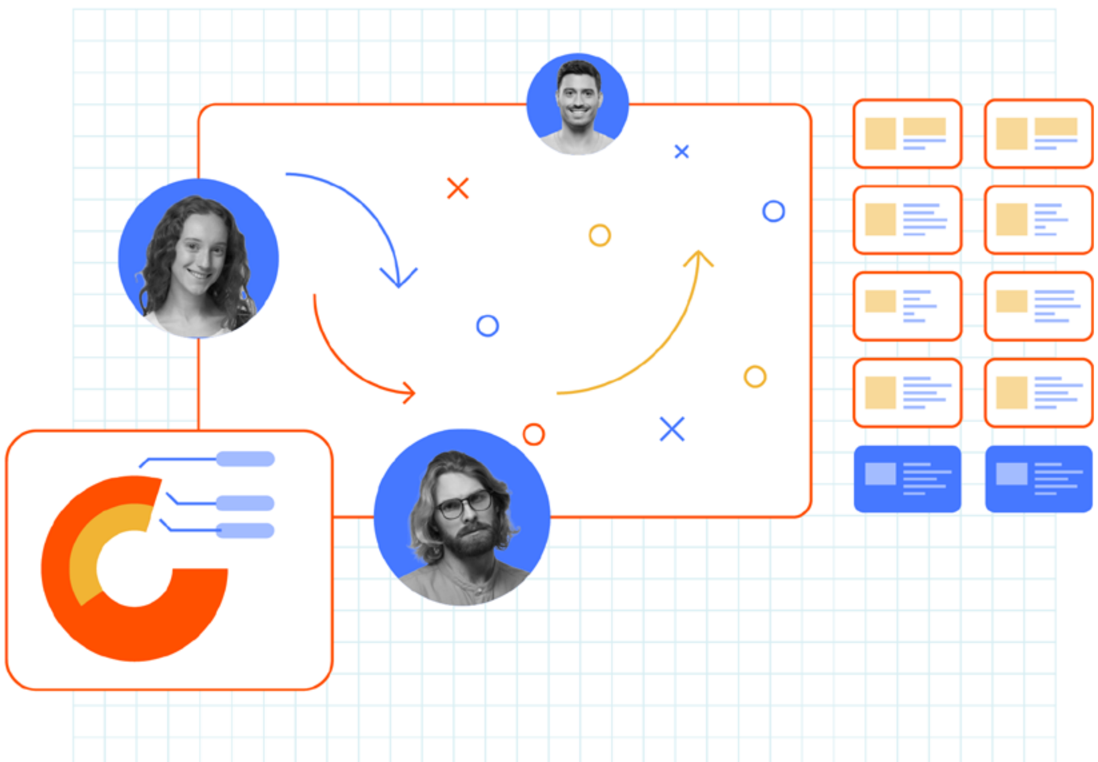
Deal coaching alone isn't enough to move the needle

Ongoing sales coaching is proven to improve sales outcomes. **Recent research** found that 8 out of 10 teams with effective coaching practices hit greater than 75% of their sales quotas.

However, coaching is often limited to ad hoc deal reviews. And deal coaching alone isn't enough to move the needle.

Let's take a look at how the best sales leaders coach their teams—and how you can use these insights to build a culture of coaching.

Figure 44

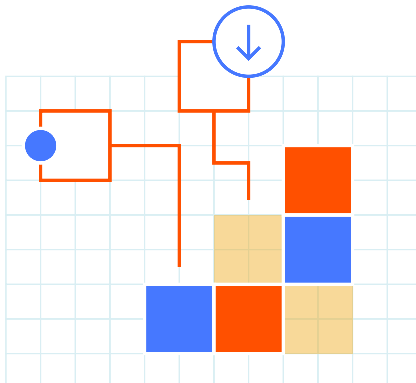


Sales coaching today

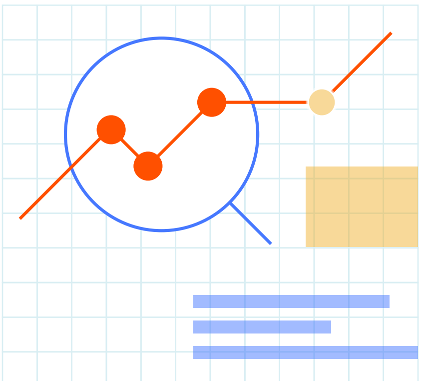
Common types of coaching

The top five most common types of coaching themes delivered in Mindtickle are:

