



ABSTRAKT

HOW TO HANDLE YOUR A, B, C, AND D SALES REPS BASED ON YOUR COMPANY SIZE

After 127 interviews with sales leaders and CEOs at different sized companies across multiple industries, we have compiled all of the data to help you make better decisions when it comes to handling your sales reps based on the size of your company.

INTRODUCTION

Before we begin, let's all get aligned on how companies are defining their A through D reps.

Your A reps are your hot shots, they dive in and never look back as they hit their quota almost each and every month. They are the overachievers on your team. Side note: here is an article on [cloning your A reps](#).

Your B reps might have all of the knowledge and understanding of how to sell, but they lack one key element compared to your A reps. They can be great at prospecting, but lack the confidence when it comes to closing. Or they can be great at closing and high pressure situations, but they don't have the motivation to prospect. Your B reps generally hit right around 85% of their quota.

Your C reps know there is a path, but they don't have the internal motivation to better themselves like your A and B reps. They usually come up short to reaching their quota, hitting between 50-65% each month.

And then there are **your D reps**. No one likes being in this category, but let's face it... it's sales. Not everyone is cut out for this type of job. You can look at quota, territory, attitude or impact on the team, and D reps are coming up short in most of those categories. They are generally hitting 50% or below of their quota.

Now let's dive in.

CLOSING THE SALES PERFORMANCE GAP BASED ON COMPANY SIZE

»» SMALL BUSINESS

When we're talking about small businesses, we're focusing on companies with 50 or less employees. Generally, you've either decided to keep growing or you're holding steady.

Let's say you have a team of 10 SDRs and you have two A reps, four B reps, two C reps and two D reps. So where do you start? Most leaders are focused on trying to get that D rep moved to the B level. But how much time and effort is that going to take? Will your other SDRs lose motivation or focus if you're not invested in their performance?

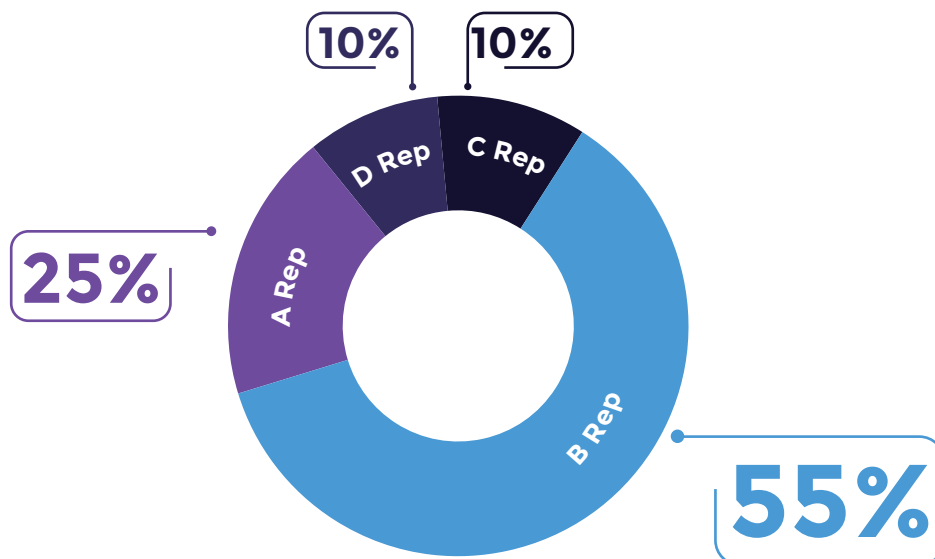
»» EXPERTS TELL ALL:

55% said their focus is on the B reps due to the growth potential and ability to make an immediate impact. When it comes to small businesses, you don't have the time to dedicate growing C or D reps to even just the B level.

76% said B reps have the ability to make the biggest positive change in the shortest amount of time.

48% said D reps don't usually last more than 3 months. With small businesses, employees need to adapt quickly and show improvement, otherwise they will get left behind.

WHICH REPS SHOULD YOU FOCUS ON THE MOST?



»» MID-MARKET

As we focus on mid-market companies, we're focused on companies that have between 50-1,000 employees. Sales leaders and CEOs across the globe have varying opinions when it comes to handling your sales reps at this level. It comes down to the amount of resources allocated to the sales and business development team.

