SALES ENABLEMENT MAGAZINE

HOW WRIKE LEVELED UP SALES READINESS WITH TECHNOLOGY AND DATA

4 WAYS TO SPEED UP SALES ONBOARDING

HOW A DATA-DRIVEN APPROACH CAN TRANSFORM SALES READINESS

REDUCING HIDDEN CO$TS OF SALES TRAINING

ENABLING REMOTE WORKERS: 5 THOUGHTS FOR SALES READINESS

BRAINSHARK

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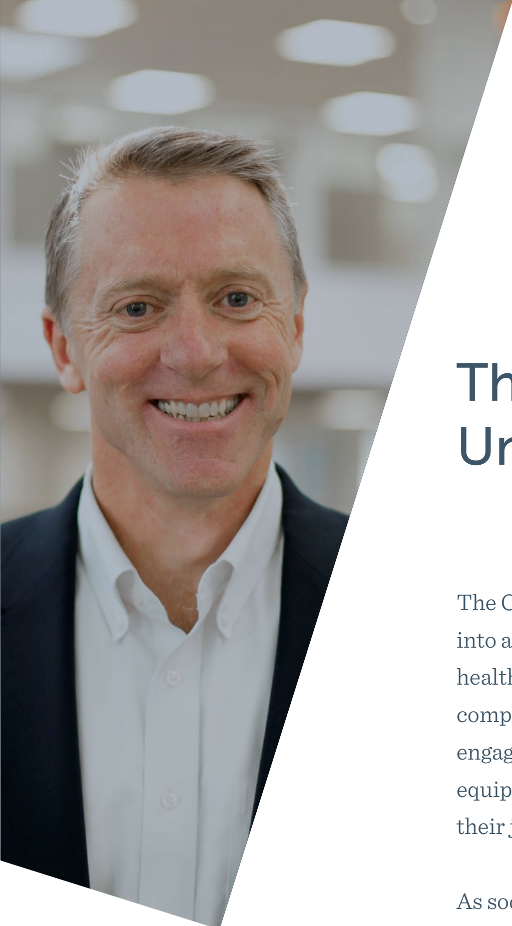

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The Role of Sales Readiness When Unforeseen Circumstances Affect Business

The COVID-19 health crisis has thrown us all into an unprecedented situation. While the health and safety of all employees is paramount, companies have also been reimagining customer engagement and how they can better prepare and equip their workers for unexpected changes to their jobs.

As soon as the Coronavirus situation took hold, the jobs of sales reps immediately changed. Quarterly goals, quotas and other performance numbers suddenly became uncertain and many reps were relegated to a remote work arrangement, making it more difficult to have face-to-face meetings and other interactions critical to the sales process.

As a result, the roles of sales enablement and readiness professionals took on new challenges. They were faced with preparing reps for this unchartered territory and keeping them on track as much as possible. With the help of technology and some creative thinking, many companies have been able to pivot quickly, embrace remote work and come up with new sales strategies for as long as they are needed.

For more than 20 years, we have been helping companies train and prepare remote teams. At Brainshark, we've seen the following tactics work well:

- **Staying connected online:** we have Slack and Skype for Business so teams can stay in touch and communicate in group chats; for calls, we encourage everyone to turn on their webcams via Zoom video conferencing
- **Reliance on sales readiness technology:** we use our own platform to ensure that sales training and coaching can continue uninterrupted, reps are message-ready with the latest information and important sales meetings or events are conducted virtually; we can also quickly spin out video-based content to communicate urgent updates
- **Stand-up meetings:** many of our teams have daily or weekly stand-up meetings so teams can connect, share what they're working on and strategize about the latest challenges
- **Leader and manager communications:** we ensure that our leaders and managers are staying in touch with teams and the company as a whole; we often send out Brainshark presentations via video or PowerPoint with voiceover

Sales enablement and readiness have never been more important than in these unprecedented times. The companies that will make the most of these tough situations are the ones that will forget the status quo and embrace new methods to keep their employees safe and their sales engine humming.

