Sales is the closest thing to a true meritocracy.

REFLECTION

Sales doesn't care about pedigree or seniority—only the votes your customers cast with signed orders. It is brutal because the scoreboard never lies, and fair because every deep account study and every meaningful call compounds. Instead of blaming the market or unequal territory, put your energy back into what you control: the market rewards those who keep solving real problems.

DO

Focus on what you control: pipeline depth, meeting quality, and honest customer feedback.

AVOID

Blaming lost deals on bad luck, territory, pricing, or macro headwinds.

ONE QUESTION

Strip away the external excuses—what is one move on my top deal that I can personally drive today?

ONE ACTION

Pick your slowest-moving deal this week, write down one breakthrough move you completely own, and execute it today.

Sales is a grind. Never wear the struggle on your face— poise and warmth invite good fortune.

REFLECTION

Your buyers are already drowning in tough business problems; nobody wants to hand a high-stakes project to a seller who walks in exhausted and bitter. A smile isn't pretending the job is easy—it is a pro's composure under pressure. When you step into the room calm, steady, and grounded, customers believe you have the bandwidth to carry their project across the finish line.

DO

Center your breath and mindset before every call, bringing calm conviction into the room.

AVOID

Venting frustration in front of clients or passing your quota and internal process stress onto them.

ONE QUESTION

When customers see me walk in, do they feel calm dependability—or quota anxiety?

ONE ACTION

Pause for three seconds before every meeting or call today, reset your posture and tone, and open with genuine warmth.

Building the product is only 20% of a company's life. The other 80% is selling, selling, and more selling.

REFLECTION

Even the best-engineered product sitting in a warehouse is just sunk cost. It only becomes commercial reality when someone finds the right buyers, translates features into value, beats the competition, and sees delivery through. Sales isn't an afterthought bolted onto R&D—it is the main artery that brings product value to life on the customer's floor.

DO

Build the bridge from product capability to the customer's operating reality and close the commercial loop.

AVOID

Waiting passively for a "great product to sell itself" instead of hunting and following through.

ONE QUESTION

Has our core product advantage actually reached and resonated with the customer's decision-makers?

ONE ACTION

Take one flagship product capability, translate it into three plain-English business outcomes, and pitch them to a customer this week.

Integrity is everything in sales. A stolen egg won’t fill your stomach, but a broken word will follow you for life.

REFLECTION

Every B2B industry is a remarkably small village. Overpromising might sneak one small order past the line today, but it slams the door on a decade of renewals and referrals. Customers don’t fear a product with clear boundaries—they fear being misled or brushed off. Put the hard truths upfront and honor every word you speak; that is the only personal brand that lasts.

DO

Verify delivery boundaries before you commit, state limitations candidly on the spot, and offer practical alternatives.

AVOID

Promising impossible timelines, custom features, or commercial terms just to get ink on a page.

ONE QUESTION

Will every promise I made to this buyer still hold up at acceptance review six months from now?

ONE ACTION

Find one small promise you made to a customer that isn’t closed yet, and proactively send them an honest status update today.

Relentless diligence is non-negotiable: communicate constantly, keep learning. Clients may admire your wit, but only your hustle wins their trust.

REFLECTION

Cleverness in a meeting buys five minutes of charm; what makes a buyer bet their career on you is the extra site visits you made, the industry reports you studied, and the proposal details you refined at midnight. Trust is earned in drops: when a customer sees you care more about their business than they do, the deal is yours.

DO

Walk the customer's floor, master their industry dynamics, and follow through on meeting notes and action items immediately.

AVOID

Winging it on charm and quick talk while skipping the unglamorous homework and follow-up.

ONE QUESTION

On my most important live deal, what unglamorous legwork have I done that my competitors skipped?

ONE ACTION

Study the latest industry shifts for a client you are meeting this week and bring two pages of tailored observations to the table.

Stay self-reliant, no matter how tough the quarter. When someone else feeds you, someone else owns you.

REFLECTION

A seller who survives on Marketing handouts, a manager's rescue, or a single patron's favors never truly owns their career. Top rainmakers operate like independent business owners: they map their own territory, weave their own relationship web, and own their judgment and results. Stand on your own feet, and no one can pull the rug out from under you.

DO

Build the habits of an owner: source your own pipeline, diagnose the politics yourself, and craft your own battle plan.

AVOID

Waiting around for assigned leads or pinning an entire deal's fate on a single "kingmaker."

ONE QUESTION

If you stripped away my company logo and warm handoffs tomorrow, what real skills would I use to put revenue on the board?

