



e-ISSN 3083-6018

SOCIAL DEVELOPMENT: Economic and Legal Issues

<https://www.eu-scientists.com/index.php/sdel>



Leadership Strategies in Conservation Management and Their Impact on Organizational Revenue Growth

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ARTICLE INFO

Research Article

DOI:

[10.70651/3083-6018/2026.6.03](https://doi.org/10.70651/3083-6018/2026.6.03)

Received:

14 April 2026

Accepted:

15 May 2026

Published online:

17 May 2026

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ABSTRACT

Decades of sales leadership research have concentrated on comparing transformational and transactional styles, producing evidence that consistently favors the former without specifying when, for which teams, or under what market conditions each approach generates the strongest revenue outcomes. A classification framework that maps leadership style to team developmental context is absent from the literature, and the link between manager behavior at the individual interaction level and measurable organizational revenue results remains underspecified. Examined here is how leadership strategies in sales management affect team motivation, salesperson productivity, and organizational revenue growth across varying sales contexts, drawing on a systematic review of peer-reviewed studies published between 2020 and 2025, supplemented by industry survey data from Salesforce, LinkedIn, Gallup, and Objective Management Group. Findings indicate that leadership style effectiveness is contingent on three interacting factors: team developmental phase, sales transaction complexity, and competitive market volatility. Coaching-based leadership operationalization shows the strongest documented revenue association, with consistent managerial coaching linked to 28% revenue gains and effective coaching to 43% gains in assessed populations. A Leadership Style Contingency Model is proposed, classifying style-context pairings by expected performance outcomes. Study novelty consists of reframing sales leadership from a style-selection problem into a context-matching problem, providing sales managers a structured basis for leadership adaptation.



KEYWORDS

sales leadership, transformational leadership, sales team motivation, sales performance management, managerial coaching, organizational revenue growth.




e-ISSN 3083-6018

СОЦІАЛЬНИЙ РОЗВИТОК: економіко-правові проблеми

<https://www.eu-scientists.com/index.php/sdel>



Стратегії лідерства в управлінні збереженнями та їх вплив на зростання доходів організації

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СТАТТЯ

АНОТАЦІЯ

Дослідницька

DOI:

[10.70651/3083-6018/2026.6.03](https://doi.org/10.70651/3083-6018/2026.6.03)

Отримана:

14.04.2026 р.

Прийнята:

15.05.2026 р.

Опублікована:

17.05.2026 р.

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Десятиліття досліджень лідерства у сфері продажів зосереджувалися на порівнянні трансформаційних та транзакційних стилів, що постійно надавало перевагу першому, не уточнюючи, коли, для яких команд або за яких ринкових умов кожен підхід генерує найсильніші результати щодо доходів. У літературі відсутня класифікаційна структура, яка б зіставляла стиль лідерства з контекстом розвитку команди, а зв'язок між поведінкою менеджера на рівні індивідуальної взаємодії та вимірюваними результатами організаційного доходу залишається недостатньо визначеним. Тут розглядається, як стратегії лідерства в управлінні продажами впливають на мотивацію команди, продуктивність продавців та зростання організаційного доходу в різних контекстах продажів, спираючись на систематичний огляд рецензованих досліджень, опублікованих між 2020 і 2025 роками, доповнених даними галузевих опитувань Salesforce, LinkedIn, Gallup та Objective Management Group. Результати дослідження показують, що ефективність стилю лідерства залежить від трьох взаємодіючих факторів: фази розвитку команди, складності транзакцій продажу та волатильності конкурентного ринку. Операціоналізація лідерства на основі коучингу демонструє найсильніший задокументований зв'язок з доходами, причому послідовний управлінський коучинг пов'язаний зі збільшенням доходів на 28 %, а ефективний коучинг – з 43 % в оцінюваних групах. Запропоновано модель ситуаційного стилю лідерства, яка класифікує пари стиль-контекст за очікуваними результатами діяльності. Новизна дослідження полягає в переосмисленні проблеми лідерства у продажах з проблеми вибору стилю в проблему відповідності контексту, що надає менеджерам з продажу структуровану основу для адаптації лідерства.



КЛЮЧОВІ СЛОВА

лідерство у продажах, трансформаційне лідерство, мотивація команди продажів, управління ефективністю продажів, управлінський коучинг, зростання доходів організації.

