



sales myths

**DEBUNKED**

**THE MYTH:** SALES PIPELINES ARE FOR FORECASTING

**TRUTH:** For most sales forces – and especially B2B – revenue forecasts are derived from sales pipelines. However, the pipeline is much more than a forecast machine... Rather, it's the best coaching tool in a sales manager's possession. By examining a sales pipeline, you can learn much about your sellers. Do they have the skills to move deals from stage-to stage through the sales cycle? How good are they at qualifying (and disqualifying) leads? Do they focus too much on specific customers? Do they avoid selling certain products? Do they engage the resources required to win deals? If you're spending your weekly meetings discussing deal sizes, win percentages, and close dates...You're forecasting. Instead, use your sales pipeline for the more important stuff...Coaching.

**THE MYTH:** YOU SHOULD ONLY COACH YOUR MIDDLE PERFORMERS. OR BOTTOM PERFORMERS. OR TOP PERFORMERS.

**TRUTH:** The debate continues to rage over who should receive top priority when it comes to sales coaching. Should you spend your precious coaching hours with your middle performers who have a baseline of skills to improve? Should you coach your bottom performers who have the most to gain? Should you coach your best sellers to supercharge their performance? The answer is: None of the above. In reality, you should coach the sellers you deem to be coachable. No matter where they are on the sales board, some people will reject coaching while others will embrace it. If you want your coaching to have the greatest impact, focus it where it will be received willingly and actually make a difference. When it comes to sales coaching, choose your battles to increase your victories.

**THE MYTH:** WE SHOULD PROMOTE OUR BEST SALESPEOPLE TO MANAGERS.

**TRUTH:** The logic makes sense. Great salespeople should become great sales managers. They are model sellers, and their insights should allow them to replicate their standout performance across an entire team of salespeople. The only problem? It rarely works out that way. If you've been in sales long enough, you've seen a star salesperson promoted to manager only to struggle in their new role. The truth is, the skill set required to be a rock star seller is quite different from that to be a rock star coach. Sales managers play a variety of roles: leader, follower, mediator, mentor, financial analyst, IT director, administrator, and probably a dozen other. You need to view the front-line sales manager role as a totally different role. It's not a linear promotion up through the ranks; it's a totally distinct gig with totally different demands. Assess what skills are needed in your sales managers, and then search for a competent salesperson who's up to the tasks.

**THE MYTH:** COFFEE IS FOR CLOSERS ONLY.

**TRUTH:** Coffee is for everyone.

**KEEP IN MIND—**

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