Greg Flynn

CEO, Brainshark

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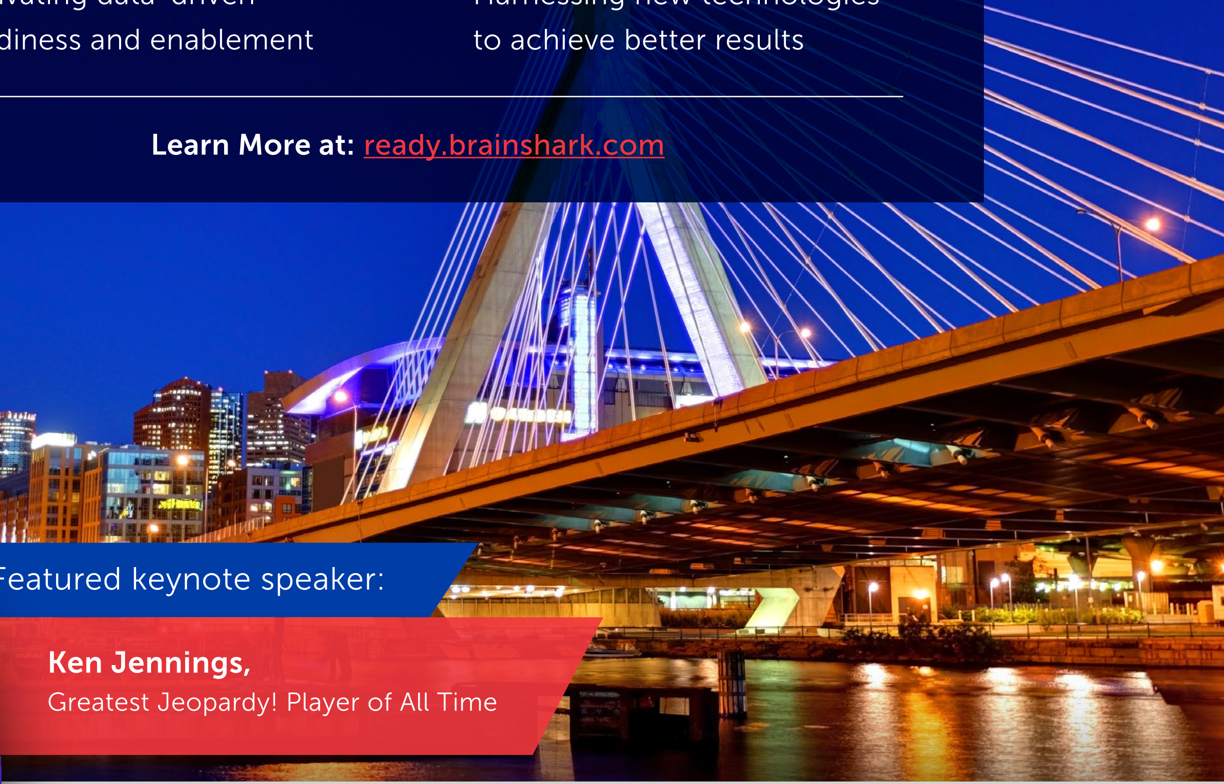

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Statement Regarding COVID-19

The health and safety of our staff, clients and attendees is our top priority. If cancellation or postponement is necessary, attendees and sponsors will be informed immediately. Check the READY20 website for the latest updates.

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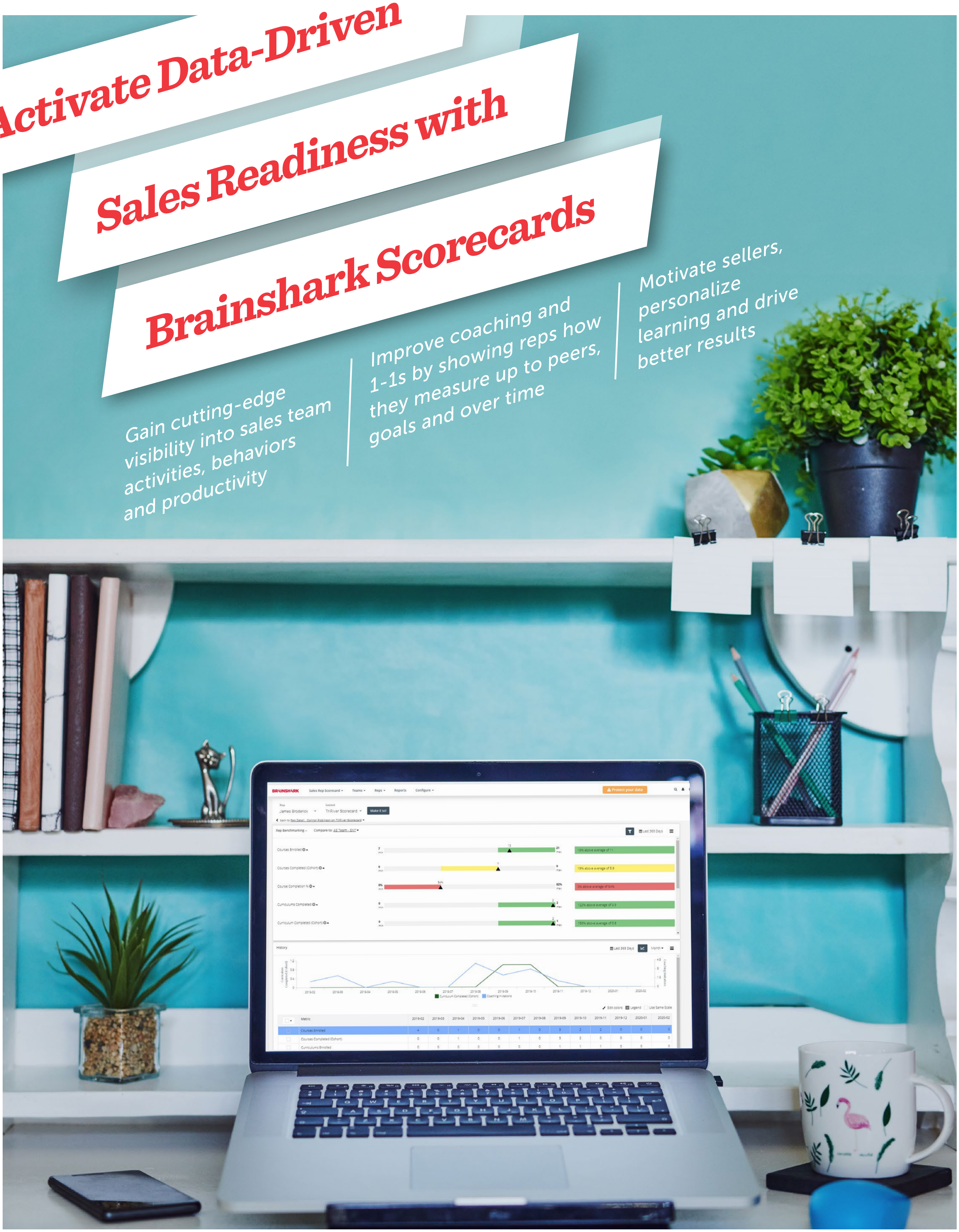
Motivate sellers, personalize learning and drive better results