1. Introduction

A fundamental performance paradox characterizes sales organizations: the majority of salespeople operate below their revenue potential despite operating within management structures specifically designed to prevent it. Salesforce research documents that 72% of salespeople expect to miss their assigned quotas in any given year [16]. In the same period, 74% of sales representatives identify coaching quality from their direct manager as the single most important factor in their own effectiveness [8]. These figures are not independent: quota underperformance and perceived management inadequacy describe the same organizational condition from two different vantage points. Managers are the primary controllable lever available to sales organizations for closing the gap between productive capacity and realized revenue output: they define team composition norms, set behavioral expectations, establish communication structures, and determine the conditions under which individual salespeople can develop into a cohesive, high-performing unit.

Quantifying the financial consequence of leadership effectiveness at the individual manager level reveals a pattern that aggregate performance data obscure. Gallup research across more than 2.2 million respondents documents that managers account for 70% of the variance in team engagement scores, and that teams in the highest engagement quartile generate 23% higher profitability than those in the lowest quartile [5]. When engagement variance is concentrated in a single role, organizational revenue outcomes become substantially more sensitive to managerial capability than to product, pricing, or territory factors. Granular evidence from Objective Management Group assessments of 2.5 million sales professionals sharpens this point: managers who coach consistently achieve 28% revenue increases from their teams, and when coaching is both consistent and effective, the revenue gain reaches 43% [12]. Only 7% of all sales managers currently demonstrate both capabilities. Leadership quality is therefore not a soft management concern but a quantifiable revenue driver with a documented and large performance differential between capable and average practitioners.

Academic research on sales leadership spans three partially connected streams. Style-comparison studies examine transformational versus transactional leadership; a systematic review of 54 empirical studies found that transformational leadership produces positive associations with firm performance in a large majority of cases, with effect sizes consistently exceeding transactional approaches [1]. Team development research examines how leader behavior shapes collective capability over time, identifying coaching, skill-building, and goal alignment as mechanisms through which managers convert individual salesperson potential into stable revenue growth [4; 15]. Revenue linkage research attempts to connect managerial behavior at the individual level to organizational financial outcomes; Gallup data from 2.2 million respondents document that manager quality alone accounts for 70% of variance in team engagement, which in turn predicts profitability outcomes [5]. These three streams have not been integrated into a framework that addresses the joint question: which leadership approach, applied through which team-development mechanisms, produces the strongest revenue outcomes under which market conditions?

Addressing this gap requires moving from style ranking to context mapping. Present analysis proposes a Leadership Style Contingency Model that classifies leadership approaches by their fit with sales-specific contextual factors, and examines team development strategies as the mechanism through which leadership style translates into stable revenue growth. Four objectives structure the analysis. First, characterizing transformational and transactional leadership styles as they operate in sales management contexts. Second, documenting how managerial coaching and team development strategies mediate the relationship between leader behavior and salesperson productivity. Third, assessing evidence linking leadership approaches to organizational revenue outcomes across varied market conditions, with attention to which conditions favor which approaches. Fourth, constructing a contingency classification that equips sales managers to calibrate leadership approach to context rather than committing uniformly to a single style.

2. Literature Review

Sales leadership scholarship is anchored in Full Range Leadership Theory, introduced by Bass and extended by Bass and Avolio across subsequent decades [11]. Full Range Leadership Theory distinguishes three positions on a leadership continuum. Transformational leadership operates through four behavioral dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Leaders employing these behaviors motivate followers by connecting individual goals to a broader organizational mission, raising performance expectations while providing developmental support. Transactional leadership operates through contingent reward structures: managers set performance expectations, provide tangible incentives for compliance, and monitor exceptions rather than developing discretionary effort. Laissez-faire leadership, at the passive extreme, represents the absence of leadership and serves as the theoretical baseline against which active styles are measured. Sales research has primarily examined the first two positions, given that sales environments combine clear performance metrics with high individual discretion, conditions that make both reward-based and inspirational mechanisms operationally relevant. Sales managers occupy a structurally distinct leadership role: unlike operational managers who oversee process execution, they lead boundary-spanning employees whose outputs depend on customer decisions outside the organization, making motivation management and adaptive coaching more central to performance than procedural oversight.