»» EXPERTS TELL ALL:

45% said most of their focus is on B reps as they have the greatest growth potential.

38% said they spend more time with C reps than B reps due to additional time and resources they have to improve their team. Companies at this size typically have Sales Enablement resources dedicated to helping sales leaders coach their reps.

61% said their A reps drive more than 55% of their revenue each month. P.S. This isn't news to us... [read more here.](#)

HOW LONG DO D REPS LAST IF NO PROGRESS IS MADE?



»» ENTERPRISE

Welcome to the big leagues. Enterprise level companies can move fast when they want to - regardless of what it may seem like with 1,000+ employees. With the right Sales Leaders in place, they have the resources the team needs to adapt quickly to hit their goals and see a immediate difference.

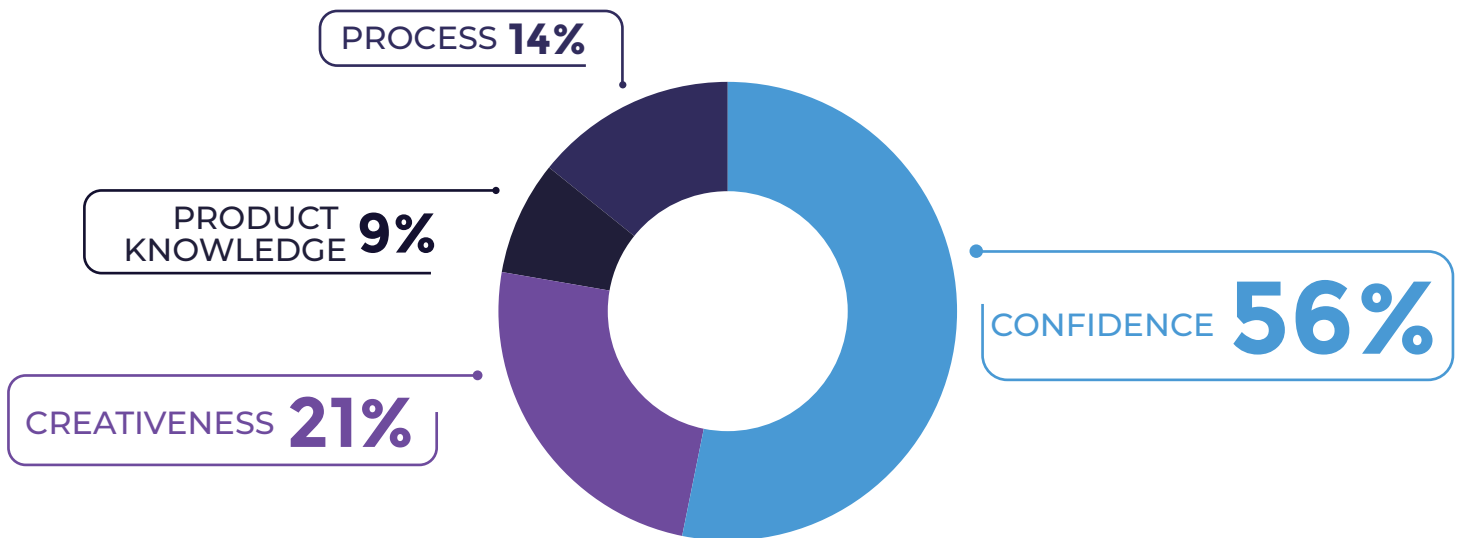
»» EXPERTS TELL ALL:

75% said B reps receive the most focus due to their immediate impact on the pipeline and overall revenue of the company.

48% said D reps are given 12 months to learn the process and become well-versed in the product. If improvements aren't made within a couple months, they get one month of grace then a decision needs to be made.

74% said territory has a huge amount of impact on success and expectations on quota need to be set based on the territory.

WHAT ARE B REPS LACKING COMPARED TO A REPS?



NOW YOU HAVE THE DATA, BUT HOW DO YOU EXECUTE?

