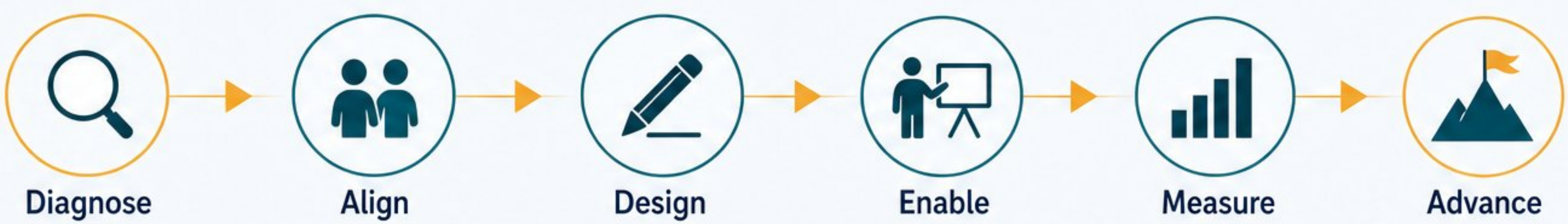
How to Become a Sales Enablement Manager: A Practical Workflow

- Move from specialist, trainer, or sales-ops into the manager role
- Six-step workflow: diagnose, align, design, enable, measure, advance
- A manager equips sellers and is measured on ramp time and win rate
- Leave with artifacts: problem statement, charter, program brief, plan
- Path runs coordinator ($60–75K) to VP; median comp about $122K



What a Sales Enablement Manager Actually Owns

Six ownership areas: onboarding, everboarding, content, coaching, tools, and cross-functional alignment

Decision rights: prioritization, content governance, program design, certification, and success metrics

Where it stops: Sales Ops owns CRM, territory, comp, and forecasts; Product Marketing owns positioning

Reporting lines: VP of Sales, CRO, or VP of Revenue Operations—never buried in generic L&D

Failure pattern: becoming a tool administrator and order-taker with no behavior change