Evidence for transformational leadership effects in sales contexts spans both firm-level and individual-level outcomes. Rapp, Agnihotri, and Baker demonstrated empirically that sales manager intellectual stimulation, one specific dimension of transformational leadership, predicts organizational innovativeness and sales growth, operating through the unique customer-facing knowledge that salespeople accumulate and that transformational managers channel into firm-level learning [14]. Anuar et al., reviewing 54 studies across Scopus, Web of Science, and Taylor and Francis, found that a large majority documented positive relationships between transformational leadership and firm performance, with studies concentrated in 2022 and 2023 reflecting accelerating research attention [1]. A meta-analysis of 20 studies involving 6,155 participants reported an average correlation of $r = 0.579$ between leadership style and job performance outcomes, with transformational approaches generating larger and more consistent effects than transactional counterparts across healthcare, IT, manufacturing, and service sectors [6]. Murphy and Anderson specifically examined transformational leadership effects on salespeople, finding positive associations with salesperson attitudes, goal-striving behavior, and quota performance, with individualized consideration emerging as the dimension most consistently linked to sales-specific outcomes [11]. Across these studies, a pattern of convergent evidence positions transformational leadership as the stronger default for sales performance, while leaving open the question of whether this advantage holds equally across different sales environments and team configurations.

Transactional leadership in sales has received comparatively less favorable treatment in the literature, though the evidence is more nuanced than aggregate comparisons suggest. Cekmecelioglu et al., comparing transformational and transactional leadership effects on firm innovativeness and performance in Turkish organizations, found that transactional leadership produced significant positive effects on firm performance under conditions of economic uncertainty and COVID-19-related stress, while transformational leadership was more effective in stable environments [3]. Kulat, Kakwani, Shah, and Naidu, examining 262 sales employees across ICICI group companies, identified that people-oriented versus task-oriented leadership distinctions within transactional frameworks produced differential effects on target achievement, business renewal, and customer satisfaction metrics, with hybrid orientations outperforming either pure type [7]. A review of leadership styles across 20 empirical studies found transactional leadership generating moderate correlations with performance (r values ranging from 0.21 to 0.28 in sales-adjacent samples), substantially below transformational effects but positive and significant in environments characterized by high goal clarity, structured incentive systems, and low task ambiguity [6]. Contexts where performance standards are unambiguous, incentive structures are explicit, and task ambiguity is low represent the conditions where transactional leadership most reliably outperforms laissez-faire management and approaches the effectiveness of transformational approaches.

Managerial coaching represents the behavioral mechanism through which leadership style translates into salesperson development and revenue outcomes at the individual interaction level. Coimbra and Proenca, analyzing 167 sales employees using structural equation modeling, confirmed that managerial coaching positively affects sales performance through two mediating pathways: customer orientation and results orientation, with customer orientation exerting the stronger effect [4]. Objective Management Group data across 2.5 million assessed professionals link consistent managerial coaching to 28% revenue gains above baseline, with the gain reaching 43% where coaching frequency is matched by coaching quality [12]. Van der Berg et al. proposed a motivational framework for B2B sellers in services firms, arguing that coaching-based leadership enhances salesperson goal orientation and planning behavior, cognitive mechanisms that drive performance beyond what incentive structures alone can produce [15]. LinkedIn State of Sales data from sales representatives themselves identified manager coaching as the primary determinant of managerial effectiveness, rated above compensation structure, technology access, and training programs [8]. Coimbra and Proenca identify a structural constraint on coaching effectiveness: when organizational pressure for results combines with centralized decision-making, coaching loses its developmental function regardless of the manager's ability to deliver it, because the salesperson's discretion that coaching is designed to develop is preempted by managerial directive control [4]. Whether this constraint is itself contingent on the team developmental phase or sales context type remains an open question in the literature.

Connecting leadership behavior to financial outcomes at the organizational level requires bridging a research gap that the literature acknowledges but has not fully resolved. Gallup data across 2.2 million employees in multiple countries establishes that managers account for 70% of the variance in team engagement scores, and that top-quartile engagement teams generate 23% higher profitability, 18% higher sales productivity, and 41% lower absenteeism than bottom-quartile teams [5]. Bullemore Campbell examined narcissistic leadership as a boundary condition, demonstrating that short-term revenue gains from highly directive, confidence-projecting leadership styles are offset by elevated turnover and team cohesion deterioration, a finding that reframes the leadership-revenue relationship as time-horizon-dependent rather than style-dependent [2]. A hybrid "transfor-sactional" model proposed by Rao argues that integrating transformational vision-setting with transactional discipline in goal execution produces greater organizational effectiveness and sustainability than either pure style [13]. Van der Berg et al. argue that sustained B2B sales performance depends not on leadership style in isolation but on the goal orientation and planning behavior that leadership cultivates in salespeople over time, making the salesperson development process rather than the leader's behavioral profile the proximate cause of revenue outcomes [15]. What neither the style-comparison literature nor the coaching literature addresses is how these mechanisms interact across varying team developmental stages and market conditions; that is, the gap that the contingency model proposed in this study is designed to occupy.

