

A SALES PERFORMANCE DIAGNOSTIC

The Revenue Moments Audit.

Where deals are won or quietly lost.

A 24-question self-assessment for sales leaders, commercial directors, and founders running B2B or B2C commercial teams. Built around the moments where psychology — not process — determines whether a deal closes, stalls, or grows.

WHAT'S INSIDE

- Six revenue moments where most teams quietly leak performance
- 24 diagnostic questions with behavioural markers and benchmarks
- A scoring framework that surfaces psychology, not activity gaps
- Practical interpretation — what each score actually means

WHY THIS AUDIT EXISTS

Most sales performance problems are psychology problems disguised as skills problems.

In 25+ years of working with commercial teams across the UK and internationally, a pattern repeats with surprising consistency. A team's pipeline looks fine on paper. The activity is there. The methodology is documented. The CRM is reasonably tidy. And yet the numbers aren't moving.

In many of these teams, the visible issue is not the real one. What looks like a process gap is often a behavioural gap — the team knows what should happen, and does something safer under pressure. Buyers receive signals the team doesn't realise they're sending. Pipeline conviction outruns pipeline reality. Deals get held together by hope rather than discipline.

This audit is built around six revenue moments where psychology — not process — determines whether a deal closes, stalls, or grows. The questions are the ones we'd ask in a discovery conversation with a Sales Director. The benchmarks are what we see in teams that consistently outperform. The diagnoses are written from the perspective that has shaped our work for two and a half decades: **buyers buy from people they trust, and trust is built or destroyed in moments most salespeople never notice.**

You can use this audit on your own. You don't need to engage us to get value from it. If, after working through it, you'd like an experienced second opinion on what your scores actually mean, the back page tells you how to arrange that.

“Activity isn't progress. Pipeline isn't pipeline. And the deal you think is closing usually isn't.”

WHAT THIS AUDIT WILL REVEAL

Six places where revenue quietly leaks.

The 24 questions in this audit are designed to surface, with reasonable specificity, which of the patterns below is currently present in your team — and how serious each one is. Each represents revenue you are losing without knowing why.

01**Discovery**

Revenue lost because conversations stay surface. Generic questions produce thin proposals and price-led negotiations.

02**Qualification**

Revenue lost because pipelines hold what won't close. Reluctance to disqualify creates forecast confidence the numbers can't support.

03**Stakeholders**

Revenue lost because deals depend on too few relationships. Single-threaded opportunities collapse when the champion's influence wanes.

04**Objections**

Revenue lost because real concerns are never surfaced. Polite objections get addressed; the unstated ones decide the outcome.

05**Closing**

Revenue lost because direct asks are avoided. Proposals are sent into a void; deals fade rather than close.

06**Account growth**

Revenue lost because won deals don't expand. Customers are serviced rather than developed; competitors quietly take share.

HOW TO USE THIS AUDIT

Three ways to work through it.

01

On your own, in 30 minutes.

Read each question. For each, score honestly on a 1–5 scale: 1 = we don't really do this, 5 = this is genuinely a strength. Don't over-think. The first answer is usually the right one. Total your scores at the end of each section.

02

With your sales leadership team, in 90 minutes.

Have each member of your sales leadership team complete the audit independently first. Then compare scores. The interesting conversations are not where you all agreed — they're where you disagreed by 2 points or more. Those are the gaps in shared understanding of what good looks like.

03

With us, in a 30-minute conversation.

If you'd like a second opinion on your scores — what they mean individually, what they mean as a pattern, and what we'd typically do about them — book a discovery call. We do not use this as a sales pitch. We share what we'd actually do, regardless of whether you choose to engage us afterwards.

THE SCORING SCALE

What each score means, honestly.

- 1 We don't do this** — the behaviour is largely absent. Most of the team would not recognise it as something they're expected to do.
- 2 Inconsistent** — the behaviour exists in some people, on some deals, when conditions are favourable. It isn't reliable.
- 3 Variable** — the team knows they should do this. Whether they actually do depends on the rep, the manager, and the pressure they're under.
- 4 Mostly reliable** — this is established behaviour for most of the team most of the time. Occasional gaps under pressure.
- 5 Genuinely a strength** — consistent, observable, and visible to clients. New hires absorb it from the culture.

YOUR REVENUE MOMENTS SCORECARD

Track your scores here.

