



5 REVENUE-BOOSTING STEPS TO

MOVE THE MIDDLE

The data-backed strategy that turns your B-Players into A-players





CLOSE YOUR EYES...

...and picture a bell curve.

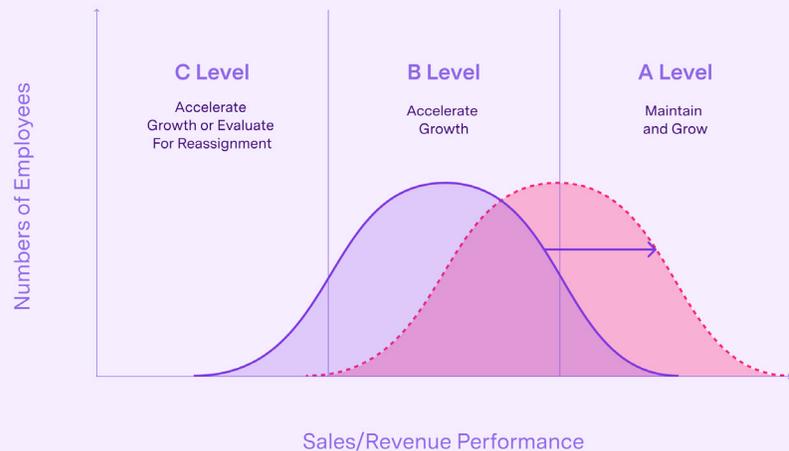
(Okay, now open your eyes).

On the far right of your curve are your All-Stars, your “A-Players,” the crème de la crème of sales people. They represent the top 10-15% of your sales organization.

On the far left of your curve are your, well, anti-A Players — the reps who are underperforming. Some of these reps are on performance plans and may have one foot out the door. They represent the bottom 10-15% of your sales organization.

In the middle are the 60-80% of your sales team who are somewhere in between. Average. Maybe slightly above or below average, but they get the job done. They meet their quota, but just barely.

MOVE THE MIDDLE AND GAIN GROUND



When your middle performers each perform 1% better it has a massive impact on your bottom line.

Coaching the bottom will take a ton of effort (and likely isn't worth the lift).

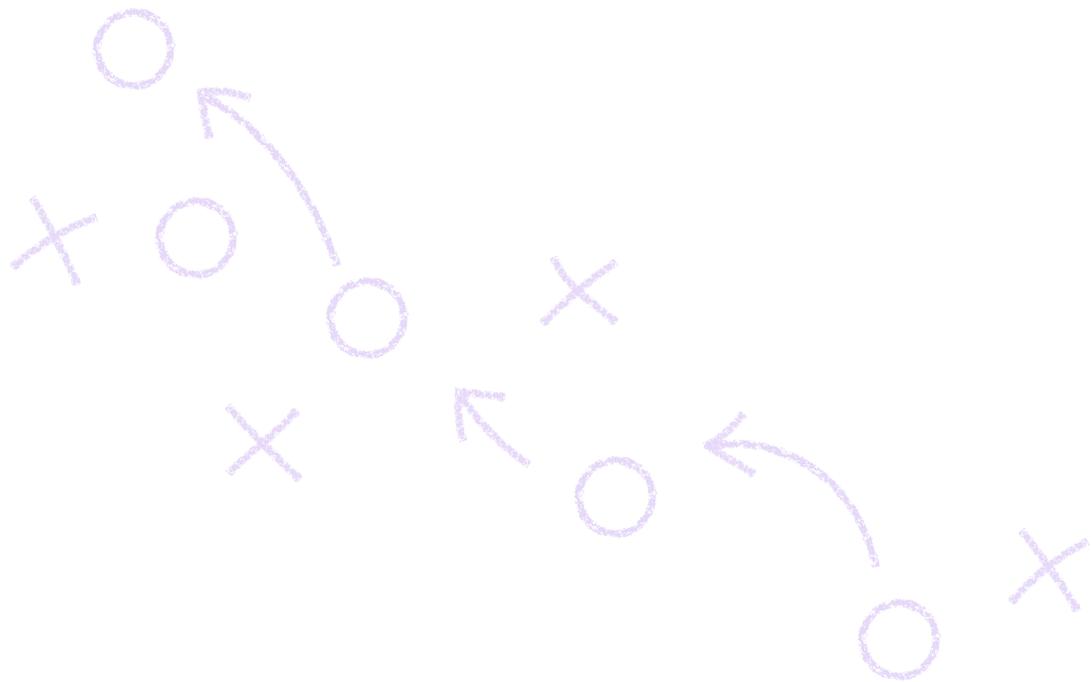
And the top is already at the top. You have minimal potential gains when coaching this group – they are already at the top of their game.

It's time to change your coaching mindset to zero in on your average performers.

Focus your coaching efforts on the middle of your team. That's what moving the middle is all about. Because when your middle performers each perform 1% better – at scale, it has a massive impact on your bottom line.

