

SALES PHYSICIAN REVENUE PERFORMANCE ASSESSMENT

Leadership Gap Report

Newco Technologies (sample) · September 18, 2026 · 32 respondents

Participation

Role	Invited	Completed
Executives	2	2
Sales managers	3	3
Sales professionals	30	27

Individual answers are never shown. A role with fewer than 3 respondents is marked "directional": read it as an indication, not a firm result.

Scores by role

Overall Revenue Health 64 At Risk	Market Insight 67 At Risk	Sales Readiness 60 At Risk	Sales Execution 64 At Risk
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Capability	Team	Executives 2 people directional	Sales managers 3 people	Sales professionals 27 people
Market Insight™	67	70	66	59
Customer Understanding	71	71	75	66
Target Market Intelligence	68	71	65	—
Target Account Intelligence	62	67	63	56

Capability	Team	Executives 2 people directional	Sales managers 3 people	Sales professionals 27 people
Executive Access	54	56	60	45
Value Messaging	57	67	51	54
Market Positioning	78	83	72	–
Proof & Credibility	72	79	64	74
Customer Outcomes & Value Realization	72	67	78	–
Sales Readiness™	60	69	60	50
Tactical Sales Capability	77	75	83	71
Sales Coaching	58	75	61	38
Sales Development & Reinforcement	49	50	53	43
Marketing Support	52	69	47	40
CRM & Sales Technology	58	63	58	52
Sales Process	63	75	58	54
Organizational Alignment	68	75	61	–
Sales Execution™	64	68	65	58
Opportunity Creation	62	63	64	59
Early Opportunity Influence	62	63	67	56
Discovery Effectiveness	62	67	64	56
Customer Commitment	56	60	53	54
Opportunity Qualification	56	58	61	50
Opportunity Strategy	54	50	56	58
Value Creation & Recommendations	69	83	64	61
Value Defence & Negotiation	60	63	56	61

Capability	Team	Executives 2 people directional	Sales managers 3 people	Sales professionals 27 people
Pipeline & Forecast Health	55	63	56	46
Growth Through Customer Success	90	92	89	—
Continuous Learning & Revenue Improvement	81	83	82	77

85+ Healthy
70–84 Developing
50–69 At Risk
<50 Critical

Biggest gaps

Sales Coaching 37 points, significant

Executives rate Sales Coaching **75**; sales professionals rate it **38**. **DIRECTIONAL**

- "Sales managers consistently provide structured coaching that improves the capability and confidence of customer-facing professionals." (39 points apart)
- "Our organization views coaching as an ongoing leadership responsibility that continuously improves customer-facing performance rather than as a response to performance problems." (38 points apart)

Marketing Support 22 points, notable

Executives rate Marketing Support **63**; sales professionals rate it **40**. **DIRECTIONAL**

- "Our marketing resources are practical, current and consistently used because they help customers better understand problems, opportunities and outcomes—not simply our products and services." (33 points apart)
- "Marketing consistently provides customer-facing teams with relevant insights, content and tools that improve the quality of customer conversations." (21 points apart)

Sales Process 21 points, notable

Executives rate Sales Process **75**; sales professionals rate it **54**. **DIRECTIONAL**

- "Customer-facing professionals advance opportunities only when customers demonstrate meaningful progress through commitment or by taking the appropriate action." (36 points apart)
- "Our sales process is consistently understood, applied and reinforced across customer-facing teams, managers and leadership." (22 points apart)

Pipeline & Forecast Health 18 points, notable

Executives rate Pipeline & Forecast Health **63**; sales professionals rate it **44**. **DIRECTIONAL**

- "Leaders consistently use pipeline reviews to improve customer progress, coaching effectiveness and opportunity quality rather than simply reviewing revenue projections or sales activity." (32 points apart)
- "Revenue forecasts are consistently based on observable customer commitments, customer actions and objective qualification evidence rather than salesperson optimism or historical probability." (17 points apart)

Visibility gaps

Where a role often answered "Not sure", people cannot see whether this happens. That is a finding in itself.

- **Executives** answered "Not sure" to 50% of statements on Sales Development & Reinforcement.
- **Executives** answered "Not sure" to 50% of statements on Opportunity Strategy.
- **Sales professionals** answered "Not sure" to 35% of statements on Pipeline & Forecast Health.
- **Executives** answered "Not sure" to 33% of statements on Value Creation & Recommendations.
- **Executives** answered "Not sure" to 33% of statements on Value Defence & Negotiation.

Next step

Sales Physician is preparing your full Revenue Optimization Plan, which will set out the probable root causes behind these results and a prioritized 90-day plan.

Prepared by Sales Physician. Scores run from 0 to 100. Role groups count equally in team scores. Individual answers are confidential and never reported.