Use this page as a tracking sheet as you work through the audit. The pattern of your scores matters as much as the totals — consistently high scores in some sections and consistently low in others tell a different story from scores that are even but mediocre. We'll come back to this on the interpretation page.

REVENUE MOMENT	SCORE	RISK BAND	NOTES
01 Discovery <i>Are we creating commercial value early enough?</i>	_____ / 20	Low Medium High	_____ _____ _____
02 Qualification <i>Are we forecasting reality — or hope?</i>	_____ / 20	Low Medium High	_____ _____ _____
03 Stakeholders <i>Are deals properly multi-threaded?</i>	_____ / 20	Low Medium High	_____ _____ _____
04 Objections <i>Are we hearing the real concern?</i>	_____ / 20	Low Medium High	_____ _____ _____
05 Closing <i>Are we converting intent into action?</i>	_____ / 20	Low Medium High	_____ _____ _____
06 Account growth <i>Are won clients expanding — or drifting?</i>	_____ / 20	Low Medium High	_____ _____ _____
OVERALL TOTAL	_____ / 120		

01

Discovery.

*Why most deals are won or lost
before the proposal is written.*

REVENUE MOMENT 01

Discovery.

Discovery is the moment buyers decide, often unconsciously, whether your salesperson is competent enough to be trusted with their problem. Weak discovery doesn't just produce thin proposals — it produces deals that compete on price because nothing else has been established.

COMMERCIAL SYMPTOMS

- Proposals balloon in length because the real commercial issue hasn't been isolated.
- Deals end up competing on price because value wasn't established early.
- Forecasted opportunities stall after the proposal stage.
- Reps over-rely on credentials and product detail to fill the gap left by weak diagnosis.

IF YOU USE CALL RECORDINGS

Listen for: *Does the salesperson ask a second-layer question after the buyer's first answer, or pivot quickly into solution mode?*

1.1 When your team enters a first conversation, do they ask questions the buyer hasn't been asked before — or questions the buyer has answered ten times?

Behavioural marker: listen to a recording. If the first five questions are ones the buyer would expect from any vendor, discovery is generic.

What good looks like: at least two questions per discovery call should make the buyer pause before answering. The pause is the signal.

Psychology read: when a salesperson asks only safe questions, the buyer infers caution. Caution gets priced in as risk, and the deal becomes a price comparison rather than a value conversation.

SCORE
1 — 5

1

2

3

4

5

1.2 Can your team articulate, in one sentence, what each prospect is actually trying to achieve commercially — not what they say they want, but what they're measured on?

Behavioural marker: pick three open opportunities. Ask the rep what the buyer's commercial KPI is. If they hedge or describe the product feature instead, discovery is shallow.

What good looks like: every active opportunity has a one-line statement of the buyer's measurable outcome, agreed with the buyer.

Psychology read: buyers don't engage deeply with vendors who haven't engaged deeply with them.

Surface-level discovery produces transactional buyers, even from accounts that wanted to be strategic.

SCORE
1 — 5

1

2

3

4

5

1.3 Does your team know what the prospect has already tried — and why it didn't work?

Behavioural marker: ask reps about their three biggest opportunities. If they can't describe what the buyer has previously tried (and failed at), they're flying blind into the proposal.

What good looks like: the rep can describe the buyer's previous attempts, what failed, and what the buyer learned from those failures.

Psychology read: not knowing what's been tried means proposing the same thing the buyer has already rejected. The buyer reads this as the rep not having listened — and quietly disengages.

SCORE 1 — 5	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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1.4 When your team identifies a strong opportunity, can they articulate the cost of inaction in the buyer's own language?

Behavioural marker: ask reps to quantify, in pounds or specific business outcomes, what happens if the buyer does nothing for another 12 months. Vague answers indicate a vague pipeline.

What good looks like: the rep can describe inaction cost in numbers the buyer would recognise (lost revenue, missed quota, unfilled pipeline).

Psychology read: deals stall because the cost of doing nothing feels lower than the cost of doing something. Without a clear inaction cost, your proposal has no urgency — and urgency is what closes deals.

SCORE 1 — 5	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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SECTION 01 TOTAL

_____ / 20

Under 12: systemic gap · 12–16: inconsistent · 17–20: real strength

02

Qualification.

Why teams pursue the wrong opportunities and call it activity.

REVENUE MOMENT 02

Qualification.