The Scope Map: Enablement Manager vs. Specialist, Trainer, and Sales Ops

Enablement Ladder

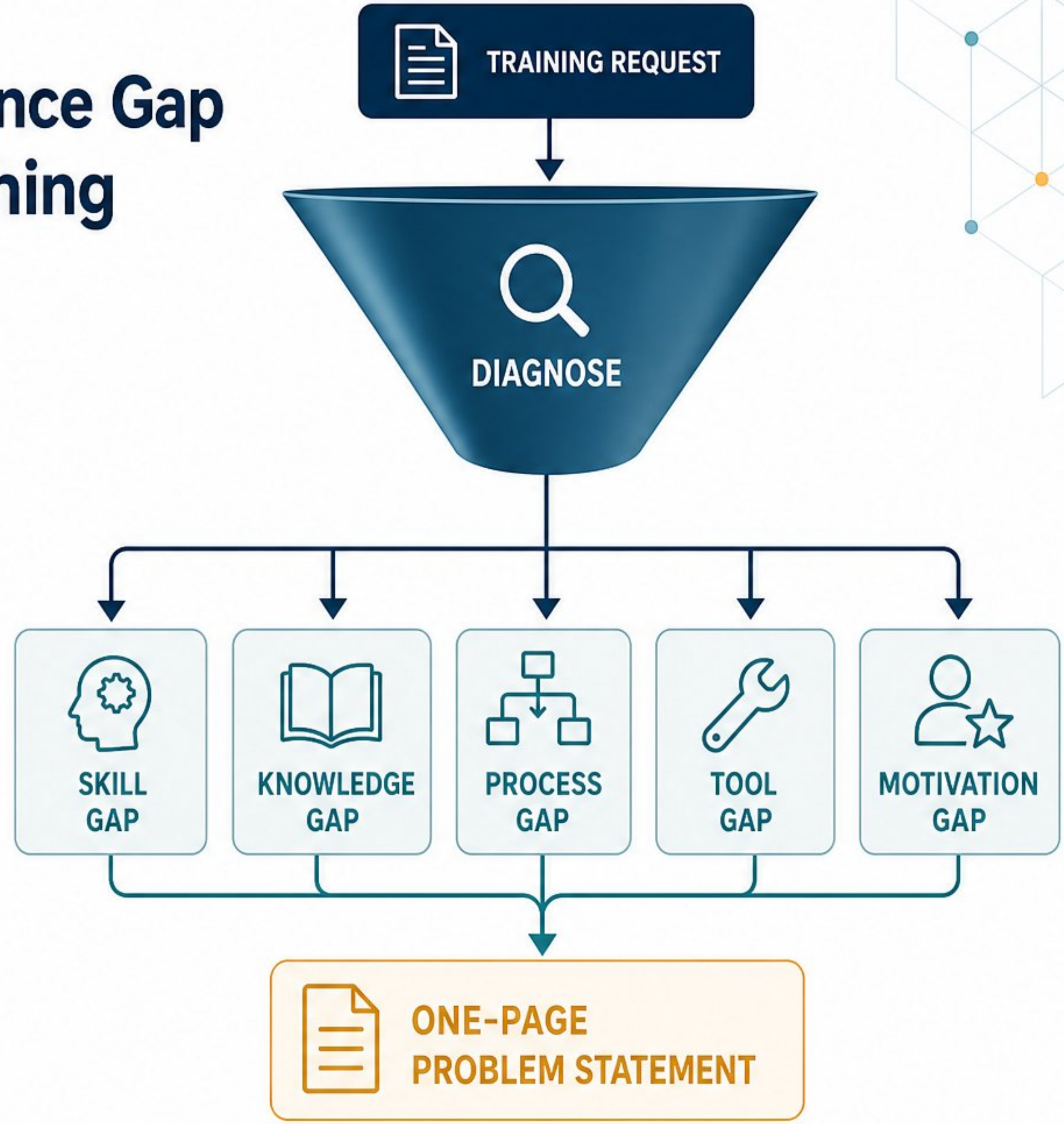
- VP
- Director
- Manager ~$122K median
- Specialist $80–105K
- Coordinator $60–75K

ENABLEMENT SPECIALIST	SALES TRAINER	SALES OPS	ENABLEMENT MANAGER
SCOPE Content, tools, and resources that support rep learning and performance.	**SCOPE** Delivers skill-building sessions and training events to improve rep performance.	**SCOPE** Owns systems, data, processes, and reporting that power the GTM engine.	**SCOPE** Owns onboarding, certification, coaching loops, and overall rep capability and readiness.
REPORTS TO Enablement Manager	**REPORTS TO** Enablement Manager	**REPORTS TO** Sales Ops Leader	**REPORTS TO** Enablement Director

- Enablement ladder: coordinator $60–75K → specialist $80–105K → manager ~$122K median → director → VP
- Revenue and GTM enablement titles carry broader scope and higher pay ($125K–165K)
- Trainer delivers skill events; enablement owns onboarding, certification, and coaching loops
- Sales ops owns systems and data; enablement owns rep capability and readiness—clean RACI prevents turf wars
- Quota-carrying or sales-ops background gives switchers credibility and a faster path to manager