3. Problem Statement

Examined here is how leadership strategies in sales management affect team motivation, salesperson productivity, and organizational revenue growth across varying sales contexts, drawing on a systematic review of peer-reviewed studies published between 2020 and 2025, supplemented by industry survey data from Salesforce, LinkedIn, Gallup, and Objective Management Group.

4. Methods and Materials

Systematic review methodology was employed, combining peer-reviewed empirical literature with secondary industry data. The selection of this approach reflects the study objective: constructing a contingency framework that integrates findings across leadership style, coaching effectiveness, and team development research requires synthesis across multiple independent studies rather than primary data collection confined to a single organizational setting. Capturing leadership effects on revenue outcomes through primary data collection would require randomized or quasi-experimental assignment of leadership styles across comparable sales teams over multiple fiscal periods, a design that is neither ethically nor practically feasible in operating organizations. Cross-context synthesis from a

systematic review produces a framework with broader applicability than any single-organization study could provide, at the cost of reduced precision in isolating causal mechanisms.

Literature searches were conducted across Scopus, Web of Science, Emerald Insight, and Google Scholar using three thematic clusters: sales leadership and management style effects on performance and revenue; managerial coaching, salesperson development, and team productivity; and transformational versus transactional leadership in organizational and financial outcomes. Search terms were combined using Boolean operators and limited to peer-reviewed journal articles and industry research reports published between January 2020 and March 2025; the window was extended to include 2025 publications to capture recent hybrid leadership models and post-pandemic sales management studies that appeared after the publication cycles of earlier reviews. Foundational theoretical works predating this window, specifically Bass and Avolio Full Range Leadership Theory, were included where current studies cite them as primary frameworks. Industry data from Salesforce, LinkedIn, Gallup, and Objective Management Group were incorporated where large-scale survey findings on coaching effectiveness, manager impact, and revenue outcomes were not available from peer-reviewed sources with comparable sample sizes.

Sources were evaluated against two criteria. For inclusion, each source was required to address at minimum one of three variables: leadership style, salesperson or team motivation and performance, or organizational revenue outcomes. Academic sources required peer-reviewed status; industry sources required documented sample size and methodology. Studies were excluded if they addressed leadership in non-sales organizational contexts without drawing explicit implications for sales management, or if they predated 2020 without providing foundational theoretical content cited in current literature. Sources that addressed leadership in general organizational settings without sales-specific implications or empirical grounding in sales performance data were excluded.

Contingency framework construction followed an inductive mapping procedure across two stages. In the first stage, sources were classified by the primary leadership variable they addressed: style comparison, coaching behavior, team development, or financial outcome linkage. Within each classification, sources were coded for the contextual conditions they identified as moderating leadership effectiveness. Four contextual factors emerged from this coding with consistent presence across multiple independent sources. Team developmental phase appeared in studies on coaching effectiveness and B2B motivation frameworks. Transaction complexity, distinguishing transactional B2C from consultative B2B sales contexts, appeared in sales management and industrial marketing studies. Competitive market volatility was identified as a moderator of transformational versus transactional style advantage in comparative leadership research. Organizational structure, specifically the degree of centralized versus distributed decision-making authority, appeared in coaching effectiveness research. In the second stage, pairings between leadership approach and contextual condition were evaluated for evidential strength. Pairings with convergent support across at least two independent sources were classified as established for framework inclusion; those supported by a single source or by industry data without academic corroboration were classified as indicative.

