

● THE FRONTLINE NINE™ QUICK READ

Name Your Pattern

Nine patterns that show up on the frontline. Find the one that sounds like you in five minutes, and three things to start doing on Monday.

The Frontline Nine™ is part of The Modern Sales Leader™, coached by Kelly Lewis.

The job changed. The instincts did not.

Great selling is what got you the team. The instincts that made you a top rep are real, and you still use most of them every week.

The job changed. The instincts did not. That gap has a shape, and it shows up the same way in nine recognizable patterns.

This takes about five minutes. You find the pattern you run, you find your shadow, and you leave with three things to start doing this week.

Every one of these nine started as a strength. You were promoted because of these instincts, not in spite of them.

HOW TO USE THIS

1. Pick the family that sounds most like your week.
2. Read the three patterns inside it and stop at the one that sounds like you.
3. Read your shadow, then pick one behavior to run this week.

WHAT A SHADOW IS

Every pattern has a second one it turns into under pressure. Your primary pattern is what you do on a normal Tuesday. Your shadow is what you do in week eleven of a quarter that is short. Knowing both is what lets you catch yourself in the moment.

Which one sounds like **your week**?

Three families, three patterns inside each. Pick the family first.

01 **Still Selling**

Your best weeks are the weeks you personally moved a deal.

The Super Rep · The Copilot · The Star Tender

02 **Avoiding the Hard Conversation**

You can name the conversation you are putting off right now.

Everyone's Best Friend · The Rehabber · The Headwind

03 **Running Without a System**

The week designs itself, and you rebuild it every Sunday night.

The Firefighter · The Dashboard Watcher · The Hopeful Forecaster

The nine patterns, **and what each turns into**

STILL SELLING

01

The Super Rep

You are still the best closer on the team, so the number still runs through you.

SHADOW → The Firefighter

02

The Copilot

Nothing leaves your team without your hands on it first.

SHADOW → The Dashboard Watcher

03

The Star Tender

Your top two get the deep coaching, and the middle of the team runs on its own.

SHADOW → Everyone's Best Friend

AVOIDING THE HARD CONVERSATION

04

Everyone's Best Friend

The feedback goes in gently, and the behavior stays the same.

SHADOW → The Rehabber

05

The Rehabber

One more coaching cycle. One more quarter.

SHADOW → The Firefighter

06

The Headwind

The number is always something that happened to the team.

SHADOW → The Hopeful Forecaster

RUNNING WITHOUT A SYSTEM

07

The Firefighter

Whoever escalates loudest designs your week.

SHADOW → The Super Rep

08

The Dashboard Watcher

You know every number, and you have not listened to a call in six weeks.

SHADOW → The Copilot

09

The Hopeful Forecaster

You call the number you want instead of the number you have.

SHADOW → The Headwind

1 OF 9

STILL SELLING

The Super Rep

You are still the best closer on the team, so the number still runs through you.

THE STRENGTH

You can close anything. Three or four times a year you personally rescue the quarter, and everyone watches you do it.

YOU KNOW IT IS YOU WHEN

- Your reps loop you into their biggest deals early, and you are relieved when they do.
- You can name the deals you closed last quarter faster than what each rep got better at.
- Your one-on-ones are deal reviews with a few minutes of development at the end.

YOUR SHADOW: THE FIREFIGHTER

When the quarter tightens, you stop choosing which deals to enter and start taking whatever reaches you first.

START DOING THIS WEEK

1. Pick one deal you would normally take over. Join the call, stay quiet, and debrief with two questions after.
2. Open your next one-on-one with a skill instead of a deal. Give it the first ten minutes.
3. Write down what you want each rep to be able to do without you next quarter. Coach to that list.

2 OF 9

STILL SELLING

The Copilot

Nothing leaves your team without your hands on it first.

THE STRENGTH

You hold a high bar and your team's work is clean. Nobody gets burned on your watch, and that reputation is part of why you got the team.