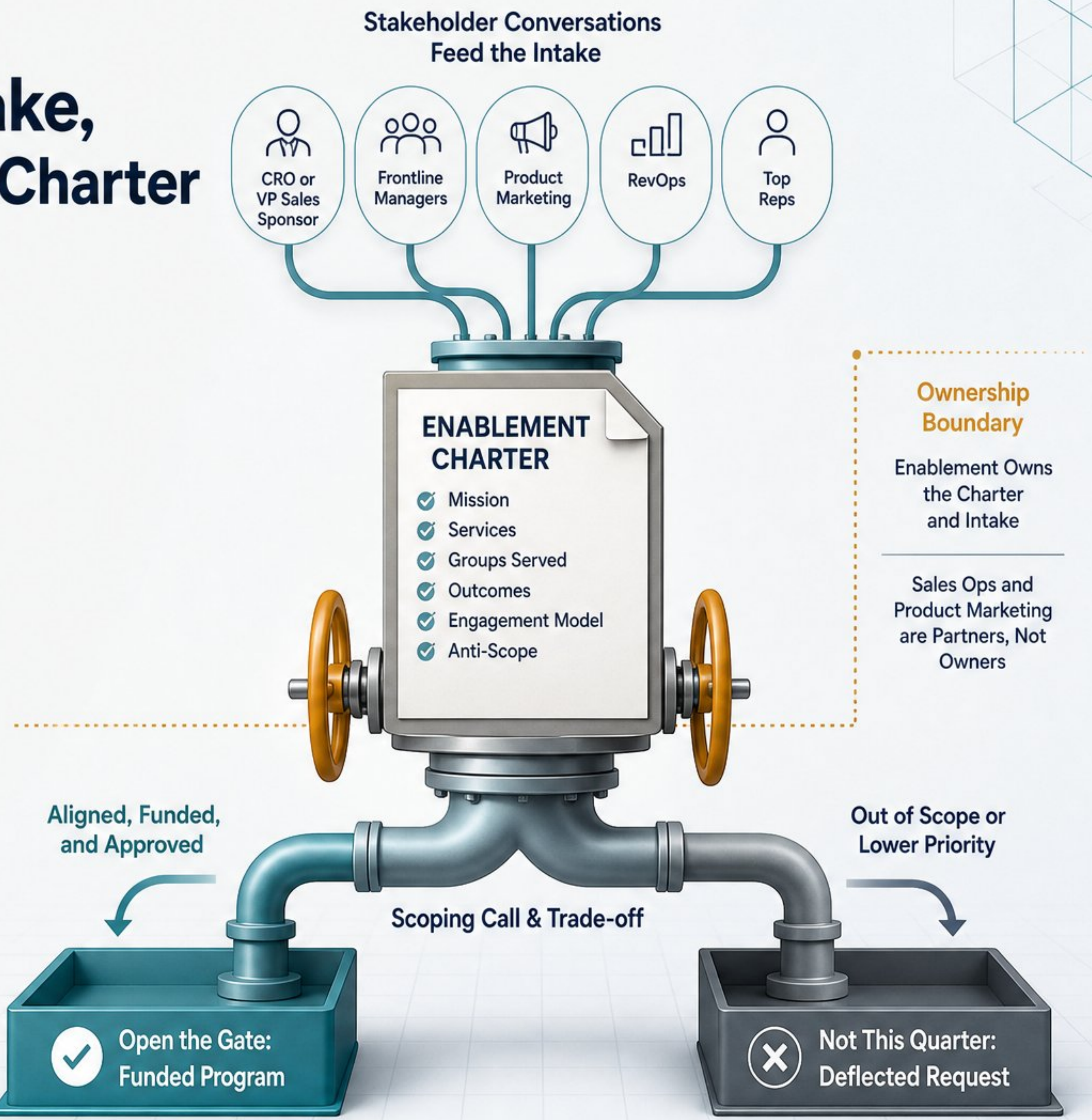
Step 1 – Diagnose:
Find the Real Performance Gap Before You Build Anything

- Start with a business problem, not a training request
- Negotiation request may hide weak qualification or poor value creation
- Ask: what outcome, what behavior, what reinforcement system?
- Separate skill, knowledge, process, tool, and motivation gaps
- Deliverable: one-page problem statement—fast, but never skipped



Step 2 – Align: Stakeholders, Intake, and the Enablement Charter

- Map decision makers: CRO or VP Sales sponsor, frontline managers, Product Marketing, RevOps, top reps.
- Run discovery conversations, not order-taking, to align priorities and define success.
- Draft a lightweight charter: mission, services, groups served, outcomes, engagement model, anti-scope.
- Build intake: request form plus scoping call, then negotiate trade-offs—"what will stop if this starts?"
- Secure funding, headcount, and manager calendar time before committing to program design.
- Review and refresh the charter quarterly with your executive sponsor.

