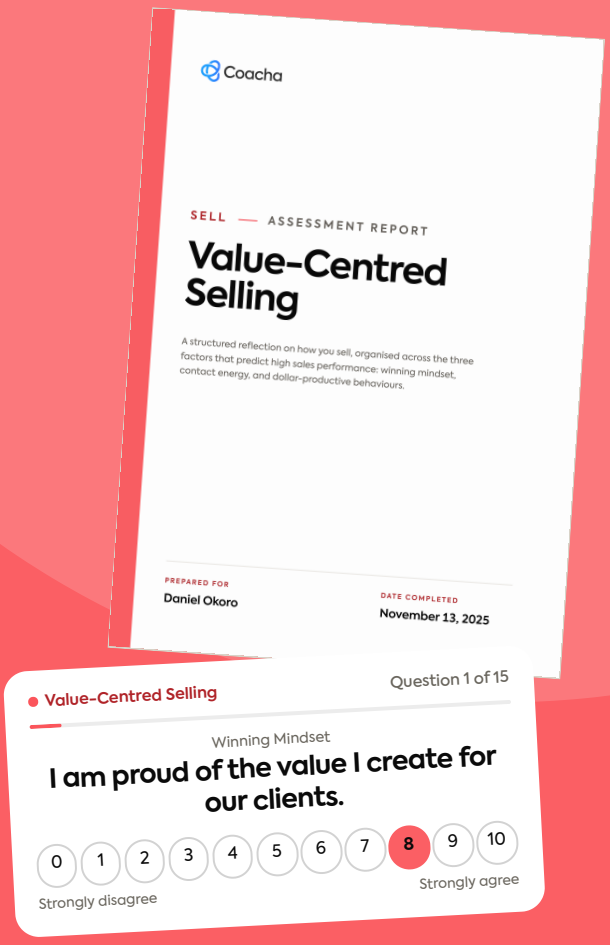
THE SELL GUIDE

Sell

SELLING THAT CREATES VALUE

Selling that creates value, and the weekly rhythm behind it.



IN THIS GUIDE

At a glance	Why Sell	**2**
Value-Centred Selling	Assessment	**3**
Value-Centred Sales Leadership	Assessment	**12**
Sales actions	Weekly rhythm	**19**
For sales leaders and HR	Team and cohort views	**21**

AT A GLANCE

Why Sell

Selling that creates value, and the weekly rhythm behind it.

THE CHALLENGE

Sales training fades within weeks, and leaders see the number long before they see the behaviour behind it.

WHAT COACHA DOES

Sell develops the mindset and behaviours behind value-centred selling, then builds a weekly habit: plan the actions that move deals, and review what got done with the team leader.

WHAT CHANGES

- **One way of selling across the team**
- **Leaders who coach the behaviour, not only the number**
- **A weekly rhythm of planning and follow-through**

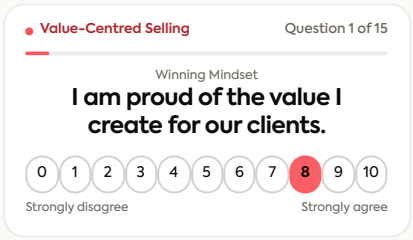
IN SELL

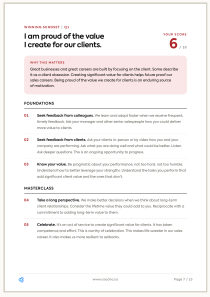
Value-Centred Selling

How each salesperson creates value for clients, and what to practise next.

15 statements, about three minutes

Their own results are theirs alone.



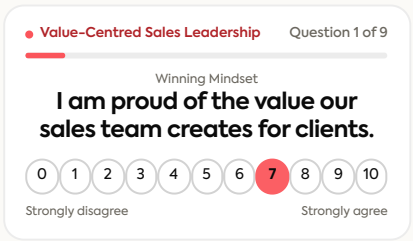


Value-Centred Sales Leadership

How sales leaders build a team that sells on value.

9 statements, about two minutes

Their own results are theirs alone.



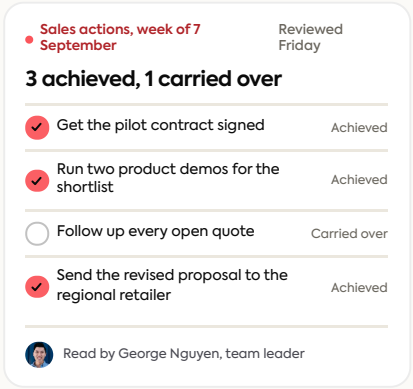


Sales actions

Plan the actions that move deals each week, then record what got done.

Three actions a week, up to five

Read by the salesperson and their team leader.





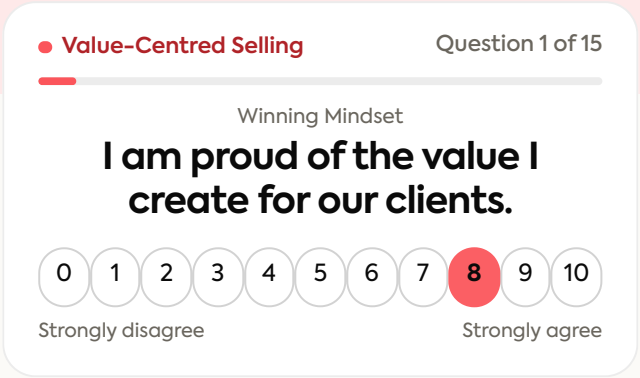
ASSESSMENT

Value-Centred Selling

Selling by creating value rather than extracting it.

Value-Centred Selling measures the three things behind valuable selling: a winning mindset, the energy a salesperson brings to client contact, and the behaviours that turn conversations into revenue. Each salesperson sees their strengths and the area to practise next.

Questions	15 statements, each rated 0 to 10
Time	About 3 minutes, on any device
Answered by	The salesperson, about their own selling
Read by	Only the salesperson. The organisation sees averages
Development	A module for each of the 15 questions, read in the report and in the library



One statement at a time, rated 0 to 10, in about three minutes.

WHAT CHANGES

- **Conversations customers find worth having**
- **One area to practise next, not a list of ten**
- **A shared standard for how the team sells**

WHAT IT ASKS

Three factors, five statements each.

Every statement is rated from 0 to 10. The factors are averaged and every answer is ranked, strongest first.

Winning Mindset

Knowing the value we create is authentic and powerful. We discuss the value we want to give and receive each client meeting, knowing what motivates us to sell, having annual SMART goals, and having ambitious weekly process goals.

01 I am proud of the value I create for our clients

02 I aim to give and receive value in each client meeting

03 I am motivated to sell in my job

04 I have stretching, measurable, attractive, and realistic sales goals for this year

05 I have ambitious, weekly sales goals

Contact Energy

The energy we bring to selling unlocks value. We discuss bringing positive energy to client conversations, overcoming the different forms of contact reluctance, and quickly rebounding from prospects saying 'no'.

06 I have enough physical energy to excel in my sales job

07 I bring positive energy to conversations with clients

08 I do not procrastinate when I want to contact clients

09 I telephone clients when it is more effective than emailing them

10 I quickly rebound when potential clients say 'no'

Dollar-Productive Behaviours

Regular valuable actions compound sales success. We discuss optimising sales team meetings, daily activity plans, matching value to the stage of the buying cycle, language for closing sales, and being confident and skilful negotiating price and terms.