Learn more: brainshark.com/solutions/scorecards

BRAINSHARK

THE BUZZ

3 WAYS Sales Enablement Can CONNECT WITH REPS

1

Understand their challenges

Shadow reps to see how they interact with clients and handle deals, join sales meetings and survey sales reps for feedback on your enablement programs.

2

Understand 'what's in it for them'

Make sure you tie your enablement activities to what reps care about the most: achieving quota. Top performers can help you by sharing how sales enablement resources have helped them win deals.

3

Understand what motivates them

Join reps on the road, at a client dinner, or mingle with them at a company outing or charity event; these situations give you a chance to connect with sellers on a more human level.

4 SALES TRAINING IDEAS TO INCREASE TEAM READINESS

1. Sales process deep dive

Create a series of microlearning courses that cover the key activities reps need to complete at each stage of the sales process, and guidelines for how those activities should be completed.

2. Leverage win/loss reports

Make win/loss reports available as just-in-time learning to increase knowledge sharing across the sales team and tie takeaways from each report to positive or negative sales outcomes.

3. Pre-call research

Outline how and where to find news articles, press releases, and other publicly available information about reps' target accounts or buyers. Reinforce it by asking reps to explain how they'll use research in an upcoming sales interaction.

4. Asking for the sale

Build training with examples of good closing questions and have reps practice them to increase confidence. Pair less experienced salespeople with a more tenured "mentor," who can provide feedback on reps' ability to close.

How a
Data-Driven A
Transform Sal

Q&A with Alex Laats

EVP of Product & Strategy,
Brainshark

Sales enablement teams have so many different priorities. How does data fit into their mission?

AL: At the end of the day, sales enablement's goal is to improve sales performance. They're asking: how effective can our sales team be? How effective can we be at training and coaching the sales team? That means enabling sales managers and reps, but it also means helping the sales enablement team improve what they do every day.

Data is so important because you need to understand everything that's going on with a sales rep when they're interacting with buyers. But the data you need to paint a clear picture of rep performance resides in many different systems.

Sales training is clearly important, but a sales enablement manager who only looks at whether reps are completing training courses is not really paying attention to the thing they're really trying to improve – which is the performance of the sales rep.

What they need is a holistic view of the rep with data that helps them understand the effectiveness of their readiness programs. With onboarding, for example, you want to use data to answer, how quickly and effectively am I ramping sales hires? Or with a new product launch, are my account managers effectively selling that new product?

What is data-driven sales readiness? And why does it matter?

AL: Data-driven readiness centers around a feedback loop between the sales manager and the sales enablement leader.

pproach Can (and Will) es Readiness

For sales enablement leaders, rep performance data informs what materials they need to create and prioritize. It also allows them to assess whether training courses are effective, because they can see the impact of those programs in the field. As a result, sales enablement can better answer the question, 'are our reps ready?' and improve content, training and coaching.

For sales managers, that same data allows them to see what's working and what's not and motivate reps to participate in related training and coaching activities by showing them their gaps. They're asking and answering, is it working? Are we generating the desired results? If the answer is no, they need to address those gaps and ensure reps are ready.

The combination of 'are they ready?' and 'is it working?' is a wonderful shorthand for what data-driven readiness is all about.

What are the most important types of data for understanding rep performance?

AL: You need all the data that relates to a sales rep. Some of it is what training courses they're taking, but there are also activity metrics that live in the CRM, such as pipeline, opportunities, and stage conversion information. You also may have data from coaching technology or conversational intelligence tools.

Data that impacts a sales rep could even live in a marketing automation system. Lead generation data, such as inbound leads, can show how many leads are being received, how quickly we're responding and whether leads are converting. If leads are not converting, maybe there's something missing when reps respond to inbound leads.

