



THE
SALES
PRODUCTIVITY
PARADOX
WORKBOOK

An Implementation Guide for Finding and Removing
the Constraints That Keep Reps from Selling

Samir Majumdar

BEFORE YOU PRINT THIS WORKBOOK

Download the interactive Excel version first.

The PDF can be useful for some. The Excel workbook is more built for doing.

Several worksheets in this workbook are designed for scoring, diagnosis, evidence capture, ownership decisions, and 30-day action planning. Those tables are much easier to complete in Excel, where you can click into each cell, write detailed notes, expand your answers, and use the dashboard to identify the first constraint to remove.

Do not fight the table space. Use the working version.

**CLICK HERE TO DOWNLOAD THE INTERACTIVE EXCEL
WORKBOOK FROM VELOXY'S WEBSITE**

Start there. Score the 5 constraints. Let the workbook show you where to remove friction first.

The promise:

Use this workbook to diagnose where your sales system is stealing time, trust, clarity, and revenue capacity, then choose the first constraint to remove.

Table of Contents

Section	What it Helps You Do
How to Use This Implementation Guide	Start here even if you have not read the book.
A Note from Sam Majumdar	Why this workbook exists and how to begin.
The Workbook Promise	What you should be able to do by the end..
The Book in 12 Pages	The core argument in standalone form.
Part I: The Fast Diagnostic	Score the five constraints and find the first one to remove.
Part II: The Five Constraint Workbooks	Calendar, Stack, Data, Buyer, and Operating constraints.
Part III: Chapter Action Modules	One practical exercise for each chapter.
Part IV: The 30-Day Constraint Removal Sprint	Turn diagnosis into implementation.
Appendices	Workshop agendas, interview guides, 'and reusable templates.

How to Use This Implementation Guide

This workbook is not a companion journal. It is an operating tool.

Use it to inspect your sales system, not to blame the sales team. The book explains why the modern sales system keeps pulling capable reps away from capable buyers. This workbook helps you find where that is happening inside your own organization and decide what to remove first. Print it out and start checking off boxes, filling out scorecards, and making real progress

You do not need to read the entire book first.

Read the short brief, complete the Fast Diagnostic, and start with the constraint that scores highest. The full book will give you more context. The workbook will give you a path to action.

Choose Your Path

Path	Best For	Time Required	Output
The 45-Minute Executive Diagnostic	CEO, CRO, VP Sales, RevOps leader who wants a fast view of the real constraint.	45 minutes	Primary constraint and first executive decision.
The Half-Day Leadership Workshop	Sales leadership team, managers, sales ops, enablement, and RevOps	3 to 4 hours	Shared diagnosis, evidence log, and 30-day constraint removal plan.
The 30-Day Constraint Removal Sprint	Teams ready to pilot a fix and measure whether the system improved.	30 days	Implemented change, metric movement, and next constraint decision.

The Ground Rules.

- ☐ Do not start by asking whether reps are working hard enough. Start by asking where the system takes time away from selling.
- ☐ Do not try to fix all five constraints at once. Pick the one with the highest revenue impact and remove it first.
- ☐ Do not accept opinions without evidence. Use calendars, workflows, CRM records, tool lists, handoffs, and buyer friction as proof.
- ☐ Do not add before you subtract. Every proposed fix should say what work it removes, simplifies, automates, or clarifies.
- ☐ Do not confuse visibility with productivity. A system that gives leaders more dashboards but gives reps less time is not healthier.

A Note from Sam Majumdar

Dear Sales Leader,

If you are holding this workbook, you probably do not need another reminder that sales is harder than it used to be. Your buyers are more informed. Your reps are busier. Your managers are under pressure. Your CRM has more data than ever, but not always more trust. Your sales org may already be investing in AI, automation, enablement, dashboards, and sales tools. Still, the same problem keeps showing up in the rep's week: too much work that does not directly move the buyer forward.

That is why I wrote 'The Sales Productivity Paradox' and built this workbook.