11 Our sales team meetings help me to achieve my sales goals

12 I have a clear plan for the sales behaviours I will perform each workday

13 I understand how to give and receive value at each stage of my client's buying cycle

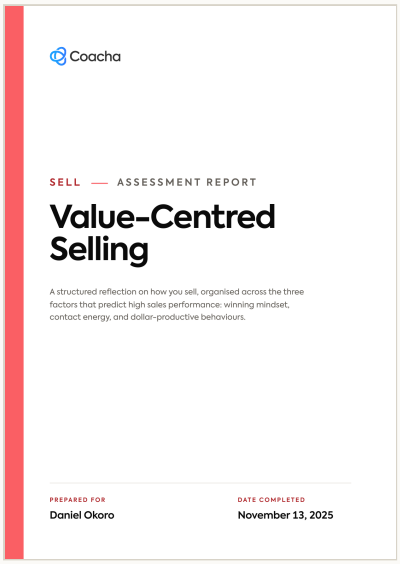
14 I know what to communicate to help close sales

15 I am confident negotiating price and terms with clients

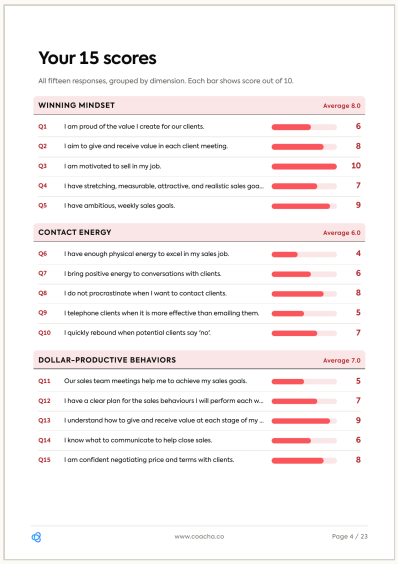
THE REPORT

A report the salesperson keeps.

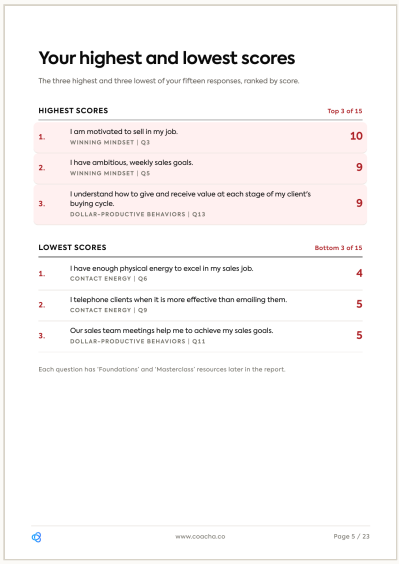
A designed report on screen and as a PDF, with a page of development resources for each of the 15 answers.



Cover
The salesperson's own report.



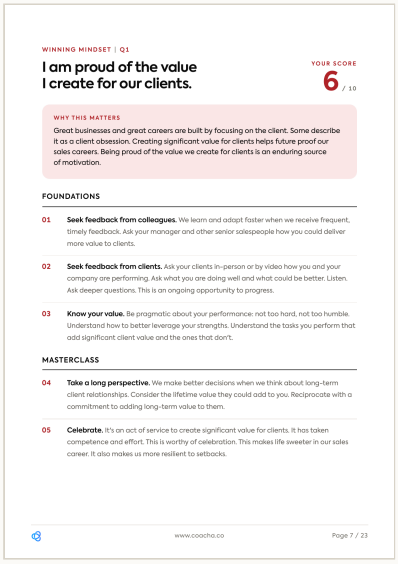
All 15 scores
Grouped by factor.



Highest and lowest
Strongest and the ones to work on.



A factor in focus
Its score, then its questions.



A page for every question
Why it matters, then five tips.

DEVELOPMENT LIBRARY

All 15 modules, every tip in full.

Every Value-Centred Selling module as people read it: why the question matters, then each Foundations and Masterclass tip, in full.

Winning Mindset

5 questions

Q1 I am proud of the value I create for our clients

Great businesses and great careers are built by focusing on the client. Some describe it as a client obsession. Creating significant value for clients helps future proof our sales careers. Being proud of the value we create for clients is an enduring source of motivation.

FOUNDATIONS

01 **Seek feedback from colleagues.** We learn and adapt faster when we receive frequent, timely feedback. Ask your manager and other senior salespeople how you could deliver more value to clients.

02 **Seek feedback from clients.** Ask your clients in-person or by video how you and your company are performing. Ask what you are doing well and what could be better. Listen. Ask deeper questions. This is an ongoing opportunity to progress.

03 **Know your value.** Be pragmatic about your performance: not too hard, not too humble. Understand how to better leverage your strengths. Understand the tasks you perform that add significant client value and the ones that don't.

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04 **Take a long perspective.** We make better decisions when we think about long-term client relationships. Consider the lifetime value they could add to you. Reciprocate with a commitment to adding long-term value to them.

05 **Celebrate.** It's an act of service to create significant value for clients. It has taken competence and effort. This is worthy of celebration. This makes life sweeter in our sales career. It also makes us more resilient to setbacks.

Winning Mindset, continued

5 questions

Q2 I aim to give and receive value in each client meeting

Every client meeting is an opportunity to create value for the client, our company, and us. Many salespeople are mere visitors. Instead, we want to ask the 2 essential questions: what value can I provide them and what value would I like from them in this meeting?

FOUNDATIONS

01 **Prepare.** Schedule time to prepare for significant meetings. Use your CRM to recall previous discussions and deals. Think about what is at stake for your client. In the minutes before you meet, set your mood to friendly assertiveness.

02 **Enlist the whole company.** Winning sales teams bring resources from their whole company to the client. Salespeople don't need to know everything about a product or service. But they need to know which colleagues do.

03 **Identify where the client is in their buying cycle.** Clients are persuaded by different things depending upon how advanced they are in purchasing from us. Value could be education, tailored solutions, and time to contemplate.

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04 **Be a thought curator.** Few people are genuine thought leaders but all of us can be thought curators. We can synthesise industry knowledge and discuss new trends. We get to share with each client collective themes from other clients.

05 **Adapt.** The value we give and receive in a meeting is a collaboration with the client. They will have their own wants. Preparation helps us adapt to a variety of buying conversations. Being in the moment helps us co-create valuable solutions.

Winning Mindset, continued

5 questions

Q3 I am motivated to sell in my job

Self-motivation defines elite performers in any vocation. It's our job as salespeople to motivate ourselves to sell. Our sales managers can provide us resources, but we need to prospect and close.

FOUNDATIONS

01 **Seek competence.** Learning new information and skills is rewarding. Applying what we've learned reinforces our self-belief. It's validating for us when clients acknowledge that our skills and effort delivered them value.

02 **Seek autonomy.** None of us like to be micro-managed. We enjoy the freedom to control our calendars, prioritise meetings, and solve problems. Being conscientious and competent leads to managers trusting us with more autonomy.

03 **Seek relatedness.** A core human driver is to connect with other people. Salespeople get to learn the hopes and fears of their clients. They get to form long-term, significant relationships with their clients.

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04 **Dignify money.** Selling is hard so it attracts significant compensation. Money is motivating as a scorecard of achievement. Money also enables us to take care of ourselves and our loved ones, now and in the future.

05 **Feel good by delivering value.** Helping clients leads to the release of the feel-good neurotransmitters dopamine, serotonin, and oxytocin. These increase bonding and a sense of wellbeing for salespeople and clients.

Q4 I have stretching, measurable, attractive, and realistic sales goals for this year

Stretching, measurable, attractive, realistic, and time-framed (SMART) goals work for salespeople. They focus our effort. They help us be accountable to ourselves and our team. Achieving SMART goals means we are relevant and can excel.

FOUNDATIONS

01 **Choose goals that are attractive.** Attractive goals help sustain motivation across a year. When your goals align with your personal interests or values, you're more likely to put in the effort needed to achieve them.

Winning Mindset, continued

5 questions

Q4, continued

02 **Align with your managers.** We want our annual sales goals to align with the goals of our manager and company. We add more value when we advance broader sales strategy. This could include segmentation, territory, and pricing.

