

Journal of Selling

Special Issue Call for Papers – Deadline for submissions - 1 September 2021

Sales Coaching

Guest Editor: Dawn R. Deeter-Schmelz, Kansas State University

In his best-selling book *Sales Management. Simplified.*, Mike Weinberg identifies sales coaching as one of three fundamental components of sales leadership. Yet, Weinberg notes, a number of issues keep sales managers away from the fundamental role of coaching, including:

- being buried in paperwork and given responsibility for non-sales-producing activities;
- becoming enamored with CRM statistics as an alternative to coaching and leadership;
- competing with sales reps for deals; in other words, being unable to “give up the bag” and focus on developing reps instead of developing sales.

Unfortunately, this failure to coach and develop sales representatives can have dire consequences for both the sales representatives themselves, as well as for overall results (Weinberg 2015).

Although Weinberg and others (e.g., Eckstrom and Wirth 2019, Johnson and Hawk 2020, Richardson 2009, Rosen 2008) in the practitioner press herald the importance of sales coaching, academic research has not kept pace. A small base of research on sales coaching does exist; review, for example, Rich’s (1998) seminal work on the constructs of sales coaching. Others have explored how to measure coaching (Nguyen et al. 2019), coaching as a moderator (Good 1993), the effects of coaching (Dahling et al. 2016; Onyemah 2009), the behaviors that constitute coaching (Peesker et al. 2019), sales managers’ motivation to coach (Pousa and Mathieu 2010), and how to coach (Bolander et al. 2020). Still, the limited number of studies does not provide a broad knowledge base to further research understanding and assist practitioners.

The importance of coaching in practice suggests coaching should also be prioritized in sales education. Yet, few universities focus on coaching, with only one article, incorporating a coaching exercise, available in the literature (Good and Swift 1996).

In their integrative review of professional sales coaching research, Badrinarayanan et al. (2015) provide an important summary of existing research and identify deficiencies in the sales coaching literature, including the antecedents of sales coaching (e.g., individual and organizational characteristics and approaches), the sales coaching process, and outcomes of the sales coaching process for the manager and the salesperson. Considering the topics highlighted in the practitioner press, it might also be helpful to understand the sales managers’ definition of coaching, attitudes toward coaching, preparation for coaching, and constraints preventing coaching.

To address these gaps in the sales coaching literature, we invite authors to submit papers on the topic of sales coaching.

Topics of interest for this special issue include (but are not limited to):

- Sales managers' definitions of and attitudes toward coaching
- The sales coaching process
- Effective approaches for sales coaching
- Skills associated with effective sales coaching
- Effective approaches for training sales managers to coach
- Organizational practices and attitudes that constrain effective coaching
- The effect of sales coaching on individual and organizational outcomes
- Incorporating the development of coaching skills in sales management classes
- The role of the salesperson in a coaching opportunity
- The impact of including coaching in sales education (or, alternatively, failing to include coaching in sales education)

Contact Information for the Special Issue Editor:

Dawn R. Deeter-Schmelz, Ph.D.
National Strategic Selling Institute
Kansas State University
1301 Lover's Lane
Manhattan, KS 66547
ddeeter@k-state.edu
Office: 785-532-6880

Submission Information:

Each electronic submission should contain two Microsoft WORD files (no PDFs please). The cover page document should include the title of the paper (upper/lower case), name, position and complete contact information for each author. The other document should contain the manuscript without any author-identifying information. Manuscripts should be prepared in accordance with *Journal of Selling* author guidelines found at <http://www.cob.niu.edu/departments/marketing/sales/journal-of-selling/>.

The Journal of Selling has 3 categories of manuscripts:

- **Academic manuscripts** use the traditional scientific approach for understanding sales phenomena and the goal is to add to the body of knowledge that is supported by rigorous research methods.
- **Application manuscripts** focus on sharing cutting edge insight on marketplace behaviors, changes, benchmarks, etc. Theoretically sensible, the papers generally focus on an existing problem/opportunity and provide more information on current reality.
- **Pedagogy manuscripts** should illustrate a teaching/training improvement when using a certain idea/method/content/approach and contain empirical support. The importance of teaching and researching in this domain is vital to help educators and trainers remain on the cutting edge of sales instruction and case studies are now accepted as well.

Please submit papers directly to ddeeter@k-state.edu with the subject line: JS Special Issue Submission.

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