»» CHALLENGING A REPS

While a lot of the training and improvement remains on B and C reps, A reps should continue to be challenged. Here are some ways you can do that:

1. Have stretch goals (which include incentives) beyond their initial Quota to drive the competitiveness of this group of individuals. P.S. Are you missing some [key KPIs?](#)
2. Remove the reins. Let them follow the process how they see fit as long as they are providing everything that is needed. Plus you might learn something that the entire team could benefit from.
3. Offer them career advancement opportunities by opening up mentor roles or team leadership roles.



Sales leaders need to create a culture where self-motivation is expected, incentivized, and celebrated everyday.

- Shawn Buxton, Acoustic

»» GROWING B REPS

In the sales coaching and training world, a lot of time is focused on B level reps. Here are some ways that you can help them reach A status quickly.

1. Confidence is key. Find ways to give B reps a little extra “swagger” when working deals.
2. Teach them how to disqualify early and say no. Also, help them avoid “happy ears” that lead to inaccurate sales forecasts and missed quotas.
3. Invest in learning material unrelated to your product or industry. Maybe it's a monthly book allowance or continued education fund that reps can use to advance their sales skills.



They need to be more protective of their time and stay more aligned to the sales playbooks that they've adopted.

- Andrew Peck, Security Scorecard

»» PROGRESSING C REPS

When it comes to C level reps, this is where the most variance seems to lie. Were expectations set properly? What was different about their onboarding or previous work experience? Lots of questions need to be answered, but here are a few ways to help give them the extra nudge they might so desperately need.

1. A much needed serious conversation needs to happen. Realign on expectations and make sure it's understood what is expected from them. Revisit in a couple weeks to ensure progress has been made, otherwise it might be time to move on.

2. Stop being their cheerleader. At this point, C level reps need to find some internal motivation to turn things around. Or it's time to move on.

3. Begin exploring other opportunities within the organization where their personality and drive might be better aligned.

Need a different way to motivate your sales team, how about ["Never Motivate"](#).



It's time to find some wins and build upon their strengths.

- Small Business CEO

»» WHAT TO DO WITH D REPS?

1. It's time to have a deep conversation. Get to the root of the reps' life goals and dreams. Maybe you'll both come to realize there is a better role in the organization for them. In order to have this conversation though, you need a relationship and culture of trust.

2. Decide where your company is at and how long has this rep been at a D level. Sometimes you need to just move on, waiting and trying to make things right isn't always the best thing to do.

3. Let them go. Plain and simple.

Listen to even more on [how to handle your D level reps](#).



When a manager or leader focuses their energy on that D level rep... honestly what do you get out of it? Maybe a D+. It's a bad return.

- Tim Maloney, Seasoned Sales Leader

CLOSING & NEXT STEPS

If your kid came home with four A's and one F... what would you immediately focus on? Almost everyone's focus is on the F. You have to work to get an F, you have to actively "not try".

The same goes for business. Your D level reps have to work at being that bad.

Letting go or relocating your poor performers (aka D reps) is not only good for your business, but it is necessary. This is the hard truth if you want to keep improving the quality and performance of your sales team.

»» 3 THINGS TO DO RIGHT NOW

1. With time being your most precious resource, evaluate where you spend your time and review each sales rep on your team.
2. Map out the return where your time is spent. Is it helping you get closer to reaching your quota? We bet most of you will see how much time you're spending on things that aren't helping you reach quota.
3. Have empathy. Just because it's time to move on from D level reps, doesn't mean you can't help them find success elsewhere in the company or outside of it. Help them make the right move.

People are the most valuable assets to any company. Take the additional time to evaluate your people, especially when it comes to hiring. One bad hire can change the culture of your team.

ABOUT ABSTRAKT

Speaking of time, how much time each week do you spend coaching or role playing the same talk tracks or battlecards over and over again? If it's more than 0 minutes, then it's time you need to look at improving your sales tech stack.

Abstrakt offers real-time sales coaching software that gives live sales coaching on every call, so you don't have to be. That's live objection handling and recommended responses plus your reps will never miss a qualifying question again. Real-time sales coaching turns into reps boosting their meetings booked, improving overall performance, and even giving new reps the ability to ramp faster. We know it sounds too good to be true.

[*Book a demo today.*](#)

A special thank you to all of the Sales Leaders and CEOs that participated in this white paper!

Additional Sources:

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