You do not have to read the whole book before you begin. In fact, I would rather you start with your own sales system. Look at the calendar. Look at the tool stack. Look at the CRM fields nobody trusts. Look at the deal handoffs. Look at where the buyer waits while your team coordinates internally. The book gives you the argument. This workbook gives you the operating path.

My suggestion is simple: complete the Fast Diagnostic first. Do not overthink it. Circle the constraint that shows up with the most evidence. Then use the 30-Day Constraint Removal Sprint to remove one thing that is slowing your sales team down.

That one decision can change the conversation. Instead of telling reps to do more, you can start making the system easier to sell through.

And if this workbook surfaces a constraint you want another set of eyes on, schedule time on my calendar. Bring the scorecard, the calendar audit, and the one workflow you believe is costing your team the most selling time. We will talk about the actual system, not a generic productivity theory. The calendar will tell us where to start.

A handwritten signature in black ink that reads "Samir". The script is fluid and cursive, with a large, stylized 'S' at the beginning.

Sam Majumdar
CEO, Veloxy

[Reserve Time on My Calendar Now](#)

The Workbook Promise

By the end of this workbook, you should be able to say three things clearly:

1. Which sales-system constraint is costing your sales org the most revenue capacity right now.
2. What evidence proves that constraint is real.
3. What your leadership team will remove, simplify, automate, or redesign in the next 30 days.

That is the standard. Not inspiration. Not a list of ideas. A decision.

The core operating rule

Find the constraint with the highest revenue impact. Remove it. Then move to the next one.

What This Workbook Is Not

- ☐ It is not a motivational guide for reps.
- ☐ It is not a sales-methodology replacement.
- ☐ It is not a generic productivity checklist.
- ☐ It is not a software evaluation worksheet.
- ☐ It is not a way to create more activity for the sake of activity.

What This Workbook Is

- ☐ A diagnostic tool for leaders.
- ☐ A practical guide for finding the constraint behind the symptoms.
- ☐ A workshop system for sales, sales ops, RevOps, enablement, and executive teams.
- ☐ A way to separate critical work from dead work.
- ☐ A 30-day operating plan for removing friction from the revenue path.

The Book in Short

The Sales Productivity Paradox begins with a simple observation: the dashboard does not tell the whole story. The calendar usually does.

A pipeline can look active while reps are buried in non-selling work. Revenue can rise while the sales model becomes harder to repeat. A CRM can be full of records but still not be trusted. A sales stack can be powerful but still slow down the rep. AI can be adopted without transforming the work.

The problem is not that reps are lazy. The problem is that many sales systems are poorly designed around the work that creates revenue.

The Five Constraints

Constraint	What It Means	What It Usually Sounds Like
Calendar Constraint	Reps lose too much time to non-selling work.	Our reps are busy, but we are not sure how much of the week actually creates revenue.
Stack Constraint	Disconnected tools create drag, duplicate work, and context switching.	We have a tool for everything, but reps still need workarounds.
Data Constraint	CRM and customer data are incomplete, duplicated, hard to trust, or hard to use.	Managers do not trust the dashboard, so they ask for the real update somewhere else.
Buyer Constraint	Buyers need more proof, personalization, education, and confidence than the system helps reps deliver.	Reps are asked to act like trusted advisors, but the system does not give them enough time or context.
Operating Constraint	Sales ops, forecasting, enablement, team selling, coaching, and AI are not connected into a simple operating system.	The deal moves only because people chase it manually.

The Paradox

Sales teams keep adding capability. They do not always remove constraint. That is the paradox.

More tools can create more work. More data can create less trust. More dashboards can create more inspection. More enablement can create more content to search. More collaboration can create more handoffs. More AI can create another workflow if the data and process underneath it are not ready.

The Leadership Shift

The leadership shift is from pressure to diagnosis.

Old Question	Better Question
How do we get reps to work harder?	What work should the system stop forcing reps to do?
How do we increase activity?	Where is productive activity getting trapped?
	Where is productive activity getting trapped?
What tool should we add?	What work will this tool remove?
How do we use AI?	Which constraint should AI remove first?

The Work of the Workbook

This workbook turns the argument into a sequence of executive decisions. It asks you to inspect the system, score the constraints, pick one constraint to remove, and run a 30-day sprint. It is designed so a leadership team can use it even if not everyone has read the book.