Most pipelines are full of opportunities that look promising and aren't. Bad qualification isn't usually a methodology problem — it's an emotional reluctance to disqualify. Salespeople hold on to deals that won't close because the alternative is admitting their pipeline is thinner than it looks.

COMMERCIAL SYMPTOMS

- Pipeline coverage looks healthy on paper, but conversion stays stubbornly flat.
- Forecast confidence drops sharply at quarter-end as deals reveal themselves.
- Sales cycles lengthen because unqualified opportunities sit at proposal stage.
- Reps spend disproportionate time on accounts that ultimately don't close.

IF YOU USE CALL RECORDINGS

Listen for: *Does the rep test commitment with small reciprocal asks, or accept vague enthusiasm as forward motion?*

2.1 How often does your team disqualify an opportunity in the first conversation?

Behavioural marker: review the last 30 logged discovery calls. Count how many led to disqualification rather than 'next steps.' Under 10% suggests the bar is too low.

What good looks like: 20–35% of first conversations end in honest disqualification. Anything lower indicates pipeline padding.

Psychology read: disqualifying feels like losing. Salespeople under pressure protect their pipeline number, even when they know the deal won't close. The pipeline becomes a comfort blanket rather than a forecasting tool.

SCORE
1 — 5

1

2

3

4

5

2.2 Does your team know who the buyer is, who the user is, who the budget holder is, and who the blocker is — for every active opportunity?

Behavioural marker: pick five opportunities at random. Ask the rep to name all four roles by name. If two or more are 'I think it's...' — the deal isn't qualified.

What good looks like: every opportunity above £10k has all four roles identified by name and verified through direct conversation, not assumption.

Psychology read: salespeople who only speak to the friendly contact convince themselves the deal is progressing. It usually isn't. Real qualification means having uncomfortable conversations with people who haven't been particularly welcoming.

SCORE 1 — 5	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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2.3 When was the last time someone on your team walked away from an opportunity because the buyer wouldn't agree to a fair next step?

Behavioural marker: ask the team. If nobody can think of a recent example, your team is over-investing in deals that aren't reciprocating.

What good looks like: every rep can name at least one deal they walked away from in the last 90 days, and explain why.

Psychology read: walking away requires self-worth. Reps who can't say no to time-wasting buyers usually have a deeper issue: they don't believe they're as valuable as the prospect's time. That belief is contagious — buyers absorb it.

SCORE 1 — 5	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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2.4 Can your team distinguish between a buyer who's interested and a buyer who's actually going to buy?

Behavioural marker: review three deals that closed. Then review three deals that died at proposal. Were the early signals from each genuinely different — or did they look identical until the moment of decision?

What good looks like: closing-stage deals have demonstrable signals (named champion, articulated business case, exposed alternatives) that dying deals don't.

Psychology read: 'Interest' is comfortable for buyers because it requires no commitment. Skilled reps test interest with small commitment asks early — and read the answers honestly, even when the honest read is bad news.

SCORE 1 — 5	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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SECTION 02 TOTAL

_____ / 20

Under 12: systemic gap · 12–16: inconsistent · 17–20: real strength

03

Stakeholders.

*Why deals stall in the middle
and nobody can quite say why.*

REVENUE MOMENT 03

Stakeholders.

The middle of a complex deal is where teams discover the stakeholders they didn't map. Most stalls aren't about price or product — they're about people the salesperson never spoke to who quietly pushed back when the proposal landed.

COMMERCIAL SYMPTOMS

- Late-stage deals collapse without warning, often after a positive last meeting.
- “We need to think about it” appears unexpectedly at the proposal stage.
- Champion departures or role changes derail months of work.
- Win rates drop sharply on decisions involving more than two stakeholders.

IF YOU USE CALL RECORDINGS

Listen for: *Does the buyer reference other people involved in the decision — or has the rep avoided asking who else needs to weigh in?*

3.1 On any opportunity over £25k, can your team name everyone whose opinion will affect the outcome — including the people not in the meetings?

Behavioural marker: pick a stalled deal. Ask the rep who else inside the buyer's organisation has weight in the decision. Vague answers correlate with stalling.

What good looks like: every meaningful opportunity has a documented stakeholder map covering champion, decision-maker, economic buyer, technical influencer, and any silent blockers.

