

Google Cloud Way of Sales Coaching Game Builds Engagement, Well-being, High Performance

Google Cloud

Best Advance in Coaching and Mentoring

December 2021



Company Background



Company-at-a-Glance	Google Cloud
Headquarters	Mountain View, CA
Year Founded	1998
Revenue	\$182.5 billion
Employees	135,301
Global Scale	AMER, J/APAC and EMEA
Customers/Output, etc.	Google Cloud provides organizations with leading infrastructure, platform capabilities and industry solutions, along with expertise, to accelerate their digital transformation. Focused on 21 markets and six industries, they deliver enterprise-grade cloud solutions that leverage Google's cutting-edge technology to help companies operate more efficiently, modernize for growth, and innovate for the future. Customers in more than 150 countries turn to Google Cloud as their trusted partner to solve their most critical business problems.
Industry	Technology, Advertising, Media and Platforms
Stock Symbol	GOOGL, GOOG
Website	google.com ; cloud.google.com

Budget and Timeframe

Overall budget	\$233,000
Number of (HR, Learning, Talent) employees involved with the implementation?	One Executive Coach (ICF certified) from the Sales Leadership Development team.
Number of Operations or Subject Matter Expert employees involved with the implementation?	One Executive Coach (ICF certified) from the Sales Leadership Development team.
Numbers of contractors involved with implementation	Six Organizational Relationship Systems Coaching (ORSC) certified Coaches to act as facilitators of final module role-plays.
Timeframe to implement	Two months
Start date of the program	July 2020

Business Conditions and Business Needs

Google Cloud helps accelerate organizations' ability to digitally transform their business with the best infrastructure, platform, industry solutions and expertise. Focused on 21 markets and six industries, Google Cloud delivers enterprise-grade cloud solutions that leverage Google's cutting-edge technology to help companies operate more efficiently, modernize for growth, and innovate for the future. Customers in more than 150 countries turn to Google Cloud as their trusted partner to solve their most critical business problems.

In early 2019, Thomas Kurian joined Google Cloud as CEO. He brought with him a deep understanding of enterprise customers and a clear plan to grow Google Cloud's business. To accelerate revenue, Kurian realized the need to continue to increase the size of the sales teams and reorganize them around customer accounts. He set an ambitious goal to triple the salesforce over three years. This meant changing the hiring profile for Google Cloud sellers to significantly increase the amount of enterprise sales experience of the talent being hired.

The arrival of so many new sales hires into Google Cloud in such a short period of time, from many different organizations, with often very different cultural norms, posed some significant challenges:

- How to balance cultural integration with the process of cultural evolution?

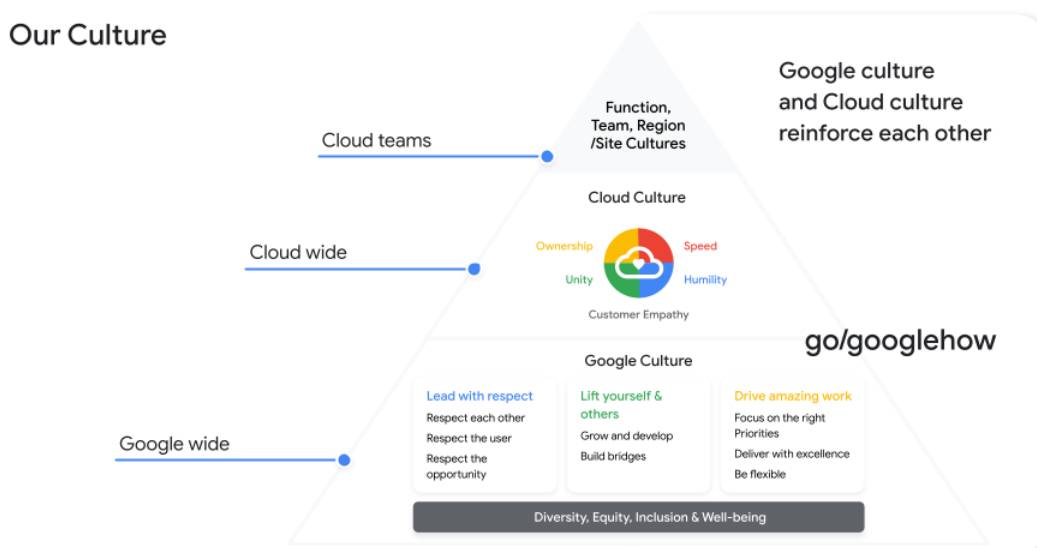
- How to train sales leaders on the key competencies expected of them? (The “What” and the “How”).
- How to hold leaders, managers and sellers accountable to Google’s cultural values?
- How to promote employee engagement and intrinsic motivation?
- How to support sellers to be productive and successful in the field?
- How to build a sustainable, high-performance sales culture?