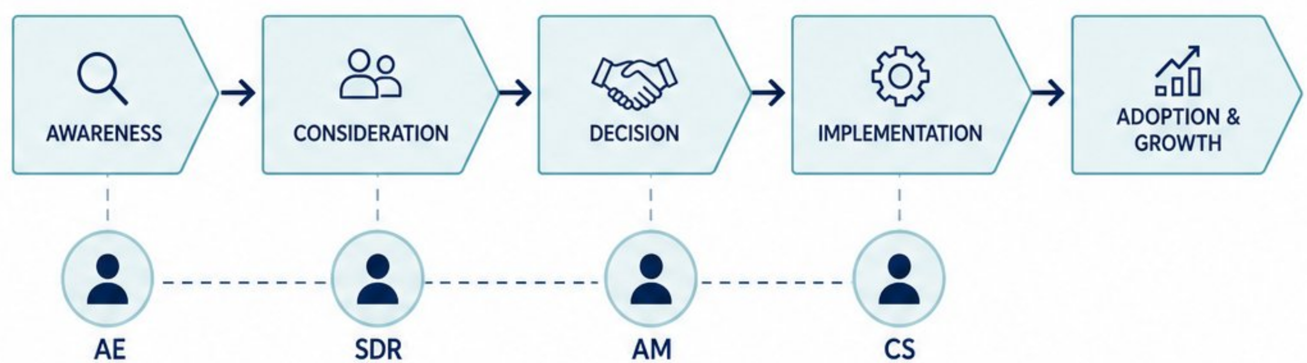


Step 3 – Design: Programs That Change Behavior, Not Just Knowledge

- Six levers: training, coaching, content, tools, process, reinforcement
- Onboarding: phased 30-60-90 ramp with gates and certification—cuts ramp 30–50%
- Adult learning: spaced practice, simulations, manager reinforcement, checkpoints
- Map learning paths to buyer journey and role (AE, SDR, AM, CS)
- Write a 1–5 page program brief before building any assets

