Just in Time, **Right on Target**

The Promise and Power of Just-in-Time Enablement

corporate visions

Your Training Calendar Can't Save You Now

Picture this: It's quarter end, and your sales team is scrambling.

They're chasing down deals, burning the midnight oil, and hoping for a last-minute miracle. But despite all their hustle, the numbers just aren't adding up.

Sound familiar?

Most enablement leaders know this story all too well. You've seen sellers struggle to connect with buyers, fumble their messaging, and let golden opportunities slip through their fingers. No matter how many training sessions you run or content assets you create, it feels like you can't get traction—you're just spinning your wheels.

What if there was a better way?

What if you could give your sellers the exact skills, messages, coaching, and content they need, precisely when they need them most? What if you could transform enablement from a check-the-box exercise to a true performance driver?

That's the promise of just-in-time enablement—and it's not just a pipe dream.

In fact, Gartner reports that organizations that use just-in-time learning are 2.5 times more likely to exceed seller revenue targets, 3.5 times more likely to exceed customer retention targets, and 2.3 times more likely to exceed retention targets than organizations that don't. Those are the kinds of numbers that make CEOs sit up and take notice.

But here's the thing: Just-in-time enablement isn't just another buzzword—it's a fundamental shift in how you think about sales readiness and support. It's about aligning enablement to the realities of the modern sales cycle and the ever-changing needs of your buyers.

In this e-book, you'll see exactly how to make that shift.

Tim Riesterer
Chief Strategy Officer
Corporate Visions

Mind the Gaps

A recent Gartner paper called *Driving Seller Behavior Change* cites three critical enablement gaps that leave sales teams ill-equipped to navigate the modern sales environment:

1. A Disconnect Between Enablement and Sales Goals

Enablement initiatives are often created in a vacuum, detached from the actual priorities and challenges of the sales organization. Only 43 percent of organizations have a formalized enablement charter, and just 37 percent align their annual enablement planning with sales strategy. Without clear alignment to business objectives, those enablement efforts fail to drive the desired impact on revenue and performance.

2. The Pitfalls of Formal Training

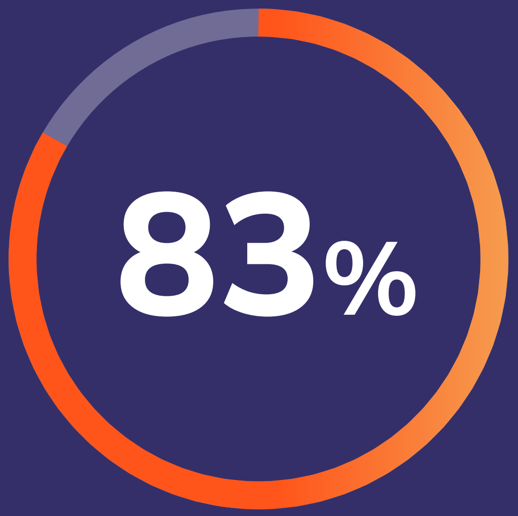
A staggering 83 percent of sales leaders report that their sellers struggle to adapt to changing buyer needs and expectations. When enablement relies solely on formal training events and knowledge dumps, sellers struggle to retain and apply new information in the field. Sellers forget, they get distracted, and they fall back on old habits—leaving your training investments to wither on the vine.

3. The Illusion of Enablement Impact

Too many enablement teams are lured into the trap of vanity metrics, like training attendance and content usage. But these surface-level measures don't tell the full story. Without a clear connection to behavior changes and sales outcomes, enablement can't prove its value or make data-driven decisions.

These missteps keep enablement teams stuck in reactive mode, scrambling to put out fires and meet the latest request from sales leadership. But just-in-time situational enablement offers a way forward, bridging these gaps to make a real impact on sales performance.

Only 43 percent of organizations have a formalized enablement charter.



83 percent of sales leaders report that their sellers struggle to adapt to changing buyer needs and expectations.

Enablement, Redefined

Just-in-time enablement is a strategic approach to sales enablement that focuses on delivering targeted, relevant support to salespeople at their precise moment of need, directly in the flow of work, to drive more effective sales behaviors, improve performance, and ultimately increase revenue.