ONE ACTION

For your toughest deal right now, write down your own diagnosis and a three-step battle plan before asking anyone for backup.

Customers do not need your product. They need their problem solved.

REFLECTION

No enterprise opens a budget just to buy a piece of software or hardware. They spend money for one reason only: a process is broken, costs are bleeding, or growth has hit a wall. Launching straight into a feature pitch is talking to yourself; diagnose the pain until the customer feels fully understood, and your product naturally becomes the cure.

DO

Uncover the customer’s operating reality, the cost of inaction, and their target outcome before showing a single slide.

AVOID

Flipping through a feature-by-feature pitch deck before you even understand what keeps the buyer awake at night.

ONE QUESTION

Without using a single product buzzword, can I state this customer’s most expensive business problem in one sentence?

ONE ACTION

Dedicate the first ten minutes of your next customer call purely to diagnostic questions—confirm the cost of their pain before pitching.

The point of selling is to help the buyer make the wisest possible decision— not to hustle a one-and-done deal.

REFLECTION

Complex B2B buying is a high-risk move for the customer: a bad purchase doesn't just burn budget—it puts the project lead's and executive sponsor's credibility on the line. Great sellers aren't pushy closers; they are trusted navigators who help buyers weigh ROI, spot implementation traps, and set sound evaluation criteria. Help them make a smart call, and you earn a customer for life.

DO

Act as a trusted advisor: help the buyer structure evaluation criteria, implementation prerequisites, and risk mitigation.

AVOID

Treating the account like a hit-and-run transaction, shoving through a deal you know will fail in delivery.

ONE QUESTION

From the buyer's seat, what is the biggest landmine in this purchase—and have I helped them defuse it?

ONE ACTION

Draft an objective "Selection & Implementation Readiness Checklist" for a live opportunity and share it with your buyer.

Never sell what you don’t believe in. Choose your arena wisely—then back yourself, your product, and your company to the hilt.

REFLECTION

Doubt leaks through the cracks. When you don’t believe in what you sell, your eyes, your tone, and the way you flinch when quoting a price will betray you at the table. Real conviction isn’t blind hype—it starts with choosing a mission worth fighting for, mastering the proof points where your product truly shines, and walking into every negotiation with earned confidence.

DO

Master the flagship case studies and hard evidence where your product delivered undeniable value.

AVOID

Second-guessing your own product and team in private while putting on a forced act in front of clients.

ONE QUESTION

What proven customer outcome makes me genuinely proud to put our solution on the table?

ONE ACTION

Do a deep dive into one flagship customer win and trace the exact operational problem your product solved for them.

In sales, immediate action beats everything else. Strategy, tactics, and polish come second.

REFLECTION

The most brilliant account plan on a whiteboard is worthless until you pick up the phone or walk into the client's office. Real market intelligence doesn't live in your head—it comes from contact with the field. Move first; even an imperfect first conversation will give you the live feedback you need to sharpen your next tactical move.

DO

When you spot an angle to advance a deal, book the meeting, dial the number, or show up on site today.

AVOID

Hiding behind "let me polish the deck a bit more" as an excuse to put off real customer contact.

ONE QUESTION

Which overdue call or key stakeholder outreach have I been putting off in the name of "getting ready"?

ONE ACTION

Pick the customer outreach you have procrastinated on the longest and send the invite or dial the phone within the next thirty minutes.

Spend 70% of your time creating new pipeline, and 30% working existing deals. Most sellers starve from a thin funnel.

REFLECTION

When you only have two or three deals in play, desperation sets in: a price pushback makes you panic, a delayed signature derails your quarter, and you end up clinging to dead “zombie deals.” Only a constantly replenished funnel gives you the leverage to walk away from bad fits and control the tempo at the negotiating table. Pipeline depth dictates both your mindset and your win rate.

DO

No matter how busy delivery gets this quarter, lock in sacred weekly blocks purely for hunting new pipeline.

AVOID

Spending 100% of your week babysitting a handful of aging deals until you close them and wake up to an empty funnel.

ONE QUESTION

If my top two deals froze tomorrow morning, do I have enough fresh pipeline to save next quarter?

ONE ACTION

Block two non-negotiable half-days on your calendar this week strictly for breaking into new accounts or new business units.

Your most important job is showing up—again and again. Until you've met a buyer three to five times, you won't hear the real story.