03 **Stay courageous.** It takes courage to keep risking failure as salespeople. When you're not meeting your SMART goals, evaluate what is working and what isn't. Be proud of your tenacity to keep going.

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04 **Stretch and re-stretch.** Once we've achieved our goals, it can be tempting to go into cruise mode. Re-stretching goals helps us reach our potential as salespeople. This is also a stimulating way to work.

05 **Seek allies with the same mission.** Which colleagues might share your challenging sales goals? How could you collaborate better with them? The more allies we have on our mission increases our probability of success. 1 + 1 + 1 = 8.

Q5 I have ambitious, weekly sales goals

High performing salespeople make each week count. We don't want to drift. There are competitors who will try to win our clients if we're complacent. We can challenge ourselves at the beginning of each week to significantly advance our annual sales goals.

FOUNDATIONS

01 **Make sales team meetings count.** Build accountability by sharing with your colleagues what your goals are for the week. Seek your colleagues' insights on difficult clients. Look for other opportunities to collaborate.

02 **Have disciplined process goals.** Disciplined prospecting is within our control. Chunk big goals into smaller, doable actions. Celebrate good process. This is motivating as it recognises our progress.

03 **Have ambitious outcome goals.** Have a sense of urgency about what you can sell or progress in a week. Bold outcome goals inspire us to be creative. They challenge us to try different ways to close deals.

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04 **Benchmark to the best.** Observe what elite salespeople do in your company and industry. How consistent are they? Model their approach. And consider if there is anything that you can do better than them.

Winning Mindset, continued

5 questions

Q5, continued

05 **Find flow.** Flow is a peak state in our work. It's when we're deeply engaged, using our strengths on challenging tasks, and barely noticing the passing of time. Flow is an emotional state where we enjoy the journey to achieving our goals.

Contact Energy

5 questions

Q6 I have enough physical energy to excel in my sales job

Buyers are persuaded by salespeople with a high level of energy. It provides confidence they will deliver. To excel in our careers we need enough sleep, to eat well, and exercise. These are the foundations of being a corporate athlete.

FOUNDATIONS

01 **Get enough sleep.** Most of us need at least 6.5 hours of sleep to think at our best. Set a regular time to go to bed. Have the room as dark as you can. If you struggle to sleep, stay in bed and appreciate the rest. Don't dwell on a bad night's sleep.

02 **Eat well.** There is consensus amongst dieticians that we should limit sugary, refined food. A nutritious diet helps us avoid energy cliffs in our workday. Adequate water also helps us perform at our best.

03 **Exercise smart.** Regular aerobic training and lifting weights help us to stay healthy. It also makes us look energetic. Physical fitness enhances our mental fitness. We can focus harder for longer.

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04 **Seek calmness.** When we're stressed at work, we want to get back in the zone of high performance. Deep breathing, meditation, and music calms us. We can also think, 'it's my choice to do this difficult thing.'

05 **A system of habits.** Optimising our physical energy is made easier when we: pack our gym clothes the night before, stock our work fridge with nutritious food, and set our alarm for a time to go to bed. Habits set us to succeed.

Contact Energy, continued

5 questions

Q7 I bring positive energy to conversations with clients

Customers are busy. They often have multiple potential suppliers with minor differences in product. We can differentiate ourselves by consistently bringing positive energy to conversations with clients.

FOUNDATIONS

01 **Listen well.** Our customers want to feel heard. We can be excellent listeners no matter what the problem. Excellent listening includes not interrupting your client and giving them additional time to add to their thoughts.

02 **Use positive body language.** Walk into rooms with purpose. Make eye contact and smile. Sit at tables with your sternum-up. When addressing large groups, use large, slow gesticulations.

03 **Have a positive voice.** Sternum-up, with your mouth wide open helps you project your voice. Vary your voice pace and volume to inject energy. Choose words that are friendly and assertive.

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04 **Get in-the-zone of high performance.** If our energy is low, it may seem that we don't care. If our energy is too high, we may seem anxious and lacking confidence. Get in the zone by deep breathing, listening to music, or imagine liking your client.

05 **Display warmth.** When we display warmth to people, we prompt them to release oxytocin. This predisposes them to trust and reciprocate positive emotions. Clients will want to spend time with us if we're warm and friendly.

Q8 I do not procrastinate when I want to contact clients

Some salespeople want to contact a client but delay or avoid doing so. This is contact reluctance. It involves fear of the client saying 'no' or the client treating the contact as intrusive. Overcoming contact reluctance increases our sales and enjoyment of work.

FOUNDATIONS

01 **Be curious.** Our clients are interesting. Business is interesting. Approach clients with a mindset of uncovering and solving a puzzle. Each client contact is an opportunity to learn and exchange ideas.

Contact Energy, continued

5 questions

Q8, continued

02 **Prospect at defined times.** Schedule blocks of time each week to contact clients. Defend this time from low-value tasks. Regard it as time where you get to be curious, apply your skills, and add value.

03 **Prospect in pairs.** Having a sales buddy can increase accountability, lower stress, and make prospecting more fun. Choose someone with a high level of motivation and energy. You can help each other to advance your sales skills.

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04 **Care but don't care too much.** We can delay prospecting because we load too much pressure on ourselves. Breathe. It's just a call. If the prospect is unpleasant then that's about them. Most prospects are polite and many are friendly.

05 **Regard yourself as an ambassador.** Every time you speak with a client, you bring the whole of your company with you. Curate resources that help your client succeed with their clients. This approach helps you to be dignified and confident.

Q9 I telephone clients when it is more effective than emailing them

Busy clients are already bombarded by similar emails. AI agents are increasing messages sent by text, LinkedIn, and email. Being persuasive by telephone is a growing source of competitive advantage for salespeople. Human contact counts even more in the age of AI.

FOUNDATIONS

01 **Defeat telephobia.** Some salespeople defer to email because they're uncomfortable calling. To help overcome this contact reluctance, schedule specific times to call. Have a curious mindset. And focus on the value you could create for the client.

02 **Call when it's attractive to your client.** Busy clients appreciate us being flexible on scheduling conversations. Early and late calls show we're committed. Offer to call when they're in transit. Walking phone meetings are productive.

03 **Put yourself on mute.** When we meet face to face, we get visual cues that the client has more to say. We're more likely to interrupt or talk over when we're on a phone call. To solve this and listen better, put yourself on mute while the client is talking.

Contact Energy, continued

5 questions

Q9, continued

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04 **Know how to get past gatekeepers.** Enlist the assistance of EAs and other colleagues of your client. Let them know a bit about why you're calling and ask when is a good time to again call your client? Most people are helpful.

05 **Ask double bind questions.** Examples: 'is it best that I call you again this afternoon or tomorrow morning?' Or 'does it suit you to meet on Wednesday or Friday?' These telephone questions are direct and give the client choice.

Q10 I quickly rebound when potential clients say 'no'

Being resilient to setbacks is essential to being a high performing salesperson. Resilience enables us to take smart risks. It helps us to continue prospecting while other salespeople may retreat. Resilience helps us to enjoy work and broader life.

FOUNDATIONS

01 **Focus on what's within your control.** We feel like we have agency when we act. We avoid rumination, use our strengths, and add value to other clients. Positive actions give us momentum to bounce back.

02 **Gain support from colleagues.** Let colleagues know what they can do to help if you have a run of clients saying 'no'. Colleagues can provide useful suggestions that help our prospecting. Colleagues enjoy feeling useful.

03 **Stay healthy.** Mental resilience is supported by physical resilience. Go to bed at a reasonable time. Eat nutritious food and drink enough water. Have short bursts of exercise if you're very busy. Walking meetings promote good decisions and health.

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04 **Be generous.** We feel better when we're generous to others. Focusing on others re-directs us from being pessimistic about setbacks. Helping colleagues and clients provides us a range of positive emotions. It also demonstrates self-leadership.