Effective just-in-time enablement is:

- **Strategic:** It's not a one-off tactic—it's a comprehensive, evidence-based strategy that aligns with broader sales goals and priorities.
- **Targeted and relevant:** Support is tailored to the specific needs of individual sellers and deals, rather than being one-size-fits-all.
- **Delivered in a moment of need:** Enablement is delivered when and where salespeople need it most, such as just before a critical buyer conversation or decision point.
- **Available in the flow of work:** Resources are easily accessible and integrated inside of each opportunity in your CRM, minimizing friction and increasing adoption.
- **Focused on behavior change:** The goal is not just to provide information, but to change how sellers interact with buyers.
- **Tied to revenue goals:** Just-in-time enablement is ultimately measured by its impact on key sales outcomes, not just training metrics.

In essence, just-in-time enablement is about shifting from a "just-in-case" model of broad training and content to a "just-in-time" model of targeted, situational support that helps salespeople perform at their best when it matters most.

The Training Trap

Doug Hutton
EVP of Customer Experience

For too long, sales enablement has been synonymous with training.

Enablement teams pour countless hours into planning and executing live classroom sessions, virtual workshops, and e-learning courses.

The problem? These formal learning experiences are often disconnected from the day-to-day realities sellers face in the field. They might walk away from a training event with new knowledge, but they quickly forget what they've learned when it's time to actually apply those skills in a conversation.

Enablement's fixation on formal training isn't driving the behavior change needed to improve sales performance.

It's time for enablement leaders to break free from the training trap and embrace a new approach—one that delivers the right skills and knowledge, right when they need it.

The Just-in-Time Enablement Cycle

Uncover Insights

Start with the source. Gather candid feedback from your sellers and buyers to identify the real challenges and opportunities in your sales interactions.

Strategize Smartly

Align your enablement plan with your most pressing sales priorities and your buyers’ evolving needs. Identify which enablement levers will drive results.

Tailor Your Training

Create training that ties the desired selling behaviors to your strategic goals. Equip your reps with targeted learning based on their individual needs.

Coach in the Moment

Provide your sellers with impactful coaching and content in the flow of work. Offer situational support to help them overcome hurdles, reinforce skills, and seize opportunities in real time.

Measure and Modify

Continuously measure and analyze sales results and buyer feedback to keep a pulse on performance and fine-tune your enablement plan over time.

Win the Moment with **Just-in-Time Enablement**

By shifting from a "just-in-case" to a "just-in-time" mindset, enablement can finally bridge the gap between learning and doing—shaping sales behaviors and improving performance.

- **Set Your Strategy With Meaningful Insights**
- **Target Your Training to Change Behaviors**
- **Coach Your Sellers When They Need it Most**
- **Continuously Measure and Modify**

Set Your Strategy with **Meaningful Insights**

To create a just-in-time enablement strategy that drives real impact, start with a deep understanding of your sellers' and buyers' needs. Gather insights to identify your most pressing challenges and opportunities. Then use this intelligence to inform your enablement priorities and plans.

Get Your Sellers' Side of the Story

Before you can change, you need to understand *what* to change. Start by learning what's really happening on the front lines of your sales organization. Your sellers' insights and experiences are a crucial piece of the puzzle.

Here are three tactics for collecting valuable seller insights:

- **Conduct regular seller surveys:** Use quarterly or bi-annual surveys to gather feedback from your sales team on their biggest challenges, skill gaps, and enablement needs. Keep the surveys short and focused, and be sure to share the results and any planned actions with your team to encourage participation.
- **Analyze sales call recordings:** Use conversation intelligence tools to review a sample of recorded sales calls each week or month. Listen for common objections, knowledge gaps, or missed opportunities that could indicate a need for targeted enablement. Share snippets of top-performing calls to highlight best practices. But keep in mind that call recordings don't always capture how your buyers really feel.
- **Give your top sellers a platform:** Consider creating an advisory board or council made up of your top performing reps from different regions and roles. Meet with this group regularly to get their insights on what's working, what's not, and where they need more support.

While seller insights are a valuable starting point, it's important to recognize their limitations. Sellers don't always have a clear understanding of why they win or lose, and their perspective is inherently one-sided.

Why Are You Really Losing Deals?

Ken Allred
Chief Technology Products Officer

We've analyzed buyer feedback from more than 100,000 B2B purchase decisions from 500 companies in 50 different industries.

