

The Journal of Selling

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SPECIAL ISSUE – SALES COACHING

ACADEMIC ARTICLES:

An Exploratory Study of the Factors Related to the Sales Manager and Salesperson that Affect the Sales Coaching Process

By Carlin A. Nguyen, Jeffrey E. Anderson, and Andrew B. Artis

A Winning Sales Formula: Using Sales Manager Coaching to Maximize Salesperson Effectiveness

By Michael Peasley

Exploring Cross-Generational Sales Coaching and Training: Millennials and Gen Z

By Dawn R. Deeter-Schmelz

PEDAGOGY ARTICLES:

In the Classroom (ITC) Sales Coaching: An Evaluation and Discussion of Using Live Selling for Sales Manager Training

By Greg Accardo and Aaron Gleiberman

Sales Faculty Coaching and Organizational Culture in a University Sales

Competition Team: A Case Study

By Stefan Sleep and Brent McCulloch



**Northern Illinois
University**

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Mission Statement

The objective of the journal is to foment collaboration between practitioners and academics for the advancement of application, education, and research in selling. Our audience is comprised of practitioners in industry and academics researching in sales.

Manuscripts

1. **Articles for consideration** should be sent by email to Editor: Robert M. Peterson, Department of Marketing Northern Illinois University, DeKalb, IL 60115 peterson@niu.edu.
2. The Journal of Selling has **3 categories of manuscripts**:
 - Academic** manuscripts use the traditional scientific approach for understanding sales phenomena and the goal is to add to the body of knowledge that is supported by rigorous research methods.
 - Application** manuscripts focus on sharing cutting edge insight on marketplace behaviors, changes, benchmarks, etc. Theoretically sensible, the papers generally focus on an existing problem/opportunity and provide more information on current reality.
 - Pedagogy** manuscripts should illustrate a teaching/training improvement when using a certain idea/method/content/approach and contain empirical support. The importance of teaching and researching in this domain is vital to help educators and trainers remain on the cutting edge of sales instruction. Case studies are now accepted as well.
3. **Articles in excess of 6000 words** will not normally be accepted. The Editor does welcome shorter articles and case studies.
4. **A manuscript should be submitted via email** to the Editor in Microsoft Word format, with author's name(s) and title of the article. Contributors are advised to check by telephone that submissions have been received. Neither the editor nor Northern Illinois University, Department of Marketing accepts any responsibility for loss or damage of any contributions submitted for publication in the Journal.
 - Biographical note** - supply a short biographical note giving the author(s) full name, contact information, appointment, institutions or organization / company and recent professional attainments.
 - Synopsis** - an abstract of at least 100 words, but not exceeding 175 words should be included.
 - Diagrams / text boxes / tables** - should be submitted without shading although a copy of how the authors wishes the diagram to appear shaded may be submitted by way of illustrative example. These should be numbered consecutively and typed on separate pages at the end of the article with an indication in the text where it should appear.
 - References** - should be cited using the Chicago method. No footnotes should be used for references or literature citations. Wherever possible, full bibliographic details (e.g., volume number issue number or date, page numbers publisher year of publication) should be included.
 - Footnotes** - are seldom used and should be folded into the article text.
5. **Any article or other contribution** submitted must be the original unpublished work of the author(s) not submitted for publication elsewhere.
6. **Manuscripts should be formatted on 8 1/2" x 11" paper** with all margins of 1" and double-spaced. Font style should be Times New Roman in 12 pitch.
7. **An address for correspondence** (including Email address) should be supplied as well as a telephone and fax number at which the author(s) may be contacted.
8. **Authors undertake the responsibility** to check that the manuscript should be free of grammatical, syntax or spelling errors. The Editor reserves the right not to accept any manuscript in which excess alterations or corrections need to be made.

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From the Special Issue Editor



Dawn Deeter-Schmelz

Headlines in the practitioner press herald the importance of sales coaching. The failure to coach and develop sales representatives can have dire consequences for the organization. Further, the importance of sales coaching to sales practice suggests coaching should also be prioritized in sales education. Although some academic studies provide guidance, more work is needed to give meaningful direction to practitioners, educators, and researchers. This special issue of the *Journal of Selling* takes an essential step in developing a more comprehensive understanding of effective sales coaching.

The first three articles in this special issue focus on the practice side of the equation. In the first article, “An Exploratory Study of the Factors Related to the Sales Manager and Salesperson that Affect the Coaching Process,” authors Nguyen, Anderson, and Artis investigate the sales manager- and salesperson-related factors that influence the sales coaching process. In-depth interviews with business-to-business sales managers and salespeople highlight the elements driving coaching engagement and outcomes and identify differences in perspectives between sales managers and salespeople.

In the second article, “A Winning Sales Formula: Using Sales Manager Coaching to Maximize Salesperson Effectiveness,” author Peasley explores two sales coaching tools – providing quality feedback and imitative role-modeling – as instruments for maximizing the effectiveness of sales coaching. Using data collected from salespeople, the author explores the moderating effects of these two tools on the relationship between traits (conscientiousness and neuroticism) and hunting activities (prospecting and acquisition).

The third article, “Exploring Cross-Generational Sales Coaching and Training: Millennials and Gen Z,” addresses two critical issues: (1) sales coaching and training and (2) managing across generations. This conceptual piece reviews the generational characteristics of Millennials and Gen Z and literature on sales coaching and training. Subsequently, it offers research propositions related to five components of sales coaching/training: Providing feedback, role-modeling, trust in the sales manager, salesperson coachability, and developing knowledge, skills, and abilities (KSAs).

The final two articles in this special issue relate to sales education, providing actionable information for instructors. In the first article, “In the Classroom (ITC) Sales Coaching: An Evaluation and Discussion of Using Live Selling for Sales Manager Training,” authors Accardo and Gleiberman report on a pedagogical approach to sales coaching by looking at the training and coaching of student sales managers in a classroom setting. The class in question utilizes a live-selling approach. The authors provide the information needed to replicate this idea.

The final article in our special issue, “Sales Faculty Coaching and Organizational Culture in a University Sales Competition Team: A Case Study,” investigates the antecedents of faculty coaching and team culture and their effects on sales competition performance and commitment. Using a case study methodology, authors Sleep and McCulloch provide rich data that sheds valuable insights for educators and practitioners.

I hope you enjoy this special issue!

Dawn Deeter-Schmelz
Kansas State University
Special Issue Editor, *Journal of Selling*