05 **Bounce forward.** It's good to bounce back from setbacks. It's great to bounce forward. This is when we learn from the setback and return more resourceful and competitive.

Dollar-Productive Behaviors

5 questions

Q11 Our sales team meetings help me to achieve my sales goals

Sales team meetings are opportunities for learning, accountability, and collaboration. Each of us can contribute to effective team meetings. It's a shared responsibility. We can also suggest ideas for better team meetings to sales leaders.

FOUNDATIONS

01 **Be relevant.** Prepare for the meeting, arrive on time, and be attentive. This is an opportunity to give and receive value. Your sales colleagues can be important stakeholders in your career.

02 **Learn from others.** Observe what's working well and less well for colleagues. Encourage them to share their insights and wisdom. How are their clients buying? What broader market opportunities and risks are emerging?

03 **Manage your visibility.** It's constructive for team members to know our achievements. Some of us can be too humble. Share your progress with your colleagues and seek their advice on how to leverage your effort more.

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04 **Collaborate.** Collaboration is a winning strategy for ambitious salespeople. Winning bigger deals, cross-selling, and taking holidays is made easier by supportive colleagues. Look for opportunities in each team meeting for collaboration.

05 **Display leadership.** Defend the airtime of quieter voices, circle back to people who have been spoken over, and acknowledge good points that are contrary to yours. Commit to getting the right outcome for the team, not simply being right.

Q12 I have a clear plan for the sales behaviours I will perform each workday

Elite performers in any field want to make each day count. We don't want our days to drift as salespeople. Sales is a competitive vocation. Having a clear plan of dollar-productive behaviours helps us win. A plan means we start each day with energy and focus.

FOUNDATIONS

01 **Build a system of habits.** We don't want to waste energy negotiating with ourselves. Habits enhance productivity. We want preparation, prospecting, and closing to be habitual. We want being value-centred to be habitual.

Dollar-Productive Behaviors, continued

5 questions

Q12, continued

02 **Defend against distractions.** Minimise both self-inflicted and external distractions. Politely set boundaries with colleagues. Create a workspace where you can focus when you speak with clients. Switch-off social media.

03 **Assess and recalibrate.** At the end of your workday, review sales activities and metrics, follow up with clients, and update your CRM. Reflect on successes and areas for improvement. Plan and prioritise tomorrow's sales behaviours.

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04 **Delight the client.** Great organisations are obsessed by improving client experience. What can you do to delight clients today? Have a default position of 'let's try to give you what you want.' Clients love a can-do attitude. Deliver client service alpha.

05 **Practise Kaizen.** Commit to the philosophy of continuous improvement. Refine sales skills, reduce low-value activities, and use feedback to boost productivity and client satisfaction. Daily improvements compound to an excellent sales career.

Q13 I understand how to give and receive value at each stage of my client's buying cycle

Clients that purchase high-value services or products have multiple stages in their buying cycle. They typically have more than one decision-maker. We want to align the value we aim to give and receive with their buying stage.

FOUNDATIONS

01 **Understand buying stages.** Stages might include awareness, engagement, contemplation, agreement, retention, and advocacy. Dealing with objections, negotiation, upselling, and exit could happen at multiple stages.

02 **Listen to how the client describes their situation.** How aware are they of their problems and opportunities? Assess importance and urgency. What have they done so far? Are they using or considering other suppliers?

03 **Use AI.** AI predicts a client's buying stage by analysing behavioural and historical data. It also scores leads, personalises communication, and adapts strategies in real time to maximise conversion. If you have a client data team, befriend them.

Dollar-Productive Behaviors, continued

5 questions

Q14 continued

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04 **Build a network of allies at your client.** Invest time to have multiple strong relationships at your client's organisation. This assists with discovering and winning potential business. It also assists with retention and pricing power.

05 **Be a trusted advisor at every stage.** Every stage of the client buying cycle benefits from you displaying trustworthiness. Trust leads to faster decisions, larger purchases, and better referrals.

Q14 I know what to communicate to help close sales

Salespeople need to close deals. Sometimes we are fortunate that the client comes to us determined to buy. But much of the time we need to persuade them. Deliberate communication increases the probability of us getting to 'yes'.

FOUNDATIONS

01 **Add value across the buying cycle.** A contemporary version of 'always be closing' is 'always be building perceived value'. We can close deals more easily when we've communicated layers of value for the client.

02 **Be a mood manager.** Excellent salespeople cultivate their emotional intelligence. They're aware of how they're feeling and how the client is likely feeling. Communication is then tailored. Empathy is used. Energy is matched.

03 **Allow the client to contemplate in silence.** After we've communicated value, we need to give the client time to evaluate our offering. If we push too hard, they will push back. Resist over-selling. Focus on other prospects while the client considers.

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04 **Use client testimonials.** Prospects are more likely to buy when they see similar clients buying from us. Purchasing feels safer. Testimonials are valuable social proof. Publish as many written and video recommendations as you can gather.

05 **Have a library of closing sentences.** Experienced salespeople have tested a variety of closes. They listen to what works for other salespeople. We can also ask trusted clients what has persuaded them.

Dollar-Productive Behaviors, continued

5 questions

Q15 I am confident negotiating price and terms with clients

Effective negotiation can generate more dollars per minute than almost any activity. Many buyers and sellers are uncomfortable negotiating. Salespeople who are skilful and confident negotiators can optimise price and terms with clients.

FOUNDATIONS

01 **Prepare.** Seek to know your client's temperament, motivations, and timeframe. Identify ideal and acceptable outcomes. Anticipate tactics. Role-play upcoming negotiations with colleagues. Be prepared for silences.

02 **Focus on common ground.** Prepare for areas of agreement in addition to areas of dispute. Regularly summarise what is agreed. This builds a healthy negotiation climate and momentum.

03 **Concede discounts in small increments.** Clients are more likely to accept a price with 2 small discounts than 1 discount equal to the 2 smaller discounts. Discounting in smaller increments also permits acceptance to occur with less discounting.

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04 **Wait before responding with a counterproposal.** The buyer is less receptive to a counter soon after they have tabled a significant proposal. Listen, take notes, and thank them. It's often useful to say you will respond in 48 hours.

05 **Be prepared to walk away.** Your position is strengthened when clients believe you are willing to walk away from a deal. Having a full sales pipeline gives additional confidence to not accept an unattractive deal.

ASSESSMENT

Value-Centred Sales Leadership

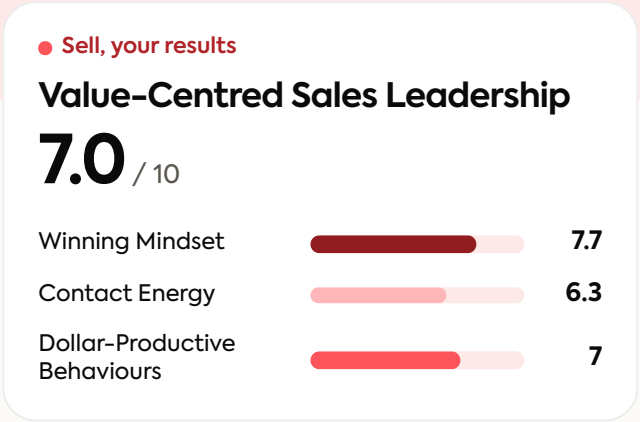
Leading a sales team to value-centred outcomes.

Value-Centred Sales Leadership shows sales leaders how they build their team's mindset, defend its energy and coach the behaviours that drive revenue, with practical resources for the area each leader wants to grow.

Questions	9 statements, each rated 0 to 10
Time	About 2 minutes, on any device
Answered by	The sales leader, about their own leadership
Read by	Only the sales leader
Development	A module for each of the 9 questions, read in the report and in the library

WHAT CHANGES

- **Sales leaders who coach the behaviour, not only the number**
- **A clear focus for each leader's own development**
- **Teams that sell the same way, whoever leads them**



A sales leader's own results across the three domains.