Interestingly, **the reasons that sellers give for losing deals are different than the reasons buyers give 50–70 percent of the time.**

When your seller loses a deal, they most likely cite the reason as something outside of their control—a lack of product features or your price was too high. But the reasons buyers cite are very different—too little competitive differentiation, poor needs discovery, or a lack of timely response.

In other words, your sellers and buyers are telling two different stories.

You need both perspectives—not just one side—to make strategic enablement decisions.

See Through Your Buyers' Eyes

While your sellers' feedback is undoubtedly valuable, it only paints half the picture.

To truly elevate your enablement efforts, you need to see through your buyers' eyes.

Your buyers are the ultimate decision makers. They hold the power to say "yes" or "no" to your solution. So why wouldn't you want to understand their perspective on what works and what doesn't in the selling process?

When you gather buyer insights, you can:

- **Uncover the real reasons deals are won or lost.** Unlike sellers, buyers have no reason to sugarcoat the truth or make excuses. They'll give you the straight story on what's working and what's not—and that's exactly the perspective you need to drive meaningful improvement.
- **Identify your sellers' blind spots.** Buyers will give you the unvarnished truth about where your reps are falling short. They'll point out the moments in the sales process where they felt misunderstood, undervalued, or left behind. These inform the critical coaching opportunities you might be missing.
- **Validate and prioritize enablement initiatives.** When you listen to buyer feedback, you can focus on the areas that matter most. If multiple buyers are citing the same issue—like a lack of problem-solution alignment—you know it's a high priority that needs to be addressed.
- **Measure the impact of your efforts.** By continuously gathering buyer feedback, you can track how perceptions change over time. You'll see the tangible impact your enablement efforts are having on the buying experience.

And it works. Our win-loss data from thousands of deals shows that **sellers who receive buyer feedback from three or more deals achieve 40 percent better win rates vs. those who don't.**

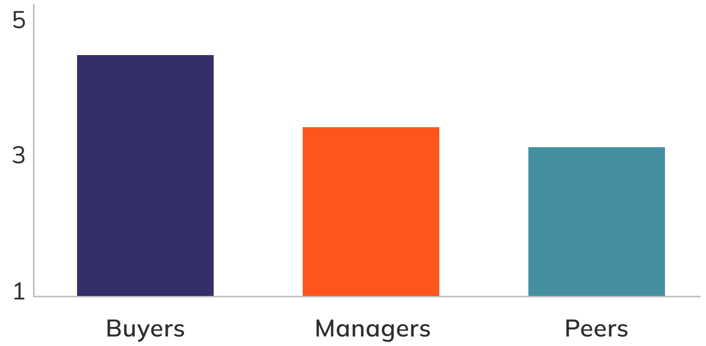
Buyer Feedback Motivates Change

Dr. Leff Bonney
Research Director

Nothing motivates sellers to change behavior more than hearing feedback from their buyers.

In a recent behavioral research study, we found that sellers are most motivated to change their approach after getting feedback from their buyers—not their managers or peers.

Direct Effects of Feedback Source on Likehood to Change



Buyer feedback has the **most significant impact** on a seller's motivation to change their behavior.

Target Your Training to **Change Behaviors**

Just-in-time enablement is all about driving tangible behavior change in your sales force. To achieve it, identify the high-impact growth levers for your organization, and build your enablement activities around them.

Prioritize Your Growth Play

Armed with insights from your buyers and sellers, you're now ready to make some strategic decisions about where to focus your enablement efforts. It's time to prioritize your growth play.

Growth plays are the high-impact initiatives that will boost your revenue growth. They address your most pressing challenges and opportunities, whether that's acquiring new customers, expanding existing relationships, or protecting your profit margins.

Acquisition	Win-Backs	Margins	Retention	Expansion
Disrupt Status Quo Bias to win new business	Show how you've changed to reclaim lost business	Protect profitability and pass on price increases	Reinforce Status Quo Bias to renew existing business	Leverage your relationship and evolve your solution to grow customer spend

To determine which growth play should take precedence, consider the following:

- **Alignment with business objectives:** Which areas of the business are most critical to your overall growth strategy? Your enablement priorities should directly support those key objectives.
- **Urgency of the need:** Where are you seeing the most significant gaps or pain points based on your buyer and seller feedback? Prioritize the areas where improved enablement could have the most immediate and substantial impact.
- **Potential for impact:** Consider the revenue potential of each growth play. For example, if you have a large untapped opportunity in your existing customer base, prioritizing customer expansion could yield significant returns.
- **Feasibility and resources:** Assess your team's capacity and capabilities. While a particular growth play could yield results, it might require resources you don't currently have. Be realistic about what you can take on and execute.

