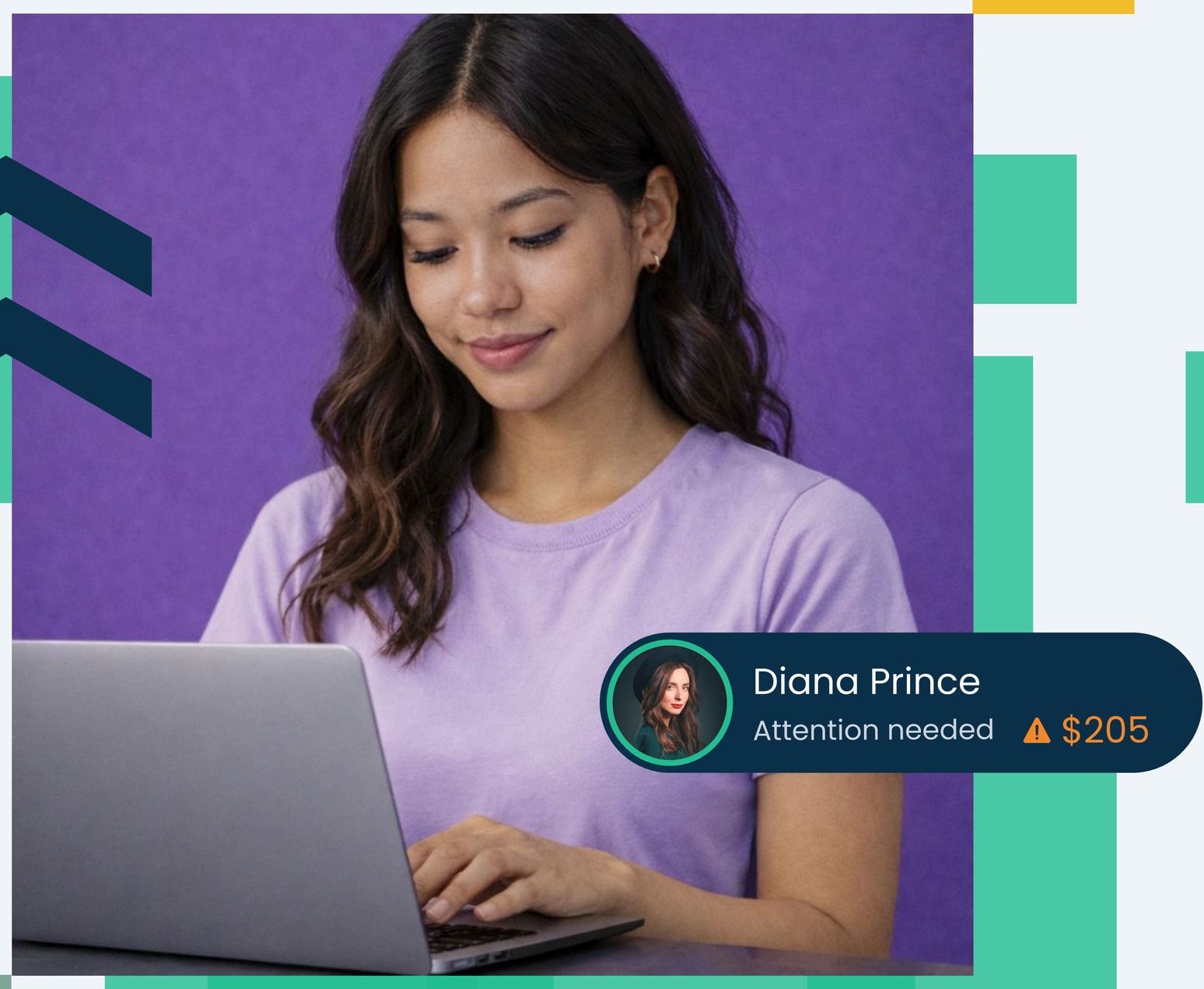
AMBITION

The State of Sales Coaching in 2026

Benchmarks, insights, and implications for revenue leaders from a survey of over 300 CROs, VPs, directors, and sales managers.



Introduction

Every revenue leader knows coaching matters. Study after study—and most leaders' lived experience—confirms that consistent, high-quality coaching is one of the most reliable levers for improving rep performance, accelerating ramp time, and building a culture of accountability.