WHAT IT ASKS

Three domains, three statements each.

Nine statements, rated from 0 to 10, about how the leader leads salespeople.

Winning Mindset

Knowing the value the team creates is authentic and powerful. We discuss how to foster team pride, motivate a range of salespeople, and agree ambitious sales goals with each team member.

01 I am proud of the value our sales team creates for clients

02 I understand how a range of salespeople are motivated

03 I agree ambitious sales goals with each team member

Contact Energy

The energy a team brings to selling unlocks value. We discuss defending the energy and time of your salespeople, promoting selling as a valuable career, and helping your salespeople be resilient.

04 I defend the energy and time of my salespeople

05 I promote selling as a valuable career

06 I help our sales team be resilient

Dollar-Productive Behaviours

Regular valuable actions compound sales success. We discuss having goal-directed sales meetings, facilitating sufficient sales prospecting, and coaching team members to drive and retain revenue.

07 Our sales team meetings help us achieve our sales goals

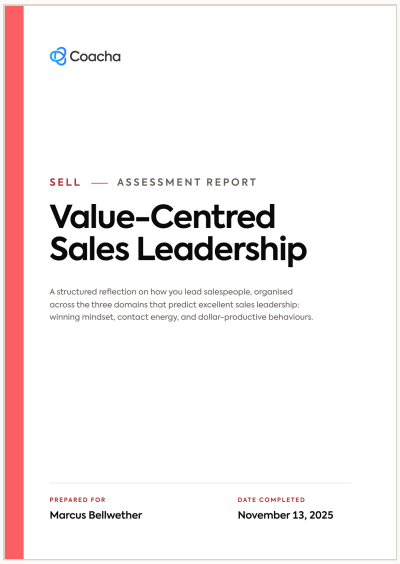
08 My salespeople prospect enough each week

09 I coach sales team members to drive and retain revenue

THE REPORT

A report the sales leader keeps.

The same designed report, built for the leader of a sales team, with a page of resources for each of the nine answers.


Coacha

SELL — ASSESSMENT REPORT

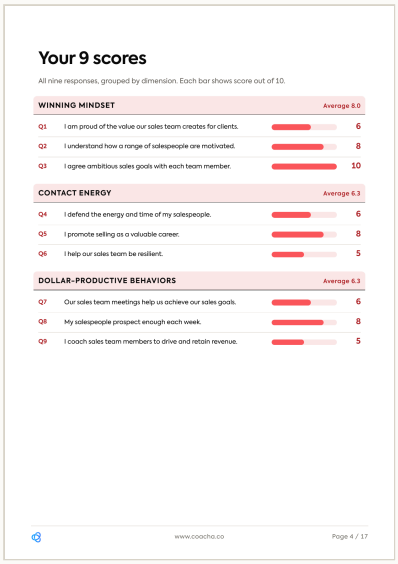
Value-Centred Sales Leadership

A structured reflection on how you lead salespeople, organised across the three domains that predict excellent sales leadership: winning mindset, contact energy, and dollar-productive behaviours.

PREPARED FOR
Marcus Bellwether

DATE COMPLETED
November 13, 2025

Cover
The sales leader's own report.


Your 9 scores

All nine responses, grouped by dimension. Each bar shows score out of 10.

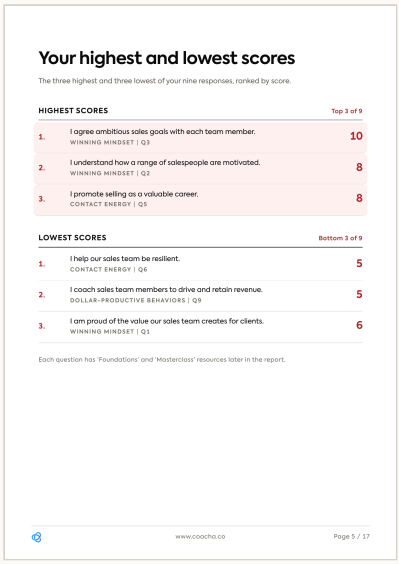
WINNING MINDSET — Average 8.0
Q1 I am proud of the value our sales team creates for clients. 6
Q2 I understand how a range of salespeople are motivated. 8
Q3 I agree ambitious sales goals with each team member. 10

CONTACT ENERGY — Average 6.3
Q4 I defend the energy and time of my salespeople. 6
Q5 I promote selling as a valuable career. 8
Q6 I help our sales team be resilient. 5

DOLLAR-PRODUCTIVE BEHAVIORS — Average 6.3
Q7 Our sales team meetings help us achieve our sales goals. 6
Q8 My salespeople prospect enough each week. 8
Q9 I coach sales team members to drive and retain revenue. 5

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All nine scores
Grouped by domain.


Your highest and lowest scores

The three highest and three lowest of your nine responses, ranked by score.

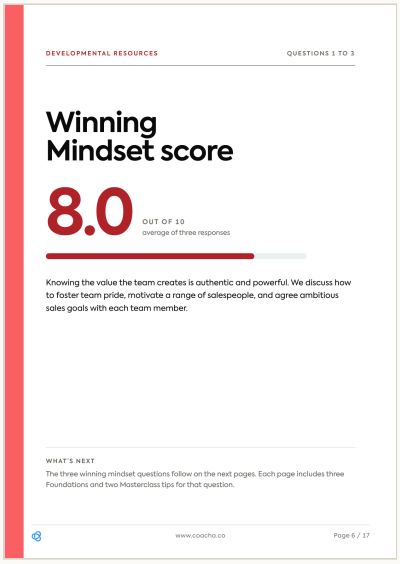
HIGHEST SCORES — Top 3 of 9
1. I agree ambitious sales goals with each team member. WINNING MINDSET | Q3 — 10
2. I understand how a range of salespeople are motivated. WINNING MINDSET | Q2 — 8
3. I promote selling as a valuable career. CONTACT ENERGY | Q5 — 8

LOWEST SCORES — Bottom 3 of 9
1. I help our sales team be resilient. CONTACT ENERGY | Q6 — 5
2. I coach sales team members to drive and retain revenue. DOLLAR-PRODUCTIVE BEHAVIORS | Q9 — 5
3. I am proud of the value our sales team creates for clients. WINNING MINDSET | Q1 — 6

Each question has 'Foundations' and 'Masterclass' resources later in the report.

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Highest and lowest
Strongest and the ones to work on.


DEVELOPMENTAL RESOURCES — QUESTIONS 1 TO 3

Winning Mindset score

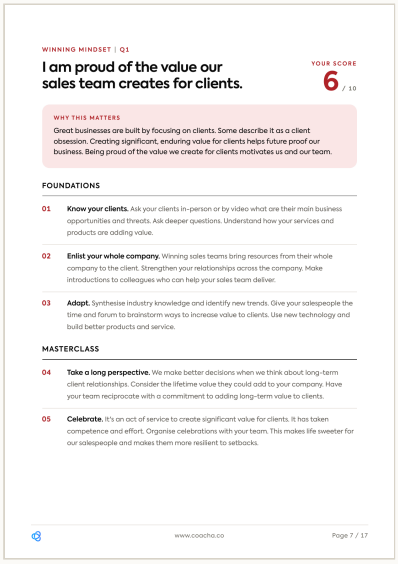
8.0 OUT OF 10 average of three responses

Knowing the value the team creates is authentic and powerful. We discuss how to foster team pride, motivate a range of salespeople, and agree ambitious sales goals with each team member.

WHAT'S NEXT
The three winning mindset questions follow on the next pages. Each page includes three Foundations and two Masterclass tips for that question.

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A domain in focus
Its score, then its questions.


WINNING MINDSET | Q1

I am proud of the value our sales team creates for clients.