Identify Your Growth Levers

Now that you've prioritized your growth play, it's time to get tactical.

What exactly will it take to execute that high-impact initiative? What enablement levers do you need to pull to achieve your desired results?

This is where you translate your strategic priorities into concrete behaviors, skills, messages, and content that your sales team needs to succeed.

For example, you identify your biggest opportunity for growth is customer expansion—you want to drive more cross-sells and upsells with your existing accounts.

Some key enablement levers might include:

- **Messaging:** Crafting compelling narratives around the value of expanding the relationship, tailored to different buyer roles and objectives.
- **Skills:** Equipping reps to identify expansion opportunities, navigate complex account dynamics, and handle common objections.
- **Content:** Creating targeted collateral like case studies, coaching playbooks, and presentations to support expansion conversations.
- **Process:** Defining clear actions for when and how to pursue expansion, and ensuring tight handoffs between account teams.

This is also where your buyer and seller insights become invaluable. Use that feedback to pinpoint the exact messages that need work, the specific skills that need sharpening, and the precise content gaps that need filling. Let the data guide your efforts.

Follow This Framework

Use this **"know, say, show, do" framework** to identify growth levers:

- **What do reps need to know to execute this play effectively?** Equip reps with the knowledge they need, including industry insights, competitive intelligence, and product details.
- **What do reps need to say in their buyer conversations?** Provide reps with the right messaging for different scenarios, objection handling skills, discovery questions, and conversation guides.
- **What do reps need to show to support their efforts?** Arm reps with compelling assets to support their conversations, like presentation decks, case studies, and proposal templates.
- **What do reps need to be able to do to drive results?** Identify the key skills reps need to execute your growth play, such as prospecting, needs assessment, solution pitching, and negotiation.

As you map out your growth levers, consider each of these areas. Identify knowledge gaps, pinpoint seller needs, and define the specific behaviors to develop.

Measure Behavior Change

Identifying your growth levers is a critical step, but it's not the end of the journey. To see results, you need to turn those enablement strategies into action. That means defining the specific behaviors you want to see from your reps and creating clear calls-to-action (CTAs) to shape those behaviors.

Let's say you want your reps to identify more cross-sell opportunities:

Some key **behaviors** you might want to encourage include:	For each of these behaviors, create corresponding **CTAs**, such as:
Conducting regular account reviews to uncover expansion potential	"Review your top 10 accounts this week and identify at least one cross-sell opportunity in each"
Asking probing discovery questions to understand the full scope of the customer's needs	"In your next customer meeting, ask these three discovery questions to uncover expansion potential"
Presenting a compelling business case for the value of additional products or services	"Use this ROI calculator to build a business case for the cross-sell opportunity you identified"

Once you have your CTAs defined, communicate them frequently and consistently. Embed them in your training, reinforce them in your coaching, and promote them through your internal channels. The more visible and top-of-mind your CTAs are, the more likely reps are to adopt those new behaviors.

Remember, the ultimate goal is to change behavior, not just to provide training and content. By keeping a close eye on CTA completion, you can gauge the uptake of your desired behaviors and the impact of your enablement efforts.

Learning Isn't One-Size-Fits-All

Your sellers have different levels of skills and knowledge experience. So you can't expect to train them all the same way.

Enter tiered learning—tailoring your training and reinforcement activities to different levels of expertise. Instead of one-size-fits-all enablement, you **provide targeted learning that meets sellers where they are and guides them to the next level.**

Here's how it works:

- **Define your levels:** Establish clear criteria for each tier of expertise. This might be based on tenure, performance metrics, assessment scores, or a combination of factors.
- **Assess your reps:** Use assessments, buyer feedback, manager input, and performance data to assign each rep to the appropriate tier. This gives you a clear picture of the distribution of expertise on your team.
- **Tailor your training:** Develop learning paths and content specific to each tier. Novice reps might need foundational product knowledge and basic selling skills, while advanced reps might benefit from complex case studies and negotiation drills.
- **Deliver targeted reinforcement:** Provide ongoing coaching, practice, and reinforcement activities tailored to each level. This might involve differentiated coaching cadences, skill drills of varying complexity, or tiered playbooks.