The impact of the COVID 19 pandemic further added to the list of challenges. New working arrangements for employees meant that leaders and managers were not able to meet their teams in person. Indeed, for many the only interaction new hires ever had was via Google MEET video technology. Additionally, home working for many also involved added childcare and schooling responsibilities. This increased levels of pressure on individuals, impacting their well-being and performance.

In 2020 the Google Cloud leadership team began a project to define a Google Cloud culture that, while different in some respects to the overall Google culture given the different nature of the Cloud business, aligned to and was embedded within the context of the overall Google culture and its foundational values. The Google culture has at its base a focus on Diversity, Equity, Inclusion and Well-Being. And the “Google How” values of:

- Respect
- Uplifting yourself and others
- Driving amazing work

Figure 1: Google Cloud’s Culture



In 2020 Accenture delivered a consultancy engagement for Google Cloud that identified 12 core competencies for Sales Managers. Coaching was identified as one of the key competences for leaders at Google Cloud and seen to be an important tool to support the cultural integration and evolution requirement by raising levels of awareness, responsibility and accountability across the organization.

At the time of the Accenture report there was not a strong culture of Coaching within Google Cloud and no program existed to train Sales Managers on Coaching skills. As a result, the Cloud Sales Leadership Development team was tasked with designing and delivering a program that would:

- Train Sales Managers on Coaching skills.
- Ensure an approach to Sales Coaching that aligned to Google’s cultural values.
- Foster a community of Sales Coaching practice across Google Cloud.

The Google Cloud Way of Sales Coaching: Inner & Outer Game program was developed to train Sales leaders in Coaching skills (What) and an approach to Coaching aligned to Google’s cultural values (How). The program also focused on fostering a community of practice and a Coach approach to Sales leadership across the organization.

Figure 2: High-performing Team

gTeams - High Performing Teams



The Inner Game modules of the Google Cloud Way of Sales Coaching had a specific focus on changing the narrative around what is required to deliver high-performance. Stressing the importance of active rest and recovery as key to the delivery of sustainable high-performance overtime.

People can be “fully on” when working and need to balance that with the discipline to also be “fully off” when not. The program encourages managers to take more responsibility for their own approach to active rest and recovery, it also highlights the duty of care that Sales Managers have to notice red flags for burnout in their Sellers and to be able to Coach around that too. It provides Sales Managers with insights and

practices to enhance their levels of True Resilience so that they can perform under pressure and then return to an optimal state of feeling, functioning and flow.

Scientific research from the field of high performance and flow states is referenced in the program to re-frame Sales Managers on their current values hierarchy, limiting beliefs and unhelpful habits when it comes to their self-care & well-being. Thus, enabling them to make key adjustments for themselves and also Coach their Sellers to do the same. The program reinforces the fact that well-being sits at the foundation of Google's cultural values and encourages managers to lean into it as a basis for sustainable high performance and people development.

Overview

The Google Cloud Way of Sales Coaching: Inner & Outer Game is delivered by an experienced Executive Coach (ICF certified) from the Google Cloud Sales Leadership Development team with support from one external vendor, Radial Change Ltd. The program is composed of four modules on the Inner Game of Sales Coaching followed by one module on the Outer Game. The program is delivered over five weeks with a total of 6½ hours seat time for participants. Each module is delivered remotely via Google MEET video conferencing to an audience of Sales Managers (FSM's & CEM's) across all regions.

The Inner Game modules focus on creating awareness around one's STATE as the difference that makes the difference when it comes to world-class Coaching and to the delivery of sustainable high-performance. It explores insights and practices to enable Sales Managers to rapidly shift their state in the moment when under pressure and so approach Coaching conversations from a state of Presence grounded in their bodies and able to relate from the heart rather than from the head. A focus on Seller empathy and creating a space of Psychological Safety for the Coaching to tackle place are key principles within the Inner Game.