How can sales managers take a data-driven approach to improve rep performance?

AL: Sales managers often view data within dashboards or across multiple spreadsheets, but what both of those methods lack is context around the data. Sales rep scorecards, now part of the Brainshark sales readiness platform, provide that context to power a data-driven approach to sales readiness and improve sales coaching and 1-1 meetings between reps and managers:

1. **Rep performance relative to their peers:** This may involve how one enterprise account executive compares to everyone else on his or her team in terms of pipeline or activity. For example, you could compare reps who were part of the same sales onboarding class or view that class's performance against a previous onboarding class.
2. **Rep performance vs. sales goals:** Whether it's quota, opportunities, pipeline, or activity, being able to show how a rep is performing relative to those goals and making that available in a 1-1 meeting is really important. For a lot of companies, the data for these goals often resides somewhere else, like the CRM, a financial system, or a spreadsheet.
3. **Rep performance over time:** You might want to see how new sales hires perform during different phases and milestones of the onboarding program – in their first week, from Day 1 to Day 30, from Day 30 to Day 60, and so on.

Ultimately, scorecards allow sales managers to see what's working and what's not, identify gaps, and convey those gaps back to the sales enablement team – who then works to address those areas with learning and coaching programs. The result is that a sales manager views sales enablement as a critical problem-solver and driver of sales performance.

How Wrike Leveled Up Sales Readiness with Technology and Data

By Lauren Boutwell
Photography By Amina Touray

When Kara Underwood joined Wrike to lead global employee and partner enablement, the collaborative work management software company was in need of a new, easier way to roll out onboarding and other readiness programs to its rapidly expanding team.

With Wrike growing globally, creating a consistent onboarding experience for salespeople in all regions was one of Underwood's most urgent priorities. Since the company was adding 10-25 new sales colleagues per month, she needed to act quickly.

Revamping sales enablement programs is a challenge for any leader coming into a new role at a new company. But Underwood had been in this position before, having held many sales training and enablement roles at technology companies since 1998. One of her keys for success involves having a plan for her first 100 days, which she treats like a discovery process with a new client.

"You should really understand [your new organization's] challenges, needs, inhibitors and best practices, of developing sales enablement at a new company," she said.

"Make sure you're tailoring whatever you're building appropriately and that you're checking with your internal client on an ongoing basis to ensure its relevant and on-target with their needs. Introducing a sales task force made up of high performing colleagues from varying sales roles and geographies that the sales enablement team can regularly gather best practices from and vet content and enablement deliverables with is critical to success of a sales enablement program."

Along with developing a business plan and agreeing on goals and metrics with executives, another important task was to find a sales readiness platform that would support onboarding, certifications and other enablement programs for Wrike's salespeople and partners.

"We needed something that was easy to implement and scale, with good data integrity and reporting, where we could scale out content across multiple audiences," said Underwood.

Making the Business Case for Sales Readiness Technology

When it came to onboarding, part of Underwood's approach was to give reps a single source of truth from day one.

"What I've seen work is putting fact-based content around sales process, sales tools and [the company's product offering] into eLearning courses, videos

or documentation where people can get that content from day one. Committing to maintaining that content on an ongoing basis is important because it is volatile and there are constant changes," she said.

All she needed was a platform that could make that possible. She was already very familiar with the sales enablement and readiness technology landscape and had experience using one particular platform at the previous companies she'd worked for.

That platform was Brainshark, which Underwood has gone back to time and time again. At a former company, she referred to Brainshark as a critical part of her enablement strategy and the driving force behind cutting new reps' time to productivity in half.

But even though Underwood had confidence that Brainshark would be a fit for Wrike, she still had to sell the platform internally and get buy-in from the C-level. She put together a business case showing that Wrike's existing solution for sales training resulted in inconsistent readiness, too many support tickets, productivity loss for her team members and unreliable data.

> "If you want to see behavior change and you want people to learn, you need a multi-faceted approach. That's where a solution like Brainshark is critical."

Then she demonstrated how the ease of use of the Brainshark platform would help Wrike save time, increase productivity and get reps up to speed quickly. She highlighted the value of having the functionality of both a learning management system (LMS) and a video coaching tool in a single platform, which would eliminate the need to toggle between multiple systems and sift through data in different reports.

Role-Based Onboarding and Certifications

Once Underwood got the sign-off to bring Brainshark to Wrike, she began to put all aspects of her sales readiness strategy into motion. She designed onboarding curriculums by sales role (sales development rep, sales engineers, account executives, account managers, sales leaders, channel sales, etc.).

When new hires arrive on their first day, they experience a multi-pronged training approach that helps them learn and apply knowledge in multiple ways and see a roadmap for what they need to learn and when.

For example, new hires might watch a training course on facilitating a first meeting and product demo, then apply that knowledge in a video coaching activity, which is then reviewed by a sales manager or sales enablement team member. From there, the sales colleagues would bring that knowledge full circle at an in-person onboarding workshop and during shadowing activities with veteran salespeople. Finally, the new reps would complete a certification indicating their readiness to start selling.