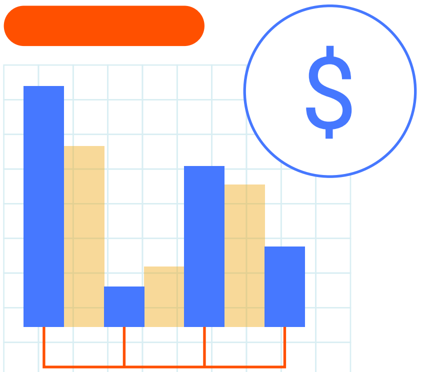
Figure 45



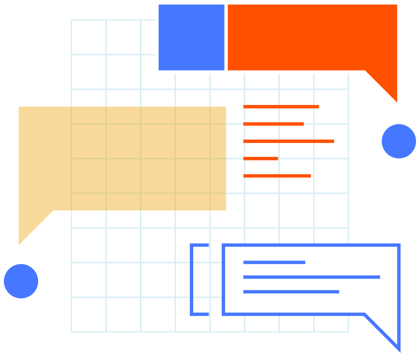
COMPETITIVE OBJECTION HANDLING



DISCOVERY EXCELLENCE



SALES METHODOLOGY



MESSAGING CONSISTENCY

NEGOTIATION

Coaching frequency

More coaching is correlated with greater sales success.

8 The average number of sellers under a single manager

1 The average number of manager-led coaching sessions per rep per month

3 The average number of formal coaching sessions managers of top-performing reps complete per rep per month

The state of coaching according to reps

Deal coaching continues to be the most common type of coaching delivered by managers.

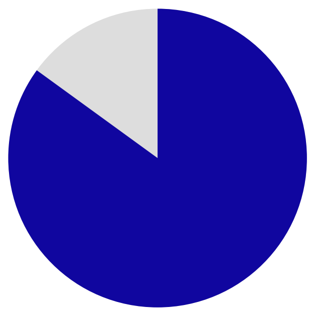


Figure 46

85%

of reps reported being coached on open deals

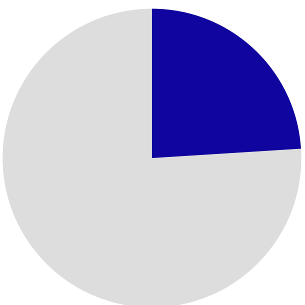


Figure 47

24%

of reps reported being coached on skills

> **“We use coaching sessions to build a feedback model between our managers and our reps. The reps are coached by the managers, who can then better assess reps’ skills in order to prescribe extra studies or remediation.**
>
> — **Krishna Saw**, Senior Systems Manager Enablement & Content Platforms, Splunk