YOU KNOW IT IS YOU WHEN

- Your team asks permission for decisions you would rather they had made.
- Work sits in your queue and the team waits.
- You have said some version of "send it to me first" more times than you can count.

YOUR SHADOW: THE DASHBOARD WATCHER

When the volume gets past you, the review moves to the report and you coach the number instead of the work.

START DOING THIS WEEK

1. Name one category of work your team can send without your review, and tell them out loud.
2. Write down what good looks like for one deliverable, so the bar lives somewhere other than your inbox.
3. When someone brings you a decision, ask what they would do, then back them.

3 OF 9

STILL SELLING

The Star Tender

Your top two get the deep coaching, and the middle of the team runs on its own.

THE STRENGTH

You spot talent and you invest in it. Your best reps are measurably better because of you and they will say so.

YOU KNOW IT IS YOU WHEN

- You can recite your top two reps' development goals and would have to look up your middle three.
- The same two names come up every time you think about who is ready for more.
- Your team's performance distribution looks the same as it did a year ago.

YOUR SHADOW: EVERYONE'S BEST FRIEND

With the reps you invest in least, the feedback softens, because the relationship is doing the work the coaching should be doing.

START DOING THIS WEEK

1. Write one development goal for every rep by name, top of the team to bottom.
2. Give the next stretch account to a middle performer.
3. Move one recurring hour from your top rep to a middle rep and hold it for a month.

4 OF 9

AVOIDING THE HARD CONVERSATION

Everyone's Best Friend

The feedback goes in gently, and the behavior stays the same.

THE STRENGTH

Your team tells you the truth. Plenty of managers never get that, and it is the raw material for everything else you want to build.

YOU KNOW IT IS YOU WHEN

- You rehearse the direct version in your head and deliver the softer one out loud.
- Your reps are surprised by their performance review.
- You reach for "just," "maybe," and "a little" when you describe a gap.

YOUR SHADOW: THE REHABBER

The conversation you keep softening turns into a plan you keep extending, and the date moves again.

START DOING THIS WEEK

1. Write your standard in one sentence a rep could repeat back, and say it in your next team meeting.
2. Put the gap in the first sentence of your next one-on-one, then spend the rest of the time on the plan.
3. End every feedback conversation with what changes and by when, written where you both can see it.

5 OF 9

AVOIDING THE HARD CONVERSATION

The Rehabber

One more coaching cycle. One more quarter.

THE STRENGTH

You believe people can change, and you have the receipts. Someone on your team today would have been cut by a different manager.

YOU KNOW IT IS YOU WHEN

- You can name the date you first knew, and it is further back than you would say out loud.
- Your performance plans have end dates that have moved.
- Your team has quietly rerouted work around one person without being asked to.

YOUR SHADOW: THE FIREFIGHTER

The seat you have not filled generates work, and you absorb it yourself rather than make the call.

START DOING THIS WEEK

1. Put a real date on the current plan and hold that date.
2. Separate skill from will for this rep and decide which one you are actually coaching.
3. Start the bench now. Two candidate conversations this month, so the open seat stops being the reason.

6 OF 9

AVOIDING THE HARD CONVERSATION

The Headwind

The number is always something that happened to the team.

THE STRENGTH

You go to bat for your reps and they know it. You say the comp plan is broken when it is broken, and most of what you point at is true.

YOU KNOW IT IS YOU WHEN

- Your quarter-end story leads with conditions and arrives at actions late.
- Your reps repeat your explanations word for word.
- You have raised the same structural issue for three quarters with no proposal attached.

YOUR SHADOW: THE HOPEFUL FORECASTER

When the conditions explain the miss, the forecast stops needing evidence, and the commit rides on how the quarter feels.

START DOING THIS WEEK

1. Name the headwind, then say the sentence that follows it: here is what we do anyway.
2. Attach a proposal to your next escalation.
3. Open your next team meeting with the one thing inside your team's control this week.

7 OF 9

RUNNING WITHOUT A SYSTEM

The Firefighter

Whoever escalates loudest designs your week.

