

Sales Talent Scorecard

Score your sellers against eight competencies, find the real gaps, and build the plan to close them. A companion to “How to Diagnose and Close Your Sales Talent Gap.”

How to use this scorecard

1 · Read the anchors

Page 2 defines what a 1–5 looks like for each competency. Score against observable behavior and evidence — call reviews, deal artifacts, CRM data, win/loss — not gut feel.

2 · Score each rep

Use one scoring page per rep (page 3). Circle a 1–5 for all eight competencies. Any 1 (Absent) or 2 (Emerging) is a gap to diagnose.

3 · Diagnose & plan

For every gap, decide Skill / Will / System, then write the action to close it (page 4). Build the team heat map on page 5.

Scoring key

1 · Absent	The behavior is missing; deals fail here repeatedly. Gap.
2 · Emerging	Inconsistent; works only with heavy manager support. Gap.
3 · Competent	Does it reliably on standard deals, unaided.
4 · Strong	Does it well on complex, non-standard deals.
5 · Teaches it	Sets the standard; can coach peers.

Diagnosing the gap: Skill / Will / System

Type	Sounds like	Real cause	The fix
Skill	“They can’t — yet.”	The capability was never built.	90-day upskilling plan: teach the framework, deliberate practice on live deals, re-score in 90 days.
Will	“They know how — but won’t.”	Motivation, focus, or role fit.	Coaching & management: clarify expectations, address motivation/fit; escalate to a performance conversation if needed.
System	“The system blocks the behavior.”	Comp, process, tooling, or territory.	Fix the system, not the rep: change comp, process, tooling, territory, or enablement.

Applying the wrong fix costs you a quarter — training a will problem breeds resentment; coaching a system problem burns credibility.

Behavioral anchors — what a 1-5 looks like

Score against observable behavior and evidence. Default to a 3 if you can't point to a call, a deal, or a data pattern — and calibrate across managers so a “4” means the same thing on every team.

BUYER MASTERY

Business & financial acumen

1 Talks features; can't connect to the buyer's business or P&L.	2 References value generically; needs help quantifying or building a case.	3 Builds a credible, quantified business case on standard deals, unaided.	4 Tailors ROI to the economic buyer; wins finance-stage conversations on complex deals.	5 Sets the standard; coaches peers; CFOs engage as a peer.
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Discovery & diagnosis

1 Runs feature checklists; stated needs only, no problem depth.	2 Some diagnostic questions; misses root cause & cost of inaction.	3 Uncovers the real problem & quantifies cost of inaction on standard deals.	4 Diagnoses complex, multi-issue problems; reframes the buyer's thinking.	5 Discovery is a repeatable play others learn from.
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DEAL EXECUTION

Multi-threading & stakeholder navigation

1 Single-threaded; one contact; no committee map.	2 Knows others exist but rarely engages them; no economic-buyer access.	3 Maps the committee & engages multiple stakeholders on standard deals.	4 Builds champions & reaches the economic buyer on complex, competitive deals.	5 Orchestrates full buying committees; models it for the team.
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Qualification & deal strategy

1 Pursues everything; no discipline; pipeline full of unqualified deals.	2 Applies qualification inconsistently; reluctant to disqualify.	3 Qualifies to a standard (e.g. MEDDPIC) & disqualifies weak deals.	4 Builds & adapts deal strategy on complex pursuits; rigorous under pressure.	5 Sets the qualification bar; coaches deal strategy across the team.
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Value articulation & differentiation

1 Pitches features; discounts to win; no differentiation.	2 Communicates value generically; leans on product, not context.	3 Frames tailored value vs. alternatives on standard deals.	4 Differentiates sharply in competitive, complex deals without discounting.	5 Value narratives become team plays.
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Negotiation & commercial command

1 Caves on price; no close plan; concedes without trading.	2 Negotiates reactively; some discounting; inconsistent close planning.	3 Runs a mutual close plan & trades concessions for commitments.	4 Holds margin under procurement pressure in complex negotiations.	5 Commercial discipline others model.
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OPERATING DISCIPLINE

Prospecting & pipeline generation

1 Waits for inbound; no self-sourced pipeline or territory plan.	2 Prospects sporadically; volume without quality or targeting.	3 Self-sources qualified pipeline against a territory plan, steadily.	4 Consistently generates high-quality pipeline, even in tough territories.	5 Prospecting approach is a repeatable model for the team.
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Forecasting & deal hygiene

1 CRM stale; commits are guesses; stages not evidence-based.	2 Updates CRM inconsistently; forecast often off; evidence gaps.	3 Stages reflect buyer evidence; commits reliable on standard deals.	4 Forecasts complex deals accurately; disciplined under pressure.	5 Forecast trusted by leadership; models hygiene for the team.
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Seller scorecard

Seller: _____ Manager: _____ Segment: _____ Date: _____

Competency	Score (circle one)	Gap?	Evidence / note
BUYER MASTERY			
Business & financial acumen	1 2 3 4 5	☐	
Discovery & diagnosis	1 2 3 4 5	☐	
DEAL EXECUTION			
Multi-threading & stakeholder navigation	1 2 3 4 5	☐	
Qualification & deal strategy	1 2 3 4 5	☐	
Value articulation & differentiation	1 2 3 4 5	☐	
Negotiation & commercial command	1 2 3 4 5	☐	
OPERATING DISCIPLINE			
Prospecting & pipeline generation	1 2 3 4 5	☐	
Forecasting & deal hygiene	1 2 3 4 5	☐	

Any score of 1–2 is a gap → carry it to page 4. Focus the 90-day plan on the 2–3 lowest-scoring competencies. Overall average: _____ | Gaps found: _____

Gap action plans

One block per flagged gap (score 1–2). Diagnose the type, then commit to a specific action, owner, and date.

Competency

Score

12345

Gap type

☐ Skill

☐ Will

☐ System

Skill = can't (train) · Will = won't (coach/fit) · System = blocked (fix comp/process/tooling)

Root cause / evidence

Action to close

Owner

Due

Check-in

Competency

Score

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Root cause / evidence

Action to close

Owner

Due

Check-in



Team roll-up — talent heat map

Enter each rep's eight scores. Shade 1–2 red, 3 amber, 4–5 green. A column that's red across the whole team is a systemic gap (hiring, enablement, process, comp) — not eight coaching problems.

Seller	Business & fin. acumen	Discovery & diagnosis	Multi-threading	Qualification & strategy	Value articulation	Negotiation & command	Pipeline generation	Forecasting & hygiene	Avg	Gaps
Team average										

Systemic-gap watch: any competency averaging ≤ 2.5 across the team is a whole-team capability gap to fix at the system level.