The Outer Game module focuses on training Sales Managers on the use of the GROW model. This model comes from the modality of Cognitive Behavioral Coaching (CBC) and is the most widely used model across the corporate world today. CBC as a modality also has the most scientific research behind it to support its efficacy and it emphasizes thinking patterns, affect and performance. Coaching role plays, supervised by experienced Organizational and Relationship Systems Coaching (ORSC) certified Coaches forms a key part of the Outer Game module.

The program addresses the key business needs of the Cloud organization and is focused on both the "what" and the "How" of Sales Coaching:

- Cultural Integration and Evolution
- Well-being
- Build a high-performance Sales culture

WEEK 1 (INNER GAME)

PRESENCE: Accessing the Zone

On week one, Sales Managers are welcomed to the program and introduced to its purpose and relationship to other key programs related to Culture and Value Selling. The importance of State choice as the difference that makes the difference when it comes to world-class Coaching and the delivery of high-performance is also introduced as a concept.

Figure 3: State Choice

State Choice

"The Problem is **NOT** the problem. The problem is the state that the person goes into as they approach the context where they think the problem is."

John Grinder



Google

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Sales Managers are then introduced to the concept of a generative state called the COACH state and led through a guided meditation to drop them into their bodies and sink into a state where they are fully present:

- **Centred** in their lower belly
- **Open** to the emergent reality of both their internal and external experience
- **Aware** and attuned to what is unfolding
- **Connected** to themselves and by extension to the other
- **Holding space** for whatever arises with an attitude of hospitality.

Following this Sales Managers are given a brief introduction to the neuroscience underlying the Psychological Fitness practices they are about to be trained on. These practices are specifically designed to enable people to rapidly shift their state in the moment and drop into a state of Presence. Naturalistic examples are also provided to frame how these practices can be utilized effectively within a Sales Coaching context.

Homework is set for participants to engage in deliberate practice of the three Psychological Fitness practices within the context of their working environment and be prepared to share their experiences at the next module.

WEEK 2 (INNER GAME)

PERFORMANCE: Hacking the Body/Mind

Week two focuses on high-performance taking a systems-thinking approach. It examines the body itself as a system embedded within a wider environmental system and explores ways to hack these systems to deliver performance outcomes. Exponential levers to support high-performance are identified including the importance of:

- Sleep
- Energy management
- Nutrition/Hydration
- Active Rest and Recovery
- Positive Psychology (PERMA model)

Participants are encouraged to begin to take a more mindful approach to all these areas as the basis for their ability to show up consistently in a way that embodies a high-performance state and provides a role model for their Sellers.

Additionally, awareness is raised around the red flags for burnout with naturalistic examples provided of how these can manifest within the context of a high-performance sales culture. Sales Managers are encouraged to notice their own risk factors for burnout and make appropriate adjustments for themselves. They are also reminded of their duty of care as Google Cloud managers to be able to spot these red flags within their Sellers when they arise and Coach Sellers to raise their levels of awareness and responsibility and thus mitigating the risks associated with burnout within the field.

WEEK 3 (INNER GAME)

POSITIVITY: Inner Relating

Week 3 explores the differentiation between Pressure and the Stress response. The neuroscience underlying the stress response is explored and also what happens in the brain when folks can learn to effectively shift their state under pressure into a more generative state.

Sales Managers are asked to share what happens to them when under pressure and how it impacts their interactions with their teams. Following this a number of new Psychological Fitness practices are introduced to support Sales Managers increase their

levels of Resilience and a simple Coaching technique is offered to help a Seller shift their state when they find themselves faced with a problem and locked in a stress response.

Finally, the importance of reflective practice as a concept is introduced and Sales Managers are encouraged to make time each day for this and to also encourage their Sellers to do the same. A simple template is provided to support them in this respect. The analogy of video analysis by athletes after a performance is used to emphasize the importance of this often overlooked and neglected element of the Sales game.