THE STRENGTH

You are responsive and you do not drop things. When something breaks, you are the one who handles it, and that is genuinely valuable in this job.

YOU KNOW IT IS YOU WHEN

- You have rescheduled the same one-on-one three times.
- Sunday night goes to rebuilding a week that already got away from you.
- The same category of problem reaches you dozens of times a year and you handle each one fresh.

YOUR SHADOW: THE SUPER REP

The fastest way to end a fire is to close the deal yourself, so you do, and the rep learns to escalate sooner.

START DOING THIS WEEK

1. Protect two hours for coaching and treat that block like a customer meeting.
2. Take the problem you handled most this quarter and fix it once, in writing, for everyone.
3. Before you take the next escalation, ask whether you are the only person who can handle it.

8 OF 9

RUNNING WITHOUT A SYSTEM

The Dashboard Watcher

You know every number, and you have not listened to a call in six weeks.

THE STRENGTH

You are rigorous and data-fluent in a function full of people running on instinct. You find the pattern in a pipeline other managers only have opinions about.

YOU KNOW IT IS YOU WHEN

- You diagnose from the CRM and coach from the diagnosis.
- You could recite conversion rates by rep and could not describe how any of them runs a discovery call.
- Your feedback names the metric that needs to move rather than the behavior that would move it.

YOUR SHADOW: THE COPILOT

When the metric will not move, you start inspecting the work itself, and everything routes back through you.

START DOING THIS WEEK

1. Listen to one call for every rep this week.
2. Translate one metric into the behavior underneath it before you bring it up.
3. Ask the rep what they think is happening before you show them the number.

9 OF 9

RUNNING WITHOUT A SYSTEM

The Hopeful Forecaster

You call the number you want instead of the number you have.

THE STRENGTH

Your reps bring you the truth, because you have never turned an honest miss into a punishment. That is worth keeping while you fix the rest.

YOU KNOW IT IS YOU WHEN

- Your commit number and your closed number have a gap you could set your watch by.
- Deals move dates without anything moving in the deal.
- You could not name the specific evidence behind your three biggest commits right now.

YOUR SHADOW: THE HEADWIND

When the number lands short, the explanation moves outside the team, because the forecast never had anything underneath it to point at.

START DOING THIS WEEK

1. Ask one question of every committed deal: what did the buyer do, not what did they say.
2. Require every date change to come with a reason that lives in the deal.
3. Call your number off the evidence this week and look at how far it sits from the number you wanted.

● STEP 3 · WHAT TO DO WITH IT

Pick one behavior, not three.

Nobody changes a pattern by deciding to be different. Pull one line out of your card, the one you could run this week, and start there.

Expect it to come back.

These are defaults, so they return under pressure. The goal is to catch it while it is happening. That is the whole difference between a habit that runs you and one you run.

Tell someone.

Say the behavior out loud to your team or your leader. A pattern you have named in front of another person is much harder to run on autopilot.

Check yourself in ninety days.

Same nine patterns, same read. The distance between today and ninety days from now is the clearest evidence of change you are going to get.

You named the pattern. **Now run it on your own team.**

IF THIS IS YOUR PATTERN

The Modern Sales Leader™ is a coaching program for frontline sales managers who moved from carrying a territory to running a team. Every framework gets run on your actual team: your number, your calendar, your reps, your open deals. You start by naming the pattern you run today and finish with a playbook your team is still using.

[See the program](#)

IF THIS IS YOUR MANAGEMENT TEAM

Your managers were promoted because they could sell. Running this together gives each of them a name for how they lead today, a first step toward how they want to lead next, and language the whole layer shares. The Modern Sales Leader™ takes it from there. Every framework gets worked on their own team, on your systems, your stages, and your forecast rhythm, so your managers lead with intention instead of instinct.

[Talk to us](#)

The Frontline Nine™ is part of The Modern Sales Leader™, coached by Kelly Lewis. Program frameworks co-created with Sarah Bedwell Henselman.

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