Category

Commercial Excellence

Commercial Capability Building & Coaching Playbook

A structured skill-development and coaching system that turns manager 1:1s into a measurable capability-building engine instead of a status check.

- Practitioner
- Intermediate
- Template Included
- Workshop Ready

- Mithun A. Sridharan

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- 8 minute(s)

Overview

A coaching and capability-building playbook using a skill-will matrix and a structured coaching cadence to close specific sales skill gaps, backed by call-review rubrics and measurable ramp-time improvement.

How many core competencies should the model include?

Five to seven is the practical range. Fewer than five usually misses an important skill area; more than seven makes it impossible for managers to focus coaching on one thing at a time, which is the entire point of the model.

How do we make sure two different managers score the same call consistently?

Run a calibration session before scoring goes live: have all managers score the same recorded call independently against the rubric, then compare and discuss discrepancies until the rubric's behavioral descriptions are tight enough to produce consistent scores.

What if a manager isn't good at coaching themselves?

Manager coaching skill should be assessed and developed the same way rep skill is — via observation of actual coaching sessions against a simple rubric, with its own development plan. A capability program that trains reps but not managers usually sees the gains fade within a quarter.

How long should a new-hire ramp curriculum be?

It depends on sales cycle length and product complexity, but 60-90 days with weekly milestones is typical for a mid-complexity B2B motion; longer-cycle enterprise sales may need 120+ days. The milestone structure matters more than the exact total length.

How often should skill-will scores be updated?

Monthly is a good default — frequent enough to catch real movement from focused coaching, infrequent enough not to create scoring fatigue for managers. Quarterly is acceptable for larger teams if monthly isn't operationally feasible.

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Author

Mithun A. Sridharan Thought Leader

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