

BRIDGE
BY INSTRUCTURE

Sales Enablement Playbook:

Train, Coach, Win, Repeat

SALES ENABLEMENT PLAYBOOK: TRAIN, COACH, WIN, REPEAT

For sales managers, team productivity will always be a top priority. And while companies obviously have some training practices in place, the sales industry needs an overhaul when it comes to sales-rep development.

Sales training simply isn't enough, as it only encompasses products and process.

Sales Enablement, however includes:

- Manager and employee 1:1s
- Skill gaps identification
- Coaching
- Onboarding
- Ongoing training
- Communication

Best-in-class sales teams understand the value of ongoing development. And it's paying off big time, as companies that provide consistent reinforcement and coaching see a 26 percent increase in the number of reps attaining or beating quota.

MANAGING SALES TEAMS CAN BE AN UPHILL BATTLE.

With proper sales-enablement practices in place, you can reduce the negative impact of the following pain points:

- 50 percent of reps don't start contributing to quota until 6–10 months on the team.
- Loss of potential revenue due to undertrained reps can total $40k per month—per rep!
- Annual turnover in sales is an estimated 27 percent—twice the average of the overall U.S. workforce.

Coaching, practicing, consistent 1:1s, and formal onboarding and certification solve the biggest challenges teams face every day:

- How do I enable better knowledge-sharing between top performers and the rest of the team?
- How do I resolve skills gaps that cause deal delays in the pipeline?
- How can I effectively onboard and certify my reps, faster?
- How can I better empower my managers to effectively engage their teams to drive more revenue?
- How can I keep my team happy and avoid costly attrition?

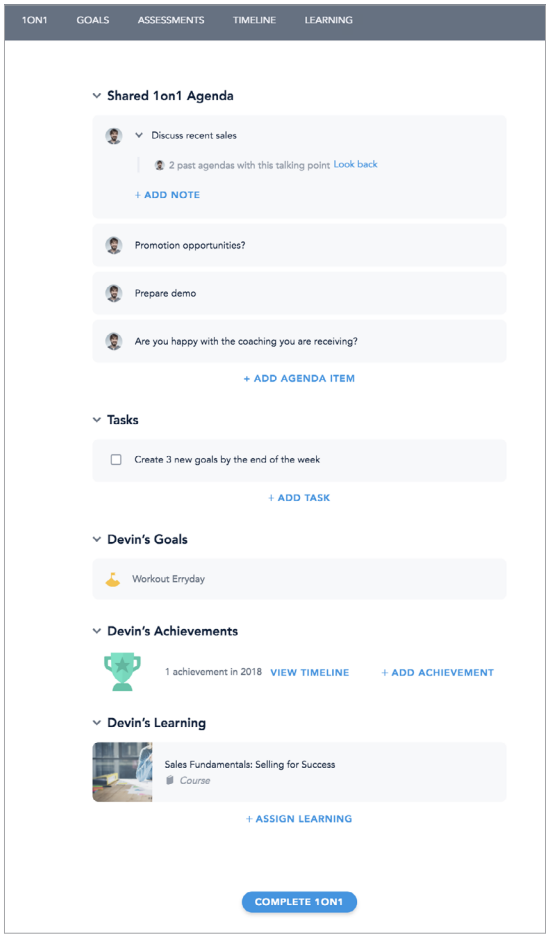
By combining coaching, peer-to-peer feedback, and ongoing training, Bridge is the ultimate sales-enablement solution.

The steps outlined in this sales-enablement template is designed help you create a systemized, effective, and scalable way to train your team using Bridge.

STEP 1:

Task Managers to Conduct Regular Employee 1:1s

Your first step should be to get your managers to start holding effective and regular 1:1s with their teams, since 75 percent of voluntary turnover is influenced by a manager's behavior. Employees who meet with their managers regularly are nearly three times as likely to be engaged. Consistent and meaningful feedback from managers leads to engaged employees who drive higher revenue.



Here are some questions to ask your managers:

- How often are you meeting with your reps?
- Do you have a consistent framework for ongoing conversations?
- Are you providing regular skill-coaching and role-playing with your reps?

If your managers are unable to answer "yes" to all of these questions, don't panic.

Leverage Bridge Perform to create regular 1:1s with reps, where they can track progress, discover skills gaps, and engage with their team.