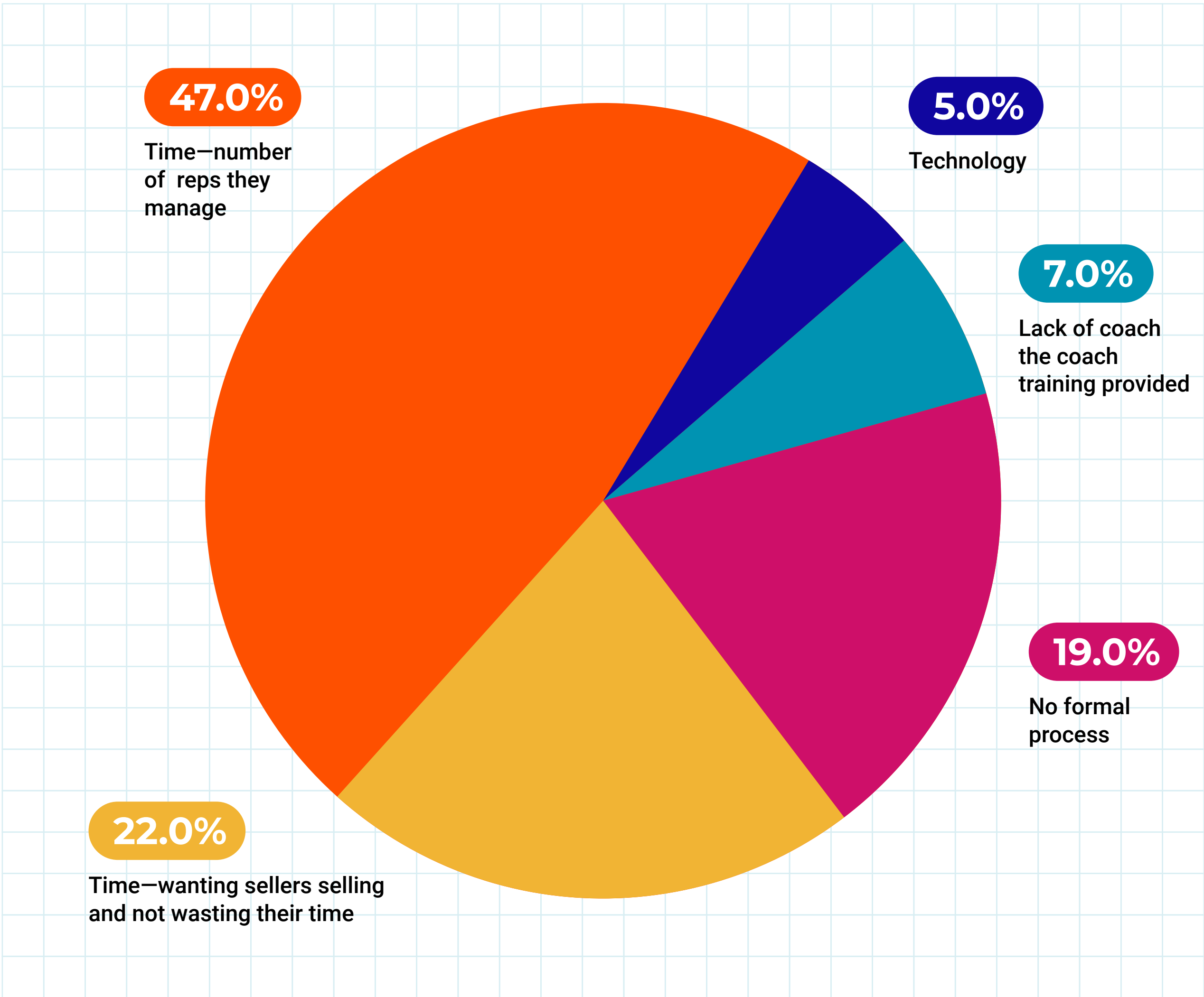
PRO TIP

In addition to as-needed deal coaching, aim to conduct at least one skill-based **coaching session** per month with each rep, focusing primarily on your middle performers.

Top coaching obstacles

Front-line managers face barriers that stand in the way of effective coaching.

Figure 48 *Obstacles to coaching*



Coaching practices of top managers

What are the managers of top-performing sales teams doing differently? To find out, we examined the coaching practices of those who manage teams that consistently exceed quota.

Top manager coaching frequency

Managers with teams that consistently exceed quota deliver a blend of coaching types at regular intervals.

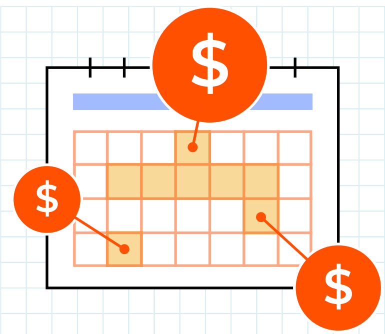


Figure 49

Opportunity coaching: Weekly (such as weekly pipeline) or ad hoc (deal-based coaching as needed, for example).

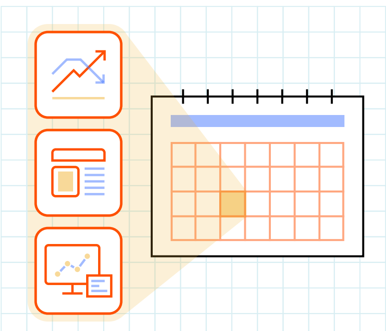


Figure 50

Skills coaching: Monthly or ad hoc (e.g., flexible to align with field observation schedules).

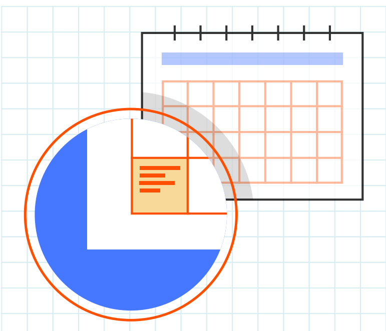


Figure 51

Targeted coaching: Single session (new pricing program or product rollout, for example), followed by enablement content.