"The certification process is a requirement for all sales roles. Brainshark is helping to manage that process and track it," explained Underwood.

Brainshark also enables the Wrike Sales Enablement team to easily create new content and upload existing assets for onboarding curriculums. When content changes, it's simple for them to update it quickly.

"It's very easy to maintain content with Brainshark and leverage it for other audiences," she said. "Other tools don't make content maintenance easy. I've always found if it's too hard to update the content, it just doesn't get done. Most sales content is volatile and can be out-of-date within 3-6 months."

Underwood and her team can now keep ramp times on track by monitoring reps' progress and certifying them before they go out into the field. And because sales onboarding has run so smoothly with Brainshark, Wrike also uses the platform to onboard other new employees and partners.

Sales Readiness at Wrike

Role-based onboarding	Quarterly certifications
Ongoing training	Video coaching activities
Shadowing programs	In-person workshops
Sales kickoff pre-work and activities	Partner enablement

"Brainshark is helping us deploy this level of volume – it's hard to manage all of those role-based curriculums for employees and partners. The system allows us to do that with its flexibility. And our rigorous certifications need good reporting, which we're able to do without a lot of manual processes."

Helping Reps 'Wrise Up' Through Readiness

Previously, Wrike had a lot of product training content for salespeople, but not a lot of courses regarding selling and positioning the value of the solution. With Brainshark, the sales enablement team can quickly create or bring in existing content and design learning paths that cover a lot more ground.

Having all that content has been helpful for reps, but Underwood said the key to readiness is ensuring that reps are learning, practicing skills and earning certifications on an ongoing basis, especially after onboarding ends.

"You're only going to get to a certain level of knowledge and productivity with new hires," she added. "You've got to look at how to take it to the next level, keep people up-to-date and continue to invest in them."

Underwood has extended her multi-pronged approach to ongoing training. Activities like mentoring from tenured reps and sharing success stories and lessons learned are now paired with eLearning and coaching activities in Brainshark to keep reps' skills and knowledge sharp. And when the company gets together for milestone events such as sales kickoff, it's a chance to see all of that knowledge in action.

The theme for the company's most recent SKO was 'Wrise Up,' and the event had no shortage of readiness activities to help reps be at their best in 2020. Salespeople were tasked with delivering a new demo for a new persona. To prepare the reps, the sales enablement team assigned pre-work, including courses regarding, 'how to tailor your approach to specific personas' and 'how to demo effectively' and resources such as a pitch deck.

"Brainshark gave us an opportunity to better use our in-person time at kickoff, by having people go through the material first before they got there, which allowed for more time for interactive discussion, exercises and celebrating success," Underwood said.

Onsite at kickoff, all sales roles had other activities to complete through Brainshark's coaching tool to test their readiness. For example, sales development reps (SDRs) were asked to upload a prospecting email and account executives composed a deal strategy example based on Wrike's Value Selling methodology, as well as a competitive value-based analysis and a time-based incentive letter, so managers could evaluate the responses and provide feedback.

Technology + Leadership = Readiness Success

Throughout the year, Underwood said sales readiness technology and reliable data help to strengthen her enablement programs and ability to be an effective leader. "At the end of the day, when you look holistically at all the aspects of an enablement program, you're going to get better productivity, a better end-user experience, better reporting and a better customer service experience with Brainshark. There's a marketable difference."

She said it's important to be able to execute on her learning philosophy, but that method must also match up with the needs of modern sales teams today – which often means multiple sales roles, across multiple locations, and enablement programs that need to be tailored to each role's key skills and goals.

"If you want to see behavior change and you want people to learn, you need a multi-faceted approach. That's where a solution like Brainshark is critical."

4 Ways to Speed Up Your Sales Onboarding

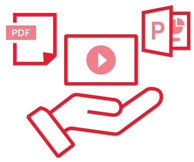
When onboarding is fast and effective, it can reduce ramp times by 3.4 months and improve quota attainment by 7% – making speed an especially critical part of your new hire training approach.

It's sales enablement's job to not only design an onboarding program that delivers the right skills and knowledge, but to make it an efficient process that decreases time to productivity and gives you the best chance at achieving sales goals. Check out 4 helpful tactics for accelerating sales onboarding in any organization.

1. Start onboarding sooner

Traditionally, onboarding begins on the new hire's first official day with the company. A speedier onboarding strategy would include "pre-boarding," which gets sales learning started before Day 1, giving reps a chance to hit the ground running during that critical first week.

Pre-boarding can be as simple as creating a short training course that gives reps a high-level overview of company products and solutions, value proposition, target industries and buyer personas. The key here is to make this learning package available as soon as a new seller's paperwork clears.

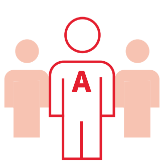


2. Make microlearning a priority

In-person bootcamps, which are a common onboarding tactic, hit reps with a ton of new information at once – information they often forget once they start selling. Long, live training sessions can also require major resources, like travel expenses and time commitments from subject matter experts.