Why are regular 1:1s so crucial? Because they:

- **Deliver a solution for receiving consistent performance feedback**
- **Strengthen manager-rep relationships**
- **Boost engagement and productivity**
- **Facilitate goal-tracking**
- **Foster employee recognition**
- **Enable managers to quickly assign additional training**
- **Actively demonstrate that employee development is valuable to your organization**

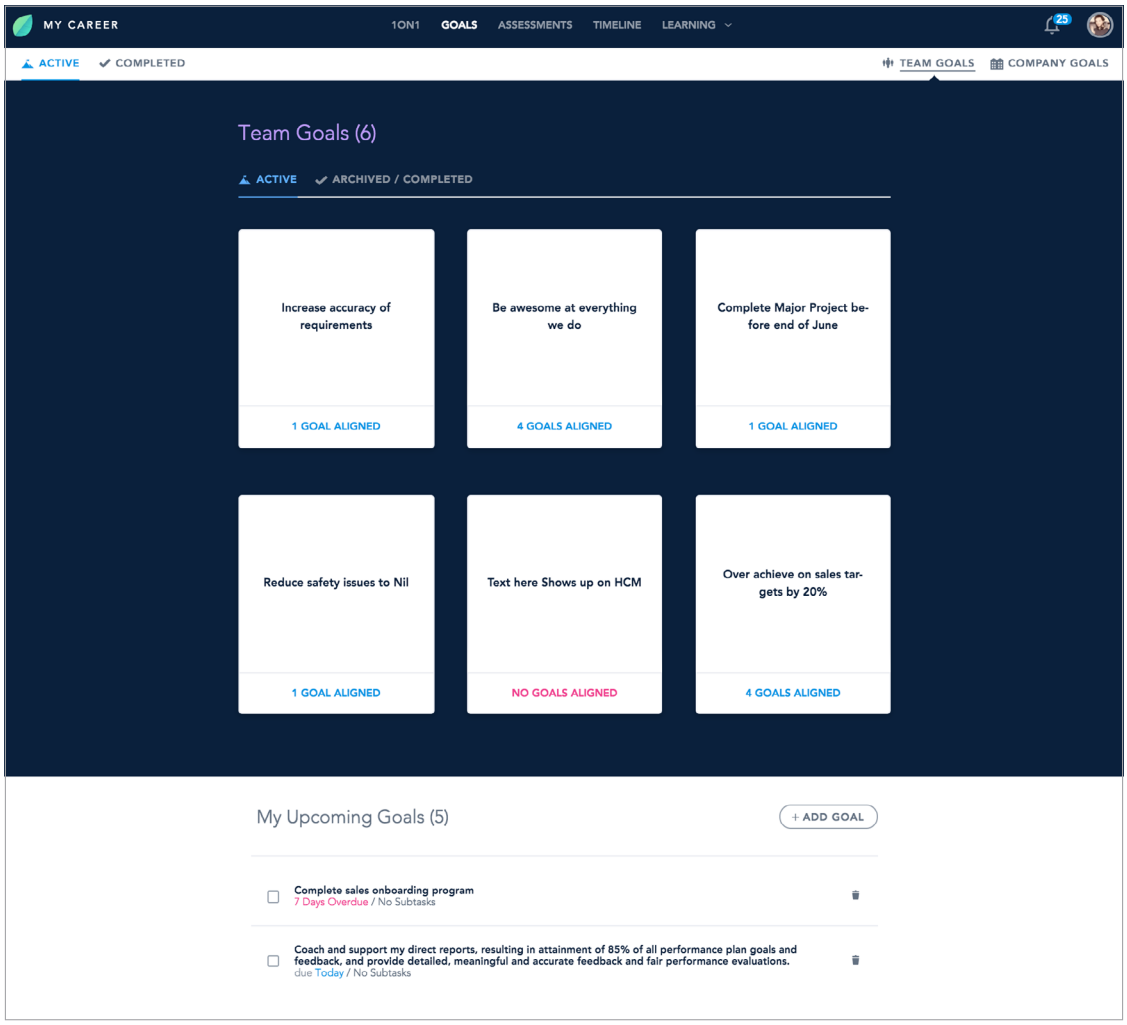
STEP 2:

Create Individual and Team Goals

No need to wait for the annual review to assess and address rep performance. With Bridge, you can:

- Set up and track individual goals, such as annual and quarterly revenue targets or number of calls, meetings, and opportunities, and easily align them to team or organizational goals.
- Seamlessly align and track goals in real time to provide a snapshot of how the employee is progressing on a consistent basis.
- Celebrate achievements as milestones are reached.