12

The average number of coaching sessions completed per month by a top manager

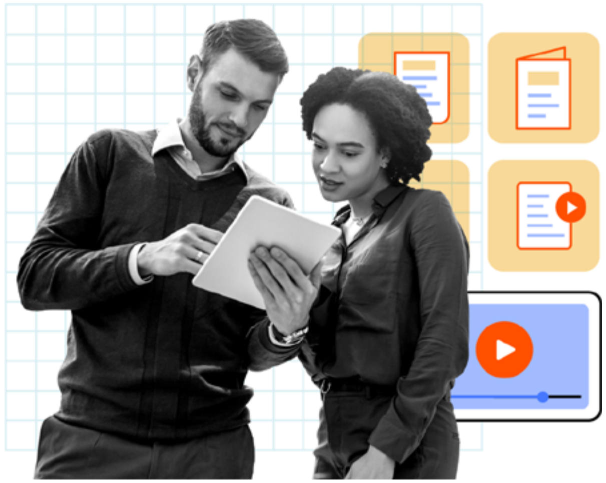
Coaching is hard work. Managers whose teams meet or exceed quota put in the extra work to coach and guide their teams on multiple fronts.

The importance of follow-up

Coaching isn't a one-time event. The best managers know that ongoing follow-up and reinforcement is key to ensuring that skills coaching sticks—and is applied in the field.

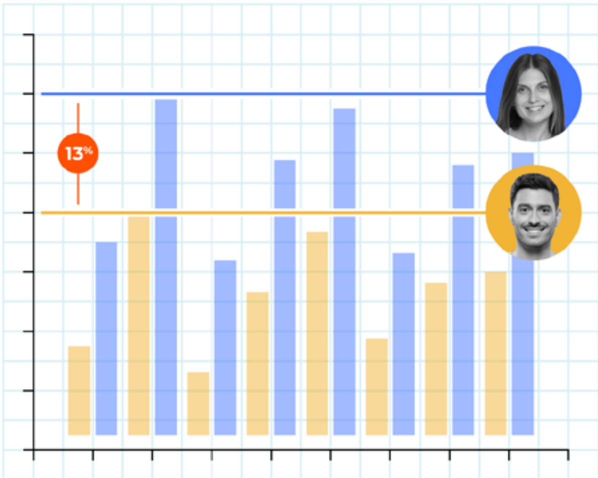
Top managers know how to leverage existing resources to make a significant change in rep knowledge, skills, and behaviors for the long run.

Figure 53



3X

Top managers are three times more likely to assign content, training, or a role-play exercise as a follow-up to a coaching session.



13 percentage points

The average improvement in [Sales Readiness Index] scores for reps who are assigned follow-up actions after a coaching session.

