



# Use Post-Training Coaching To Increase ROI On Training & Development

## THE BUSINESS CHALLENGE

It's a proven fact that the level of retention and the application of the new skills and knowledge that is gained from formal, classroom based training is rarely better than 10%-20% after 30 days. In other words, participants rarely recall more than 20 percent of the material that was taught and as a result will typically implement even less.

Our client had previously experienced this first hand, when they had launched major sales training initiatives as part of the annual sales conference. Despite great energy and enthusiasm during the launch, the majority of the sales team had failed to adopt and implement the new best practices within 6 months and so had forgotten most of what they had learned.

Whilst the Sales Managers understood the potential and the basic concepts, they were unable to integrate this knowledge in to their day-to-day practices and operating rhythm so that they could provide an adequate level of reinforcement, support and coaching to ensure that the team applied the training.

## THE APPROACH

We helped our client to design and conduct a comprehensive Sales Professional Capability Assessment and a Sales Manager Capability Assessment in their national sales team two months prior to the annual sales conference.

In each of these capability assessments, the participants rated their current level of capability against the skill, knowledge and competence profile of a high performing individual within their role using a simple, three-point scale: Needs Development, Meets Expectations, Significant Strength.

## THE FINDINGS

All of the "Needs Development" ratings were collected for the Sales Managers and Sales Professionals and consolidated to identify the priority development needs for each role. The top five development needs for each are shown in the table below:

### Sales Manager Prioritised Development Needs

1. Pipeline Management
2. Forecast Planning & Accuracy
3. Designing An Effective Operating Rhythm
4. Coaching & Mentoring
5. Key Account Development Planning

### Sales Person Prioritised Development Needs

1. Prospecting & Opportunity Identification
2. Building A Referral Network
3. Negotiating & Closing
4. Cross-Sell
5. Lead Qualification & prioritisation

As a result of these findings, three streams of activity were initiated:

1. Specific training sessions for the top three Sales Professional development needs were added to the agenda of the sales conference.
2. All sales managers came to the sales conference two-days early and attended training on Coaching & Mentoring and received an overview of the training that the sales professionals would receive during the conference. This enabled the sales managers to discuss and agree the specific post-training coaching that they could provide to help their sales team embed the new skills, knowledge and competences in to their selling practices.
3. Quarterly sales manager training was scheduled and developed to address the balance of their prioritised development needs.

### Before

- *Less than 10% of the sales team reported getting value from the previous year's training*
- *No formal follow-up be sales managers to track and ensure application of the new skills and knowledge*

### After

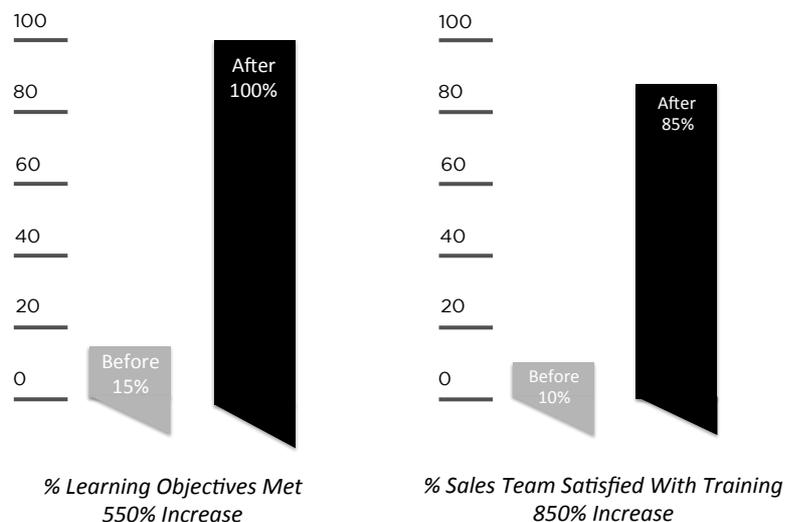
- *100% of the targeted post-training follow-up activities were completed by all 18 sales managers*
- *85% of the sales team reported getting value from the new training and coaching practices*

As part of the development of the Sales Manager Coaching & Mentoring training module, we ran a workshop with a selection of the sales managers to identify the changes in sales management practices that would be required to optimise the application of the new skills and knowledge that the sales professionals would gain from their training. The key focus of this workshop was to gain consensus on “what good looks like” from the sales management practices perspective.

The insights and best practices identified in this workshop informed the design of both the Sales Manager and Sales Professional training modules. More specifically, it enables the leadership team to identify three things:

1. The actual changes in sales professional behaviour that were required with respect to each of the three prioritised development needs that they would be trained in to enhance the performance of the team.
2. The specific coaching and mentoring interventions that a sales manager could adopt to reinforce and support the adoption of these new best practices within their team following the training.
3. Agreement of how success would be assessed and measured. The leadership team selected two primary measures: The extent to which every sales manager had held coaching sessions with their people on the prioritised behavioural changes, and the sales teams satisfaction with the value of the training that they had received.

Following the conference and training, we met with each sales manager in a monthly one-on-one coaching sessions, for three months, to help them reinforce, implement and support the targeted behavioural changes.



## THE BUSINESS IMPACT

At the end of the three month sales manager coaching program, all 18 of the sales managers had implemented 100% of the new sales management and coaching practices within their team to drive the adoption of the training content.

In addition, when the sales team were surveyed six months after the sales conference, to assess the value of the training and follow-up that they had received, 85% of the sales team reported that they were satisfied, compared to just 10% in the prior year.

The team also report that the level and value of the support and general coaching that they receive from their sales manager has improved and is better than the past

For more information please call Jed Wood on 0423 643 844 or email [jed@cfse.com.au](mailto:jed@cfse.com.au)