With Bridge, these triumphs are effortlessly transferred to a visual representation in the form of the sales rep's Employee Timeline, which will track and store the data for review and discussion in future 1:1s.



STEP 3:

Identify Key Soft Skills

With Bridge, you can use assessments to identify strengths and opportunities for growth in key soft skills for each rep and manager.

For example, say you discover that a particular rep is innovative, but they don't work well with cross-functional teams.

The assessment tool helps you identify those strengths but also enables the option to facilitate coaching and practicing opportunities to help strengthen any skills gaps that might have been identified.

Use this information to coach and train in weak areas, while leveraging the rep's strengths to help train the rest of your team.

- ***Weak area (teamwork)*** - Provide additional training and coaching to help evolve the rep's skills and improve future work with cross-functional teams.
- ***Strength (innovation)*** - Invite this rep to sit in on key strategic meetings and enlist their help in providing feedback to peers who may be struggling with a specific challenge.

BRIDGE = CONFIDENT, COMPETENT SALES TEAMS



Scale faster, more effective onboarding to decrease ramp time.



Save time and distribute knowledge with peer-to-peer feedback.



Leverage analytics around skills gaps to see where reps need help.



Realize more revenue, faster.

Providing your team with the tools it needs to be confident from prospecting to close and beyond is easier than you think.

STEP 4:

Create Onboarding and Certification Initiatives

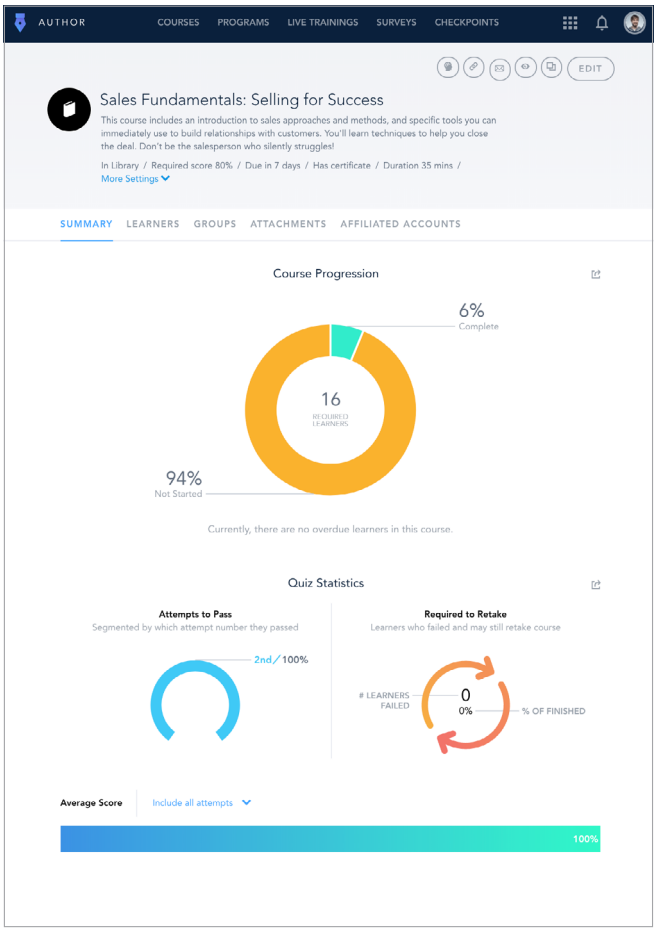
To get started, identify various sales initiatives for your team. Examples include:

- ***Growing team*** - Make sure no matter how quickly your team grows, you're enabling and supporting them at every step.
- ***New methodology*** - If you're rolling out new sales methodology, make sure all reps are up to speed with coaching, practice, regular 1:1s, and learning.
- ***New market*** - If you're expanding to a new market, make sure your team is ready for the change.
- ***New product*** - When selling a new product or service, the more insights the better.

Whether you're onboarding, focusing on a specific sales initiative, or even creating your own team certification program, here's how to create your team's training:

- Conduct a content audit on the materials you already have.
- Identify any gaps and list the courses you'll need to create.
- For each new course:
  - Assign key messages to each of your topics
  - Create a storyboard for each page/ screen
  - Author the content of each course, ensuring you include retention tools like embedded quizzes
  - Set up follow-up quizzes in the days and weeks after the course to improve learning retention with Bridge Retain

Bridge makes it easy to deploy, track progress, and send reminders to complete certification.