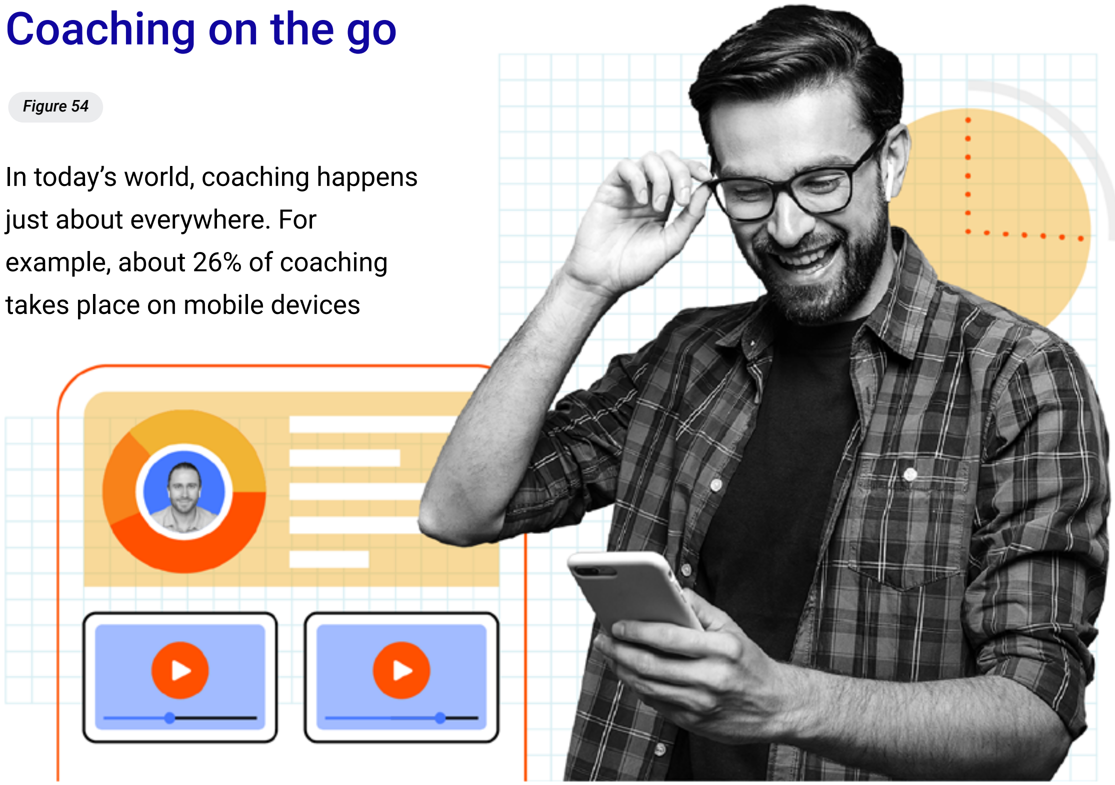
PRO TIP

Talking the talk isn't enough. Reps who are assigned self-paced enablement, content to read, or role-plays to submit show significant improvement in their overall readiness and on-call performance.

Coaching on the go

Figure 54

In today's world, coaching happens just about everywhere. For example, about 26% of coaching takes place on mobile devices



Take action: Support coaching with enablement

Ensure coaching efforts actually drive behavior change by leveraging supporting enablement. Here are a few examples of how enablement can support coaching effectiveness:

- Associate enablement content with key coaching topics and skills. That way, when a rep is struggling in a specific area, you have remediation content already queued up.
- Assign spaced reinforcement exercises on recently coached skills.
- Have reps complete pitch practices on recently coached skills.
- Review a rep's performance on enablement content that covers skills the rep was coached on.

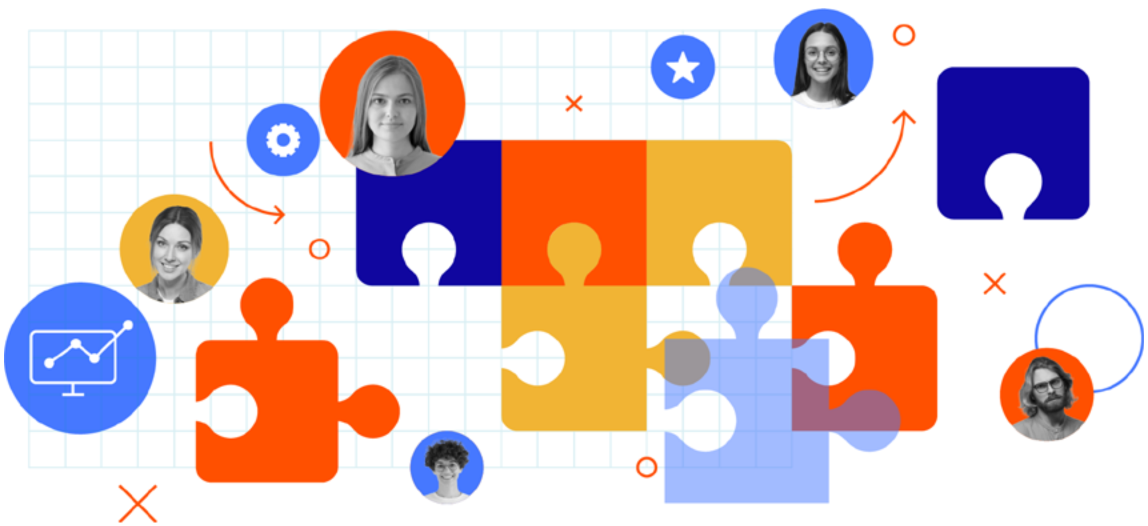
PRO TIP

Adapt to today's selling environment. Review sales calls on the go with conversation intelligence. And hold coaching sessions in between meetings—or even while traveling.

Defining excellence is the first step toward achieving it

Sales organizations are always in a state of flux: new competitors, market volatility, pandemic, educated buyers, and so on. With so many unknowns at play, it becomes critical for sales teams to have a comprehensive sales readiness vision to meet and exceed performance goals.

Hiring for the right fit is important, but it's only the first step. This needs to be supplemented with ongoing skill development, reinforcement, and manager-led coaching. Sales leaders must identify the skills reps need to succeed and build programs to replicate winning behaviors.



> **Mindtickle provided analytics and helped us drive results that proved to our leadership what global enablement is trying to accomplish.**
>
> — **Amy Lord**, Sr. Analyst, Global Enablement, Unisys

Enter the Ideal Rep Profile™

The Ideal Rep Profile™ (IRP) helps sales organizations define and benchmark top competencies reps must possess to be successful in the field The IRP is made up of three components.