Part I: The Fast Diagnostic

Use this section when you need a fast, useful answer. It will not solve the problem by itself. It will tell you where to look first.

The 45-Minute Executive Diagnostic Agenda

Time	Step	Question
0-5 min	Set the rule	We are here to find the system constraint, not to blame reps.
5-20 min	Score the five constraints	Which constraint shows up most often and with the most evidence?
20-30 min	Name the evidence	What calendars, workflows, CRM records, deal delays, or workarounds prove it?
30-40 min	Choose the first constraint	Which one has the highest revenue-capacity impact?
40-45 min	Assign next step	Who will gather evidence and bring back a 30-day removal plan?

How to Score

For each scorecard, score your organization from 1 to 5. Use 1 when the statement is mostly false. Use 5 when the statement is clearly true. **Do not debate every score. The goal is to find the pattern.**

Score	Meaning
1	Strongly disagree
2	Somewhat disagree
3	Partly true
4	Mostly true
5	Strongly agree

Calendar Constraint Scorecard

Statement	1	2	3	4	5
Reps spend too much time on work that does not directly help them sell.	☐	☐	☐	☐	☐
Internal meetings, admin, approvals, updates, or reporting consume too much of the sales week.	☐	☐	☐	☐	☐
We do not have a clear, evidence-based view of where rep time actually goes.	☐	☐	☐	☐	☐
Managers ask for updates that the system should already show.	☐	☐	☐	☐	☐
The first solution to missed goals is usually more activity, not less friction.	☐	☐	☐	☐	☐

Stack Constraint Scorecard

Statement	1	2	3	4	5
Reps use too many tools to complete a normal selling motion.	☐	☐	☐	☐	☐
The same customer or opportunity information is entered in more than one place.	☐	☐	☐	☐	☐
Reps keep shadow notes, spreadsheets, or trackers outside the official system.	☐	☐	☐	☐	☐
New tools are added without clearly removing old work.	☐	☐	☐	☐	☐
Tool switching slows preparation, follow-up, forecasting, or customer response.	☐	☐	☐	☐	☐

Data Constraint Scorecard

Statement	1	2	3	4	5
Managers do not fully trust CRM data.	☐	☐	☐	☐	☐
Reps do not believe every required CRM field helps them sell.	☐	☐	☐	☐	☐
Forecast conversations rely on side channels, spreadsheets, or verbal updates.	☐	☐	☐	☐	☐
Data quality limits automation, AI, prioritization, or reporting.	☐	☐	☐	☐	☐
The organization has more data than clarity.	☐	☐	☐	☐	☐

Buyer Constraint Scorecard

Statement	1	2	3	4	5
Buyers require more proof, ROI, personalization, or education than our system makes easy to deliver.	☐	☐	☐	☐	☐
Reps spend too much time assembling buyer context before important conversations.	☐	☐	☐	☐	☐
Deals slow down because stakeholders do not have enough confidence to move forward.	☐	☐	☐	☐	☐
Our sales process tracks seller activity better than buyer confidence.	☐	☐	☐	☐	☐
Reps are expected to be trusted advisors without enough time, insight, or support.	☐	☐	☐	☐	☐

Operating Constraint Scorecard

Statement	1	2	3	4	5
Sales ops is treated as a support function more than an operating owner of revenue flow.	☐	☐	☐	☐	☐
Team selling creates handoff work that reps must coordinate manually.	☐	☐	☐	☐	☐
Enablement exists, but it is not always available in the moment of need.	☐	☐	☐	☐	☐
Managers spend more time inspecting than coaching.	☐	☐	☐	☐	☐
Important deals depend too much on heroics from top reps, managers, or executives.	☐	☐	☐	☐	☐

Score Summary

Statement	Total Score	Interpretation	Evidence to Check
Calendar			
Stack			
Data			
Buyer			
Operating			

Interpreting the score: 5-10 = low constraint; 11-16 = active constraint; 17-21 = severe constraint; 22-25 = primary constraint candidate.