WEEK 4 (INNER GAME)

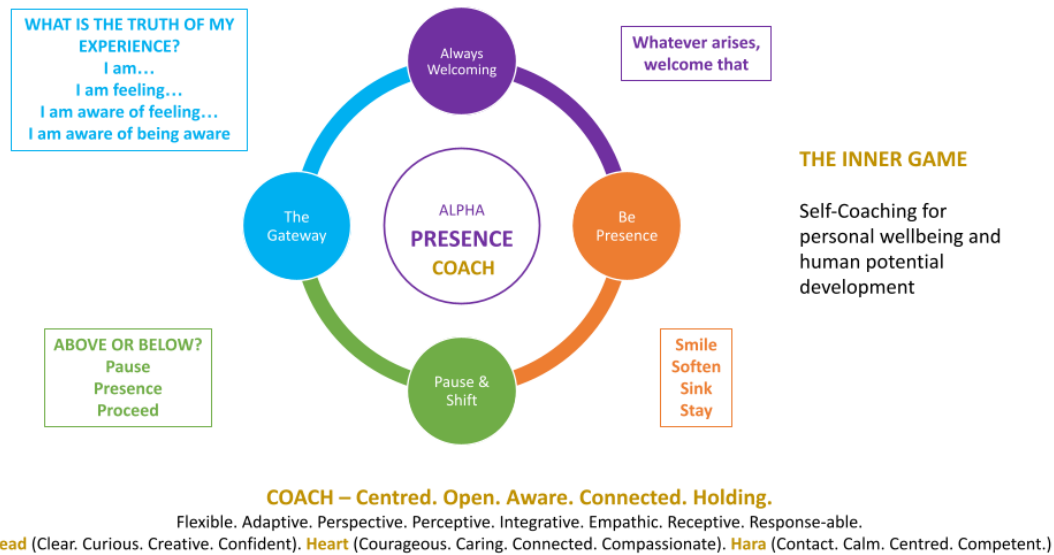
PEOPLE: Outer Relating

Week 4 explores at the area of Self-Mastery, introducing the concept of subpersonalities and the idea that the relationship people have with others is merely a reflection of the relationship we have with themselves. Leaders are asked to consider the two key tasks of their role:

- Setting direction
- Generating energy

And to consider how they do this both for themselves as individuals and for the teams they lead. The importance of aligning all parts of the individual or the system behind a common purpose is explored. Additionally, how one can effectively relate to and communicate with all parts of oneself and the teams one leads with an attitude of kindness, empathy and humility.

The module finishes with a reflection on the importance of caring for and really holding teams if you are to truly challenge them to 10x their levels of performance. The concept of holding the person and not the problem when Coaching is also explored.

Figure 4: COACH Presence


WEEK 5 (OUTER GAME)

The GROW model

Week 5 shifts to the Outer Game. It begins by introducing the concept of OUCH! (Our Unconscious Controlling Habits). Things that happen when Coaching under pressure that can be very unhelpful to the Coaching conversation. Having been introduced to the concept participants are broken out into smaller groups where they engage in Coaching role-plays supervised by ORSC-certified facilitators. Whenever an OUCH behavior emerges, the facilitator interrupts the Coach to create awareness around it; this also increases pressure on the Coach and so they start to connect to a visceral sense in their body associated with the OUCH! Behaviors.

After the debrief and a short break, the GROW model is introduced to participants. They are then once again broken out into smaller groups with an ORSC supervisor and asked to practice the cadence of the GROW model while at the same time avoiding OUCH! behaviors. If the cadence of the model is not followed or OUCH behaviors emerge, the ORSC facilitator again interrupts the Coach to create awareness.

At the end of the role-play, the Coach, having followed the GROW model, then switches hats to play a mentor role and offers the Coachee one piece of advice based on the accumulated knowledge of their experience. As Sales Coach it is important that Sales

Managers understand there will still be room for advice-giving, however, they are advised to lead with a Coach approach to leadership rather than leading with advice-giving.

The program then wraps up with a call to action for Sales Managers to lean into their new role as Sales Coaching Champions. Homework from the module is to buddy-up with one of their peers to continue to practice the GROW model and give each other feedback. Additionally, they are requested to set regular 1:1's with their Sellers and establish Coaching Alliances (contracting) to identify specific areas of the Sales game that their Sellers require Coaching on. Finally, the importance of acting as a role model for high performance and continuing their own personal development by working with their own Coach is called out as an important element of their new role as Google Cloud Sales Coaching Champions.

Figure 5: Reminder of Coaching Disciplines and Habits



Design and Delivery of the Program

The Sales Leadership Development Team designed the program to effectively meet the needs of the business by setting clear, measurable goals, taking an iterative approach with an aim toward continuous improvement. The team continually monitors feedback through pre/post-assessments and implements changes to stay aligned with the ever-changing needs of the business.