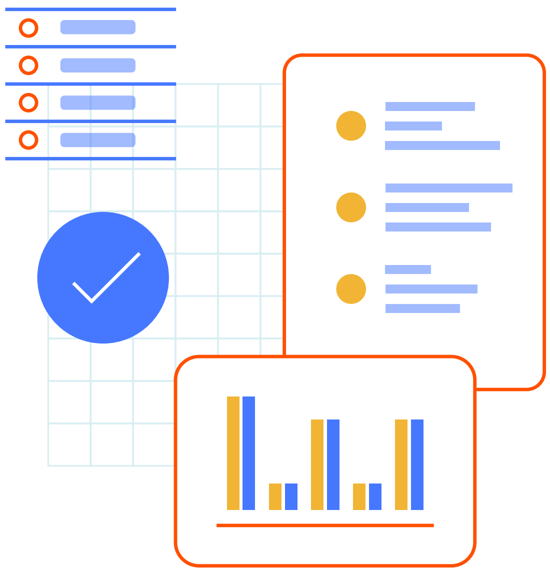


Figure 49

Practice: The information and data that a rep must know

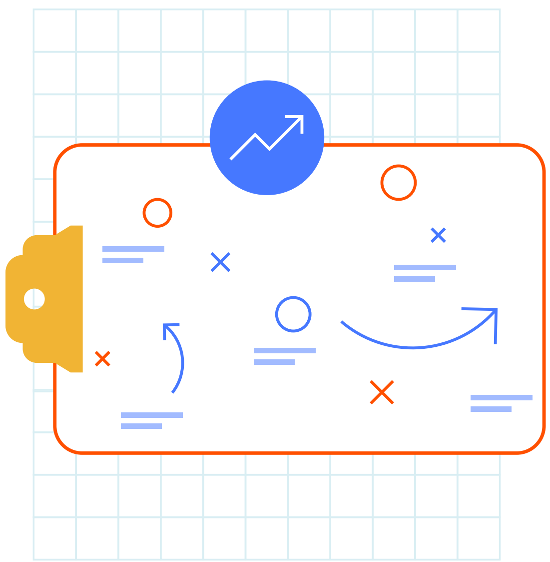


Figure 50

Skills: The ways in which reps should behave in the field

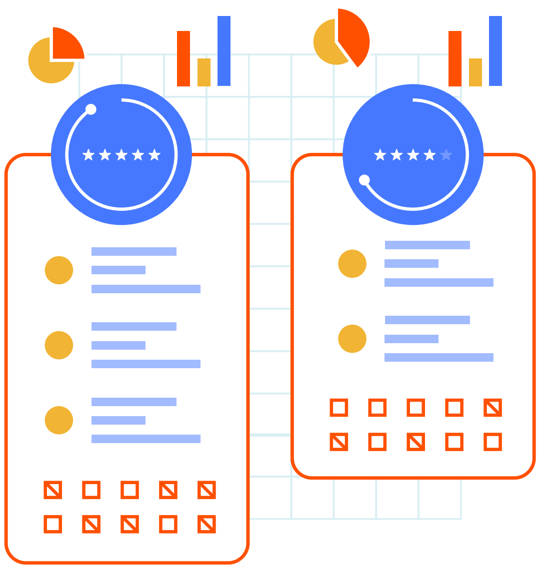


Figure 51

Interactions: How a rep actually performs in the field

IRPs are as important as ICPs

Today's sales organizations spend a lot of time figuring out their ideal customer profile (ICP) but don't spend nearly as much time identifying and documenting the right competencies necessary for a sales rep to succeed in the field.

An IRP helps organizations define and encode a rep profile so that reps are guided along the path toward true sales success.

Figure 52

93%

Identified and documented their ideal customer profile (ICP)

Figure 53

Fewer than 1%

Identified and documented their ideal rep profile (IRP)

Building a competency framework

45%

Of companies have built out a competency framework.

Top 3 challenges with implementing this framework:

- Misalignment with the sales leadership team
- Unable to track, observe, and act on it (due to lack of automation)
- The framework isn't updated continuously

How Mindtickle customers develop their ideal rep profiles

Organizations can build and maintain their IRPs directly within Mindtickle. Here's how they do it.

IRP stakeholders

Mindtickle customers typically engage five sales leadership stakeholders.

Figure 54

Who	Why do they care about the IRP
CSO/Head of Sales*	Sets the tone for what passes as high performance in their organization and then holds the enablement team and front-line management responsible for delivering more top performers
VP/Head of Revenue/Sales Ops*	Can identify areas of improvement within the organization that impact revenue performance and forecasts
Head of Sales Enablement & Training*	Curates the training programs and curriculum to improve rep and organization performance
Front-line Managers*	Coaches reps regularly on their competencies and deals to improve short- and long-term performance
CMO/Head of Marketing/Head of Product Marketing (influencer)	Understands how the marketing function can support the development of the right knowledge, skills, and behaviors in the sales team

* These stakeholders are critical to defining the IRP

IRP roles

Most often, customers define IRPs for their go-to-market (GTM) or customer-facing roles. These are the top five roles for which organizations define their IRP.