Four methodological boundaries constrain the generalizability of findings. First, the analysis does not include primary empirical data: no surveys, interviews, or observations were conducted, and all performance figures cited derive from secondary sources, namely published peer-reviewed studies and industry survey reports. This means the framework rests entirely on the synthesis of others' findings rather than on independently collected evidence, and readers should evaluate the cited sources directly rather than treating this article as a primary empirical contribution. Second, because the analysis draws exclusively on secondary sources, causal relationships between leadership style and revenue outcomes cannot be established; the associations reported reflect patterns documented across diverse organizational contexts and research designs, not controlled experiments demonstrating that any particular leadership approach causes any particular revenue result. Any language in this article describing revenue associations should be read as correlational rather than causal. Third, the English-language restriction may underrepresent leadership research from non-Western sales cultures where manager-salesperson power dynamics and motivation structures differ substantially from U.S. and European contexts. Fourth, industry survey data from Salesforce, LinkedIn, and Gallup reflect self-reported responses and proprietary sampling frames not subject to independent academic peer review; these sources are used for quantitative benchmarks rather than causal claims. Individual salesperson characteristics such as tenure, prior training, and disposition toward autonomy are not modeled in the

framework, despite prior research identifying these as significant moderators of coaching effectiveness. Revenue outcomes across reviewed studies also span different time horizons and measurement metrics, which limits precise cross-source comparability.

5. Results and Discussion

Aggregate benchmarks on leadership and revenue establish the scale of the opportunity but not the mechanism through which it can be captured. Engagement variance attributable to managers reaches 70% across large employee populations [5; 10], yet organizations cannot act on variance statistics without knowing which specific leadership behaviors produce the engagement levels associated with profitability gains. Coaching effectiveness data show revenue improvements of 28% to 43% depending on coaching quality, measured across large assessed sales populations [12]. These figures are population-level averages; actual outcomes in any individual organization vary with industry, team tenure, product complexity, and market conditions, so they should be treated as directional benchmarks rather than precise predictions. Fewer than one in fourteen sales managers currently demonstrates both coaching consistency and technical effectiveness [12]. A 2022 LinkedIn survey of sales representatives identified manager coaching as the top determinant of perceived manager effectiveness, rated above compensation design, technology provision, and formal training programs [8]. What connects these figures is a common structural gap: the literature documents that leadership matters and how much it matters by aggregate metric, without specifying which leadership approach matters most under which organizational conditions. Constructing that specification is the purpose of the results presented here.

Table 1. Leadership Styles in Sales Management: Mechanisms, Fit Conditions, and Revenue Evidence

Leadership Style	Core Mechanism	Best-Fit Sales Context	Evidence Strength	Revenue Association
Transformational	Vision, inspiration, individualized consideration	Forming teams, complex B2B, high market volatility	Established (r = 0.579)	Long-term revenue & firm innovativeness
Transactional	Contingent reward, structured goal-setting	Performing teams, transactional B2C, stable markets	Established (r = 0.21–0.28)	Quota attainment & operational efficiency
Coaching-Intensive	Developmental interaction, goal orientation, building	All phases with high salesperson discretion	Established (OMG: +28–43% revenue; Emerald SEM study)	Revenue growth & salesperson retention
Hybrid (Transactional)	Vision-setting combined with structured execution discipline	Transitional phases, mixed transaction complexity	Indicative (single source)	Organizational resilience & balanced performance

Source: Formed by the author based on [1; 3; 4; 9; 13].

Figure 1 presents the Leadership Style Contingency Model as a conceptual classification instrument synthesizing reviewed evidence; it maps style-context pairings rather than quantifying their effects, and is intended as a diagnostic guide rather than a predictive model. Three contextual factors determine style-context fit. Team developmental phase, drawn from Tuckman organizational theory as applied to sales contexts in van der Berg et al., governs how much salesperson autonomy and interpersonal trust exist at any given point [15]. Forming and storming teams lack established norms and role clarity, conditions where transformational leadership provides the identity anchoring and motivational scaffolding that salesperson performance requires. Norming and performing teams have internalized goal structures and peer accountability mechanisms, conditions where transactional clarity reinforces existing motivation more efficiently than inspirational appeals. Transaction complexity distinguishes environments where sales success depends on individual relational skill and solution customization from environments where it depends on activity volume and script adherence. Kulat et al., studying sales employees across BFSI sector companies, found that people-oriented leadership dimensions generated stronger performance effects in client relationship contexts requiring customized

solution delivery than in standardized product sales environments, providing empirical grounding for the B2B-B2C distinction [7]. Complex consultative B2B sales contexts are associated with stronger transformational effects because salesperson discretion over deal structure is high and intrinsic motivation for customer success is a performance prerequisite. Competitive market volatility is the third factor: Cekmecelioglu et al. document that transformational leadership advantages increase under high environmental uncertainty, while stable competitive conditions allow transactional structures to function without the motivational overhead of vision-based management [3].