Target Audience and Key Learning Objectives

The target audience for the program was the population of Sales Managers across Google Cloud, currently standing at 340 employees. Sales Managers are further divided into two categories:

- Field Sales Managers (FSM) — Commercial sales
- Customer Engineer Managers (CEM) — Technical sales

This core audience of frontline Sales Managers supports both Sellers and Sales Leaders and Directors.

The Google Cloud Way of Sales Coaching: Inner & Outer Game program was designed to train Sales Managers on Coaching skills and ensure “How” Coaching took place was aligned to the cultural values of Google. In particular, it was important that Google Cloud Sales Coaching Champions would be able to create Psychological Safety and address both the well-being and performance outcomes of their Sellers through the Coaching process.

The practices taught to Sales Managers during the Inner Game are also designed to be resources that they can offer to their Sellers during Coaching sessions. This effectively supports the transfer of knowledge from the training beyond the participants and out into the field.

Figure 6: Learning Objectives

LEARNING OBJECTIVES



INNER GAME

Purpose: Increase Sales Managers levels of self-awareness and responsibility for how they show up when Coaching, particularly when under pressure.

Learning Points

1. “STATE” is the difference that makes the difference when Coaching.
2. How to effectively shift to a state of Presence (COACH State)
3. Leaders need to embody a High Performance state.
4. Sales Coaching needs to also focus on Sellers well-being.
5. How we relate to ourselves mirrors how we relate to others.
6. Importance of Psychological Safety for Coaching & Performance.
7. Psychological Fitness practices to enhance both well-being and performance.

Google

OUTER GAME

Purpose: Raise awareness of OUCH! and develop Sales Managers competency with applying the GROW model for Coaching.

Learning Points

1. What are “Our Unconscious Controlling Habits”? (OUCH!)
2. Importance of asking Open Questions when Coaching.
3. Importance of Presence when actively listening to Coachee.
4. What is the GROW model?
5. How to effectively apply the GROW model?
6. How to blend Coaching & Mentoring as a Sales Manager?
7. Importance of feedback and accountability.

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Design for Minimal Seat Time and Maximum Impact

The Google Cloud Sales Leadership team wanted to ensure that seat time for any training be kept to a minimum to ensure Sellers had more time to spend on customer-facing engagements. Work was done with the vendors to ensure the seat time for the Sales Coaching program could be reduced to 6½ hours across five weeks. Homework was set for participants between the sessions that involved the deliberate practice of what they had been learning during the training within the field, so as not to detract from face time with customers or their Sellers. An accountability check-in at the start of each module was used to ensure Sales Managers were engaging in this deliberate practice.

Leverage the Wider Google and Cross-functional Teams

At the initiation of the program, the Google Cloud Sales Leadership Development team established a cross-functional working group to evaluate the proposed strategy for the development and launch of the program and to act as beta-testers prior to the launch within the field. This group included:

- Google Cloud Sales Leadership Development
- Google Cloud Executive Sponsor
- People Development (Google School of Leaders)
- People Operations (HR)
- Internal executive Coaching program lead

Feedback from this working group through the beta-testing phase was crucial to the refinement of the content prior to the launch of the program within the business.

The success of the Inner Game modules, in particular, within Google Cloud has led to other teams across the wider Google (Ads, Maps, etc.) now looking to adopt the modules within their business as well. A good example of effective knowledge transfer from the program beyond Google Cloud to the wider organization.

Develop Innovative Content to Address the Business Needs

Google is known for its Culture of innovation and for its reliance on data and advances in science to drive its business strategy and organizational developments. Given this, the team wanted to take an approach to the development of the content that would be science-led and cutting-edge in terms of current approaches to Sales Coaching within the corporate world.

Prior to developing the content, the Sales Leadership Development team carried out a meta-analysis of a number of Coaching modalities and their associated models. The modalities reviewed included:

- Cognitive Behavioral
- Humanistic
- Constructive
- Systemic
- Being Focused

Results of the meta-analysis indicated that Cognitive Behavioral Coaching (CBC) was the modality with the greatest amount of science-backed research to support its efficacy. As the GROW model comes for the CBC modality and is widely used across the corporate world, it was decided to select it as the model to train Sales Manager on for the Outer

Game. The Inner Game blended approaches from other modalities most notably Being Focused (Somatic Coaching), Humanistic (Positive Psychology), Constructive (NLP).