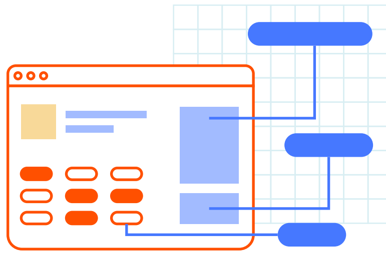
Figure 55

Role	Top 3 competencies required
Account Executives	1 Sales discovery skills 2 Value articulation 3 Competitive objection handling
Business Development Representatives	1 Lead qualification 2 Objection handling 3 Email personalization
Channel Sales	1 Product knowledge 2 Value articulation 3 Competitive objection handling
Customer Success	1 Communication skills 2 Product knowledge 3 Resolving customer issues
Sales Engineers	1 Use case knowledge 2 Articulating business value 3 Product knowledge

IRP competencies

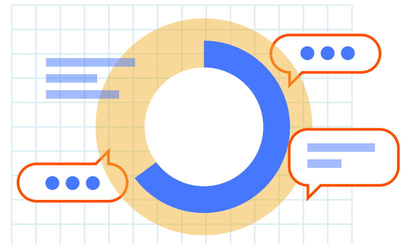
The IRP includes a list of competencies necessary for success. Here are the top 5 competencies set by organizations.

Figure 56



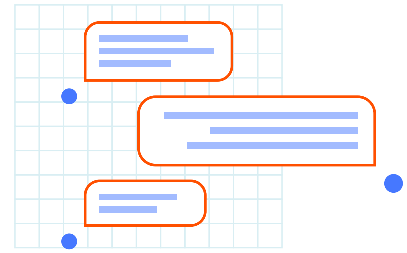
1 Product knowledge

90%
Percentage of companies with this competency

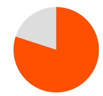


2 Sales discovery

87%
Percentage of companies with this competency

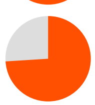


3 Messaging consistency



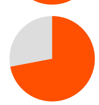
80%
Percentage of companies with this competency

4 Industry knowledge



74%
Percentage of companies with this competency

5 Qualifications



72%
Percentage of companies with this competency

15

The average number of competencies defined per role

Identifying areas for improvement

Once the sales leadership team has set performance benchmarks, they can start tracking gaps at the team and individual level.

Here are the most frequently identified areas of development for each revenue role:

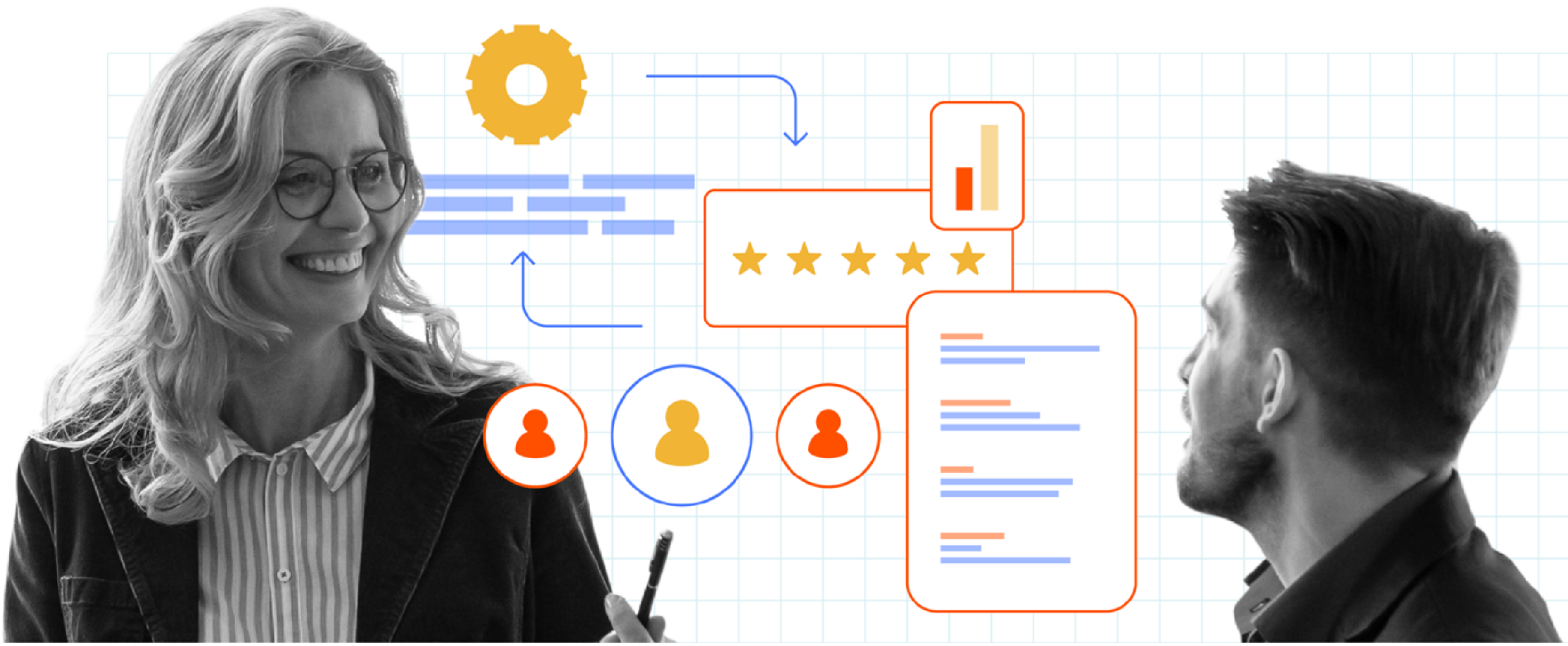
Figure 57

Role	Top competency improvement area
Customer Success	Product knowledge
Sales Development Representatives	Qualification
Account Executives	Sales discovery
Channel Sales	Sale cycle time
Sales Engineers	Articulating value

> **“The Readiness Index enables our organization to understand the impact of our enablement programs for individual contributors or teams. By defining competencies through the IRP, we are able to track and identify skill gaps that exist and remediate by custom coaching and training to up-level our reps.**
>
> — A company in the customer experience industry

IRPs are the foundation of sales readiness

The IRP serves as the north star for winning readiness programs. By documenting the skills and competencies needed for sales success and consistently measuring individuals and teams against that gold standard, sales organizations can more effectively identify the learning gaps of each rep. Then organizations can work to deliver individualized learning programs and coaching that closes these gaps and creates more peak performers.



Conclusion

Get all your reps ready to crush quota

Sales leaders can no longer rely on the notion that 20% of sellers generate 80% of sales. Instead, they must systematically work to ensure each seller is always ready to close any deal. A sales readiness strategy is a must.

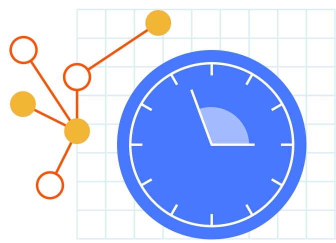


Figure 59

Reducing onboarding and rep time by employing templates and automation —and ensuring learning sticks by leveraging bite-sized learning modules that can be accessed anywhere at any time

Figure 60

Creating and continuously refreshing high-value content that moves deals forward—and ensuring sellers know how to use it

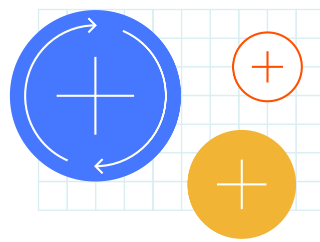


Figure 61

Giving prospects plenty of airtime on sales calls—and leveraging meeting intelligence to identify opportunities for improvement

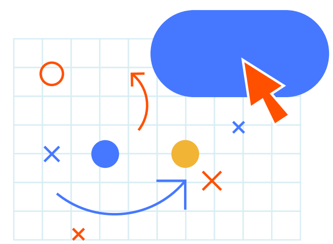


Figure 62

Delivering on-the-go coaching that helps reps close more deals and improve the skills they need for long-term success

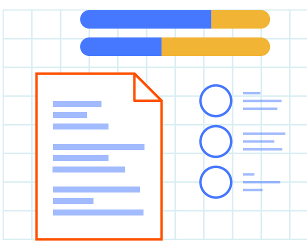


Figure 59

Documenting their Ideal Rep Profile—and continuously measuring teams and individual reps against it

Benchmarking your own performance across each of these pillars of readiness is the first step toward improving your own strategy—and creating more peak performers who are always ready to drive more revenue.

Sales readiness isn’t just a pipe dream

Learn how Mindtickle, the only complete sales readiness platform, can empower you to identify and drive winning rep behaviors—and drive revenue growth.

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