The first decision

Circle the one constraint that has the highest combination of revenue impact, rep capacity impact, and buyer impact. That is where the 30-day sprint should begin. Share this with your team.

Evidence Log

Scores are useful, but evidence makes the decision real. Use this page to record what proves the constraint exists.

Evidence Type	What We Found	Where It Shows Up	Who Can Confirm It
Calendar evidence			
CRM/data evidence			
Tool/workflow evidence			
Buyer/deal evidence			
Manager/sales ops evidence			

Constraint Decision Matrix

Constraint	Costraint Revenue Impact 1-5	Rep Capacity Impact 1-5	Buyer Impact 1-5	Difficulty 1-5	Priority
Calendar					
Stack					
Data					
Buyer					
Operating					

Choose the constraint with the strongest combined impact, not the one that is easiest to discuss. If a constraint is severe but hard, break it into a 30-day removal target.

Part II: The Five Constraint Workbooks

Each constraint section is designed to stand alone. Start with the one your scorecard identified as the highest-priority constraint. Do not complete all five before taking action.

Constraint 1: The Calendar Constraint

Where does rep time actually go?

The 2-minute brief

The calendar constraint appears when reps spend too much of the week on work that does not directly create buyer progress. Not all non-selling work is waste. But every non-selling activity should earn its place in the week.

Symptoms to Look For

- ☐ Reps are busy but pipeline movement feels slower than it should.
- ☐ Meetings, updates, approvals, and admin consume the week.
- ☐ Managers ask for more activity before inspecting lost capacity.
- ☐ Top reps create their own shortcuts to protect selling time.

Worksheet 1: Evidence Capture

Signal	What We See	Evidence	Owner
Reps are busy but pipeline movement feels slower than it should.			
Meetings, updates, approvals, and admin consume the week.			
Managers ask for more activity before inspecting lost capacity.			
Top reps create their own shortcuts to protect selling time.			

Worksheet: Rep Week Audit

Activity Category	Hours This Week	Helps Selling? (Y/N)	Keep /Remove / Redesign	Notes
Customer conversations				
Follow-up				
CRM/admin				
Internal meetings				
Approvals/ quotes				
Research/ preparation				
Training/ coaching				
Tool management				

Worksheet: Critical Work vs. Busywork

Item	Current State	Evidence	Next Action
CRM updates			
Internal meetings			
Forecast review			
Quote/proposal work			
Research			
Enablement search			
Manager updatesk			
Data cleanup			

Leadership Conversation

- ☐ What is the strongest evidence that this constraint exists?
- ☐ Where does this constraint show up in the rep's day?
- ☐ Where does it show up in the buyer's experience?
- ☐ What work would disappear if this constraint were removed?
- ☐ Who has the authority to remove it?

What to Stop Doing

- ☐ Stop adding meetings without removing other meetings.
- ☐ Stop asking for updates the system should already capture.
- ☐ Stop treating all non-selling work as equally valuable.
- ☐ Stop using activity pressure as the first response to workflow friction

30-Day Action Plan

Decision	Answer
Non-selling constraint removal target	
Owner	
Work to remove the constraint	
Work to simplify the constraint	
Work to automate the constraint	
30-day proof of progress	

Executive Decision
What non-selling activity will we remove, simplify, automate, or redesign first?
Choose a metric to watch (selling time %, meetings per rep per week, follow-up time, etc.)

Decision Notes

Constraint 2: The Stack Constraint

Which tools create work instead of removing it?

The 2-minute brief

The stack constraint appears when the sales technology environment becomes a second job. The question is not whether a tool is useful in isolation. The question is whether the total workflow gives time back to the seller.

Symptoms to Look For

- ☐ Reps move across several tools before or after a customer meeting.
- ☐ The same information is entered more than once.
- ☐ Shadow spreadsheets or side trackers are common.
- ☐ AI, reporting, or forecasting is limited by disconnected systems

Worksheet 1: Evidence Capture

Signal	What We See	Evidence	Owner
Reps move across several tools before or after a customer meeting.			
The same information is entered more than once.			
Shadow spreadsheets or side trackers are common.			
AI, reporting, or forecasting is limited by disconnected systems.			