Psychology read: salespeople bond with their champion and stop looking for other stakeholders, because more stakeholders means more risk to the comfortable conversation they've built. The stakeholders you're avoiding are the ones who'll kill the deal.

SCORE
1 — 5

1

2

3

4

5

3.2 Does your team know which stakeholders gain — and which lose — if the buyer chooses your solution?

Behavioural marker: ask reps to list, by name, who benefits politically from the deal closing and who loses status, control, or visibility. Inability to answer indicates the deal is unmapped.

What good looks like: the rep can describe at least one person who'll quietly oppose the change, and what that person stands to lose.

Psychology read: every change creates winners and losers internally. Reps who only see champions miss that someone else is silently building a case against the deal — and silence is what kills it at the final meeting.

SCORE 1 — 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1	2	3	4	5

3.3 When was the last time your champion introduced your team to someone they hadn't met before?

Behavioural marker: review your top five active deals. Count how many have produced a multi-stakeholder meeting in the last 30 days. Fewer than three means you're single-threaded.

What good looks like: champions actively widen the circle. If your champion isn't introducing you to others, you don't have a champion — you have a friendly contact.

Psychology read: a real champion takes risk for you. They put their reputation on the line by bringing you in front of their peers. If they're not doing that, they don't believe in the deal enough — or, more often, you haven't given them the language to defend it.

SCORE 1 — 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1	2	3	4	5

3.4 If your champion left tomorrow, would the deal survive?

Behavioural marker: ask the rep this question directly. If the answer is 'probably not,' the deal isn't qualified — it's a relationship.

What good looks like: at least two stakeholders inside the buyer would advocate for the deal even without your champion present.

Psychology read: single-threaded deals feel safer because there's only one relationship to manage. They're not safer — they're more fragile. Real account work means tolerating the discomfort of multi-threading early, before the deal needs it.

SCORE 1 — 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1	2	3	4	5

SECTION 03 TOTAL

_____ / 20

Under 12: systemic gap · 12–16: inconsistent · 17–20: real strength

04

Objections.

*Why prospects go quiet
rather than tell you the real reason.*

REVENUE MOMENT 04

Objections.

Most objections you hear aren't the real objection. They're the polite version. The real objections — about risk, internal politics, vendor fatigue, or quiet doubt — never get said out loud unless your team has earned the right to hear them.

COMMERCIAL SYMPTOMS

- Win-loss interviews reveal reasons different from those given live.
- Discount conversations escalate quickly because the real concern wasn't surfaced.
- Deals close late as objections appear at proposal stage rather than earlier.
- Reps attribute losses to price far more often than buyers actually do.

IF YOU USE CALL RECORDINGS

Listen for: *Does the rep meet the first objection with a clarifying question, or rush to counter-argue it away?*

4.1 When a prospect goes quiet, does your team know why — or do they guess?

Behavioural marker: review three deals where the buyer went silent for more than two weeks. Ask reps why. Vague answers ('they got busy', 'priorities shifted') usually mean the rep didn't ask before they went silent.

What good looks like: silence is rare because the rep has set up explicit re-engagement triggers in advance and earned permission to chase honestly.

Psychology read: buyers go quiet when something has changed and they don't want to deliver bad news. The discomfort of silence is easier than the discomfort of a difficult conversation. Skilled reps make it safe to deliver bad news — and reduce silence dramatically.

SCORE
1 — 5

1

2

3

4

5

4.2 Does your team treat the first objection as the real objection — or as the polite version?

Behavioural marker: listen to a call where an objection was raised. Did the rep accept the stated objection at face value, or did they probe what was underneath?

What good looks like: every stated objection is met with at least one clarifying question before the rep responds — 'Can I just make sure I understand what's behind that?' or similar.

Psychology read: buyers raise the easiest objection first because it requires the least vulnerability. 'Price' is easier to say than 'I don't trust your delivery.' Reps who answer the surface objection are answering the wrong question — and the buyer knows it.

SCORE 1 — 5	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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4.3 Does your team know how to bring up the objection the buyer hasn't raised yet — but is privately worried about?

Behavioural marker: in a recent proposal, did the rep proactively address concerns the buyer hadn't yet voiced (risk, change management, internal resistance)? Or did they wait?

What good looks like: skilled reps name the elephant in the room before the buyer has to. It builds trust faster than any other single behaviour.