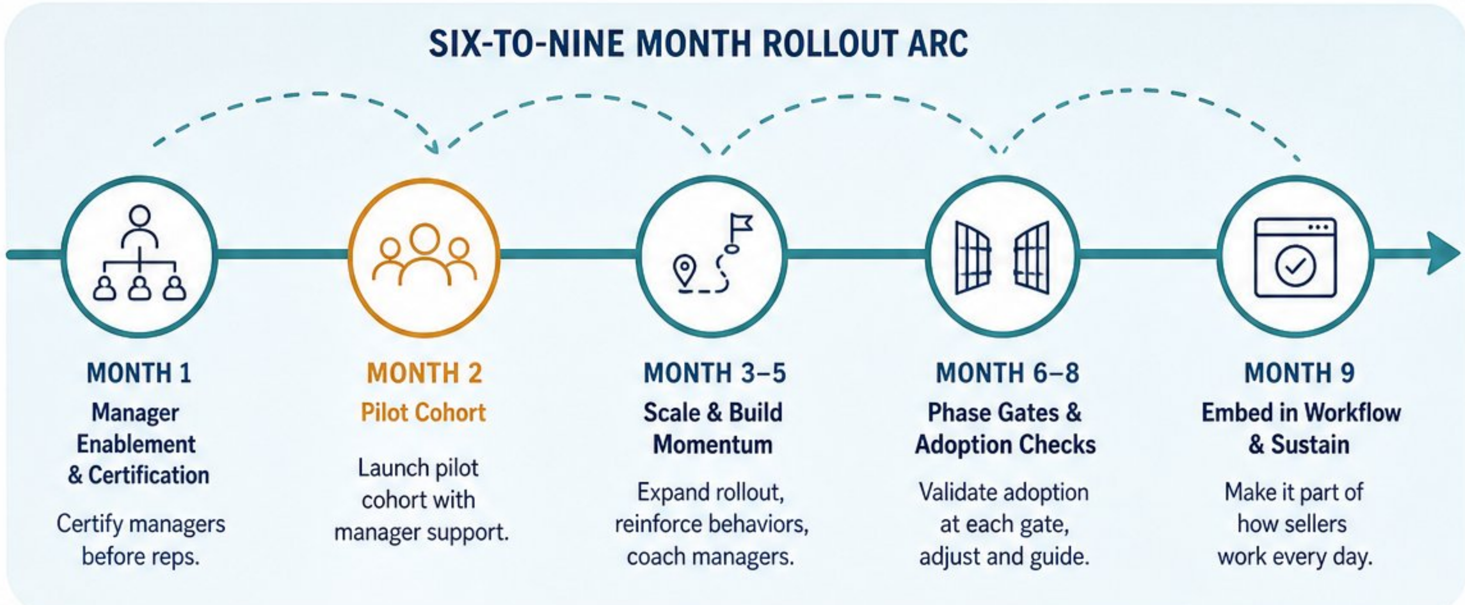
PHASED 30-60-90 RAMP

LEARNER PATH ALIGNED TO BUYER JOURNEY & ROLE



Step 4 – Enable the Field: Rollout, Managers, and Adoption

- Certify managers before reps: a rollout is a manager-enablement program in disguise
- Lock manager 1:1s and deal reviews—adoption collapses from the middle without them
- Budget 16–24 manager coaching hours vs. 8–12 per rep
- Plan a six-to-nine month behavioral arc with phased gates and a pilot cohort
- Embed content in the CRM: reps won't click through several screens
- Track adoption signals: completion, content usage, scorecards, methodology language



Step 5 – Measure: Prove Impact with a Four-Level Story

- Four levels: reaction, learning, behavior, results
- Behavior is where most programs fall apart; track ramp time and playbook adoption
- Build one metric chain: leading indicator → one lagging outcome you own
- Baseline first; define "ramped" and "win rate" before launch
- Claim a conservative share, not full credit; report monthly, assess quarterly
- Payoff math: 48 reps × 2 months faster ramp ≈ $2.1M capacity

FOUR-LEVEL MEASUREMENT STACK

REACTION
How they felt

↓

LEARNING
What they learned

↓

BEHAVIOR
What they do differently

↓

RESULTS
The outcomes we care about

ONE METRIC CHAIN

LEADING INDICATOR
What we influence

Drives behavior change

LAGGING OUTCOME
The outcome we own

BASELINE FIRST

Baseline → Define "ramped" and "win rate" before launch

COHORT COMPARISON

BEFORE
Activity counts

→

AFTER
Outcome metrics (ramp time, win rate, quota attainment)