Microlearning courses improve knowledge retention by delivering new information in a series of "bite-sized" chunks, such as short videos, animated presentations, and infographics. This makes the learning more consumable (and retainable).

Sales readiness technology allows sellers to easily access microlearning content on the go and progress through onboarding at their own pace. Video-based courses can be further enhanced with attachments, links, and interactive quizzes. This makes learning on the job easy and flexible, whether reps are traveling, at home, or visiting a client.

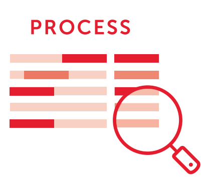


3. Shadow A-players

Peers can be priceless resources for new salespeople. They know your organization well and have already spent months (or years) selling in your target markets.

Try pairing new hires with high-performers and create a checklist of learning activities for each duo. The mentees might observe three of the tenured rep's calls in their first 30 days. In turn, the mentor can lead a "pre-brief" and "debrief" explaining how they approach each call and their thought process behind it.

If you're onboarding reps in a large or dispersed organization, you can also use a video coaching tool to capture best practices from the A-players on each team. Top reps can record short, informal videos describing something as simple as an effective cold-calling strategy or how they won their biggest deal. The best examples often make great additions to formal training content!



4. Gain insight into your onboarding process

Time to productivity is an important measure of sales onboarding success, but it's also a lagging indicator. Knowing whether your program is working right now will help you course-correct sooner – and avoid waiting months to realize that new reps are struggling.

Using a sales readiness platform, sales enablement teams can leverage onboarding data in a few ways:

1. See which training courses are being viewed, and for how long, to better understand what content is (or isn't) resonating with new reps.

2. Track the learning progress of individuals and teams, ensuring sales hires complete required courses and assessments on time – and that managers are holding each accountable.

3. Better understand whether sellers have mastered onboarding material using video coaching, whereby they "stand and deliver" what they've learned and submit a recording for scoring and feedback. If reps are consistently struggling with certain skills (e.g. objection-handling), teams can review and re-calibrate related training as needed.

4. Generate scorecards to gain greater visibility into the sales activities of new hires both during and after onboarding. This makes it easier to identify performance challenges that need to be readdressed with additional training, while providing insight into how new rep output is measuring up with that of others on their teams.

How to Reduce the Hidden Co$ts of Sales Training

If your sales training is built around a set of sporadic boot camps, the reality is that reps won't retain most of that information. That's because in-person sessions often hit reps with a lot of new information at once, which can cause cognitive backlog (which means learning effectively goes "in one ear and out the other").

There are clear costs associated with on-site training. An organization might pay to fly reps into HQ, book hotel rooms, cater meals, and book valuable time with subject matter experts for each session – a shaky investment if sellers forget most of what was discussed.

However, the wrong approach can also incur some not-so-obvious costs. Here are 3 hidden training expenses and how sales readiness technology can help you reduce them.

Hidden Cost #1: Sales Rep Turnover

For many companies, sales onboarding is ineffective, too slow, or both. But for new sales hires to be successful, they need to be trained quickly and armed with the skills and knowledge that will help them start closing deals as fast as possible. The more successful a rep is, the more likely they are to enjoy a long and fruitful tenure at your company.

But training goes beyond new hire onboarding. Sellers who are in Year 2 or 3 in the organization also need development – and without it, they're at greater risk to leave for another company.

Companies can use sales readiness technology to streamline the onboarding process. These tools allow you to quickly create new content, enhance it with quizzes and attachments, and make updates as needed. Content can then be organized into formal learning paths that are tailored by role or onboarding stage. The bottom line: you can create, deliver and track all onboarding activities faster – which will allow reps to move through the process and start selling as soon as possible.

Sales training tools also make it easy to proactively "push" bite-sized eLearning courses to reps on a consistent basis, which helps to combat turnover of second- and third-year reps and gives them a pathway to career growth in your organization. (An inside sales rep, for instance, might want to learn skills that prepare them for a closing role!)

Hidden Cost #2: Brand Reputation

You probably know when someone views and completes a required learning course. In fact, many companies primarily rely on this "check-the-box" approach to sales training. But do you know whether reps can actually use what they've learned?

If the answer is 'no,' you risk assuming sellers are ready to engage buyers when they really aren't. This can lead to trial-and-error learning for unprepared reps, who end up "practicing" in front of buyers, which can damage your brand's reputation.

Sales readiness technology enables companies to hold reps accountable for what they've learned and move beyond simply checking for course completion. You can track individual and team learning progress and measure sales readiness through certifications, which require reps to "stand and deliver" what they've learned in training.

Hidden Cost #3: Missed Opportunities

To get better performance from the B- and C-players in your organization, use sales readiness technology to 1) address sales skills gaps and 2) call attention to reps who are struggling.