Tiered learning avoids the dreaded "one-and-done" training approach. It ensures that your reps are always challenged, always growing, and always getting the support they need to succeed at their stage of development. And it's a powerful way to keep your enablement efforts fresh, relevant, and impactful over time.

Beginner

- Learns the key message and skills
- Can articulate the buyer's basic challenges and needs
- Can deliver the standard pitch or demo script

Skilled

- Can adapt the message to specific buyer situations
- Adept at uncovering unique buyer needs
- Skilled at delivering personalized, insights-driven presentations

Advanced

- Demonstrates strategic understanding of the buyer's business priorities
- Serves as a thought leader and trusted advisor
- Able to craft a compelling, executive-level business case

Win the Moment with
Just-in-Time Enablement

Coach Your Sellers **When They Need it Most**

Your sellers need more than training—they need ongoing coaching and support to practice and apply new skills. Embrace a deficit-learning mindset and provide targeted, in-the-moment coaching that helps reps overcome real challenges and close more deals.

Your Sellers Are in a Deficit

Deficit learning is the idea that people learn best when they're in a state of need—when they have a specific, immediate challenge to solve or gap to fill. In these moments, learners are more motivated, focused, and receptive to new information and skills.

Your sellers are no different.

Imagine: A month before a new product launch, you put your sellers through comprehensive training. They leave feeling confident and prepared, but how much will they retain and apply when it's time to sell? Chances are, not much.

Now imagine: On launch day, you provide targeted resources and just-in-time coaching as they start selling. Sellers have access to the messages, content, and micro-learning they need, served up directly in your CRM. When they face a challenge in an actual buyer conversation, they're hungry to absorb and apply that knowledge in the moment.

Deficit learning works because it catches salespeople at their most impressionable moment of learning need and provides content and coaching that fills the gap when they're most ready to learn.

When you serve up enablement that meets your sellers' immediate needs, the training and coaching they receive will have a far greater impact.

The question becomes: How do you put deficit learning into practice?

Deficit Learning in Practice

Doug Hutton
EVP of Customer Experience

What does deficit learning look like in the real world of sales enablement? It means:

- Designing learning content based on **identified skill gaps and business priorities**, not generic role-based curricula
- Embedding enablement resources and tools **directly in your CRM**, so they can access them at the point of need
- Providing **on-demand micro-learning and coaching**, rather than relying solely on scheduled training events
- Delivering **contextual feedback** based on actual buyer interactions, not self-assessments

When you adopt a deficit learning mindset, you provide sellers with the exact support they need, when they need it most, to drive real behavior change and business results.

Enable the Deficit Learner

Here are two ways to enable the deficit learner:

1. Leverage Buyer Feedback

One of the most powerful ways to identify your sellers' skill gaps is to go straight to the source: your buyers. When you gather feedback from buyers after every deal, you can pinpoint the exact areas where your reps need additional support.

This feedback can come in the form of post-meeting surveys, win-loss interviews, or even real-time alerts triggered by certain keywords or phrases in recorded sales calls. By analyzing this feedback, you can identify patterns and trends in your reps' performance, and tailor your enablement efforts accordingly.

2. Provide Targeted Playbooks

Playbooks are a vital tool for turning your enablement strategy into tangible sales results. They take lofty objectives and break them down into concrete, actionable plays that sellers can execute in their day-to-day buyer conversations.

Playbooks can include:

- **Messaging guidance** and talk tracks for various selling scenarios
- **Examples** of "what good looks like" in terms of call execution or objection handling
- **Micro-learning content** to reinforce key concepts, skills, and techniques

With a playbook on hand, your reps will have the learning content they need, when they want it, to refresh their knowledge and refine their skills.

Guide Your Sellers in the Flow of Work

If you want to make deficit learning more than just a buzzword, you need to get your enablement resources out of the dusty old LMS and into the hands of your sellers.

Your reps should be spending time talking to prospects and customers—not digging through files for the right playbook or training module. They need learning tools at their fingertips, integrated into the tools they're already using.