YOUR SCORE 6 / 10

WHY THIS MATTERS
Great businesses are built by focusing on clients. Some describe it as a client obsession. Creating significant, enduring value for clients helps future proof our business. Being proud of the value we create for clients motivates us and our team.

FOUNDATIONS

01 **Know your clients.** Ask your clients in-person or by video what are their main business opportunities and threats. Ask deeper questions. Understand how your services and products are adding value.

02 **Enlist your whole company.** Winning sales teams bring resources from their whole company to the client. Strengthen your relationships across the company. Make introductions to colleagues who can help your sales team deliver.

03 **Adapt.** Synthesise industry knowledge and identify new trends. Give your salespeople the time and forum to brainstorm ways to increase value to clients. Use new technology and build better products and service.

MASTERCLASS

04 **Take a long perspective.** We make better decisions when we think about long-term client relationships. Consider the lifetime value they could add to your company. Have your team reciprocate with a commitment to adding long-term value to clients.

05 **Celebrate.** It's an act of service to create significant value for clients. It has taken competence and effort. Organise celebrations with your team. This makes life sweeter for our salespeople and makes them more resilient to setbacks.

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A page for every question
Why it matters, then five tips.

DEVELOPMENT LIBRARY

All nine modules, every tip in full.

Every Value-Centred Sales Leadership module as people read it: why the question matters, then each Foundations and Masterclass tip, in full.

Winning Mindset

3 questions

Q1 I am proud of the value our sales team creates for clients

Great businesses are built by focusing on clients. Some describe it as a client obsession. Creating significant, enduring value for clients helps future proof our business. Being proud of the value we create for clients motivates us and our team.

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Winning Mindset, continued

3 questions

Q2 I understand how a range of salespeople are motivated

Salespeople have the primary responsibility to motivate themselves. Sales leaders, however, can enhance motivation. Facilitate competence, autonomy, relatedness, and meaning for your sales team. Advocate for them to be generously compensated.

FOUNDATIONS

01 **Facilitate competence.** Learning new information and skills is rewarding. Applying what we've learned reinforces our self-belief. Provide opportunities for your people to learn and leverage existing strengths. Acknowledge their competence.

02 **Facilitate autonomy.** None of us like to be micro-managed. We enjoy the freedom to control our calendars, prioritise sales behaviours, and solve problems. Trust your people and empower them to sell.

03 **Facilitate relatedness.** A core human driver is to connect with other people. Salespeople get to form significant relationships with their colleagues and clients. Sponsor events that allow your team to deepen their relationships.

MASTERCLASS

04 **Facilitate meaning.** Our work feels meaningful when we understand the value we create. Praise your team for their contribution. Solicit positive feedback from clients and senior colleagues and share it with the team.

05 **Compensate generously.** Money is a scorecard of achievement for salespeople. It enables them to take care of themselves and loved ones, now and in the future. Advocate for your team to be well paid for delivering good results.

Winning Mindset, continued

3 questions

Q3 I agree ambitious sales goals with each team member

Sales leaders are often better judges than their team of what sales results are possible. Encourage and agree ambitious sales goals with each of your team. Approach these goals with urgency. Be tenacious in measuring and discussing progress with the team.

FOUNDATIONS

01 **Benchmark to the best.** Have the team observe what elite salespeople do in your company and industry. What sales results do they achieve? What sales behaviours deliver these results? Note what can be done even better.

02 **Use SMART goals.** Stretching, measurable, attractive, realistic, and time-framed goals work. Individual and team SMART goals are useful. Monthly, quarterly, and annual SMART goals are relevant to most teams.

03 **Encourage disciplined process goals.** We can't control the outcome of a client decision. We can control consistent prospecting, preparing well for meetings, and being attentive listeners. Ambitious process delivers ambitious outcomes.

MASTERCLASS

04 **Stretch and re-stretch.** Once we've achieved our sales goals, it can be tempting to go into cruise mode. Re-stretching goals helps our salespeople to reach their potential. Pause, celebrate, then strive for more success.

05 **Know your salespeople.** Optimistic salespeople typically try harder if they miss a target. Pessimistic salespeople may be discouraged if they miss and benefit from sub-goals with a shorter timeframe. Understand what drives each team member.

Contact Energy

3 questions

Q4 I defend the energy and time of my salespeople

Buyers are persuaded by salespeople with a high level of energy. This provides confidence they will receive value. Sales leaders can help their team maintain high physical and psychological energy. They can also protect them from tasks that add little value.

FOUNDATIONS

01 **Facilitate physical energy.** Encourage your team to have sufficient time to sleep, eat well, and exercise. This helps them be corporate athletes who don't burn out. Notice if a team member seems fatigued or is working too long.

02 **Avoid busy work.** Protect your people from low value requests by colleagues. Teach them how to qualify client requests so excessive work is not performed. Avoid unproductive meetings and uploading irrelevant information to CRMs.

03 **Get in-the-zone.** Effective leaders optimise the mood of their team. Inject energy if the team is complacent about generating sales. Calm the team if they're feeling anxious about selling. Mood management requires noticing.

MASTERCLASS

04 **Reduce frustrations.** Deliver adequate tools, respond quickly to requests, and provide certainty on compensation. Service is part of the leadership toolkit. Help your people focus on what's within their control.

05 **Encourage positivity.** Salespeople feel energised when they have positive body language, energy in their voice, and display genuine warmth. Clients are likely to reciprocate. This forms a virtuous circle of positive energy in the relationship.

Q5 I promote selling as a valuable career

Selling is a career that can place you in the top 1 per cent of all earners. Good salespeople continue to be paid well in recessions. Salespeople derive meaning by being trusted advisers to their clients. Sales leaders get to promote the many virtues of selling.

FOUNDATIONS

01 **Promote a future-proofed career.** The ability to win and retain clients means salespeople are always employable. AI will not make this capability redundant. Encourage your people to see selling as a long-term vocation to master.

Contact Energy, continued

3 questions

Q5, continued

02 **Promote being a trusted advisor.** Every stage of the client buying cycle benefits from salespeople displaying trustworthiness. Trust leads to faster decisions, larger purchases, and better referrals. Being a trusted adviser is satisfying.

03 **Promote solving interesting problems.** Clients and business are interesting. Have your team approach clients with the mindset of uncovering and solving puzzles. Each client contact is an opportunity to learn and exchange ideas.

MASTERCLASS

04 **Don't transfer your contact reluctance.** Many sales leaders have contact reluctance. Avoid saying things like, "nobody likes making cold calls!" This can transfer your challenge to your sales team. It's better to say, "I find cold calls difficult."

05 **Promote being an ambassador.** Every time a team member communicates with a client, they represent your whole company. They can be powerful ambassadors by being skilful, generous, and respectful. Nurture these attributes.

Q6 I help our sales team be resilient

Resilience to setbacks is essential to being a high performing salesperson. Resilience enables our people to take smart risks. It helps them continue prospecting while other salespeople retreat. Resilience helps the broader wellbeing of our people.

FOUNDATIONS

01 **Focus the team on what's within their control.** We feel like we have agency when we act. Encourage your people to avoid rumination, use their strengths, and add value to clients. Positive actions provide momentum to bounce back.

02 **Enlist collegial support.** We strengthen team culture when we work together to overcome difficulties. Let colleagues how they can help a teammate having a run of clients saying 'no'. Colleagues enjoy feeling useful.

03 **Model resilience.** Try to be the calmest person in the room when there are problems or setbacks. This will enable you to better respond. It sets a mood where your colleagues are more likely to be calm, confident, and make better decisions.

Contact Energy, continued

3 questions

Q6, continued

MASTERCLASS

04 **Step-up.** Be present when there are significant setbacks for your team or for the broader company. Leading people is a privilege. We deepen trust by being solution-focused and encouraging in difficult times.

05 **Bounce forward.** It's good to bounce back from setbacks. It's great to bounce forward. This is when we learn from the setback and return more resourceful and competitive. Ask team members their insights on what can be improved.