REFLECTION

Meeting one gets you polite PR and corporate talking points. Meeting two gets you surface-level requirements. Only after three to five substantive touchpoints—once the buyer has tested your competence and discretion—will they open up about the real budget ceiling, internal politics, and where you actually stand against the competition. Never mistake first-meeting politeness for the deep truth.

DO

Design a progressive agenda for every return visit, bringing fresh insights, benchmarks, or case studies each time.

AVOID

Giving up after one or two lukewarm meetings, or lazily pinging "Any update on the decision?" every week.

ONE QUESTION

Are the reasons my key buyer is giving me right now polite surface talk—or the unfiltered inside truth?

ONE ACTION

Audit the contact depth on a priority account and craft a high-value topic and takeaway to anchor your next visit.



Average reps sell their product. Great reps help their customers win their own customers.

REFLECTION

Average sellers stare at the buyer's procurement budget and ask, "How do I get a slice of their wallet?" Elite sellers look one level downstream at the buyer's own market and ask, "How do I help my customer beat their competition?" When your solution helps your client sell more, command a premium, or win market share, you stop being a cost line and become their growth engine.

DO

Look one layer deeper at your customer's end-buyers and quantify how your solution sharpens their market edge.

AVOID

Obsessing over your own specs and pricing while staying blind to how your customer actually makes money and wins deals.

ONE QUESTION

Once this customer deploys our solution, how specifically does it help them stand out and win in front of their own clients?

ONE ACTION

Study what your top prospect's end-customers care about most, and add a slide to your proposal titled "How This Helps You Win More Business."

Top rainmakers never hunt alone. They marshal colleagues, allies, clients, partners—even rivals— to surround the deal and leave nothing to chance.

REFLECTION

Enterprise selling is combined-arms warfare: engineers speak to engineers, executives align with executives, and reference customers and channel allies reinforce your flank from the outside. Lone-wolf heroics get crushed by complex buying committees. Elite sellers act like film directors—orchestrating every internal and external ally to surround the account and make the win inevitable.

DO

Orchestrate the deal like a director—deploying solutions architects, executives, reference champions, and ecosystem partners with precision.

AVOID

Hoarding the account like private property and only calling for backup when the deal is already on life support.

ONE QUESTION

To lock down this enterprise deal, which internal expert or external ally do I need to bring to the table next?

ONE ACTION

Map the buying committee on your top deal and pair every key stakeholder with a dedicated counterpart from your side.

Be unwavering in your goal and ironclad in your ethics. Above that floor, put no ceiling on your tactics— or you will never break a stalemate.

REFLECTION

Holding an ethical line and breaking through a brick wall are never in conflict. Honesty and compliance are the high-voltage boundary you never cross—but inside that boundary, never let stale routines tie your hands. If the front door is blocked, enter through an operational pain point; if a full rollout is too heavy, propose a lightweight pilot. Lock the goal, guard the floor, and reinvent the play.

DO

Guard integrity and compliance without compromise while innovating boldly on entry paths, proof-of-value, and deal structure.

AVOID

Mistaking mental ruts for rules, freezing up at the first sign of resistance, and marching by the book into a lost deal.

ONE QUESTION

Staying 100% honest and compliant, what are three unconventional plays that could break this stalled deal wide open?

ONE ACTION

Take an opportunity that has been stuck for over two weeks, scrap the standard playbook, and design a brand-new angle of attack.

Picking up a hundred $1 bills equals one $100 bill— except one breaks your back a hundred times. In B2B, storm the whale accounts first; settle for smaller fish only if you must.

REFLECTION

Your scarcest asset in sales isn't your product—it is your finite time and mental energy. Small deals and enterprise deals often burn the same cycles of legal review, meetings, and hand-holding, yet a marquee account delivers exponentially greater reference power, expansion revenue, and resilience. Plant your flag on category-defining accounts first instead of letting minnows eat your calendar.

DO

Lock onto industry leaders and high-ceiling enterprise accounts first, putting your prime hours where the leverage is highest.

AVOID

Chasing easy small orders to feel busy while handing the market's flagship accounts over to your competitors.

ONE QUESTION

Did 80% of my energy this week actually go toward the whale accounts that will make or break my year?

ONE ACTION

Rank your active accounts into A/B/C tiers by strategic ceiling, cut the low-value noise, and give your prime calendar slots to Tier-A whales.

Whether they like you and whether they like your product are two different things. When your product is the underdog, make them love working with you first. When your product leads the pack, elevate your advisory value and take it straight to the C-suite.