Worksheet: Sales Stack Inventory

Tool / System	Who Uses It	Selling Motion Supported	Work It Removes	Work It Adds
CRM				
Email/calendar				
Sales engagement				
Forecasting				
CPQ/quotes				
Content/enablement				
Call recording				
Territory/account planning				
Commission tool				
Shadow spreadsheet				

Worksheet: Before and After Meeting Workflow Map

Step	Tool(s) Used	Time Required	Duplicate Work?	Fix Candidate
Prepare for meeting				
Capture notes				
Update CRM				
Send follow-up				
Update CRM				
Create next step				
Notify manager/team				
Update forecast				

Leadership Conversation

- ☐ What is the strongest evidence that this constraint exists?
- ☐ Where does this constraint show up in the rep's day?
- ☐ Where does it show up in the buyer's experience?
- ☐ What work would disappear if this constraint were removed?
- ☐ Who has the authority to remove it?

What to Stop Doing

- ☐ Stop buying tools without naming what work they replace.
- ☐ Stop accepting shadow systems as harmless.
- ☐ Stop measuring stack value only by adoption.
- ☐ Stop consolidating vendors without redesigning workflow.

30-Day Action Plan

Decision	Answer
Constraint removal target	
Owner	
Work to remove the constraint	
Work to simplify the constraint	
Work to automate the constraint	
Work to automate the constraint	
Metric to watch	
30-day proof of progress	

Executive Decision
Which workflow costs more time than it returns? This is your constraint removal target.
Choose a metric to watch (tools touched per selling motion, duplicate entry points, etc.)

Decision Notes

Constraint 3: The Data Constraint

Which data does the team trust, and which data does it work around?

The 2-minute brief

The data constraint appears when CRM and customer data are incomplete, duplicated, distrusted, or hard to use. AI does not solve this problem from above. It depends on the quality of the system beneath it.

Symptoms to Look For

- ☐ Managers ask for the real number outside CRM.
- ☐ Reps enter data because they have to, not because it helps them sell.
- ☐ Forecast conversations depend on manual reconstruction.
- ☐ AI initiatives underperform because the data is not clean or connected.

Worksheet 1: Evidence Capture

Signal	What We See	Evidence	Owner
Managers ask for the real number outside CRM.			
Reps enter data because they have to, not because it helps them sell.			
Forecast conversations depend on manual reconstruction.			
AI initiatives underperform because the data is not clean or connected.			

Worksheet 1: Evidence Capture

Data Element	Rep Trust 1-5	Manager Trust 1-5	Manager Trust 1-5 AI/Automation Depends on It?	Fix Priority
Account data				
Contact data				
Opportunity stage				
Next step				
Close date				
Deal value				
Buyer stakeholders				
Activity history				
Forecast category				
Reason for risk				

Worksheet: Field Value Audit

Category	Examples	Keep / Cut / Redesign	Reason
Required fields reps use			
Required fields reps ignore			
Fields managers trust			
Fields nobody uses			

Leadership Conversation

- ☐ What is the strongest evidence that this constraint exists?
- ☐ Where does this constraint show up in the rep's day?
- ☐ Where does it show up in the buyer's experience?
- ☐ What work would disappear if this constraint were removed?
- ☐ Who has the authority to remove it?

What to Stop Doing

- ☐ Stop requiring fields nobody uses.
- ☐ Stop asking AI to work from data people do not trust.
- ☐ Stop treating CRM hygiene as an admin problem only.
- ☐ Stop adding dashboards before fixing the signals underneath them.

30-Day Action Plan

Decision	Answer
Constraint removal target	
Owner	
Work to remove the constraint	
Work to simplify the constraint	
Work to automate the constraint	
Metric to watch	
30-day proof of progress	

Executive Decision
Which unreliable CRM field, data point, or sales signal is creating the most rework, mistrust, forecast risk, or AI risk? This is your constraint removal target. Choose a metric to watch (CRM field completion, forecast adjustment frequency, etc.)

Decision Notes

Constraint 4: The Buyer Constraint

Where does the buyer lose confidence?