Dollar-Productive Behaviors

3 questions

Q7 Our sales team meetings help us achieve our sales goals

Sales team meetings are opportunities for learning, accountability, and collaboration. Focus on generating value from these meetings. Well-prepared, inclusive, goal-oriented sales meetings drive a winning sales culture.

FOUNDATIONS

01 **Prepare.** Know the topics that need to be covered in the meeting. Set the following week's prospecting as the first agenda item. Mundane administrative items can be emailed. Know the significant successes and problems from the previous week.

02 **Focus on goals.** Have each salesperson share their prospecting goals for the upcoming week. Identify how the team is tracking against its sales goals. Praise good performance. Ask the team for solutions to underperformance.

03 **Be inclusive.** Defend the airtime of quieter voices, circle back to people who have been spoken over, and acknowledge good points that are contrary to yours. Encourage people to share their insights on client opportunities.

MASTERCLASS

04 **Encourage collaboration.** Collaboration is a winning strategy for ambitious salespeople. Winning bigger deals and cross-selling is made easier by supportive colleagues. Look for opportunities in each team meeting for collaboration.

Dollar-Productive Behaviors, continued

3 questions

05 **Share leadership.** Consider having others chair the sales team meeting at least some of the time. This builds engagement and succession planning. It could be your sales deputy or a rotation across team members.

Q8 My salespeople prospect enough each week

Prospecting predicts sales success. We want every salesperson on our team to contribute to building and replenishing the sales pipeline. It's our role as sales leaders to guide and measure our team's prospecting.

FOUNDATIONS

01 **Have a clear weekly plan.** A weekly sales team meeting is the best occasion for salespeople to share their prospecting goals for the week. This builds accountability. It also promotes collaboration and cross-selling.

02 **Defend against distractions.** Minimise organisational requests of your salespeople that distract them from selling. Politely set boundaries with colleagues. Create work conditions where the team can focus when they prospect.

03 **Assess and recalibrate.** At the end of the sales week, have each salesperson communicate their significant prospecting of the week. Reflect on successes and areas for improvement. Prepare for the next sales team meeting.

MASTERCLASS

04 **Keep prospecting.** Sales leaders who continue to sell inspire their team to sell. Model what you expect of them. Be value-centred in each of your client conversations. Share what went well and the setbacks of your prospecting.

05 **Hire and fire well.** Hire people who have a verifiable record of consistent prospecting. At interview, ask them when and how they prospect. We don't need to rescue underperforming team members. We can separate them with respect.

Dollar-Productive Behaviors, continued

3 questions

Q9 I coach sales team members to drive and retain revenue

Coaching and mentoring are an essential part of the leadership toolkit. Coaching helps build trust and accelerate learning. It's useful to build sales foundations and leverage sales strengths. Effective sales coaching drives and retains revenue.

FOUNDATIONS

01 **Be solution-focused.** Draw upon the coachee's experience and insights. What has worked in the past for them? What is the smallest change they could make to get the biggest result? Brainstorm how to overcome potential obstacles.

02 **Be goal-oriented.** Focus on the sales goals you have agreed with your coachee. Help them with specific skills like cold calling, closing, and negotiating price. Identify organisational resources to help your coachee.

03 **In-the-moment coaching.** Immediately after client meetings, discuss what went well and what could be better. Let your colleague drive the discussion then share your succinct observations. Agree on future actions.

MASTERCLASS

04 **Enlist other coaches and mentors.** Use your network inside and outside the organisation to enlist guidance for your salespeople. Fresh voices and different perspectives help your team to learn.

05 **Encourage buddy coaching.** Peer or buddy coaching is inexpensive and powerful. Have your salespeople coach one another in pairs. Have them focus on the mindset and skills to advance clients through their buying cycles.

WEEKLY RHYTHM

Sales actions

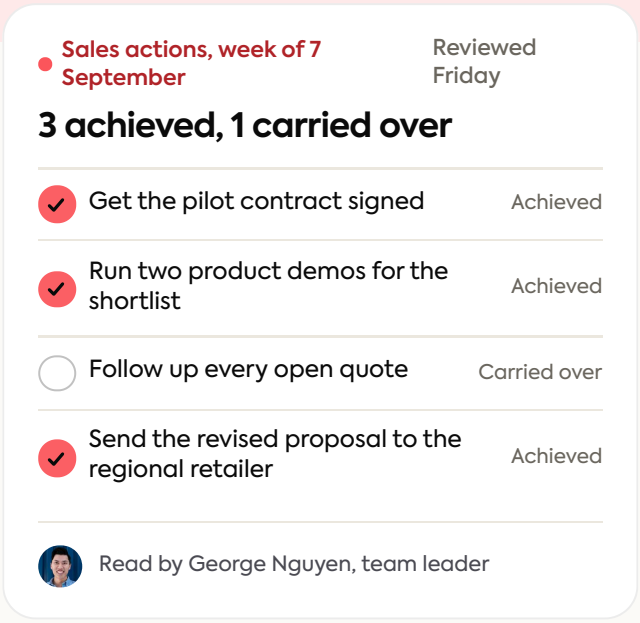
Plan the actions that move deals each week, then record what got done.

Each period, salespeople plan their significant sales actions, then record which they achieved and what else moved. Team leaders read the plans and reviews across their team, period after period.

Cadence	Weekly, fortnightly or monthly, set for the organisation or by each team leader
Plan	Three significant actions for the period ahead, up to five
Review	Tick each one achieved, and add any other sales actions achieved
Who takes part	Switched on person by person, because most of an organisation does not sell
Read by	The salesperson and their team leader. HR sees who planned and reviewed, never the words

WHAT CHANGES

- **Each salesperson prioritising the actions that move deals**
- **Accountability at individual, team and leader level**
- **A clear view of activity for every sales leader**



A week reviewed: what was achieved, what carried over, read by the team leader.

HOW IT WORKS

Review last period, then plan this one.

Each period opens with the review, then the plan. Team leaders read every action, and a weekly report goes to the sales meeting.

---

01 **Which significant sales actions did you achieve last week?**

Tick each one you achieved.

Other sales actions achieved: Anything else you achieved that was not on your list. Optional.

02 **What are the significant sales actions you plan to achieve this week?**

Up to three. The actions that will move your sales forward most.


Coacha

SELL — WEEKLY REPORT

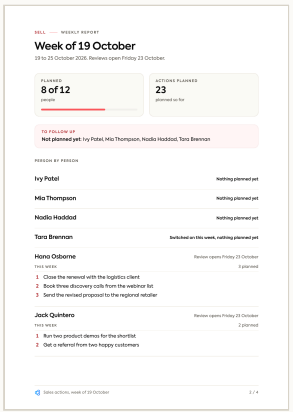
Sales actions

19 to 25 October 2026.

PREPARED FOR
Engineering team

PREPARED
20 October 2026

The weekly report
For the sales meeting.


SELL — WEEKLY REPORT

Week of 19 October

19 to 25 October 2026. Reviews open Friday 23 October.

PLANNED
8 of 12
people

ACTIONS PLANNED
23
planned so far

TO FOLLOW UP
Not planned yet: Ivy Patel, Mia Thompson, Nadia Haddad, Tara Brennan

PERSON BY PERSON

Ivy Patel — Nothing planned yet

Mia Thompson — Nothing planned yet

Nadia Haddad — Nothing planned yet

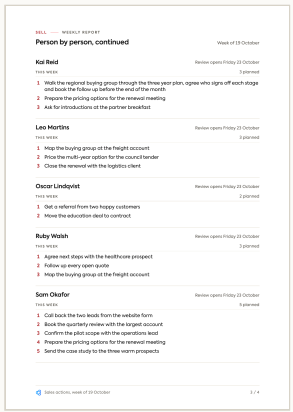
Tara Brennan — Switched on this week, nothing planned yet

Hana Osborne — Review opens Friday 23 October
THIS WEEK — 3 planned
1 Close the renewal with the logistics client
2 Book three discovery calls from the webinar list
3 Send the revised proposal to the regional retailer

Jack Quintero — Review opens Friday 23 October
THIS WEEK — 2 planned
1 Run two product demos for the shortlist
2 Get a referral from two happy customers

Sales actions, week of 19 October 3 / 4

The week at a glance
Who planned and reviewed.


