

SALES PHYSICIAN REVENUE PERFORMANCE ASSESSMENT

Revenue Optimization Plan

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

Executive summary

Overall Revenue Health

64

At Risk

Market Insight

67

At Risk

Sales Readiness

60

At Risk

Sales Execution

64

At Risk

- 1. Overall Revenue Health is 64 (At Risk).
- 2. Sales Readiness is the weakest pillar at 60.
- 3. The biggest disagreement is on Sales Coaching: executives rate it 75 and sales professionals rate it 38.

Scorecard

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
Executive Access	54	56	60	45
Value Messaging	57	67	51	54

Capability	Team	Executives 2 people directional	Sales managers 3 people	Sales professionals 27 people
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
Pipeline & Forecast Health	55	63	56	46
Growth Through Customer Success	90	92	89	–

Capability	Team	Executives 2 people directional	Sales managers 3 people	Sales professionals 27 people
Continuous Learning & Revenue Improvement	81	83	82	77
85+ Healthy	70–84 Developing	50–69 At Risk	<50 Critical	

Probable root causes

Weak results are often symptoms. These weak capabilities are likely being held back by other capabilities that also scored below 70.

- **Value Messaging** (57) is likely held back by Target Market Intelligence (68) and Organizational Alignment (68).
- **Sales Coaching** (58) is likely held back by CRM & Sales Technology (58) and Sales Process (63).
- **Marketing Support** (52) is likely held back by Organizational Alignment (68).
- **Opportunity Creation** (62) is likely held back by Target Market Intelligence (68), Target Account Intelligence (62), Value Messaging (57) and Marketing Support (52).
- **Early Opportunity Influence** (62) is likely held back by Executive Access (54).
- **Discovery Effectiveness** (62) is likely held back by Sales Coaching (58).
- **Customer Commitment** (56) is likely held back by Discovery Effectiveness (62) and Sales Process (63).
- **Opportunity Qualification** (56) is likely held back by Customer Commitment (56), Sales Process (63) and Target Market Intelligence (68).
- **Opportunity Strategy** (54) is likely held back by Opportunity Qualification (56) and Sales Coaching (58).
- **Value Creation & Recommendations** (69) is likely held back by Discovery Effectiveness (62).
- **Value Defence & Negotiation** (60) is likely held back by Value Creation & Recommendations (69).
- **Pipeline & Forecast Health** (55) is likely held back by Customer Commitment (56), Opportunity Qualification (56), CRM & Sales Technology (58) and Sales Coaching (58).

Priority initiatives

PRIORITY 1 · DAYS 1 TO 30

Sales Coaching 58

What is happening

Sales Coaching scores 58 (At Risk). Coaching is rare, reactive or opinion-based.

Why it is happening

This is a probable root cause: it feeds Discovery Effectiveness, Opportunity Strategy and Pipeline & Forecast Health, which are also weak. Fixing it first should lift those too. It is likely held back by CRM & Sales Technology and Sales Process, which also scored below 70.

How we know

Lowest-rated statement (57): "Our organization views coaching as an ongoing leadership responsibility that continuously improves customer-facing performance rather than as a response to performance problems." Executives rate it 75, sales professionals rate it 38.

What to do next

Weekly evidence-based coaching cadence. Sales Physician resource: Sales Leadership.

What should improve

Coaching sessions held and observed

PRIORITY 2 · DAYS 31 TO 60

Customer Commitment 56

What is happening

Customer Commitment scores 56 (At Risk). Deals advance without customer action.

Why it is happening

This is a probable root cause: it feeds Opportunity Qualification and Pipeline & Forecast Health, which are also weak. Fixing it first should lift those too. It is likely held back by Discovery Effectiveness and Sales Process, which also scored below 70.

How we know

Lowest-rated statement (48): "Our customer-facing professionals consistently earn meaningful customer commitments that demonstrate genuine progress in the customer's decision-making journey."

What to do next

Commitment-based next steps. Sales Physician resource: Article 2: Sales Conversation Framework.

What should improve

Opportunities advanced by a customer action

PRIORITY 3 · DAYS 61 TO 90

Sales Process 63

What is happening

Sales Process scores 63 (At Risk). Process follows seller activity, not customer decisions.

Why it is happening

This is a probable root cause: it feeds Sales Coaching, Customer Commitment and Opportunity Qualification, which are also weak. Fixing it first should lift those too.

How we know

Lowest-rated statement (62): "Our sales process is designed around the customer's decision-making journey rather than our internal sales activities." Executives rate it 75, sales professionals rate it 54. 10% of answers were "Not sure".

What to do next

Map the sales process to the customer's buying process. Sales Physician resource: [Buying Process](#).

What should improve

Stages with customer exit criteria

90-day roadmap

1. **Days 1 to 30:** Sales Coaching. Weekly evidence-based coaching cadence.
2. **Days 31 to 60:** Customer Commitment. Commitment-based next steps.
3. **Days 61 to 90:** Sales Process. Map the sales process to the customer's buying process.
4. **Month 6:** reassess with the same team to measure the change.

Reinforce

These are developing (70 to 84). Keep them moving with steady attention:

- **Customer Understanding** (71). Make this a regular habit: customer insight interviews with 10 best customers.
- **Customer Outcomes & Value Realization** (72). Make this a regular habit: customer outcome check at 90 days post-sale.
- **Proof & Credibility** (72). Make this a regular habit: build a proof library (cases, outcome data).
- **Tactical Sales Capability** (77). Make this a regular habit: skills practice on the Sales Conversation Framework.

Strengths to protect

- **Growth Through Customer Success** scores 90. Protect it as you make other changes.

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