SALES TEAMS · EVIDENCE BEFORE OPINION

The Owner's Checklist
7 signs your closer is burning deals

The phrases you hear every week, translated into what they actually mean — and the exact evidence to demand before you believe the report.

7 SIGNS · 1 DICTIONARY · 1 SEVEN-DAY PLAN · 0 OPINIONS

> **This is not a motivational checklist.**
> Every sign is verified with a timestamp and an exact quote from the call. If you cannot point to the evidence, the sign counts. That simple.

STEP 01
Detect
Mark the signs you recognize in your team this week.

STEP 02
Demand evidence
The one question that opens each sign. Not one more.

STEP 03
Decide
A 7-day plan with one concrete behavior per closer.

What you see is not what happens

Your closer hands you a summary of every call. The summary is honest — and useless for running a team. This checklist turns the phrases you already hear every week into concrete verifications. You do not need to listen to 40 calls: you need to ask the right questions about one.

> **The rule of this entire manual:** if your closer cannot give you the minute and the prospect's exact words, you do not have a finding yet. You have an impression. Impressions cannot be fixed; specific moments can.

"The prospect had no money. Always."

01

What you see: every week, a deal lost to "no budget". Never because of anything your closer did — or failed to do.

WHAT IT MEANS

If budget is never qualified, "no money" is the perfect excuse: it absolves the closer and is impossible to verify. A closer who qualifies budget loses deals **before** investing 45 minutes — not after.

EVIDENCE TO DEMAND

"At what minute did you discuss budget? What exactly was said?" No minute, no qualification. If there was one, the quote exists.

☐ **YOUR MOST RECENT CASE:** ______________________

Closes on the call. Loses it in the follow-up.

02

What you see: calls sound great, the deal ends "hot"... and goes cold in the silence of the next five days.

WHAT IT MEANS

They closed the conversation, not the decision. Without a next step with action, owner and date, "I'll email you Friday" is a polite goodbye — not an agreement.

EVIDENCE TO DEMAND

"What was the agreed next step? Who executes it and by when?" If the agreement lives only in the closer's memory, it does not exist.

☐ **YOUR MOST RECENT CASE:** ______________________

WHAT THIS MANUAL IS NOT

An accusation against your closers. Most report in good faith what they remember. The problem is not honesty: nobody asked for the exact quote. This checklist does.

"I need to think about it" and other ghost states

02

"Needs to think it over" is accepted as a final answer.

03

What you see: it shows up in your reports as a legitimate deal state. Nobody asked again which exact part lacked certainty.

WHAT IT MEANS

"Thinking it over" is not an objection: it is a container. Inside there may be price, distrust, a spouse, timing or fear of choosing wrong. Accepting it unopened returns the deal to luck.

EVIDENCE TO DEMAND

"Which part still did not give you certainty: the result, the way to get it, or the risk of deciding?" If your closer cannot repeat the prospect's answer, the objection is still sealed.

☐ YOUR MOST RECENT CASE: ______________________

Numbers go up when YOU listen to calls.

04

What you see: your best weeks coincide — by chance — with the weeks you reviewed recordings. When you stop, they drop.

WHAT IT MEANS

Your team executes better when they know someone is watching the evidence. Not bad faith: human nature. But it means **your presence is the system** — and a system that depends on the owner being awake is not a system.

EVIDENCE TO DEMAND

Compare close rate in weeks with review vs. weeks without. The gap between the two is the real cost of not auditing — in money, not theory.

☐ GAP YOU HAVE SEEN: ______________________

Sign 04 is the most uncomfortable — and the most useful. If it exists, it does not mean your team deceives you. It means your operation's quality depends on your vigilance, not on a method. That dependency is what systematic evidence breaks.

The ghost pipeline and the method that does not exist

03

The CRM says "interested". Your bank says otherwise.

05

What you see: a pipeline full of "following up Friday", "hot", "almost". Most have no date of last real interaction.

WHAT IT MEANS

Ghost pipeline: recorded activity that corresponds to no decision by the prospect. The most expensive way to feel productive.

EVIDENCE TO DEMAND

Ask for the last 10 deals "in follow-up" with date of last real conversation + next step with a date. Those missing either are not in follow-up: they are in the graveyard.