Technology makes this possible by providing sellers with a single place to access learning content and earn certifications in key skills, whether they're at home, in the office, or in the field. This ensures that everyone, including dispersed or remote team members, is equipped with the resources needed to improve.

Managers can also view reps' learning progress, making it easy to identify which ones are on top of their training and which may be falling behind. For those who need more help, managers can send out microlearning content and assessments to reinforce the original training material and get them back on track with the other reps.

Enabling Remote Workers: 5 Thoughts for Sales Readiness

As we all know by now, this is unlikely to be a typical start to the year for businesses.

With concerns over travel now heightened, annual activities like sales events and industry conferences are quickly becoming grounded, and many businesses are faced with the reality of supporting a primarily remote workforce.

Gartner stated "remote work is suddenly a new choice for many employees — and an overnight requirement for some," adding that "few organizations feel prepared for large-scale remote work, but you can take steps to make the experience productive for both employees and your organization."

Most companies are quickly exploring how best to do just that, and that certainly includes sales organizations.

The first priority, of course, is to do what it takes to ensure the health and safety of everyone. For many businesses, this has already led to restrictions on travel (at the very least). After that, the question becomes how to maintain continuity from a sales perspective. Doing that likely means putting strategies and infrastructure in place to ensure sales teams remain effectively prepared and enabled without disruptions – which, honestly, can take time. But as Gartner noted, there are steps that can be taken to maintain that continuity.

When it comes to sales readiness specifically, here are 5 ideas to be considering right now.

#1. Take sales onboarding online

Naturally, most companies prefer that new hires walk through the door on Day 1… by walking through the door on Day 1.

Even out-of-state workers will typically fly in to HQ for their first week on the job and show up for group training sessions. If your company typically holds in-person bootcamps for new sales classes, it likely makes sense to start exploring a fully virtual onboarding model.

If you're concerned about how to develop the content to support an 'on-demand' program, don't be. In-person training sessions can be repurposed pretty easily these days into on-demand assets, complete with webcam videos, slides, interactive quizzes and more. Making that content available as virtual, trackable learning courses can even increase engagement with (and retention of) new material.

#2. Standardize communications to keep everyone in the loop

When no one can be at the same place at the same time, effective communication becomes more critical than ever. There's already a lot sales teams need to be kept up-to-speed on – product updates, competitive news, process changes, and so on. As the news around COVID-19 continues to evolve, updates from HR and executive leadership on travel and work policies will need to be seen by everyone as well.

One suggestion is to centralize where those communications come from. Email alone is probably not the answer. Collaboration platforms like Slack or Microsoft Teams are already prevalent at many companies. Think about creating chat groups for your entire sales organization and individual teams within. (This could also include customer success and other client-facing teams.)

These threads can centralize the sharing of important information from sales enablement and sales leadership. It also gives team members the opportunity to comment, ask questions and learn from each other, without those conversations taking place in dozens of separate silos.

Keep in mind that this may require a behavior change for reps who are new to these types of tools. In that case, to ensure adoption, it will be important to clearly state and reinforce that this will be the primary communication source for remote employees.

#3. Utilize video as part of your communications

Another challenge with supporting remote workers is ensuring everyone feels unified and part of the team. (Home offices can get lonely.) Video conferencing tools for live meetings offer one solution for bringing people together, but most communications happen outside of these meetings.

In lieu of purely text-based emails and chat threads, one idea is to encourage teams to record more messages via videos. Sharing these short clips can make the messages more personal. It may not seem like much, but providing more ways for co-workers to see and hear each other can go a long way toward making everyone feel connected.

#4. Consider virtual sales events and kickoffs

While many companies are likely past their annual kickoff events, some are held later, quarterly, or even multiple times per year. As with onboarding classes, now is a good time to think about what a virtual sales event might look like.

The technology is out there to support such an event, so it really comes down to asking yourself questions that will dictate what your requirements would be:

- Will the event presentations be delivered live or on demand (or both)?
- What will be the format be for the presentations and how do we enable our speakers to create them easily?
- Will there be pre-work and post-work that reps can complete online?
- Will we need to facilitate live Q&As for team members, and if so how?
- How should we communicate the "new" SKO format so everyone knows what to expect?
- Will we be able to incorporate third-party speakers or customers?

These are just a few examples. One silver lining here is that if the event is held virtually, it will make it easier for reps to access and refer back to the content later, as all the work to adapt it will already be done.

#5. Give managers a path to remote coaching

With a primarily remote workforce, the approach to day-to-day meetings also changes. For sales managers, this may impact the regular 1:1 meetings they have with their individual team members – a prime opportunity for coaching and performance improvements.

Still, even under normal circumstances, it's not unusual for coaching to take a backseat. With that in mind, providing managers with a virtual way to not only continuously coach, but do so more effectively, can be really valuable.

Coaching technology is an option here. If a rep is across the country working the phones, it can be challenging to ensure they are saying the right things to clients. Online coaching activities with video give both sales managers and enablement leaders a simpler way to see and hear if reps are prepared to deliver key messages beforehand.