That means:

- **Where your sellers already spend time.** Plugging buyer feedback, playbooks, product knowledge, and micro-learning directly into your CRM, so sellers can access them in the context of specific deals they're working.
- **What they personally need to know.** Getting personal with your learning recommendations and content suggestions, based on a seller's actual performance data and skill gaps.
- **When sellers need it most.** Integrating fluency coaching right into your sellers' workflow, so they can practice, get feedback, and master new skills in the context of real selling situations.

The point is to make enablement feel less like a mandatory chore and more like a natural part of your reps' everyday workflow. When you do that, you're not just increasing the chances that they'll actually use those resources—you're setting them up to apply new behaviors right in the moment, when it matters most.

Case Study: HYSTER-YALE

Imagine 800+ salespeople across the continent having all the content and tools they need for success, right at their fingertips, exactly when they need them.

That's precisely what Hyster-Yale, a leading material handling company, achieved by integrating Corporate Visions messaging, sales skills, and vPlaybook sales playbooks within Highspot and Salesforce.

"Now, Highspot, our e-learning, and our learning management system are all integrated into Salesforce," says Bob Bladel, VP Training and Sales Enablement. "Our representatives have one place to go. Everything they need is instantly delivered in a guided selling process."

Hyster-Yale's story is a powerful example of how integrating training with technology can turn enablement from a one-time event into a continuous process.

READ THEIR STORY

Practice Makes Profit

One of the claimed strengths of the traditional classroom training and enablement events was the power of role play, or "stand and deliver" activities.

But there's another, more effective way for your sellers to gain proficiency in newly learned skills: fluency coaching.

Fluency coaching is a critical component of just-in-time enablement. Here's why:

- **It turns learning into action.** Just-in-time training provides the knowledge reps need, but fluency coaching helps them practice and apply that knowledge in real conversations. It's the bridge between learning and doing.
- **It reinforces training at the moment of impact.** When you apply fluency coaching, your sellers get practice and feedback in the context of their actual pipeline and deals. This just-in-time reinforcement is key to making new skills and messages stick.
- **It personalizes enablement to each seller's needs.** You can tailor your coaching and reinforcement to each seller's specific challenges and growth areas. This targeted approach maximizes the impact of your just-in-time efforts.
- **It creates measurable behavior change.** By focusing on mastery and application, you can translate training into observable, measurable changes in rep behavior and performance.

Sellers need targeted, actionable support that helps them win more deals, faster. That's the promise of just-in-time enablement. But to truly deliver on that promise, you can't stop at training. You need to coach your reps to fluency, so they can apply their new skills and messages with confidently and consistently when it matters most.

A Scalable Approach to Bespoke Coaching

Doug Hutton
EVP of Customer Experience

Recent neuroscience research from Dr. Carmen Simon shows that AI-powered coaching is a viable alternative to human-led coaching.

Traditionally, coaching has been labor intensive, requiring potentially thousands of hours from humans to review practice submissions and offer feedback to sellers.

But with AI-powered coaching, reps can get rapid and personalized feedback, so they can practice new behaviors in a life-like selling environment.

Fluency coaching—whether human- or AI-led—ensures that every seller receives tailored feedback, so they know exactly how they can individually improve. And when reps know they're about to be judged on their delivery, they're more motivated to get it right.

In fact, the average learner completes about six practice runs before hitting the submit button.

All of this is reinforced by top-tier examples of great delivery from their peers, so they know exactly what good looks like, and what qualities make those performances stand out.

Continuously **Measure and Modify**

The most successful enablement strategies are the ones that evolve with the needs of the business and the market. To maximize impact, continuously assess the effectiveness of your efforts and refine your approach over time.

Regular Reassessment

The needs of your buyers, your sellers, and your business are always evolving, and your enablement strategy needs to keep pace.

That's why regular reassessment is so crucial. It's not enough to define your strategy and initiatives once and then stick to the plan no matter what. You need to continually take the pulse of your enablement efforts and be ready to pivot when needed.

Here are four areas to reassess regularly:

1. Enablement activities:
Regularly track the uptake and usage of your enablement resources, such as playbooks, training courses, and content assets.

2. Seller proficiency:
Measure how your reps are mastering skills and messages through assessments, certifications, buyer feedback, and manager observations.

3. Buyer engagement:
Track how your enablement efforts are influencing buyer interactions, using metrics like content engagement, meetings, and opportunity progression.