It's a proven method to drive results from coaching. Per [Harvard Business Review](#), the best-quality coaching can improve rep quota attainment by up to 19%. (!!!)

But how? What does moving the middle look like in reality?



HOW TO MOVE THE MIDDLE

Moving the middle is possible... if you follow the 5 steps outlined here.

1 Identify the who's who

This step seems obvious, but it's critical to put reps in the right bucket. (Otherwise, you'll focus your efforts on the wrong reps – eeks.)

Bucket your sales reps into 3 categories — A/B/C or 1/2/3 or Top/Middle/Bottom — whatever works best for you.

This categorization helps you identify which reps to spend the most time coaching (based on what will actually move the needle).

Here's how

Look at quota attainment over the past year. Reps who exceeded quota are A-players automatically. Reps who were at 70-90% attainment are your middle players. And reps with less than 50% attainment are your bottom performers.

2 Spot the skills gap

Look at the data to better understand individual reps' skills and gaps.



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Here's how

Pull up the rep's dashboard to spot can't-miss coaching opportunities. Look for low hanging fruit that will make the biggest impact. Think: talk ratio, objection handling, question rate, and topics discussed (or not discussed).

Feature dumping for more than one minute crashes your win rate.

3 Hone in on where to focus

So. Many. Possible. Coaching. Opportunities.

Where to start? And how do you maximize your coaching efforts?

Feature dumping, objection handling, and multi-threading are a few areas to start.

Why? They are scientifically proven to drive results.

Take monologuing about features for example. We KNOW that feature dumping (aka talking about features instead of value) for more than a minute crashes your win rate.

FEATURE DUMPING KILLS DEALS



But your reps might not even realize they are doing it. That's why reps need to listen to game tape – because it might not be obvious to them until they hear what they're doing.

Here's how

Instead of tackling all of it, focus coaching sessions around strengthening just ONE skill until you start seeing results. Then move on to the next skill. One thing at a time.

4 Master motivation

Become an expert motivator.

Motivation is one of the top challenges for reps. In fact, 17% of reps said they've struggled with it in the last 6 months.

Motivation is one of the top challenges for reps...

TOP CHALLENGES FACED IN THE PAST 6 MONTHS

17%

Difficulty to stay motivated

13%

Mental health (burnout etc)

13%

Lack of opportunity in my current role

10%

Learning a new skill/competency

10%

struggle to keep a healthy work/life balance

0%

% of respondents

10%

20%

Q: In the past 6 months, what has been the biggest professional challenge you have faced? n=332

Don't let lack of motivation hold your team back. To boost your numbers, you need to understand if you're dealing with skill gaps or motivation gaps. Knowing what motivates your reps will translate into moving middle performers to top performers.

Here's how

Spend time uncovering your rep's goals and passions. Then use that to craft reward options that reflect their interests. These types of personalized incentives are exactly what keep your team on track to quota.

5 Measure. Measure. Measure.

If you can't measure it... you can't improve it.

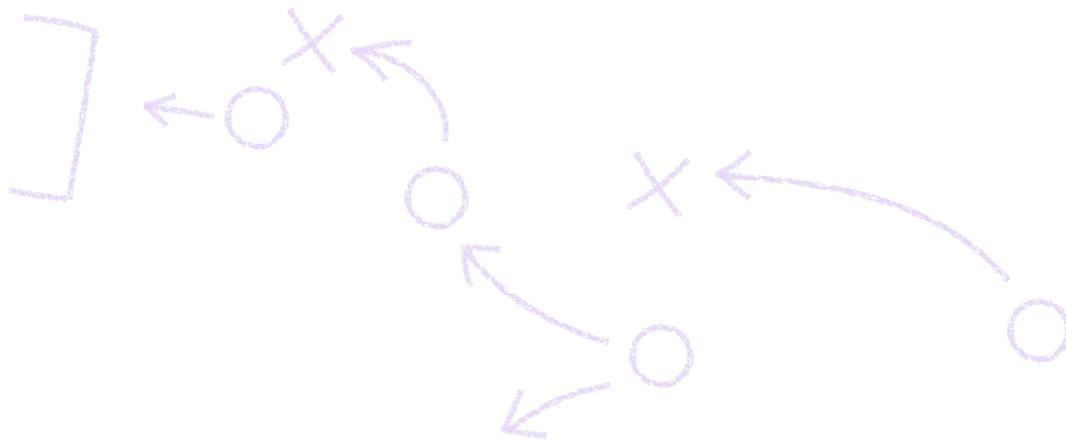
Measuring progress is everything.

Track the KPIs you're coaching against. Be sure to measure at both the individual and team levels.

Here's how

Align on a north star metric with each rep. Then in each coaching session track the progress made. If reps are still struggling, pull up recent calls and highlight specific areas of improvement.

Remember, if you move each 'middle of the pack' rep an inch – at scale, it will equal a mile.



Learn how Gong can help you move the middle and coach your reps into superstars.