☐ GHOST DEALS DETECTED: ____________________

Every closer sells "their own way". And you do not know which way is the good one.

06

What you see: three closers, three different scripts, three different results. One's best month cannot be transferred to the other two.

WHAT IT MEANS

Without a shared method, your average result is average luck. What works is tied to individual talent: it cannot be audited, taught or scaled.

EVIDENCE TO DEMAND

Ask each closer: "At what minute do you move to price, and with what phrase?" If every answer is different — or nobody can answer — you do not have a sales team: you have individual gamblers sharing an office.

☐ SCRIPT VERSIONS ON YOUR TEAM: ____________________

Nobody knows at what minute the last lost sale was lost.

07

What you see: ask your best closer where their last lost deal broke. You will hear a theory. Not a minute, not a quote, not evidence.

WHAT IT MEANS

Without timestamps and exact quotes, the diagnosis is an opinion with good diction. Opinions cannot be fixed. Specific moments can.

EVIDENCE TO DEMAND

The fire test: "at what minute, and with what exact phrase?" If they cannot answer with the recording in front of them, the diagnosis was a reconstruction — no bad intent, that is how the brain works without evidence.

☐ WHO COULD ANSWER: ____________________

0–1	2–3	4–5	6–7
VIGILANT: your team leaves evidence	ACTIVE LEAK: one specific crack	BURNING DEALS: the pattern is systemic	FIRE: start with one call

DICTIONARY / FIELD TRANSLATION

What you hear vs. what it usually means

04

Cut this table out if you want. It is the part owners forward to each other: six everyday phrases, their probable translation, and the one question that opens them.

WHAT YOU HEAR	WHAT IT USUALLY MEANS	THE QUESTION THAT OPENS IT
"Had no money"	I never built the value that justifies the money.	At what minute did we discuss budget?
"Going to think about it"	I did not isolate the real objection.	Which part did not give you certainty?
"Was just a tire-kicker"	I qualified nothing before investing the call.	What disqualifying criteria did you use before the meeting?
"Said maybe March"	I accepted a vague date to avoid discomfort.	Who calls whom, on what day, to decide what?
"Is traveling"	I have no idea where they are.	Last real interaction: date and quote?
"Almost closed"	I do not know why it did not close.	At what minute did it go wrong?

None of these phrases is a lie. They are incomplete translations. The closer is not deceiving you: they are handing you their summary without evidence. The problem was never the closer's honesty — nobody asked for the exact quote.

THE $3,000 QUESTION

"Think about your last lost call. At what minute did it break, and what did the prospect say right before?"

Ask it at your next team meeting and listen to what happens. Whoever can answer has the craft. Whoever cannot is not a worse person — they are working blind. And blind is how the deal you paid to generate got burned.

Why $3,000

A real 83-minute call closed a $3,000 deal with **54/100 execution** — and zero discovery questions in the entire call. The owner thought everything was fine: the sale closed despite the closer's method, not thanks to it. The money won is the reason nobody audited anything. That report is public and anonymous: the evidence exists when someone looks for it.

The owner's 7-day plan

Do not try to fix everything. One week, three calls, one behavior per closer. This is the minimum contract to turn this checklist into real motion.

DAY 1–2 · PICK

Pick 3 recent calls: one won, one lost, one "in follow-up". Get the recordings. Without all three, do not continue.

CALLS SELECTED

DAY 3–4 · DETECT

Run the 7 signs over the three calls. Mark and note the exact minute of each finding. Remember the rule: no minute, no finding.

SIGNS CONFIRMED

□ 01 □ 02 □ 03 □ 04 □ 05 □ 06 □ 07

DAY 5 · ASK

Team meeting with a single question: the $3,000 question. Do not accuse, do not teach yet. Just document who can answer and who cannot.

WHO ANSWERED WITH MINUTE AND QUOTE

DAY 6–7 · CONTRACT

One contract per closer: KEEP a behavior that worked, DROP an automatic one that closed off information, TEST a new intervention tied to the sign found.

WHEN THE PROSPECT SAYS

MY CLOSER WILL