Psychology read: most reps avoid raising objections because raising them feels like creating problems. Actually it does the opposite — it removes them. The buyer was already thinking about it. Naming it first is a form of confidence the buyer reads as competence.

SCORE 1 — 5	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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4.4 When your team loses a deal, do they know the real reason — or only the reason the buyer told them?

Behavioural marker: review your last five lost deals. The reasons given (price, timing, no decision) are usually the polite version. Ask: what was actually happening internally?

What good looks like: the team has a clear-eyed read of why deals were really lost, often grounded in stakeholder dynamics or trust gaps the rep didn't bridge.

Psychology read: 'Lost on price' is a comforting story for the salesperson. It externalises the problem. The harder, more useful story is 'lost because we didn't earn the trust to charge what we charged.' Teams that can hold the harder story improve.

SCORE 1 — 5	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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SECTION 04 TOTAL

_____ / 20

Under 12: systemic gap · 12–16: inconsistent · 17–20: real strength

05

Closing.

*Why good deals don't convert
and great salespeople sometimes don't ask.*

REVENUE MOMENT 05

Closing.

Closing isn't a moment — it's an accumulation. By the time the proposal is on the table, the deal is largely already won or lost. The act of asking for the business is the surface; what determines the answer is everything that came before.

COMMERCIAL SYMPTOMS

- Forecast accuracy at close-stage is poor — deals slip rather than close.
- Proposals get sent and the buyer goes silent.
- The discount cycle starts the moment the buyer hesitates.
- Long sales cycles end with no clear outcome — deals just fade.

IF YOU USE CALL RECORDINGS

Listen for: *Does the rep ask for an explicit next decision step, or end the call with “let me know what you think”?*

5.1 When your team sends a proposal, do they know what the buyer will do with it next?

Behavioural marker: ask reps about a recent proposal. Can they describe exactly who'll read it, in what order, and what concerns each reader will have? Or did they send it and hope?

What good looks like: the rep can describe the proposal's internal journey — who reads, who pushes back, who has the final say.

Psychology read: salespeople send proposals into a void because asking the buyer to walk them through the internal process feels presumptuous. It isn't. Buyers respect reps who treat the proposal as the start of a process, not the end of one.

SCORE
1 — 5

1

2

3

4

5

5.2 Does your team know how to ask for the business directly — or do they wait to be told the answer?

Behavioural marker: listen to a closing call. Did the rep ask a clear, direct question — 'Are you ready to move forward?' — or did they trail off and hope the buyer would offer.

What good looks like: closing happens through clear, low-friction asks at multiple stages — not a single high-stakes ask at the end.

Psychology read: avoiding the close is usually about avoiding rejection. The rep tells themselves they're 'reading the room' or 'building rapport.' Often they're protecting their feelings at the cost of their commission. Buyers respect reps who ask clearly more than they respect reps who hint.

SCORE 1 — 5	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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5.3 When a buyer says 'we need to think about it,' does your team know what they're actually thinking about?

Behavioural marker: how often does 'let me think about it' produce a clear, follow-up answer within the agreed timeframe? Below 50%, the rep didn't really understand what was unresolved.

What good looks like: 'thinking about it' is met with a calm, specific question — 'What specifically would you like to think through?' — that surfaces the real concern before the buyer leaves the room.

Psychology read: 'I need to think about it' is almost always code for an unresolved concern the buyer didn't want to raise live. Letting it go feels respectful; it's actually negligent. The follow-up usually never produces an answer because the concern was never named.

SCORE 1 — 5	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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5.4 Does your team discount when the buyer asks, or hold price by changing what's in the deal?

Behavioural marker: review the last ten deals. How often did the price come down without a corresponding reduction in scope or terms? Anything above 30% suggests reflexive discounting.

What good looks like: discount conversations result in restructured deals (different scope, terms, payment) rather than reduced margins for unchanged value.

Psychology read: reflexive discounting is a confidence problem disguised as a pricing problem. Reps who don't believe their value is the price they're charging will give it up at the first push. Buyers learn this and push harder next time.

SCORE 1 — 5	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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SECTION 05 TOTAL

_____ / 20

Under 12: systemic gap · 12–16: inconsistent · 17–20: real strength

06

Account growth.

*Why won deals don't expand
and customers quietly drift to competitors.*

REVENUE MOMENT 06

Account growth.