So why do most revenue organizations still struggle to make it happen consistently?

In June 2026, Ambition surveyed 312 sales managers, directors, VPs, and CROs across industries ranging from technology and financial services to logistics, manufacturing, and hospitality.

We asked them about coaching cadences, framework adoption, rep coverage, AI adoption, and how those practices connect to the outcomes they care about most: quota attainment, rep ramp time, and team performance.

What we found was a consistent gap—not between organizations that value coaching and those that don't, but between those that have a coaching intention and those that have a coaching system. The data makes the stakes of that gap impossible to ignore. Organizations where coaching is broad, consistent, and high-quality dramatically outperform those where it's inconsistent, infrequent, or left entirely to individual managers.

About This Report

This report presents findings from a June 2026 survey of 312 revenue leaders conducted via an independent panel. Respondents hold titles of Sales Manager or above and represent companies ranging from 100 to 10,000+ employees across multiple industries. All cross-tabulated findings represent correlational relationships within the survey data.

KEY FINDINGS AT A GLANCE

The Numbers That Define the Coaching Gap in 2026

Across every dimension we measured—coaching frequency, rep coverage, framework adoption, and coaching quality—organizations that do coaching well outperform those that don't. The following pages break down each finding in detail.

30%

Of organizations coach weekly or bi-weekly

The majority still rely on monthly, quarterly, or ad hoc cadences

82%

Have a consistently adopted coaching framework

17% have no framework at all and coaching is left to individual managers

2x

More likely to hit 71%+ quota

When 75%+ of reps are coached weekly vs. fewer than 25%

35%

Describe coaching quality as highly variable

Another 12% have no way to measure coaching quality at all

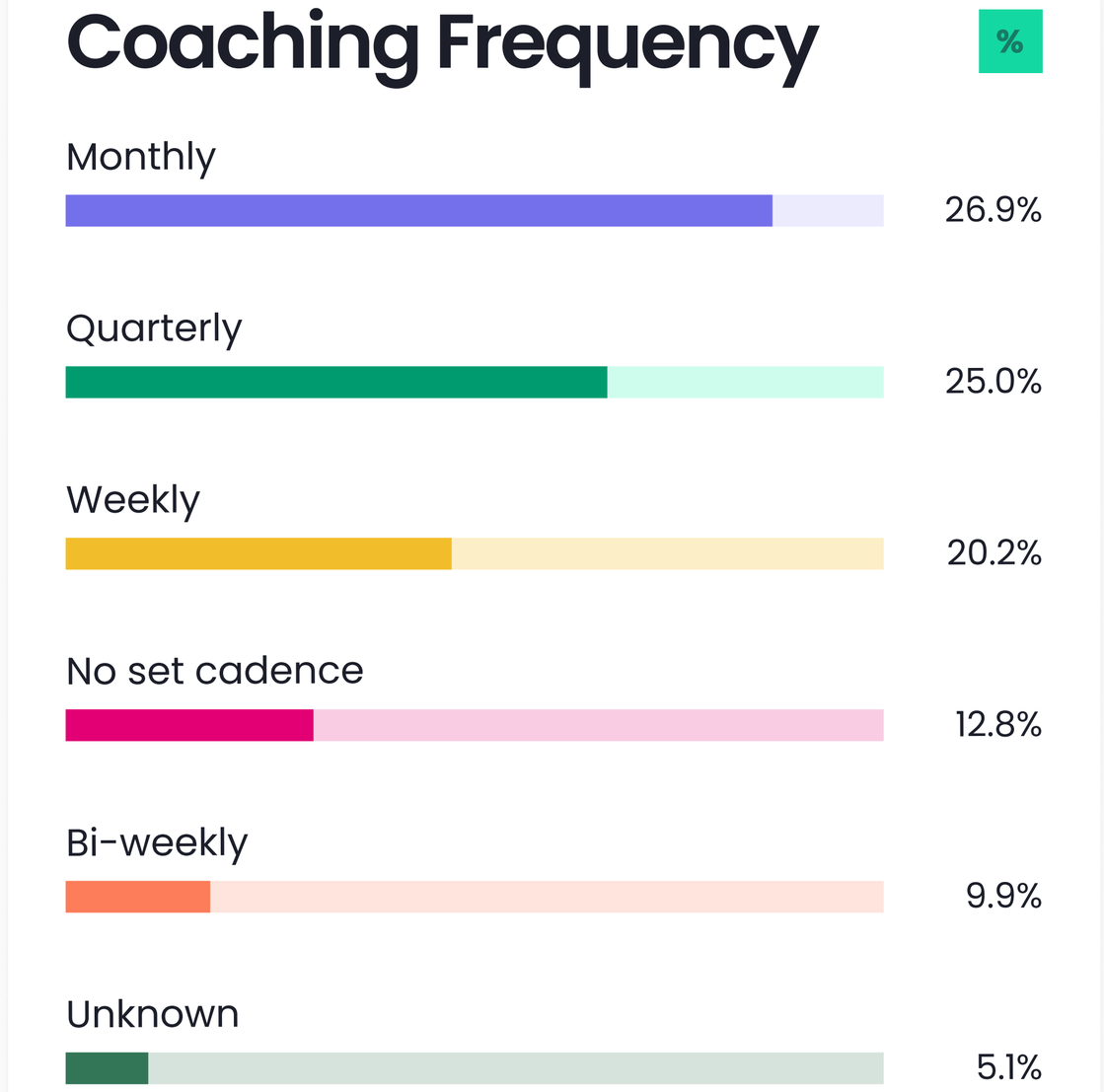
KEY FINDING 1

Most Organizations Don't Coach Consistently Enough

When we asked revenue leaders how frequently their frontline managers conduct structured 1:1 coaching sessions with individual reps, fewer than one in three reported weekly or bi-weekly cadences.

Nearly half (43%) of organizations rely on quarterly, ad hoc, or unknown coaching cadences. In practice, this means most revenue teams are coaching when it's convenient, not when it's needed.

43% **Of organizations rely on quarterly, ad hoc, or unknown coaching cadences**



KEY FINDING 2

Coaching Coverage is the Strongest Predictor of Quota Attainment