The focus on the Inner Game was seen as a ground-breaking approach to leadership development and corporate Coaching skills training. Bringing the focus onto both state awareness and state choice as keys to world-class Coaching and to the delivery of high performance and well-being. The Inner Game directly addresses the fact that Sales Coaching typically happens under conditions of pressure and so effectively managing pressure is key both when Sales Coaching and when Selling.

Peer-to-peer Coaching practice sessions, plus quarterly Coaching Circles of Success in region, further enhance the knowledge sharing among participants and help to establish a community of Sales Coaching across the organization. This is further supplement by the monthly Coaching Champions Newsletter, Podcast and other digital assets.

Deliver Remotely During COVID-19 to a Global Audience

The team needed to deliver the program remotely during COVID 19 and to an audience across the global. Google MEET was used as the platform to facilitate this requirement. In addition, resources and digital assets from the program are made available via Google Cloud's intranet (Cloud-Hub).

Adoption of the Program

1. Securing Executive Sponsorship

The Sales Leadership Development team secured senior Sales Director-level executive sponsorship for the program in every region. This was seen as a key success factor to engaging their audience and ensuring strong adoption of the program. Internal communications to launch the program to the field then came directly from the sponsoring Directors in each region.

Additionally, a close partnership with the regional sales enablement leads helped ensure the program communications landed effectively in all regions.

2. Sales Manager CSAT Scores

An average CSAT target of 4.5 (out of 5) across all regions was set. This was achieved with an average CSAT score of 4.57 and to date across all regions.

In January 2021, the program was also showcased at Accelerate, Google Cloud's annual internal Sales Kick-off event. It received the highest rating of any program in the Sales Leadership track at the event with a CSAT score of 4.93 (out of 5).

3. Positive Engagement from Participants

Qualitative feedback from participants on the program has also been highly positive with a number of participants saying it has been the best leadership training they have ever received during their corporate careers.

- *"Best transformative course I have ever taken! Understanding and accepting my Inner game first and then challenging my habits as a leader #Thanks #Google"*
- *"Outstanding program! This is my favorite meeting of the week."*
- *"Thank you so much for such an inspirational program."*
- *"Great content around the importance of self-care and how that impacts not only the individual, but those around them."*
- *"Every FSM/CEM should take this course."*
- *"It is amazing the positive inception of the class and the strength of the exercises that it provides! #ThanksGoogle"*
- *"This program is a game-changer!"*
- *"Good approach/content/length for MEET-based learning."*
- *"Enjoyed the session, looking forward to the next one."*
- *"The facilitator has deep knowledge and leadership in this area, and I appreciate how he engages the group and shares his experience."*
- *"Really excited to apply the learnings from this class with my team."*

Internal Communications and Program Enhancements

As the program is also focused on developing a Culture of Sales Coaching and a community of Coaching practice across the Google Cloud organization, it was recognized that a strong internal communications plan to support the program would also be required.

Beyond the training, graduates of the program receive:

- A certificate recognizing their achievement
- A monthly newsletter featuring:
 - Coaching Toolkits
 - Articles on Coaching models and best practices
 - Program updates and new module announcements
- Invitations to quarterly Coaching Champions Circles of Success in their region
- Impact survey

A dedicated Cloud-Hub (intranet) page for the program also exists where Sales Managers can learn about the program and sign-up for it, as well as access key Coaching assets.

Future Developments

Plans are in place to augment the internal communications even further with a Coaching Champions Podcast that will carry interviews with:

- Google Cloud Leadership
- Coaching Industry Thought Leaders
- Sales Managers (Graduates) speaking of their Coaching experience in the field
- Sellers speaking of their experience of being Coached by their Sales Manager

Additionally, a new module on the Outer Game will be added, Solution Focused Coaching (SFC), that comes from the Constructive Coaching modality. SFC was identified in the meta-analysis of Coaching modalities as another approach highly supported by scientific evidence. The aim of the new module is to further increase the skill set of Sales Managers and develop a unique approach to Sales Coaching within Google Cloud that blends the best of different Coaching modalities.

It is also planned to make the program available to the Google Cloud Aspiring Leadership Academy for a group of 50 high-performing Sellers (IC's) that have an ambition to become Sales Managers and to make the Inner Game modules available to all Sellers across the organization as well as Sales Managers. Additionally, The Google Ads business has also decided to run Inner Game as a supplement to their Sales Coaching program given its success in Google Cloud.

