

CLOSE

C L O S E

NEGOTIATION & DEAL

Coaching Guide

Negotiation & Deal Strategy

Manager reference for coaching AEs on deal strategy and negotiation

C

Confirm

L

Leverage

O

Orchestrate

S

Secure

E

Execute

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How to Use This Guide

This coaching guide is designed for sales managers running 1:1s, deal reviews, or negotiation training sessions using the CLOSE framework. Use it to coach AEs on multi-threading deals, building mutual action plans, and navigating procurement without giving away margin.

Coaching Questions

Use these in deal reviews or 1:1s. They are designed to reveal whether AEs are running disciplined deal strategy or relying on single-threaded hope.

Red Flags

Warning signals that indicate deal execution is at risk. Surface these early to prevent late-stage deal collapse or unnecessary margin erosion.

Coaching Scenario

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

Mastery Indicators

Use these to assess rep readiness and set development goals. A rep demonstrating all five is CLOSE-certified in practice.

CLOSE

Negotiation & Deal Strategy -- Sales Execution

Confirm | Leverage | Orchestrate | Secure | Execute

PURPOSE

Help sales managers coach AEs to turn qualified pipeline into signed contracts through stakeholder strategy, deal orchestration, and disciplined negotiation mechanics.

MANAGER COACHING QUESTIONS

- Show me the power map for your top deal. How many stakeholders are you actively engaged with?
- Who is your champion? What have you equipped them with to sell internally?
- Show me the mutual action plan. When was it last updated and which milestones have buyer owners?
- Do you know who the procurement contact is? When did you identify them?
- What concessions have you made this quarter? What did you get in return for each one?

RED FLAGS TO WATCH

- Power map has only 1-2 contacts for a \$100K+ deal
- No mutual action plan exists for a Stage 3+ deal closing this quarter
- MAP was sent as an attachment but never co-built with the buyer
- AE discovers procurement exists only after sending the contract
- Concessions given with nothing received in return -- pure price reduction

COACHING SCENARIO

SETUP

A \$200K deal in negotiation. Strong champion at Director level but CFO not engaged. Procurement sends a redline requesting net-90, unlimited liability, and 20% discount. AE wants to accept to close before quarter end.

WHAT GOOD LOOKS LIKE

The manager identifies the CFO gap and equips the champion with a financial one-pager. For procurement, they counter with net-60 for a 2-year commitment and 10% for prepayment. Deal closes at better terms for both sides.

MASTERY INDICATORS

- ① Every deal above \$50K has a power map with 3+ active stakeholder relationships
- ① 80%+ of Stage 3+ deals have active MAPs with named buyer owners
- ① Procurement contacts identified by Stage 3 for 90%+ of deals
- ① Concession matrix is built and used -- no ad-hoc discounting
- ① AE forecast accuracy improves 20%+ after consistent framework adoption