

# DRIVE

D R I V E

EXECUTION METHODOLOGY

## Coaching Guide

Execution Methodology

Manager reference for coaching revenue teams on the DRIVE framework

**D**

Define

**R**

Resource

**I**

Implement

**V**

Validate

**E**

Evolve

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# How to Use This Guide

This coaching guide is designed for managers across RevOps, Sales Enablement, Sales, and CS running 1:1s, initiative reviews, or team planning sessions using the DRIVE framework. Use it to structure execution coaching conversations, identify gaps in initiative ownership, and build consistent execution habits across your revenue team.

## Coaching Questions

Use these in 1:1s or initiative reviews. They reveal whether the team is executing with structure or improvising -- and where in the DRIVE cycle the breakdown is occurring.

## Red Flags

Warning signals that indicate an initiative is running without proper DRIVE structure. Surface these early before execution debt compounds.

## Coaching Scenario

A real-world situation to walk through with your team member. Compare their response to "What Good Looks Like" to identify specific coaching moments.

## Mastery Indicators

Use these to assess execution maturity and set development goals. A rep demonstrating all five is reliably running DRIVE-structured initiatives.

# DRIVE

## Execution Methodology -- Revenue Team Framework

Define | Resource | Implement | Validate | Evolve

### PURPOSE

Help managers coach revenue teams to move from ad-hoc initiative execution to structured, accountable delivery using the DRIVE framework.

### MANAGER COACHING QUESTIONS

- Walk me through how you Defined this initiative. What's the scope, and what does done look like?
- Who owns this? Have you Resourced it with the right people, budget, and tools?
- What's on your Implement plan? What are the first three actions and who's accountable for each?
- How are you Validating progress? What signals tell you execution is on track between now and the deadline?
- What will the Evolve stage look like? When is the retrospective scheduled and what will you do differently next cycle?

### RED FLAGS TO WATCH

- Initiative is active but no one can articulate a clear definition of success
- Ownership is distributed -- no single DRI is named
- Execution is underway without a written Implement plan or milestone dates
- No Validate checkpoints exist between kickoff and delivery
- Team moves to the next initiative without running an Evolve retrospective

### COACHING SCENARIO

#### SETUP

A RevOps manager is leading a cross-functional process improvement project. The team has started work but scope keeps expanding, deadlines keep slipping, and it's unclear who's making decisions.

#### WHAT GOOD LOOKS LIKE

The manager runs a Define session to lock scope and success metrics, names a DRI, builds a phased Implement plan with weekly checkpoints, schedules a mid-cycle Validate review, and commits to an Evolve retrospective within two weeks of delivery.

### MASTERY INDICATORS

- Every initiative begins with a written Define: scope, owner, and measurable success criteria
- Resources are confirmed before Implement begins -- no orphaned or under-resourced work
- Implement plans include named owners and specific deadlines for each milestone
- Validate checkpoints are scheduled at kickoff, not added reactively when things slip
- Evolve retrospectives happen within two weeks of every initiative close