REFLECTION

Know the hand you are holding so you play the right game. When your product is playing catch-up or looks like a commodity, your personal expertise, candor, and speed are the differentiation. When your product is already the category leader, don't shrink into an errand-running courier—climb higher, bring strategic insight to the executive suite, and turn product superiority into an enterprise-wide win.

DO

Read your product's competitive standing honestly—compensate with personal trust when behind, and lead with executive vision when ahead.

AVOID

Fighting a rigid spec war when your product is weak, or staying trapped at the junior level pushing brochures when your product is strong.

ONE QUESTION

In this deal right now, am I winning points through personal service—or have I carried our flagship strength into the executive suite?

ONE ACTION

Assess your product's competitive standing in a key deal and decide whether your next move is deepening working-level trust or requesting an executive briefing.

Even when a deal looks dead in the water, never stop fighting. Fight with everything you've got — fortune favors the seller who refuses to fold.

REFLECTION

Almost every landmark enterprise win goes through a dark night where the deal looks completely dead. Competitors stumble in POCs, internal sponsors shift, or the favored proposal suddenly hits a wall—but those plot twists only rescue the seller who is still at the table dealing a fresh card. Until the ink is dry on someone else's contract, never count yourself out.

DO

Stay composed and resilient when trailing, continuously hunting for new angles, hidden allies, and game-changing variables.

AVOID

Mentally checking out and abandoning the account the moment you hear "we're leaning toward another vendor" or "budget is paused."

ONE QUESTION

On the deal I've nearly written off as a lost cause, have I truly exhausted every last angle to turn the tables?

ONE ACTION

Pick one deal where you are currently the underdog, meet a candid inside contact, and ask honestly: "If we were to pull off a comeback here, what is the one gap we must close?"

Your product's value to the buyer should be unmistakable. If you can't nail it in a single sentence, you don't really get it yet.

REFLECTION

No C-level executive has the patience for a twenty-minute warm-up of technical jargon. If you need ten slides of backstory just to explain why your product matters, you haven't found the jugular of the problem yet. Sellers who truly grasp value can say it in one plain-English sentence: who we help, in what exact scenario, and how much money we save or revenue we unlock.

DO

Anchor your core value in a single sentence using the buyer's business language and quantifiable outcomes.

AVOID

Burying the point under buzzwords, acronyms, and feature checklists that leave the buyer nodding politely in confusion.

ONE QUESTION

If I stepped into an elevator with the client's CEO for thirty seconds, could I make them care in one sentence?

ONE ACTION

Write a one-sentence value proposition under twenty-five words for your flagship offer—and ruthlessly edit out every buzzword and empty adjective.



Every product was born to solve one sharp problem for one specific crowd. Years of copying rivals and feature creep blur that edge beyond recognition. To master your product, trace it back to the original problem it was built to kill.

REFLECTION

There is no such thing as a cure-all product. Many reps struggle to close because they run around swinging a hammer at everything in sight, having forgotten which carpenter that hammer was forged for. Studying product isn't memorizing a feature matrix—it is tracing the root: who was bleeding so badly on day one that this product had to be built? Find the original bullseye, and your aim gets lethal again.

DO

Trace your product back to its native buyer persona, signature use case, and irreplaceable sharp edge.

AVOID

Pitching your product like cure-all snake oil and recycling the exact same generic deck for every buyer.

ONE QUESTION

For which exact buyer profile and operating scenario is our product an almost guaranteed win?

ONE ACTION

Sit down with a product founder or dissect your earliest landmark customer win to reconstruct the exact pain point the product was born to solve.

In the boardroom, executives debate ROI for the company. At the moment of truth, they instinctively choose what is safest and best for themselves. Reading that unspoken personal stake is how you win.

REFLECTION

Every slide deck on the table is packed with corporate ROI, yet in the split second before signing, the decision-maker always runs a second, silent ledger: “If this succeeds, does it build my career? If it stumbles, am I the one taking the fall?” Until you see and protect that unspoken need for personal safety and political capital, your proposal hasn’t truly reached the decision-maker.

DO

Deliver a bulletproof corporate ROI case for the room—while quietly addressing the decision-maker’s career wins and personal risk exposure.

AVOID

Calculating only cold company-level spreadsheets while staying blind to where the key stakeholders stand politically.

ONE QUESTION

What does signing with us mean for this executive’s internal reputation, career scorecard, and peace of mind?

ONE ACTION

Put yourself in the shoes of your deal’s economic buyer—identify their #1 annual KPI and #1 career risk, and build a safety net for both into your proposal.

Every buyer weighs two things: cold logic and human chemistry. Logic gets you on the shortlist. Chemistry and trust get the signature.