Most teams celebrate the close and then move on. The next 90 days — when the buyer is forming their actual opinion of you — are usually neglected. By the time the renewal conversation comes round, the relationship has cooled and the expansion conversation never happened.

COMMERCIAL SYMPTOMS

- Net revenue retention sits below expansion target despite high satisfaction scores.
- Renewals require unexpected commercial negotiation.
- Account owners can't name three credible growth opportunities per major client.
- Strategic clients drift to competitors who “took the time to get to know them”.

IF YOU USE CALL RECORDINGS

Listen for: *In a quarterly review or check-in, who is doing most of the asking — the buyer or the account owner?*

6.1 After a deal closes, who owns the relationship — and have they introduced themselves before delivery starts?

Behavioural marker: track three deals from close to first 30 days. Is there a structured handoff, or does the buyer feel they've been passed off?

What good looks like: the buyer knows their account owner before the project begins, and has a single accountable point of contact through delivery.

Psychology read: handoff after the close is the moment the buyer tests whether they were sold to or partnered with. Most teams fail this test by treating it as administrative. It's actually emotional — the buyer is deciding whether to invest emotionally in the relationship.

SCORE
1 — 5

1

2

3

4

5

6.2 Does your team have structured conversations with key clients about what's changing in their business — or only when the renewal is due?

Behavioural marker: how often does your team learn about a client's strategic shifts from the news rather than from the client? Frequently means the relationship is shallow.

What good looks like: account owners have a quarterly conversation about the client's commercial priorities, separate from any commercial conversation about your own service.

Psychology read: clients who only hear from you when you want something train themselves to hear from you transactionally. Real account work means showing up when there's nothing to sell — which is also when buyers tell you what they're really thinking.

SCORE 1 — 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1	2	3	4	5

6.3 Can your team name the next three things they could legitimately help each major client with — and has the client agreed?

Behavioural marker: ask account owners to name three growth opportunities per top-ten client. Vague answers indicate no real account plan exists.

What good looks like: every key account has a documented growth plan, refreshed quarterly, with at least three specific opportunities identified and discussed with the client.

Psychology read: account growth requires earning the right to bring up new things. Most reps don't, because suggesting more feels pushy after the deal has closed. The discipline is to make every check-in mutually useful — earning the right to ask, by genuinely listening first.

SCORE 1 — 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1	2	3	4	5

6.4 When a major client leaves or reduces spend, does your team know the warning signs in advance — or only when the cancellation arrives?

Behavioural marker: of your last three lost or reduced accounts, how many were genuinely surprising? If more than one, you don't have an early-warning system.

What good looks like: account owners track quiet signals — drop in engagement, change of contact, slow responses — and act on them within weeks, not months.

Psychology read: clients usually leave emotionally before they leave commercially. The signals are subtle — slower replies, fewer questions, less interest. Teams that read these signals early can save the relationship; teams that wait for the formal notice are reading the obituary.

SCORE 1 — 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1	2	3	4	5

SECTION 06 TOTAL

_____ / 20

Under 12: systemic gap · 12–16: inconsistent · 17–20: real strength

INTERPRETING YOUR SCORES

What your total score actually means.

Add up your six section totals to get a score out of 120. The interpretations below are based on patterns we see across hundreds of commercial teams. They are starting points, not verdicts. The most useful work usually happens at the section level — where a low score reveals a specific behaviour worth fixing — rather than at the total level.

90–120 GENUINELY HIGH-PERFORMING

Your team is operating in the top quartile of commercial teams we encounter. Strengths are observable, repeatable, and absorbed by new hires through culture. The work here is about preserving the standard as the team grows — not about lifting the floor. Watch for any single section scoring below 14: that is the gap that will show up first when conditions tighten.

70–89 STRONG IN PARTS

You have real strengths and real gaps. The shape of your scoring matters more than the total — a team that scores 18 on Discovery and 8 on Closing has a different problem from a team that scores 12 across the board. The first team has a closing-discipline issue; the second has a cultural depth issue. The intervention is genuinely different.

50–69 INCONSISTENT

Your team has competence in pockets, often centred around one or two strong individuals whose behaviour the others haven't yet absorbed. The risk is fragility: when those individuals leave or shift focus, performance drops noticeably. The work is to make implicit knowledge explicit — converting what your top performers do instinctively into something the rest of the team can do deliberately.