Coaching frequency tells you how often managers hold sessions. Coaching coverage tells you how many of your reps are actually being reached. Our data shows coverage is the more powerful driver of performance. When we asked what percentage of reps receive at least one structured coaching session per week, the results were stark: 64% of organizations coach fewer than half their reps weekly—and the performance gap between high-coverage and low-coverage organizations is substantial.

% of Reps Coached Weekly	High Attainment (71%+)	Low Attainment (<56%)
76–100% of reps	54.1%	18.9%
51–75% of reps	32.5%	26.0%
26–50% of reps	22.5%	48.0%
0–25% of reps	25.0%	53.1%

The gradient is clear and consistent: the more reps receiving regular coaching, the better the organization's quota attainment. When more than 75% of reps receive weekly coaching, more than half (54%) of those organizations report 71%+ quota attainment—more than twice the rate of low-coverage organizations.

Organizations where at least 75% of reps receive weekly coaching are more than 2x as likely to report 71%+ quota attainment versus those where fewer than 25% of reps are coached weekly.

KEY FINDING 3

A Consistent Framework Separates High Performers from Everyone Else

Having a coaching framework on paper is not the same as having one that's consistently adopted. Our data shows that the consistency of adoption is what drives results—and the gap between organizations that have cracked it and those that haven't is significant.

Notice the incremental impact: simply having a framework (even with inconsistent adoption) lifts attainment from 22% to 28%. But consistent adoption takes it to 37%. The value of a coaching framework is only fully realized when every manager executes it.

37%

Hit 71%+ quota

When a consistent framework is consistently adopted

28%

Hit 71%+ quota

When a framework exists but adoption varies by manager

22%

Hit 71%+ quota

When there's no framework and coaching is left to individual managers

The ramp time multiplier

Coaching frameworks don't just improve quota attainment. They also accelerate how quickly new reps reach full productivity. Organizations without a coaching framework are nearly twice as likely to report rep ramp times of 6 months or longer.

Framework Status	Slow Ramp (6+ months)	First Ramp (<3 months)
Consistent Framework	20.2%	34.5%
Variable Adoption	28.3%	30.8%
No Framework	38.9%	40.7%

KEY FINDING 4

Coaching Quality Matters

One of the clearest signals in the survey data: coaching regularly is one thing, but coaching well is where the impact begins to multiply. Organizations where coaching quality is very consistent across managers achieve at least 71% quota attainment at a rate 54% higher than those where coaching quality is highly variable. This problem is pervasive. Almost half (47%) of revenue organizations describe their coaching quality as "highly variable" or have no way of measuring it at all.