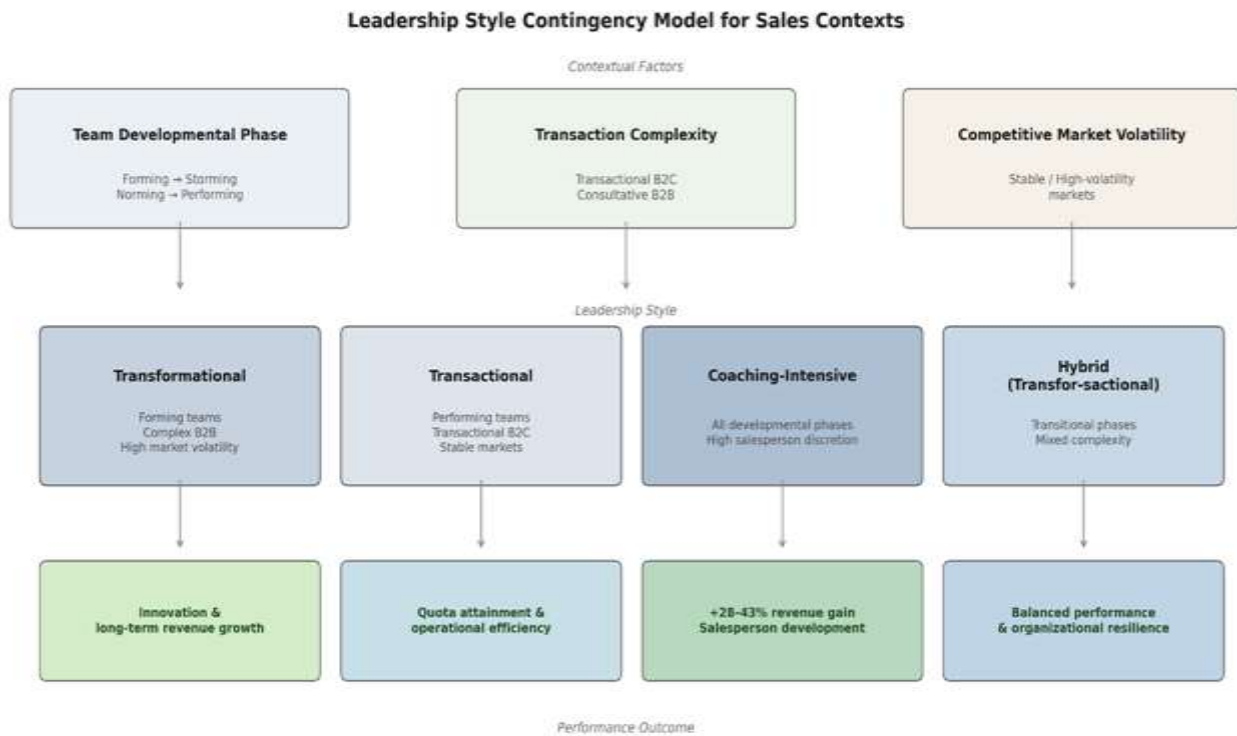


Figure 1. Leadership Style Contingency Model for Sales Contexts

Source: Built by the author.

Managerial coaching operationalizes leadership style at the level of individual interactions, converting style preferences into specific developmental behaviors that alter salesperson capabilities over time. Coimbra and Proenca identify two pathways through which coaching affects performance: customer orientation, which produces stronger effects, and results orientation, which generates more immediate but less durable gains [4]. Kulat et al. find that people-oriented leadership components within managerial interactions predict target achievement and customer satisfaction metrics more reliably than task-oriented components alone in assessed sales populations [7]. Figure 2 presents a conceptual illustration of how the effectiveness of the relative leadership approach shifts across team developmental phases, based on directional evidence from the reviewed literature. The numerical values on the index are hypothetical and were constructed solely to make the directional pattern visually readable; they do not derive from any measurement study, do not represent actual performance levels recorded in any organization, and should not be cited as empirical findings. The figure is intended as a visual aid for interpreting the pattern, not as a data visualization. Coaching-intensive approaches show the strongest growth trajectory across all phases because they develop salesperson capability as an asset that compounds over time, whereas purely transformational approaches peak in effectiveness during early developmental phases and decline as teams mature into self-directed operation.