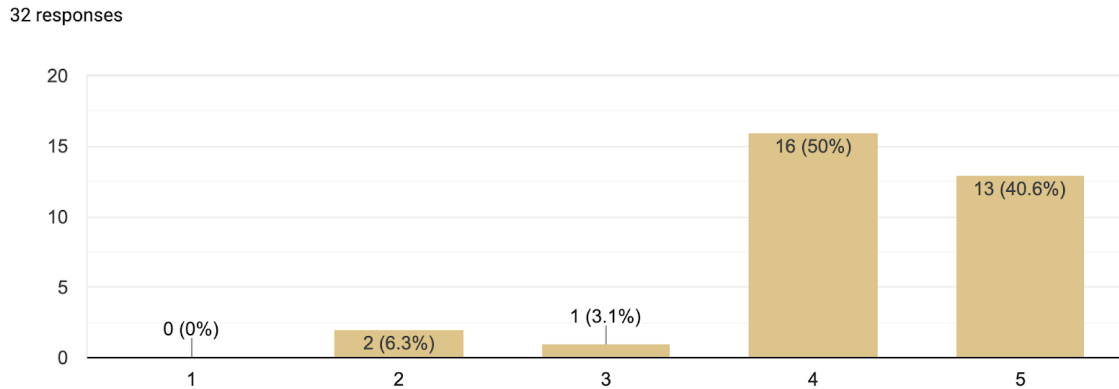
Measurable Benefits

A post-training impact survey asked Sales Managers a number of questions related to how the program had enabled outcomes within the field. The results showed a very positive impact for the program. Below are three key questions that the impact survey explored:

1. Has the training impacted your confidence as a Coach?

Of the respondents, 90.6% scored 4 or above on a 1-5 scale indicating that the program had significantly increased their confidence.

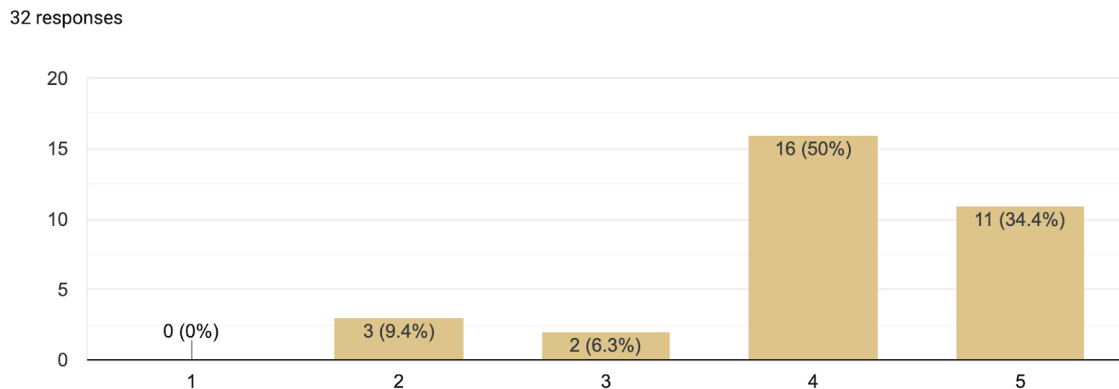
Figure 7: How Has the Training Impacted Your Confidence as a Coach?



2. Has the program impacted you as a Sales leader when it comes to the development of your people?

Of respondents, 84.4% scored 4 or above on a 1-5 scale indicating that the program had positively impacted their ability to develop their people.

Figure 8: How Has the Training Impacted You as a Sales Leader When it Comes to the Development of Your People?



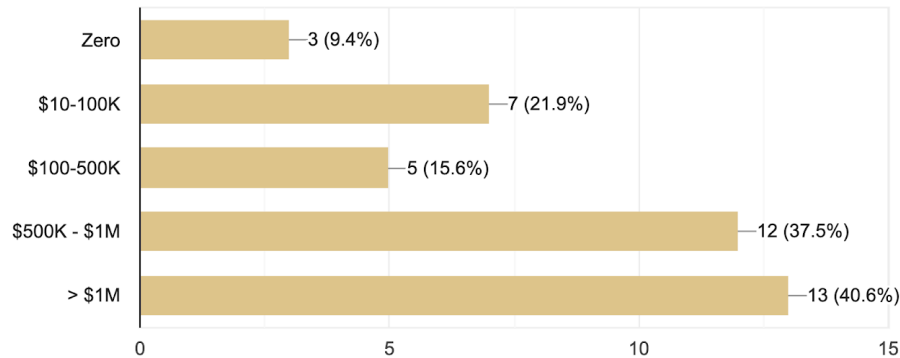
3. Coaching conversations I have had with my directs have helped them generate _____ amount in revenue potentials.