The 2-minute brief

The buyer constraint appears when buyers require more proof, personalization, ROI, education, or consensus than the sales system helps reps deliver. The buyer does not care how complex the internal system is. The buyer feels the delay.

Symptoms to Look For

- ☐ Reps rebuild business cases manually.
- ☐ Deals slow down when new stakeholders enter.
- ☐ Buyers ask for proof the rep has to hunt for.
- ☐ The sales process tracks seller steps better than buyer confidence.

Worksheet 1: Evidence Capture.

Signal	What We See	Evidence	Owner
Reps rebuild business cases manually.			
Deals slow down when new stakeholders enter.			
Buyers ask for proof the rep has to hunt for.			
The sales process tracks seller steps better than buyer confidence.			

Worksheet: Buyer Confidence Journey

Buyer Confidence Step	Current Friction	Proof Needed	System Support Needed	Owner
Problem clarity				
Business impact				
ROI proof				
Stakeholder alignment				
Risk reduction				
Implementation confidence				
Post-sale value				

Worksheet: ROI Proof Gap Audit

Common Buyer Question	Proof We Have	Where It Lives	Time to Find	Fix
Common buyer question				
Proof we have				
Where proof lives				
Time to find it				
What should be easier				

Leadership Conversation

- ☐ What is the strongest evidence that this constraint exists?
- ☐ Where does this constraint show up in the rep’s day?
- ☐ Where does it show up in the buyer’s experience?
- ☐ What work would disappear if this constraint were removed?
- ☐ Who has the authority to remove it?

What to Stop Doing

- ☐ Stop asking reps to personalize without usable context.
- ☐ Stop treating buyer education as only a rep skill issue.
- ☐ Stop measuring only seller activity when buyer confidence is the real variable.
- ☐ Stop making every rep rebuild proof from scratch.

30-Day Action Plan

Decision	Answer
Constraint removal target	
Owner	
Work to remove	
Work to simplify	
Work to automate	
Metric to watch	
30-day proof of progress	

Executive Decision

Which buyer doubt, proof gap, education gap, or decision obstacle is slowing deals?

This is your constraint removal target.

Choose a metric to watch (Time to build business case, deal delay response, etc.)

Decision Notes

Constraint 5: The Operating Constraint

Where does the system depend on heroics?

The 2-minute brief

The operating constraint appears when the sales system is too complex to run through effort alone. Sales ops, enablement, forecasting, team selling, coaching, and AI need to connect into a simpler revenue operating system.

Symptoms to Look For

- ☐ Important deals require executive heroics.
- ☐ Sales ops is asked to report on friction but lacks authority to remove it.
- ☐ Enablement content exists but does not change behavior in the moment.
- ☐ Managers inspect more than they coach.

Worksheet 1: Evidence Capture

Signal	What We See	Evidence	Owner
Important deals require executive heroics.			
Important deals require executive heroics.			
Enablement content exists but does not change behavior in the moment.			
Managers inspect more than they coach.			

Worksheet: Revenue Heroics Index

Heroic Behavior	How Often?	Why Required?	System Fix
Top rep resc			
Manager intervention			
Executive escalation.			
Manual forecast rebuild			
Custom proposal scramble			
Sales ops workaround			
Deal desk exception			

Worksheet: Operating Owner Map

Operating Area	Current Owner	Decision Authority?	Gap	Next Action
Calendar ownership				
Stack ownership				
Data ownership				
Buyer proof ownership				
Forecast ownership				
Enablement ownership				
AI workflow ownership				

Leadership Conversation

- ☐ What is the strongest evidence that this constraint exists?
- ☐ Where does this constraint show up in the rep’s day?
- ☐ Where does it show up in the buyer’s experience?
- ☐ What work would disappear if this constraint were removed?
- ☐ Who has the authority to remove it?

What to Stop Doing

- ☐ Stop treating sales ops as a ticket queue.
- ☐ Stop letting team selling become rep-coordinated chaos.
- ☐ Stop measuring enablement by content produced instead of behavior changed.
- ☐ Stop accepting heroics as proof the system works.