40%

Of organizations report 71%+ quota attainment when coaching quality is **very consistent** across managers

28%

Report 71%+ quota attainment with **somewhat consistent** quality

26%

Report 71%+ quota attainment with **highly variable** coaching quality

This finding has a critical implication: Adding more coaching sessions without assessing coaching quality won't garner consistent results. The jump from "somewhat consistent" quality (27.6%) to "very consistent" quality (40%) is larger than any frequency improvement in the data.

The measurement problem

Improving coaching quality requires being able to measure it, and that's where most organizations get stuck. In our survey, 35% of revenue leaders describe coaching quality as "highly variable" across their manager team, and another 12% say they have no way to measure it at all.

You can't systematically improve what you can't see. Organizations that don't have visibility into coaching quality are effectively flying blind on one of their most important performance levers.

KEY FINDING 5

AI is Emerging as a Meaningful Performance Differentiator

AI for sales coaching is no longer a future consideration—it's an active differentiator for forward-looking organizations. Teams that have fully deployed AI for coaching programs outperform those sitting on the sideline by a considerable margin.

% of Reps Coached Weekly	71%+ Quota Attainment	Low Attainment (<56%)
Actively using AI for coaching	34.6%	29.6%
Currently piloting	28.4%	40.5%
Exploring / evaluating	35.1%	40.3%
Not currently considering	22.0%	52.0%

Organizations actively using AI as part of their coaching programs are 57% more likely to report quota attainment of 71% or higher than those not currently considering AI. On the flip side, more than half of non-AI organizations (52%) fall into low quota attainment ranges-the same rate as organizations with no coaching framework.

Where AI is being deployed

Among organizations using or evaluating AI for coaching, the most common applications are AI-generated coaching insights and recommendations, call recording and analysis, AI-powered performance summaries, and AI-driven pipeline forecasting. All of these use cases are focused on giving managers better—not faster-insights.

The Value of Building a Coaching System

The findings in this report point to a single, consistent insight: the difference between revenue organizations that win and those that struggle is not whether they believe in the value of coaching; it's whether they've created a system that makes consistent, high quality coaching a built-in part of their operating rhythms.

Coaching reaches every rep, not just squeaky wheels or top performers

High-coverage organizations (with 75%+ of reps coached weekly) are 2x more likely to hit 71% or more of quota. Good coaching shouldn't be reserved for all stars or at-risk reps.

Frameworks are consistently adopted, not just documented.

The gap between having a framework and consistently executing it is 37% vs. 22% quota attainment. A playbook nobody follows is just a dusty document.

Quality is measured and improved, not assumed.

Almost half (47%) of organizations can't reliably assess coaching quality. What gets measured can be improved; what doesn't will remain a variable.

Managers have the tools to coach at scale.

The top barriers to effective coaching are time, visibility, and tooling—not willingness. Managers need systems that reduce prep burden and surface the right insights.

AI accelerates coaching without replacing judgment.

Organizations actively using AI for coaching outperform on quota attainment. The value isn't AI as a coach; it's AI as a force multiplier for human managers.

Turn Your Coaching Strategy into a Coaching System

The data is clear: consistent, broad, high-quality coaching drives measurably better outcomes. Ambition is built to make that consistency achievable at scale—for every manager, every rep, every week.

Book a Demo

About Ambition

Ambition is the AI-powered coaching and performance system built to turn managers into your most powerful growth levers. Through Coaching Orchestration, Sales Activation, and Performance Intelligence, Ambition gives revenue teams the system they need to operationalize strategy at the frontline-consistently, at scale, and with full visibility.

Trusted by

STARTER

Coaching Orchestration

Automated 1:1 cadences, AI-powered pre-reads, and centralized development plans—so every manager coaches every rep, every week.

PROFESSIONAL

Performance Intelligence

Real-time pipeline data, conversational intelligence, and AI-driven forecasting to eliminate guesswork and surface risk early.

ENTERPRISE

Sales Activation

Leaderboards, scorecards, competitions, and productivity quadrants to keep every rep motivated and moving toward their goals.

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