REFLECTION

Checking the boxes on specs, pricing, and compliance only buys your ticket to the final round. When the shortlist narrows to two or three capable vendors, the contract goes to the team the buyer genuinely wants in the trenches with them—the people they trust when things get hard. Win the shortlist with airtight logic; win the signature with human warmth.

DO

Make your business case watertight on paper, and show genuine warmth, empathy, and reliability in every human interaction.

AVOID

Acting like a cold quoting machine and assuming compliant specs entitle you to the win.

ONE QUESTION

Now that we're on the shortlist, are we the team the client is secretly rooting for to win?

ONE ACTION

Beyond the standard commercial proposal, do one thoughtful, high-care gesture that makes the buyer's working team feel genuinely understood and supported.

Complex B2B selling is an intelligence war. Context, org charts, agendas, and factions form your intelligence web. If your web is smaller and thinner than your rival's, you stop being the hunter and become the prey.

REFLECTION

Enterprise deals are rarely lost on the final day's price—they are lost weeks earlier in your blind spots. While you rely on a single polite contact, your rival has already mapped the end users, technical gatekeepers, executive sponsor, and competing internal factions. Single-threaded selling in a complex org is running blindfolded; weave a multi-level intelligence web so you see the whole chessboard.

DO

Multi-thread across end users, evaluators, and executives to cross-verify the real political landscape.

AVOID

Relying on a single point of contact to carry your message while staying blind to competing factions inside the account.

ONE QUESTION

Inside this account, which critical department or stakeholder remains a complete black box to me right now?

ONE ACTION

Draw the customer's political org chart, circle the blind spots in red, and secure an introduction or visit to light up at least one new stakeholder this week.

A meeting only counts when the buyer commits to a concrete next step that advances the deal — not when you go home and dump a stack of PDFs in their inbox.

REFLECTION

“Great chat—I’ll send over some materials for you to review” is the oldest trap of fake progress in sales. Without a concrete commitment from the customer’s side, 90% of those follow-up decks sink without a trace. A real sales call ends with a mutually agreed next step on the calendar—even if it’s simply locking in the date to bring their technical lead into the room.

DO

Before leaving any meeting, lock in a concrete bilateral next step with a clear owner and a date on the calendar.

AVOID

Walking out of a friendly chat with zero agreed commitment and burying their inbox in PDFs to make yourself feel productive.

ONE QUESTION

At the end of my last customer meeting, what specific action did the buyer explicitly commit to take with me?

ONE ACTION

Before your next customer call today, prepare two concrete “next-step proposals” and secure agreement on one before hanging up.

In enterprise sales, the relationship defines the game. To a major account, you are one of three things: a beck-and-call errand runner, a transactional vendor, or a trusted partner driving their business performance.

REFLECTION

Being on call 24/7 to run errands and trade favors only cements your status as a convenient pair of hands—when a strategic initiative lands on the table, they will still call someone who understands the business. Step out of low-posture errand running: bring the sharp operational insight that moves their metrics and elevates their team, and you earn an irreplaceable seat at the table.

DO

Anchor your relationship around the client's business KPIs and organizational performance to move up to trusted-partner status.

AVOID

Reducing key-account management to favors, dinners, and errand-running while bringing zero insight to their core business challenges.

ONE QUESTION

In the eyes of this key account right now, am I an errand runner, a commodity vendor, or a strategic force multiplier?

ONE ACTION

For your next key-account meeting, trade five minutes of small talk for a sharp peer benchmark or playbook tailored to their toughest annual goal.

Strategy beats brute force—but only when you have options. Step one in any major account is uncovering every possible play so you aren't trapped in a bloody race to the bottom on a single bid.

REFLECTION

Making smart strategic choices requires having choices to begin with. If you walk into a massive enterprise and fixate only on the one public RFP everyone on the street is chasing, you are condemned to a brutal price war. Master account executives scan horizontally across business units, subsidiaries, and emerging workflows first—surfacing multiple plays so they can attack on uncontested ground.

DO

Scan horizontally across business units, divisions, and workflows to build a rich menu of plays before choosing your main beachhead.

AVOID

Tunnel-visioning on the first visible RFP you stumble across while ignoring wide-open opportunities next door.

ONE QUESTION

Inside this enterprise account, beyond the deal on my desk, which three other divisions or workflows could use what we do?

ONE ACTION

Map the full business footprint of one flagship account, list at least three untouched use cases, and start scouting each one this week.