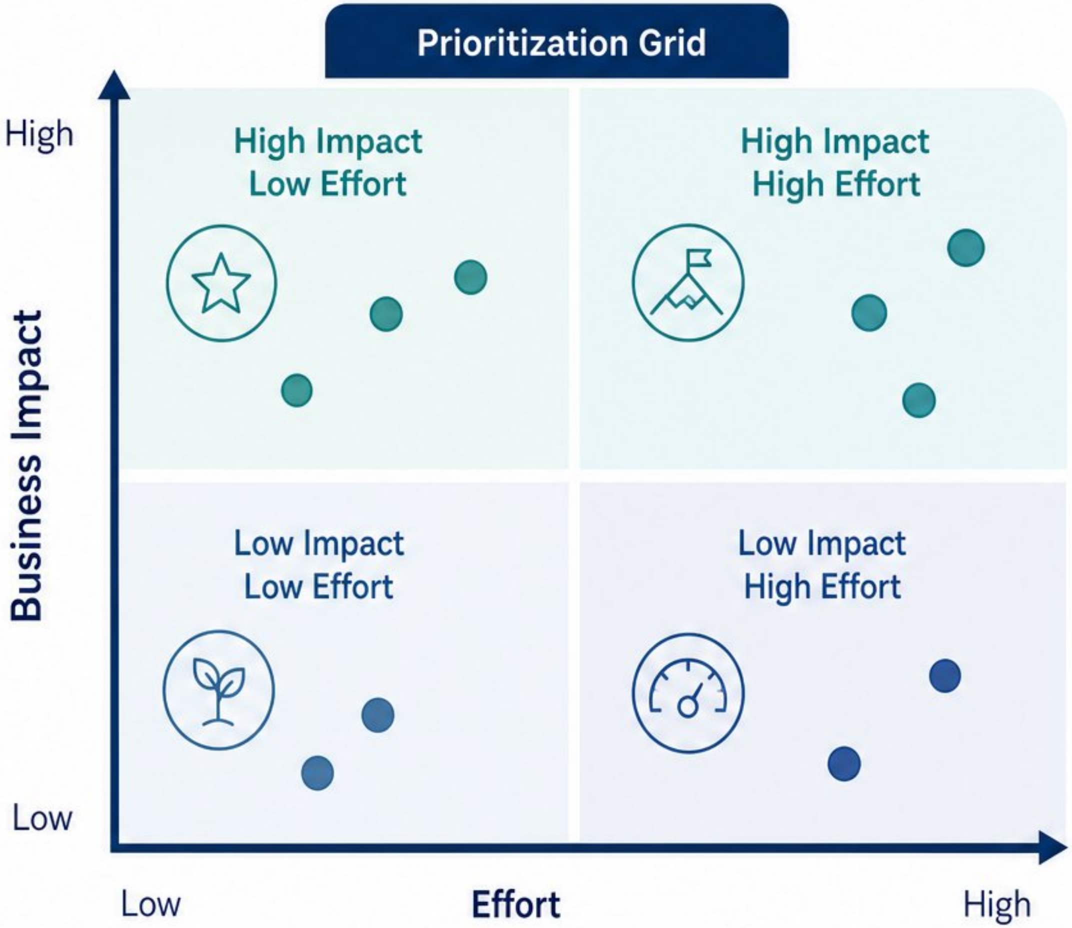
Step 6 – Advance: Portfolio, Interviews, and the Move into Management

- Build portfolio artifacts: diagnosis, charter, program brief, measurement plan, one quantified win
- Target roles by stage, reporting line, and scope—not title
- Prepare for case exercises, 30/60/90 plans, and "how did you measure it"
- Answer with situation, specific actions, and a number or behavior change
- Negotiate scope, budget, and manager time; write your own first-90 plan
- Month 1 listen and audit, month 2 design and align, month 3 ship a quick win

Common Pitfalls and How to Recover

BEFORE: COMMON PITFALL	AFTER: HOW TO RECOVER
- **Order-taking:** accept every request without diagnosing the real constraint	- **Fix:** use intake criteria and scoping calls tied to priorities
- **Activity metrics:** sessions, assets, and completion rates prove nothing	- **Fix:** link behavior to results with a baselined metric chain
- **Content sprawl:** roughly two-thirds of B2B content goes unused	- **Fix:** create, distribute, measure, retire—track usage and deal influence
- **Skipping managers:** they are the primary reinforcement channel	- **Fix:** spend about 20% coaching the coaches, with measurable cadence
- **Too much change at once:** recovery means MVP, re-aligned stakeholders, rebuilt partnerships	

Judgment Calls and Trade-Offs: Prioritization Under Constraints



- Score requests by business impact, revenue alignment, urgency, and effort
- Publish what you will not do this quarter
- When everyone says urgent, escalate the trade-off to your sponsor
- Don’t silently overcommit bandwidth
- Strategic yes outside scope: name it and log what it displaces

WILL NOT DO THIS QUARTER

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ESCALATE TRADE-OFF TO SPONSOR

This trade-off requires executive decision and alignment.