4. Business impact:
Measure the business impact of your enablement using metrics like win rates, deal size, and revenue growth. Then use that data to validate the effectiveness of your approach and identify areas for optimization.

Measuring these areas isn't a one-time event—it's an ongoing process that should happen in regular cycles. Continuously use your data to identify gaps, course-correct quickly, and ensure your enablement engine is always running at peak performance.

Case Study: HIGHSPOT

Highspot’s challenge was clear: improve win rates, ensure consistent messaging across the organization, and provide tailored training for both pre-sales and post-sales teams.

The solution? A just-in-time enablement approach that included:

- Identifying key initiatives based on data-driven insights into performance gaps and opportunities
- Defining desired behavior changes and creating clear CTAs for enablement and the field
- Developing targeted messaging, content, and training aligned to specific sales roles and situations
- Embedding enablement resources directly into the tools reps use every day, like Salesforce (and Highspot of course)

The results are impressive. Highspot saw **a six percent increase in overall win rates**, a 12 percent boost in multi-threading for reps who completed the training, and a five percent higher win rate for trained reps compared to their untrained peers.

As Highspot looks to the future, they’re poised for even greater success.

READ THEIR STORY

Manager Involvement and Coaching

You can create the most compelling content, and deliver the most engaging training, but if frontline managers aren't reinforcing those efforts in their day-to-day coaching, your impact will be limited.

Managers are the linchpin of behavior change. They have the closest and most consistent contact with individual reps. They're in the best position to observe behaviors, provide feedback, and coach on new skills. And they can tailor coaching and reinforcement to the specific needs of each individual and situation.

Managers also set expectations, monitor performance, and hold sellers accountable for applying new behaviors. When they embrace and model the behaviors you're trying to drive, it sends a powerful message to their teams that these changes are important and valued.

Enablement isn’t just for sellers—you also need to equip managers to be effective coaches and change agents. That means providing them with:

Coaching Guides

Give managers specific, actionable guidance on how to reinforce key skills and messages in their coaching conversations. Make it easy for them to translate training into practice.

Observation Tools

Provide managers with rubrics or checklists to assess rep behavior and identify coaching opportunities. Help them know what to look for and how to provide meaningful feedback.

Enablement Updates

Keep managers informed about upcoming initiatives, new content, and training programs. Engage them as partners in driving adoption and reinforcing new behaviors.

Manager Skills Training

Invest in developing managers’ leadership and coaching skills. Help them learn how to leverage their time, deliver feedback effectively, and create a culture of continuous improvement.

By enlisting managers as active partners in your enablement efforts, you multiply your impact exponentially. You ensure that the behavior changes you want are reinforced in every coaching interaction, every pipeline review, and every deal huddle.

Win the Moment with **Just-in-Time Enablement**

Enablement can no longer be viewed as just a training function—it must be a strategic driver of behavior change and sales performance.

For enablement leaders, this is both a challenge and an opportunity. It's a call to elevate your game, to partner more closely with sales leadership, and to demonstrate your value in tangible, business-driven terms. It's a chance to not just support sales strategy, but to help shape it.

By embracing the principles of just-in-time enablement, you position yourself—and your organization—to meet that challenge head on.

Set Your Strategy With Meaningful Insights

Align your efforts with the most pressing needs of your sellers, your buyers, and your business.

Target Your Training to Change Behaviors

Focus on the specific behaviors that will have the greatest impact on performance.

Coach Your Sellers When They Need it Most

Provide targeted coaching and support in the flow of work, when they're most motivated to learn.

Continuously Measure and Modify

Continuously reassess and optimize your approach based on real-world results.

Author

Tim Riesterer
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Tim Riesterer, Chief Strategy Officer at Corporate Visions, is dedicated to helping companies improve their conversations with prospects and customers to win more business. A visionary researcher, thought leader, keynote speaker, and practitioner with decades of experience in marketing and sales management, Riesterer is co-author of four books, including *Customer Message Management, Conversations that Win the Complex Sale, The Three Value Conversations, and The Expansion Sale*.

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About Corporate Visions

Corporate Visions is the leading provider of evidence-based revenue growth solutions for sales, marketing, and customer success. Global B2B companies partner with Corporate Visions to enable their commercial teams with the insights, training, tools, and technology they need to achieve superior results.

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