Never fear making mistakes in the field. Fail fast, debrief faster, and keep iterating until you get every move right.

REFLECTION

No top producer was ever forged in a textbook; they were forged by getting rejected, misreading a room, botching a quote, and fixing it before the next call. Sellers who are terrified of looking foolish never swing the bat—and never win. Move in fast iterations, surface mistakes early, debrief on the spot, and turn every stumble into muscle memory for the next deal.

DO

Take bold swings in the field, debrief honestly right after every setback, and upgrade your execution immediately.

AVOID

Playing it timid to protect your ego—or tripping over the exact same stone ten times without ever running a debrief.

ONE QUESTION

What flawed assumption did my most recent tough customer conversation expose and correct for me?

ONE ACTION

Review one conversation that went sideways this week, write down the exact sentence you would deliver differently, and test it in your next call.

Rejection is the baseline of sales. Stay warm and keep showing up with value— today's stranger is tomorrow's champion.

REFLECTION

When a prospect says "We're all set" or "No time right now," nine times out of ten it's an instinctive reflex toward a stranger—not a final verdict on your value. If you retreat with bruised pride at the first brush-off, they never even get the chance to know you. Keep a thick skin and a generous posture: drop by with a fresh piece of value a few more times, and unfamiliarity melts into trust.

DO

Treat an initial brush-off as the start of breaking the ice—find a fresh, value-first angle to stay thoughtfully on their radar.

AVOID

Writing off an account as "dead forever" after a single polite rejection and never reaching out again.

ONE QUESTION

Among the prospects who told me "not right now," which ones were simply reacting to a stranger they didn't trust yet?

ONE ACTION

Pick one high-potential prospect who politely brushed you off, find a sharp industry insight relevant to their role, and re-open the conversation warmly.

When you've done everything you can think of and the buyer still walks away, face the truth: your competitor out-executed you.

REFLECTION

The most useless comfort after losing a deal is telling yourself, "I did everything I could—the client just didn't get it." In the arena, if the customer signed with someone else, it is because your rival out-executed you on a dimension that mattered—executive alignment, solution fit, deal structure, or sheer trust. Owning the gap without excuses is where real mastery begins.

DO

Run an unflinching post-mortem with the buyer or an insider after a loss to pinpoint the exact move where the rival beat you.

AVOID

Numbing the sting with "we did our best" or blaming every loss on buyer bias or rock-bottom competitor pricing.

ONE QUESTION

On the last deal I lost—or am currently losing—where specifically did my competitor out-work or out-think me?

ONE ACTION

Reach out to a recent lost prospect with genuine gratitude and ask: "To help me sharpen my craft, what was the single factor that won you over in the winning proposal?"

A massive logo doesn't automatically make a great account. Do they have the integrity and culture for a long-term partnership? Do they have real ownership on their side? Do they genuinely hunger to get better? Qualify their character as hard as their budget.

REFLECTION

A Fortune 500 logo with toxic vendor ethics, endless finger-pointing, and zero appetite for real change isn't a trophy win—it's a tar pit that will drain your delivery team dry. The true "key accounts" worth pouring your soul into are partners of character, initiative, and ambition who want to build a win together. Choose the right clients, and you elevate each other.

DO

Qualify strategic accounts across four dimensions: commercial ethics, appetite for change, team ownership, and long-term ceiling.

AVOID

Being blinded by a famous brand name and pouring your best resources into a toxic buyer who only wants to squeeze vendors.

ONE QUESTION

Is the major account soaking up my team's bandwidth right now a partner who wants to succeed together—or an organizational black hole?

ONE ACTION

Score your top active accounts against three yardsticks—culture & ethics, internal ownership, and hunger to improve—and rebalance your time accordingly.

The world will always need great salespeople.

REFLECTION

No matter how fast technology evolves or how industries shift, the commercial world will always have gaps in understanding, high-stakes trade-offs, and a deep human need for trust. As long as businesses need someone to listen to real pain, bridge supply and demand, calm the fear of change, and move decisions forward, great salespeople will never be obsolete. Stand tall in your craft—sales is what turns great inventions into a better world.

DO

Carry pride and long-termism in your craft—be the professional who bridges real value and builds lasting trust.

AVOID

Looking down on your own profession or reducing the craft of selling to pushy peddling or robotic note-passing.

ONE QUESTION

Looking back on my journey in sales, which moment of helping a customer solve a hard problem makes me proudest of what I do?

ONE ACTION

Send a heartfelt note today to a long-time customer who trusted you early on, thanking them for the problem you solved side by side.