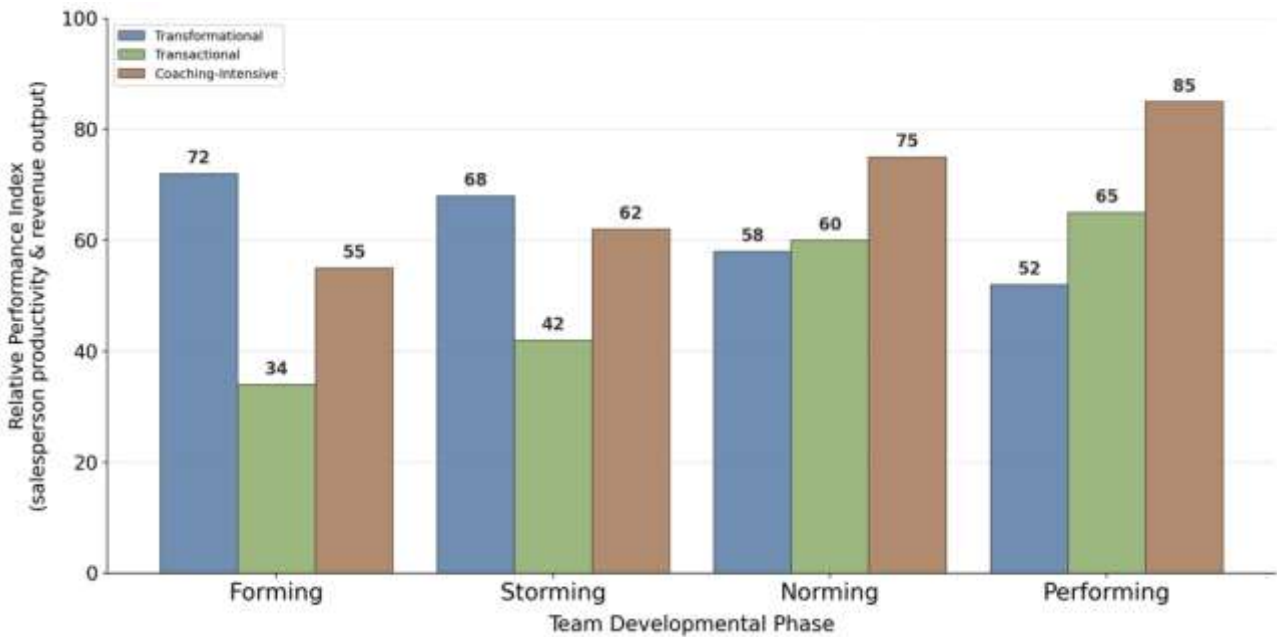


Figure 2. Relative Performance Index by Leadership Approach across Team Developmental Phases

Source: Built by the author based on [4; 12; 15; 17].

Leadership-revenue disconnects in sales organizations arise through three mechanisms that mirror different forms of style-context mismatch. Inspirational overdrive occurs when transformational leadership is applied to high-performing, experienced teams that have internalized performance norms and operate with established relational capital. In these contexts, vision-casting and individualized developmental attention generate motivational overhead without proportionate output gain; experienced performers respond more efficiently to autonomy and recognition than to inspiration. Transactional underreach occurs in the opposite situation: contingent reward and close monitoring applied to an early-stage or complex B2B team. The incentive structure assumes performance capability that has not yet developed, and without developmental investment, the skill growth that sustained revenue requires does not occur. A third mechanism, coaching withdrawal, occurs when organizational pressure for short-term quota achievement compresses manager time and cognitive bandwidth, displacing developmental interactions with directive activity monitoring. Managers under quota pressure default to transactional oversight because it produces immediately visible pipeline activity, while the revenue benefits of coaching materialize over weeks and months rather than in the current reporting cycle. Bullemore Campbell documents this dynamic in studies of highly directive leadership styles, finding that short-term revenue gains from aggressive target enforcement are offset over medium-term horizons by elevated turnover and team cohesion deterioration that progressively erode pipeline capacity [2].