INTERVIEW QUESTIONS TO ASK YOUR SALES ENABLEMENT NEXT HIRE

As more organizations establish sales enablement functions, there's a rising need for talented practitioners. But finding the right sales enablement leader can be tricky. Here are 4 interview questions to ask to determine who is (and isn't) a good fit for your organization.

1

Describe the sales enablement program or initiative you're most proud of. How did you make it successful?

Integrating teams with different sales cultures can make it tough to change rep behavior. Ensure that both sides have input when defining the skills and behaviors reps need to execute the new strategy and incorporate best practices from both sides into your training and coaching efforts.

2

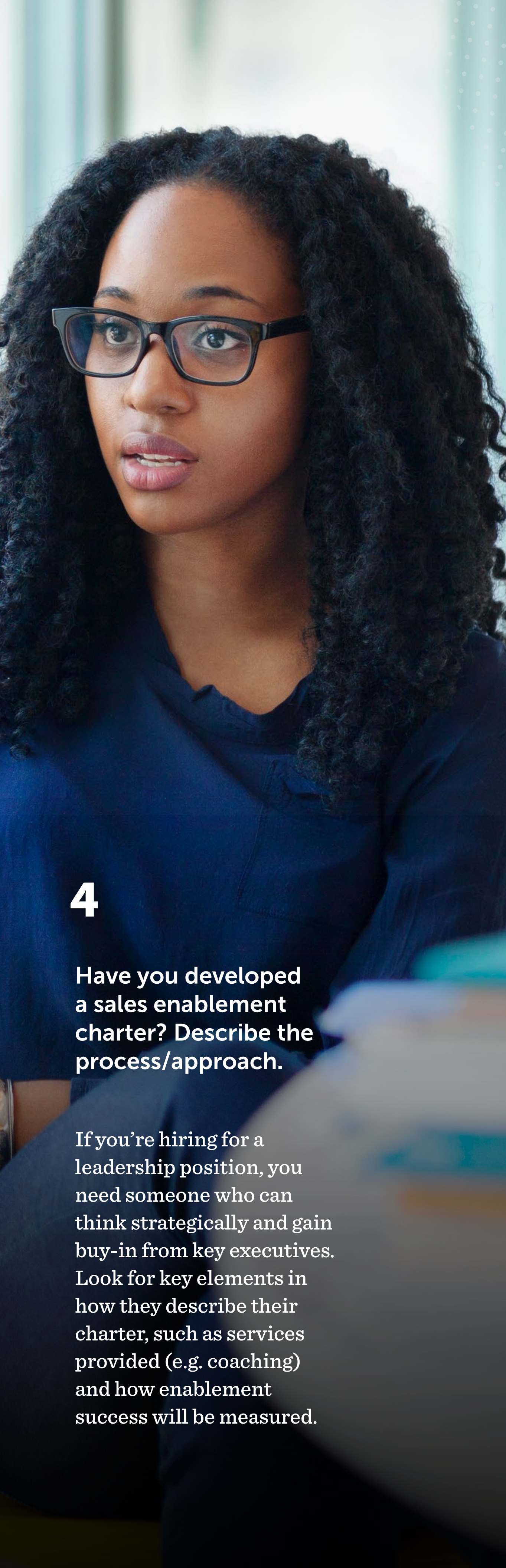
How did you align sales enablement metrics with company/team goals?

Look for evidence that candidates could show ROI for programs they executed at previous companies. For example, if revamping sales onboarding was a priority for the interviewee's last employer, did they demonstrate success by measuring the program's impact on time productivity for new hires, or training costs?

3

Describe a time when you were asked to shift priorities. How did you handle the situation?

Your next sales enablement pro needs to work well with peers, but also with leadership. Listen for plausible examples that show the ability to adapt on the fly, as well as a willingness to engage in healthy debate when needed. What matters is knowing how well they respond to potential conflict.



4

Have you developed a sales enablement charter? Describe the process/approach.

If you're hiring for a leadership position, you need someone who can think strategically and gain buy-in from key executives. Look for key elements in how they describe their charter, such as services provided (e.g. coaching) and how enablement success will be measured.

About Brainshark

Brainshark's data-driven sales readiness platform provides the tools to prepare client-facing teams with the knowledge and skills they need to perform at the highest level. With best-of-breed solutions for training and coaching, as well as cutting-edge insights into sales performance, customers can ensure their sales reps are always ready to make the most of any selling situation.

With Brainshark, companies can: enable sales teams with on-demand **training** that accelerates onboarding and keeps reps up-to-speed; validate readiness with sales **coaching** and practice that ensures reps master your message; empower teams with dynamic **content** that can be created quickly, updated easily, and accessed anywhere; and use powerful **scorecards** to visualize sales performance trends and make real connections from improved readiness to increased revenue.

Thousands of customers – including more than half of the Fortune 100 – rely on Brainshark to close performance gaps and get better results from their sales enablement initiatives. Learn more at: www.brainshark.com.

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