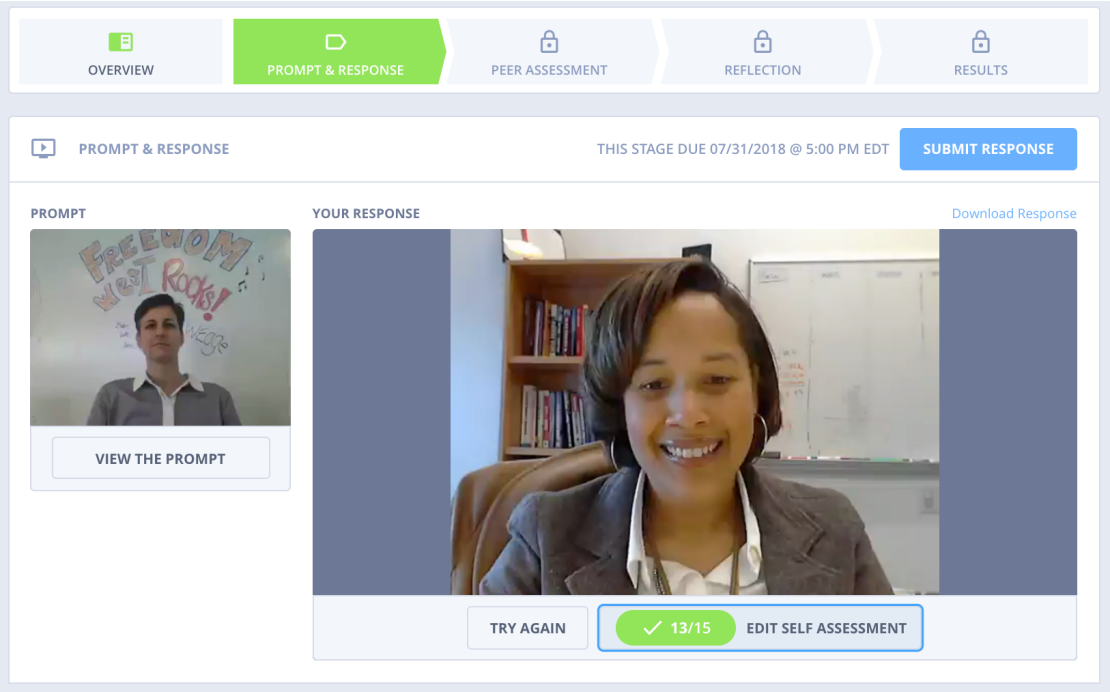


STEP 5:

Use Practice to Drive Perfection

The power of Practice can't be understated. When social learning is combined with video feedback, there's no limit to how much your team—both its individual members and as a whole—can improve its pitches, body language, talking points, confidence, and other crucial components for closing more deals.

Practice allows reps to record themselves on video or audio and submit the file (and any supplemental documentation, if needed) for assessment to a broad group of their peers, experts, and managers for feedback. In addition to peer and manager feedback, reps are also empowered to provide self-reflection, which helps add another layer of feedback to consider as they continuously learn and engage in the mastery of their skills.



To get started with Practice:

- Assign each rep a "challenge," then have them upload their challenge for peer review.
- Enlist the help of other reps (new and seasoned) to provide video feedback on the challenge.
- Allow even non-participating members of the challenge to watch the video, review the feedback, and apply these insights to their own sales processes.
- Encourage reps to keep practicing their skills over and over until the perfect pitch has become second nature—no "one and done" here.