OWNERSHIP BOUNDARY

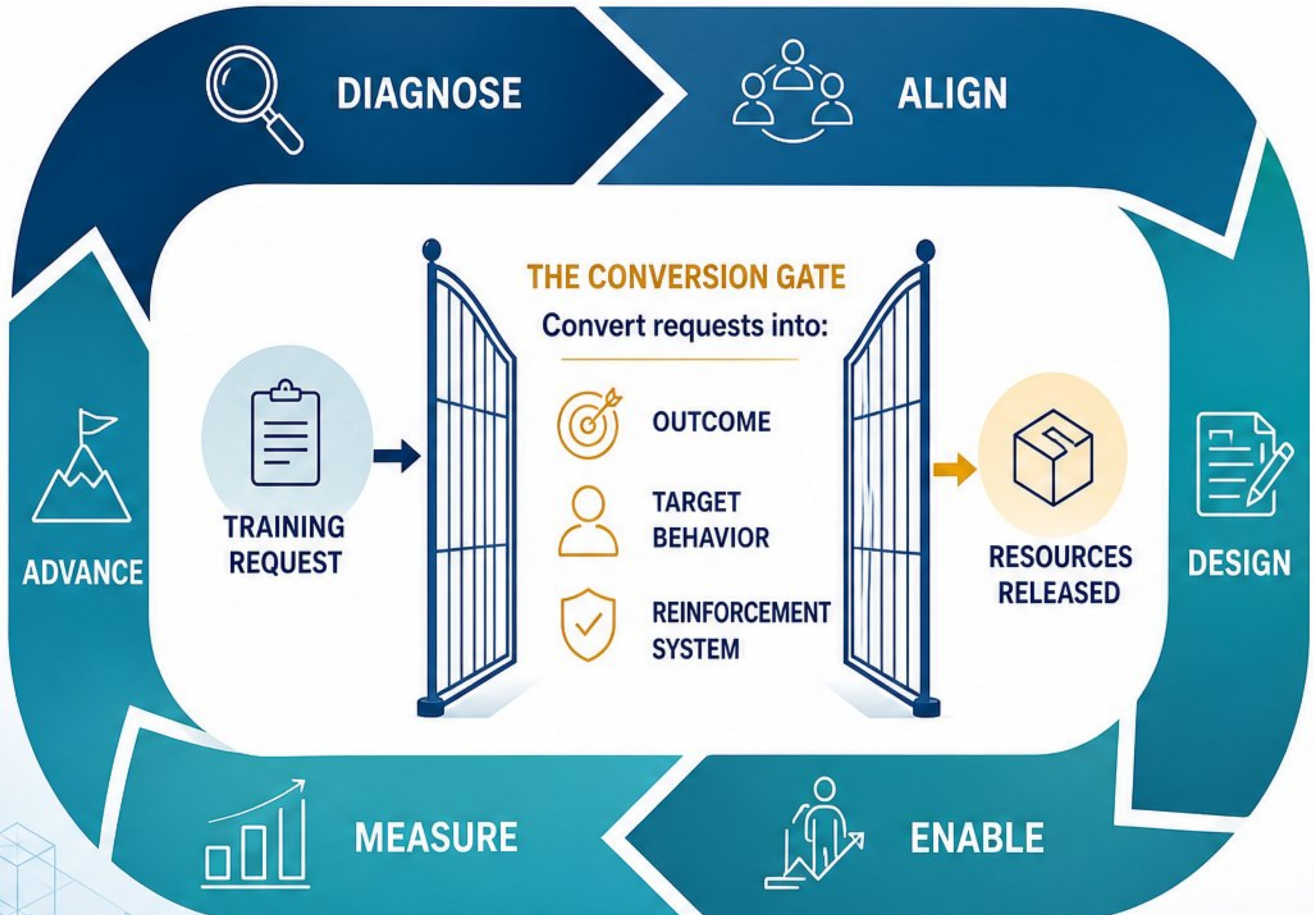
ENABLEMENT → SALES OPERATIONS → PRODUCT MARKETING

Your Next 30 Days:
A Personal Enablement Workflow Plan

Diagnose → Align → Design → Enable → Measure → Advance

- Take stock: transferable skills and existing evidence of impact
- Run one diagnostic project end to end in your current role
- Build a portfolio: diagnosis, charter, program brief, measurement story
- Hold informational talks with enablement managers and sales leaders
- Set 30-day progress metrics, then plan 60 and 90 days

Recap: The Six-Step Workflow and the One Habit That Makes It Stick



- Workflow: diagnose, align, design, enable, measure, advance
- Never accept a training request at face value
- Convert requests into outcome, behavior, and reinforcement
- Keep charter, brief, and measurement plan live
- Position enablement as a revenue function