30-Day Action Plan

Decision	Answer
Constraint removal target	
Owner	
Work to remove	
Work to simplify	
Work to automate	
Metric to watch	
30-day proof of progress	

Executive Decision
Which operating bottleneck is slowing revenue flow? This is your constraint removal target.
Choose a metric to watch (Manager coaching time, handoff delays, sales ops requests, etc.)

Decision Notes

Part III: Chapter Action Modules

The full book contains an introduction, ten chapters and a conclusion. This section turns each chapter into a practical leadership exercise. Use these modules when you want the action without rereading the full chapter.

Introduction: The Calendar Tells the Truth

Implementation Tool	Executive Question	Action
System Reality Check	Where does our official story differ from the rep's actual week?	Write the three signs that our sales system may be heavier than it looks.

Chapter 1: The 30% Sales Rep

Implementation Tool	Executive Question	Action
Rep Week Audit	What non-selling work is costing us the most revenue capacity?	Pick one rep segment and audit a real week

Chapter 2: The Sales Stack Ate the Sales Floor

Implementation Tool	Executive Question	Action
Tool Tax Calculator	Which tool or workflow adds more work than it removes?	Map the tools touched before and after one customer meeting.

Chapter 3: AI Readiness Is CRM Hygiene With a New Name

Implementation Tool	Executive Question	Action
CRM Trust Map	Which data does AI need that our team does not trust?	Identify five data elements that must become reliable first.

Chapter 4: The Buyer Outran the Repe

Implementation Tool	Executive Question	Action
Buyer Confidence Map	Where does the buyer need more proof, context, or confidence?	Map the buyer’s confidence journey for one important deal type.

Chapter 5: Revenue Can Rise While the Sales Model Breaks

Implementation Tool	Executive Question	Action
Fragile Growth Diagnostic	Is our growth repeatable, or is it dependent on heroics?	List the hidden costs behind last quarter’s revenue.

Chapter 6: AI Adoption Is Not AI Transformation

Implementation Tool	Executive Question	Action
AI Leverage Test	Which constraint should AI remove first?	Score every AI idea by whether it gives reps time, trust, clarity, or buyer relevance.

Chapter 7: More Data Did Not Create More Predictability

Implementation Tool	Executive Question	Action
Signal vs. Noise Audit	Which signal would help us see deal risk earlier?	Separate fields that create insight from fields that only create reporting.

Chapter 8: Team Selling Works Until It Becomes Team Drag

Implementation Tool	Executive Question	Action
Handoff Friction Map	Where does collaboration become coordination burden?	Map the handoffs on one complex deal.

Chapter 9: Sales Ops Is the Revenue Operating System

Implementation Tool	Executive Question	Action
Sales Ops Mandate Builder	Does sales ops have authority to simplify the system?	Define what sales ops can decide, not just what it can report.

Chapter 10: Enablement Is No Longer a Content Library

Implementation Tool	Executive Question	Action
Moment-of-Revenue Enablement Map	Where do reps need guidance in the flow of work?	Choose one deal moment where enablement should appear automatically.

Conclusion: Remove the Constraint, Then Sell

Implementation Tool	Executive Question	Action
Executive Constraint Audit	What constraint will we remove first?	Commit to one 30-day sprint and one owner.

Part IV: The 30-Day Constraint Removal Sprint

The purpose of the sprint is not to transform the entire sales org. The purpose is to prove that the system can be made lighter. Pick one constraint. Remove one source of friction. Measure the change. Then decide the next constraint.

Sprint Charter

Charter Item	Executive Question
Primary constraint	
Why this constraint matters now	
Evidence we already have	
Sprint owner	
Executive sponsor	
Rep segment or team involved	
Workflow to fix	
What we will remove	
What we will simplify	
What we will automate	
Metric that proves progress	
Metric that proves progress	
Decision date	

The 30-Day Sprint Plan

Timeframe	Objective	Deliverable	Decision
Days 1-3	Confirm evidence	Calendar/workflow/data review complete	Is this the right constraint?
Days 4-7	Choose a narrow fix	One workflow selected for redesign	What will we remove first?
Days 8-14	Build the pilot	Simplified workflow, field, meeting, handoff, tool process, or enablement moment	Who will test it?
Days 15-21	Run the pilot	Pilot used by selected reps/managers	What broke?
Days 22-27	Measure and revise	Before/after evidence captured	Did we return capacity, clarity, or trust?
Days 28-30	Executive decision	Scale, revise, or stop	What is the next constraint?

