



Why Does Every Deal Move Through the Pipeline Differently?

A business development team includes a mix of seasoned salespeople and newer employees. Some came to the company with years of sales experience. Others learned by watching the people around them.

There is a CRM, sales goals, and regular pipeline meetings, but little formal guidance on how the company expects an opportunity to move from first contact to close. This leaves everyone to develop their own independent way of working.

A closer look reveals one person is great at starting conversations but inconsistent with follow-up. Another spends too much time on prospects that are unlikely to buy. Newer team members frequently ask a manager what to do next. Larger opportunities pull the owner or senior leadership into the process because their experience is needed to keep the deal moving.

The pipeline has activity, but opportunities move through it very differently depending on who owns them.

No One Could Tell Why Deals Were Stalling

An inconsistent sales process makes it difficult to know why opportunities are stalling. The problem could be experience, training, or unclear expectations. It could also be the way responsibilities line up with the natural Working Geniuses on the team.

Often, several of those things are happening at once. Without a common process, managers have little to compare. A missed follow-up may look like a performance problem. A salesperson may simply be spending most of the week doing work that drains them. A newer employee may need training that was never provided.

Meanwhile, sales opportunities age, managers spend more time stepping in, and the company has less confidence in its forecast.

Some Problems Were About the Team. Others Were About the Process.

A Six Types of Working Genius assessment and team debrief adds another layer of information to the sales process.

The team can look at the work involved in business development and where each person naturally brings energy.

A salesperson who enjoys generating enthusiasm and opening doors may need support once an opportunity moves into detailed follow-up. Someone with strong Discernment may be particularly valuable when the team is deciding which opportunities deserve more time. A person with Tenacity may naturally keep commitments, proposals and next steps from slipping.

Start With the Deals
Already in the Pipeline.





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The team map may also expose a different problem. If nobody can clearly explain the sales process, expectations for follow-up vary from person to person, or new employees are expected to figure things out on their own, the team may need a more defined sales process and training.

That matters because Working Genius cannot fix a process the company has never established. The debrief gives the manager a clearer picture of what belongs to team alignment and what needs to be addressed through training, expectations or sales management.

They Could Start With the Deals Already in the Pipeline

The team can use what comes out of the debrief on the current pipeline.

Managers can clarify who is responsible for the next step on active opportunities and where another team member's Working Genius could help.

Opportunities that have been sitting can be reviewed for the reason they stalled. The sales manager can identify where senior leaders are regularly being pulled into deals and determine whether the team needs clearer authority, additional training or better use of the people already there.

If the sales process has never been clearly defined, the company can document the basic stages, expectations and handoffs and make them part of onboarding and ongoing sales training.

The assessment gives the team useful information immediately. The debrief helps determine what to do with it.

The Team Map Could Help With Onboarding and Hiring, Too

Working Genius can remain part of the way the sales team is managed as people join, leave and take on new responsibilities.

New employees can learn the team's Working Genius language during onboarding along with the company's sales process.

Managers can use the team map when pairing newer salespeople with more experienced employees, assigning major opportunities or deciding where someone may need additional support.

When a position opens, the company can look at the work the team is struggling to cover before writing the job description.

Skills, experience and sales ability still matter. The manager also has a better understanding of what kind of contribution is missing from the current team.

That information can help shape the role, the interview process, and the way the new employee is brought into the team.





A More Consistent Way to Move Opportunities Forward

A clearer sales process combined with better use of the team's Working Geniuses can reduce inconsistency across the pipeline.

- Keep follow-up, proposals, and next steps from slipping.
- Spend less time on opportunities that are unlikely to move forward.
- Reduce the amount of manager and senior leadership time spent stepping into stalled deals.
- Give newer salespeople clearer expectations and support.
- Make better use of experienced team members without relying on them to rescue every opportunity.
- Build a more consistent sales process as the team grows.
- Protect opportunities that may otherwise be lost through poor follow-up or unclear ownership.

For a business development team, the value is not simply knowing everyone's Working Geniuses. It is using that information alongside good sales management to help the team work more consistently and give opportunities a better chance of becoming revenue.