SELL — WEEKLY REPORT

Person by person, continued

Week of 19 October

Kai Reid — Review opens Friday 23 October
THIS WEEK — 3 planned
1 Walk the regional buying group through the three year plan, agree who signs off each stage and book the follow up before the end of the month
2 Prepare the pricing options for the renewal meeting
3 Ask for introductions at the partner breakfast

Leo Martins — Review opens Friday 23 October
THIS WEEK — 3 planned
1 Map the buying group at the freight account
2 Price the multi-year option for the council tender
3 Close the renewal with the logistics client

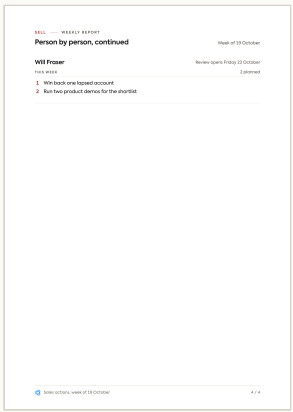
Oscar Lindqvist — Review opens Friday 23 October
THIS WEEK — 2 planned
1 Get a referral from two happy customers
2 Move the education deal to contract

Ruby Walsh — Review opens Friday 23 October
THIS WEEK — 3 planned
1 Agree next steps with the healthcare prospect
2 Follow up every open quote
3 Map the buying group at the freight account

Sam Okafor — Review opens Friday 23 October
THIS WEEK — 5 planned
1 Call back the two leads from the website form
2 Book the quarterly review with the largest account
3 Confirm the pilot scope with the operations lead
4 Prepare the pricing options for the renewal meeting
5 Send the case study to the three warm prospects

Sales actions, week of 19 October 3 / 4

Team by team
Every action, planned and achieved.


SELL — WEEKLY REPORT

Person by person, continued

Week of 19 October

Will Fraser — Review opens Friday 23 October
THIS WEEK — 2 planned
1 Win back one lapsed account
2 Run two product demos for the shortlist

Sales actions, week of 19 October 4 / 4

And the next team
One page for each.

FOR SALES LEADERS AND HR

How the whole sales team sells, and leads.

Sales leaders read every planned and achieved action across their team. HR reads Value-Centred Selling and Value-Centred Sales Leadership across the organisation.

Sell, Sales actions

6 of 8 planned this week

Read check-ins →

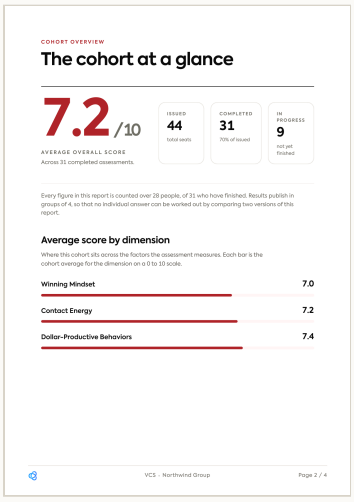
Hana Osborne
4 achieved, 1 not, plus 1 other

Jack Quintero
2 achieved

Will Fraser
1 achieved, 2 not

Mia Thompson
3 achieved

A team leader's sales week: who planned, what got done, and the check-ins to read.


COHORT OVERVIEW

The cohort at a glance

7.2 /10

AVERAGE OVERALL SCORE

Across 31 completed assessments.

ISSUED 44 total seats

COMPLETED 31 70% of issued

IN PROGRESS 9 not yet finished

Every figure in this report is counted over 28 people, of 31 who have finished. Results publish in groups of 4, so that no individual answer can be worked out by comparing two versions of this report.

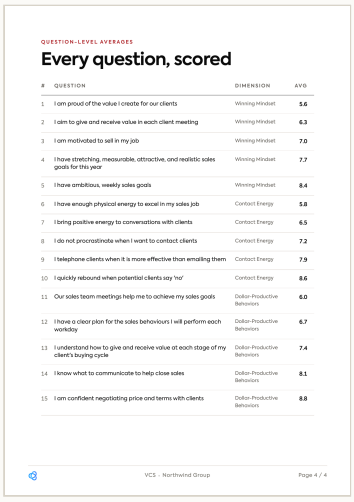
Average score by dimension

Where this cohort sits across the factors the assessment measures. Each bar is the cohort average for the dimension on a 0 to 10 scale.

Winning Mindset	7.0
Contact Energy	7.2
Dollar-Productive Behaviors	7.4

VCS · Northwind Group Page 2 / 4

Selling cohort
Average and spread.

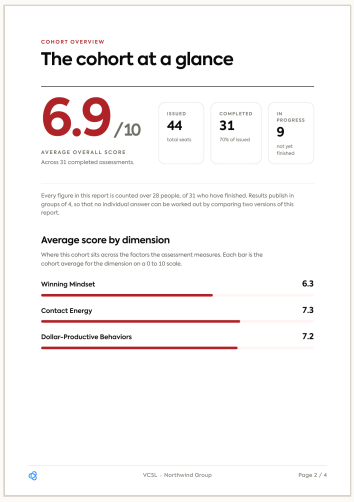

QUESTION-LEVEL AVERAGES

Every question, scored

#	QUESTION	DIMENSION	AVG
1	I am proud of the value I create for our clients	Winning Mindset	5.6
2	I aim to give and receive value in each client meeting	Winning Mindset	6.3
3	I am motivated to sell in my job	Winning Mindset	7.0
4	I have stretching, measurable, attractive, and realistic sales goals for this year	Winning Mindset	7.7
5	I have ambitious, weekly sales goals	Winning Mindset	8.4
6	I have enough physical energy to excel in my sales job	Contact Energy	5.8
7	I bring positive energy to conversations with clients	Contact Energy	6.5
8	I do not procrastinate when I want to contact clients	Contact Energy	7.2
9	I telephone clients when it is more effective than emailing them	Contact Energy	7.9
10	I quickly rebound when potential clients say 'no'	Contact Energy	8.6
11	Our sales team meetings help me to achieve my sales goals	Dollar-Productive Behaviors	6.0
12	I have a clear plan for the sales behaviours I will perform each workday	Dollar-Productive Behaviors	6.7
13	I understand how to give and receive value at each stage of my client's buying cycle	Dollar-Productive Behaviors	7.4
14	I know what to communicate to help close sales	Dollar-Productive Behaviors	8.1
15	I am confident negotiating price and terms with clients	Dollar-Productive Behaviors	8.8

VCS · Northwind Group Page 4 / 4

Every question
Across every salesperson.


COHORT OVERVIEW

The cohort at a glance

6.9 /10

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Average score by dimension

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Winning Mindset	6.3
Contact Energy	7.3
Dollar-Productive Behaviors	7.2

VCSL · Northwind Group Page 2 / 4

Sales leadership cohort
The bench at a glance.

Sell works with every area

Each area is complete on its own. Together they share the same people, teams, reports and learning.

Perform Self-leadership	Salespeople bring their energy and habits to every client: Personality 5 and Energy and Time.
Lead Leadership and teams	Sales leaders are leaders first: Triple Intelligence Leadership, Leader 360 and Winning Teams.
Engage How people experience work	The engagement survey shows how the sales team experiences being led.
Coach Coaching and learning	Every Sell result links to the library, and buddy coaching keeps salespeople accountable to each other.

See Coacha with your people in mind.

Tell us what you want to move forward, and we will walk you through the areas that fit.

Coacha

team@coacha.co

www.coacha.co