Weekly Review Agenda

Agenda Item	Question	Notes
Evidence	What did we learn from the actual workflow?	
Rep experience	Did the change make the day easier?	
Manager experience	Did visibility improve without adding inspection burden?	
Buyer experience	Did the change help the buyer move with more confidence?	
Data quality	Did the change improve trust in the system?	
Decision	What will we keep, change, or stop?	

Sprint Success Measures

- ☐ Reps save measurable time in the selected workflow.
- ☐ The workflow requires fewer tools, clicks, fields, meetings, approvals, or handoffs.
- ☐ Managers receive better visibility without asking for duplicate updates.
- ☐ Buyers receive better proof, follow-up, clarity, or speed.
- ☐ Data becomes more reliable because it is captured in the flow of work.
- ☐ The team can name the next constraint with more confidence than before.

Appendix A: Workshop Facilitator Guide

Before the Workshop	During the Workshop	After the Workshop
Choose participants: CEO/CRO, VP Sales, RevOps, sales ops, enablement, two frontline managers, and two reps if possible.	Keep the group focused on evidence. Do not let the meeting become a complaint session or a software debate.	Convert the selected constraint into a sprint charter within 48 hours.
Gather artifacts: three rep calendars, CRM field list, sales tool list, forecast report, deal handoff map, and recent lost-deal notes.	Ask: what would this look like if it were easy for reps and useful for managers?	Assign one owner and one executive sponsor. Without authority, the fix becomes another suggestion.

Appendix B: Rep Interview Guide

☐ What part of your week creates the most revenue?

☐ What part of your week feels necessary but too heavy?

☐ Where do you enter the same information more than once?

☐ Which CRM fields help you sell? Which ones feel pointless?

☐ Which tool do you avoid unless someone forces you to use it?

☐ Where do buyers wait because our internal process is slow?

☐ What workaround have you created because the official system does not help enough?

☐ What would you remove tomorrow if the only goal were more productive selling time?

Appendix C: Manager Interview Guide

- ☐ Where do you trust the system, and where do you ask for a separate update?
- ☐ What information do you need to coach earlier?
- ☐ Which forecast signals do you believe? Which ones do you reconstruct manually?
- ☐ What meetings exist because the system does not show the truth clearly?
- ☐ Where do reps need help but receive inspection instead?
- ☐ Which constraint would improve manager coaching time the fastest?

Appendix D: Executive Review Agenda

Agenda Item	Decision Required
Constraint scorecard review	Which constraint has the strongest evidence?
Revenue-capacity impact	What is this constraint costing us in time, trust, deal speed, or buyer confidence?
Revenue-capacity impact	What will we stop doing?
Work to redesign	What process will become simpler?
Owner and authority	Who can make the decision stick?
Measurement	How will we know the system improved?
Next review	When will leadership inspect progress?

Appendix E: Source Note

This workbook is based on the operating framework developed in The Sales Productivity Paradox and the recurring patterns discussed across Salesforce State of Sales reports from the first edition through the seventh edition. The workbook is not intended to reproduce those reports. It turns the book's interpretation of those patterns into a practical diagnostic and implementation system for sales leaders.

Use the full book for source context, caveats, and report-by-report interpretation. Use this workbook to inspect your own sales system and decide what to fix first.

Final Commitment

Do not leave this workbook with a list of interesting ideas. Leave with a decision.

Our first constraint to remove	Decision Required
Constraint	Which constraint has the strongest evidence?
Evidence	What is this constraint costing us in time, trust, deal speed, or buyer confidence?
Owner	What will we stop doing?
What we will remove	What process will become simpler?
What we will measure	Who can make the decision stick?
30-day decision date	How will we know the system improved?

The final question

What constraint will we remove first?