Under 50 SYSTEMIC

There are foundational behaviours that aren't yet established. This isn't a judgement of your team — most teams that haven't had structured commercial training score in this band. The good news is that scores in this range tend to move quickly with the right intervention, because the gains come from habits, not heroics.

READING THE PATTERN

What the shape of your scores reveals.

Strong early, weak late

Discovery and qualification high; closing and growth low. Your team can start conversations but can't finish them. Often a confidence issue rather than a skill issue — reps avoid difficult moments at the end of deals because they haven't been taught to navigate them comfortably.

Strong middle, weak edges

Stakeholders and objections high; discovery and growth low. Your team is reactive — they handle what's in front of them but don't originate or expand. Common in teams that came up through inbound sales and haven't yet learned to drive.

Even but low across the board

Most sections in the 8–12 range. Foundational gap. The team is doing reasonable basics without the discipline or psychology to lift performance. Usually responds quickly to structured intervention because the team is willing — they just haven't been shown what good looks like.

One section dramatically lower than the others

Five sections at 14+, one at 8. Specific behavioural gap, often historical. Something happened — a leadership change, a methodology shift, a market move — and one capability didn't rebuild. Usually the fastest fix on this page.

PATTERNS WE'VE SEEN

Two examples from real reviews.

A professional services team — strong discovery, weak closing.

Scored well on discovery and stakeholder understanding. Scored poorly on closing discipline. The issue wasn't capability — the team's diagnostic skills were genuinely strong. It was hesitation. Reps were comfortable advising and uncomfortable converting interest into clear next steps. The intervention wasn't more product training. It was commercial confidence, next-step control, and proposal-stage discipline.

A B2B technology team — even scores, all in the 10–12 range.

No single section stood out as a problem. The team did reasonable basics across the board but nothing reliably well. The diagnosis: a foundational habits gap. They were a willing team that had grown without being shown what good looks like. Eight weeks of structured work lifted the average score to 15+ across all six sections, and average deal size grew alongside it.

FROM SCORE TO ACTION

If a section scored low, here's what we'd address first.

The map below pairs each revenue moment with what the score usually means and what the corresponding intervention typically looks like. It's a starting point, not a prescription — the right intervention depends on context, but the table will tell you directionally where the work would begin.

LOW-SCORING AREA	WHAT IT USUALLY MEANS	WHAT WE'D ADDRESS FIRST
Discovery	The team isn't creating commercial depth early enough.	Question quality, commercial-problem framing, cost-of-inaction articulation.
Qualification	The team is protecting a weak pipeline rather than testing it.	Disqualification discipline, commitment-test design, deal-exit rules.
Stakeholders	Deals depend on too few relationships to be safe.	Stakeholder mapping, champion testing, multi-threading habits.
Objections	Reps are answering the surface objection, not the real one.	Objection diagnosis, risk conversations, confidence under pressure.
Closing	The team is avoiding direct asks and hoping the buyer offers.	Next-step control, proposal-journey awareness, decision-path discipline.
Account growth	Clients are being serviced rather than developed.	Account-plan rigour, strategic review meetings, expansion triggers.

If you'd like a sense of what these interventions actually look like in practice for your team — your buyers, your sales motion, your market — the next page tells you how to arrange that conversation.

WHAT TO DO WITH WHAT YOU'VE FOUND

Three ways to take this further.

OPTION 01**Use it internally.**

Take this audit to your next leadership meeting. The conversations it provokes — where members of the leadership team genuinely disagree about what good looks like — are worth more than the scores themselves. You don't need us for this. Most teams who use the audit this way find it surfaces 2–3 specific behaviours they want to address.

OPTION 02**Book a Revenue Moments Review.**

Bring your scores to a focused 30-minute conversation. We'll help you interpret the pattern, identify the two or three behaviours most likely to be costing you revenue, and tell you what we'd address first — sequenced and weighted by likely commercial impact. This is a working session, not a sales pitch. If a structured programme isn't the right answer for you, we'll say so and suggest what is.

OPTION 03**Request a tailored proposal.**

If your scores point to a specific gap and you want a structured programme designed around your team, your buyers, and your market, request a tailored proposal. We design every programme from scratch — there are no off-the-shelf modules. The first conversation is a scoping discussion, not a pitch.

HOW TO REACH US

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*Most enquiries receive a personal response from a senior consultant within four working hours.
We don't use chatbots, automated sequences, or generic decks.
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