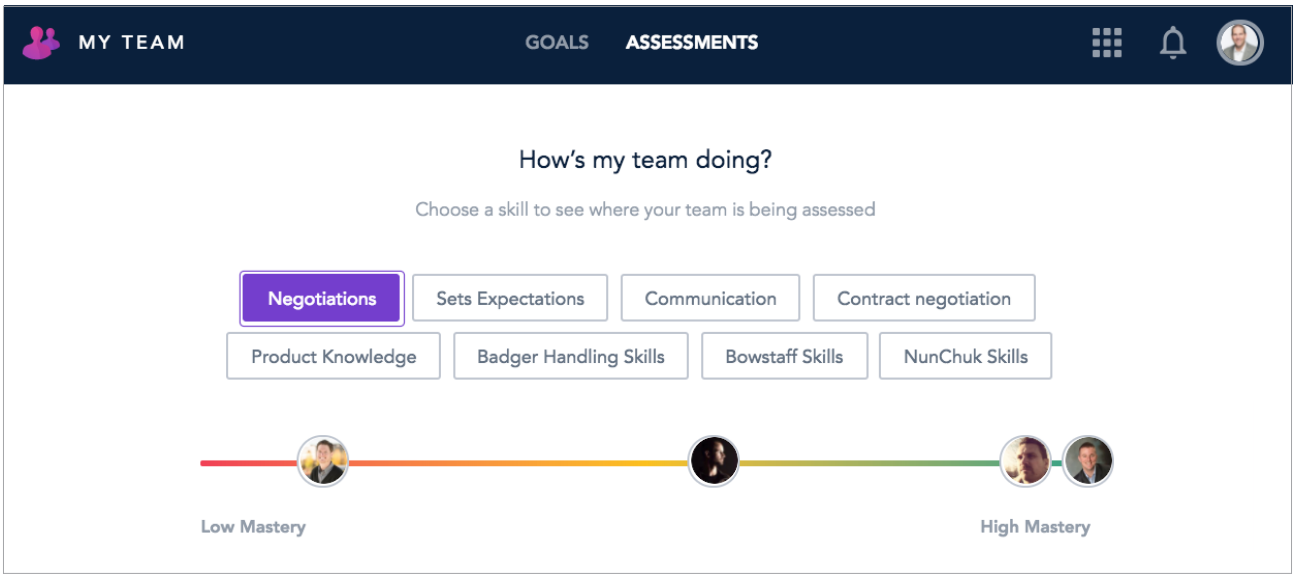
When the whole team works together to build each other up and help each other improve, you have more than a sales team—you have a powerhouse!

STEP 6:

Assessments and Mentors

Tapping into the real-world knowledge of your senior reps is a great way to enable (and empower) newer team players.

Regular check-ins will help ensure the mentee is getting the most out of the mentorship. Thanks to video-enabled platforms like Practice, providing meaningful and personalized feedback no longer needs to take place in the same room, or even the same time zone.



Here's how to start a mentorship program for your team:

› **Use data to match up each mentor/mentee pairing.** Use skill assessments of newer reps and performance metrics from senior salespeople to pair up your mentors and mentees.

› **Officially kick off each mentorship**. Host a meeting (preferably in person) where you introduce the mentor and mentee and outline the overall program goals and next steps.

› **Establish tangible metrics for success early on**. What are the goals of this pairing? Passing down closing skills? More effectively warming up cold prospects? Document what an effective mentorship looks like for each pair, allowing the mentor/mentee to weigh in as well.

› **Plan for the end.** Set a finite end to the mentorship. This could be hitting a specific milestone, like a number of appointments within a month or a timeline, like six months from program kick-off.

› **Provide support for your mentors**. Create resources to help them understand how to impart their knowledge and provide constructive criticism.

› **Enable continuous feedback.** Conduct surveys to get input on how both the mentee and mentor think things are going and how to improve going forward.

› **Thank your mentors**. Acknowledge them publicly within the organization and thank them in other ways, like a mentor luncheon or certificate of appreciation.

Mentoring and coaching aren't the same thing. Sales managers should still provide ongoing coaching during regular employee 1:1s, as well as micro-coaching sessions as needed.

STEP 7:

Utilize Data and Analytics

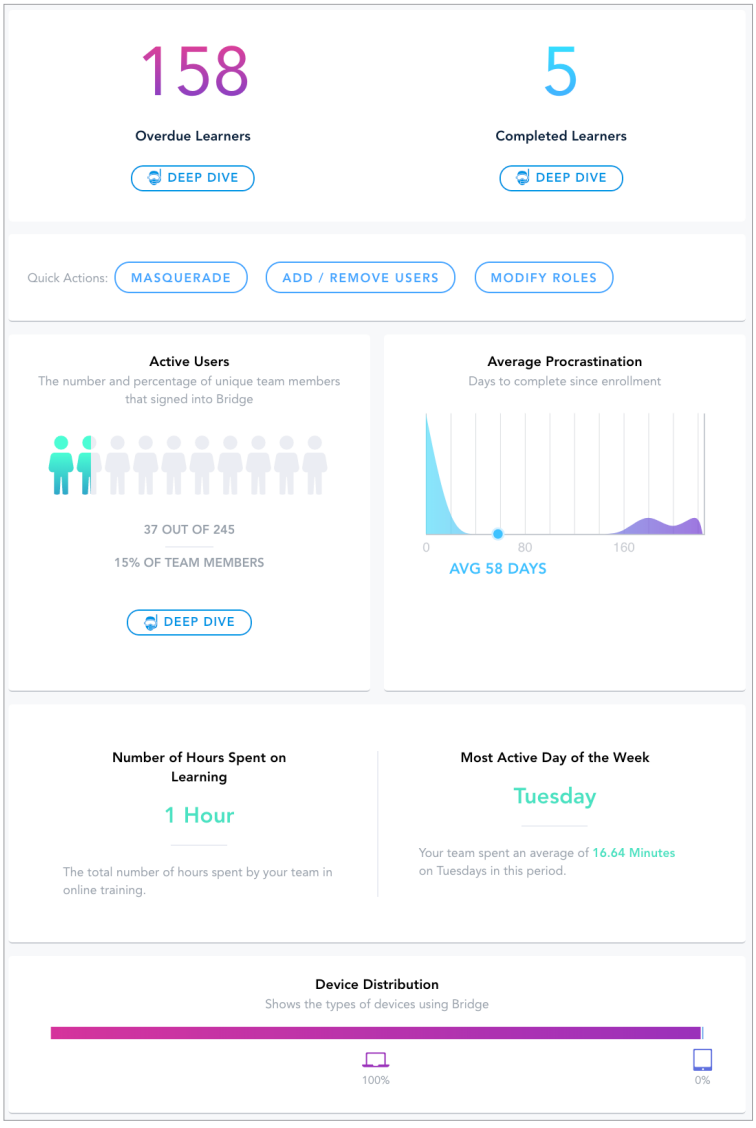
Data provides a bird's-eye view of all aspects of your reps' training and performance, so you can quickly:

› **Assess skill and learning gaps.** Identify weak areas and assign training to fill in these gaps and educate your reps.

› **Manage 1:1 meetings with all your reps.** Discuss and resolve issues while they're still current to help reduce turnover.

› **Learn which reps shine in core competencies.** Ask these MVPs to be mentors for fellow reps in these areas or recruit them to create training videos for your whole team.

› **Determine if reps are struggling with course content.** Quiz scores can tell you whether the course content is clear or needs tweaking.



One-Week Learning & Development Plan

YOU (AND YOUR TEAM) CAN LEARN A LOT IN A SINGLE WORKWEEK.

DAY 1 — DISCOVER WHAT YOUR TEAM ALREADY KNOWS

- Conduct quizzes on sales methodology and best practices.
- Review quiz results to identify strengths and weaknesses.
- Fill these learning gaps will additional training.

DAYS 2&3 — TEACH YOUR COMPANY'S CORE OFFERINGS (AND THEN SOME) WITH BRIDGE LEARN

Create video and e-learning courses that quickly download reps on:

- Who you are as a company
- What your goals are
- Who your ideal customer is
- How you stack up against your competitors

Set up follow-up quizzes at specific intervals over the course of a month to help increase retention of the information (roughly 70 percent is lost within 24 hours of training).

DAY 3 (CONTINUED) — USE BRIDGE PERFORM TO SET AND TRACK GOALS

- Invite reps to share individual goals.
- Discuss how they fit into the company's overall mission and objectives.
- Assign clear goals for each rep's role.
- Ask about their expectations of the role and company.

DAY 4 — COLLABORATE TO SHARE INVALUABLE INSIGHTS

- Explain the various roles and divisions of your sales team.
- Showcase available resources.
- Encourage reps to ask for help.

DAY 5 — REQUIRE CERTIFICATION FOR YOUR REPS

If the ideal certification program doesn't exist, consider creating one for your team. Here's why:

- By creating a custom sales certification program, you can ensure your team receives only relevant information to your industry, products, and services.
- Allowing employees to promote their achievements on social media via badges and other ways can motivate them to complete the certifications.
- A defined in-house certification program can be a great recruiting tool that demonstrates your company's investment in developing its employees.

SEE HOW BRIDGE DOES IT

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the most comprehensive sales-enablement platform.

Learn more at getbridge.com.