Of respondents, 97% indicated that Coaching conversations had enabled their Sellers to deliver revenue with 37.5% citing revenue potential between \$500,000-\$1 million and 40.6% citing revenue potential above \$1 million.

The overall revenue impact of the program has been identified by the Sales Manager community to be in excess of \$19 million. Given that the budget for the program was only \$223K this is a fantastic Return on Investment.

Figure 9: Coaching Conversations I Have Had with My Directs Has Helped Them Generate _____ Amount in Revenue Potential:

32 responses



All illustrations provided by Google Cloud

Attendance levels for each module were also monitored with an average attendance per cohort of 85% across all regions.

Based on the qualitative feedback, some adjustments for H2 FY21 have been identified. Specifically, it has been decided to alternate Inner Game & Outer Game modules to enable participants to get into Coaching role-plays and peer to peer buddy Coaching earlier in the program.

Overall

Summary of Key Findings and Lessons Learned

The Sales Leadership Development team has been recognized by senior Sales Leadership within Google Cloud as having delivered a unique and innovative program that both addresses the requirement to develop Coaching skills as a strong competency of Sales Managers in the field and enhances Google's cultural values in the way that Sales Coaching takes place across the organization. Additionally, the program is viewed as having significantly raised levels of awareness of the importance of well-being as a key component to high-performance and provided impactful tools and practices to enable Sales managers take greater responsibility for how they Coach their Sellers in this respect.

Communicating with Sales/Business Leadership

One challenge for the Sales Leadership Development team is to provide clear communication to/from sales and business leaders about how the program is adjusting to meet the ever-changing needs of the business. The program team needs a clear way of communicating how they address any new Sales Coaching challenges and learning

opportunities. There is also a need for leadership to have a clear channel of communication when something new arises.

This is solved by regular comms to sales and business leaders, as well as executive sponsor briefings of the changes and key results every quarter.

Making Incremental Improvement Based on Learner and Facilitator Feedback

Continual feedback from learners is always a key focus for program improvements. The Program Manager spends time reviewing the verbatim feedback from program evaluation surveys to spot trends and areas for improvement. These make their way into the agenda for Sales Leadership Development team meetings for further discussion and action.

Managing Requests from Sales Managers for Further Support in the Field

The success of the program has got Sales Managers excited about their roles as Sales Coaching Champions and how they can more effectively bring the Inner Game content to their Sellers. This has led to many requests for the Sales Leadership Development team to support Sales team meetings and workshops in the field.

Additionally, requests are being made for Team Coaching sessions to help Sales Managers with the development of a Coach approach to their leadership style.

The Sales Leadership Development team is now looking to scale its delivery capacity to address more of these requests. It plans to do this with greater use of vendor resources along with additional Google internal resource.

Future Outlook

The Sales Leadership Development team continues to explore ways to enhance the program. Some of the key enhancements identified are listed below:

- Launch of new Outer Game module on Solution Focused Coaching in H2 FY21.
- Launch Sales Coaching Champions Podcast.
- Provision of the Inner Game modules as an e-learning course for all Sellers.
- PIVOT back to classroom-based training beyond current pandemic restrictions.
- Introduction of Team Coaching, facilitated by ORSC certified Coaches.
- Development of new modules on Team Coaching for Sales Managers in FY22.

Overall Positive Impact

The attendance rates, CSAT scores, qualitative feedback and impact assessment survey results all demonstrate how effective the program has been at addressing the key business needs:

- Cultural integration and evolution
- Well-being
- Build a high-performance Sales culture

Additionally, with Sales Managers identifying over \$19 million in revenue directly associated with their Coaching conversations following the program, the Sales Leadership Development team has delivered a huge ROI for the investments made.

Most importantly, the program has not only captured the imaginations of its participants, but it has also gained the confidence and respect of the Google Cloud leadership with regard to its role in preserving Google's cultural values and in driving real innovation in Sales Coaching to enable high-performance outcomes.

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