Table 2. Leadership Mismatch Mechanisms and Revenue Consequences

Mismatch Type	Condition	Short-Term Effect	Long-Term Revenue Impact
Inspirational Overdrive	Transformational style applied to performing, experienced teams	High engagement but output plateau: experienced reps disengage from vision-based motivation	Motivational investment without proportionate revenue uplift
Transactional Underreach	Contingent reward applied to forming or complex B2B teams	Activity compliance, low conversion	Stunted skill development, pipeline weakness
Coaching Withdrawal	Directive quota pressure replacing developmental interaction	Short-term quota spike	Turnover elevation, medium-term revenue erosion

Source: Formed by the author based on [2; 7; 15].

The contingency model has different implications at individual and organizational levels. For a sales manager, applying it comes down to three quick questions. Is this team new or established? New teams with low initiative and inconsistent output are in early phases; teams that operate independently and hit targets reliably are in later phases. Is the sale relationship-driven and complex, or high-volume and scripted? Is the market shifting fast enough to require frequent changes in how value is communicated, or is it relatively stable? The answers generate a direct style choice. New team, unstable market: lean toward transformational leadership. People in early phases need direction, meaning, and confidence before they can perform consistently. Mature team, stable environment: lean toward transactional clarity. Structured goals and accountability work better than inspiration for people who already know what to do. In both cases, consistent coaching remains a baseline practice that produces positive associations with performance regardless of which primary style is in use. At the organizational level, the model reframes leadership development as a range problem rather than a best-practice problem. Investing only in transformational skills produces managers who motivate but cannot build capability. Investing only in transactional skills produces managers who hit short-term targets but lose effectiveness when team or market conditions shift. Gallup's evidence that managers account for 70% of team engagement variance positions leadership investment as one of the highest-return decisions available to sales organizations, provided the investment reflects the actual range of contexts managers face rather than a single preferred style [5].

Future research emerging from the contingency framework falls along three lines. First, field validation requires comparative studies in which the same manager applies different leadership approaches to teams at varying developmental stages within a single organization, isolating the phase-style interaction from confounding factors such as market territory and product complexity. Second, the sequencing question embedded in the model has not been tested: whether managers who deliberately shift approach as teams mature outperform those who maintain a consistent style, and whether transition timing itself mediates outcome quality. Third, the revenue time-horizon dependency of style-context fit advantages remains open: reviewed studies measure performance across windows ranging from quarterly quota attainment to multi-year growth, and whether certain pairings produce short-term gains at the cost of long-term capacity has not been examined.

6. Conclusions

Four conclusions emerge from the analysis of leadership strategy effects on sales team performance and organizational revenue growth. Style-context fit determines leadership effectiveness in sales organizations. The Leadership Style Contingency Model classifies this fit across three interacting factors: team developmental phase, transaction complexity, and competitive market volatility. Transformational approaches associate most strongly with performance in forming teams, high-complexity B2B contexts, and volatile markets; transactional approaches generate their strongest effects in established teams with structured incentive environments and stable market conditions.

Managerial coaching represents the most broadly applicable leadership behavior across all developmental phases. Revenue gains of 28% to 43% are documented in assessments of large sales populations, depending on coaching quality and consistency. These figures are population-level benchmarks, not predictions for any individual organization; actual outcomes vary with industry, team composition, and market conditions. Unlike style selection, coaching produces positive associations with performance across diverse team configurations, which positions it as a broadly applicable investment priority.

Leadership-revenue disconnects in sales organizations arise through three mechanisms identified in this study: inspirational overdrive, transactional underreach, and coaching withdrawal. Each failure mode operates on a distinct time horizon. Inspirational overdrive produces motivational overhead with minimal output gain in the near term. Transactional underreach suppresses capability development, creating a competency deficit that surfaces over months. Coaching withdrawal generates pipeline erosion through turnover over 12 to 24 months, which explains why leadership failure in sales is frequently misdiagnosed as a market or product problem.

Leadership development in sales organizations is most productively framed as a portfolio calibration problem: acquiring a single style without contingency awareness produces managers capable in some contexts and systematically underprepared in others. Calibrating leadership

investment to team lifecycle stage, transaction type, and market volatility, as the contingency model proposed here enables, converts leadership capability from a fixed organizational characteristic into an adaptive one. Future research should examine whether deliberate style transitions across team developmental phases improve long-term revenue outcomes, whether the three-factor contingency model holds across cultural and industry contexts, and whether style-context fit advantages are consistent across short- and long-term revenue horizons.

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