In a recent episode of the Sales POP! podcast, hosted by John Golden, Solomon Coyle consultant Shelly Rosetta joined to share insights from decades of sales and leadership experience in the commercial furniture industry. The topic? One of the most overlooked drivers of profitability: sales leadership.

Listen to the full podcast episode: Sales POP! Podcasts: Insights from Top Experts in Sales, Marketing, Leadership & More.

While sales teams are often evaluated by top-line revenue, Shelley makes a clear and compelling case for shifting the focus to leadership practices that actually protect margin, increase seller productivity, and improve operational efficiency. The conversation dives into real data from Solomon Coyle's benchmarking work and reveals what high-performing dealerships do differently.

The 6 Metrics Sales Leaders Must Master

Each year, Solomon Coyle conducts a comprehensive financial and operational benchmarking survey across the dealer network. That data has consistently shown that long-term success depends on tracking and managing these six critical metrics:

1. Revenue Growth

2. Installed Margin as a % of Sales

3. Sales Expense

4. Product Margin as a % of Sales

5. Service Margin as a % of Sales

6. Revenue per Salesperson (a measure of productivity and seller capacity)

If these metrics aren't healthy, Shelley says, it's often not a matter of effort or talent. It's a matter of leadership clarity, accountability, and resource alignment.

Margin Erosion Is Silent and Often Self-Inflicted

One of Shelley's compelling points is the idea of "funnel cloggers," inefficiencies that quietly eat away at

profit. These include:

- Misalignment between sales and support teams
- Repeated redesigns and change orders
- Wasted trips on installs or delivery
- Unqualified prospects draining time and resources

Without clear qualification standards or process discipline at the front end, sales teams often chase low-potential clients or misuse internal resources, shrinking margin even as revenue grows.

From Superstar Seller to Strategic Coach

Many sales leaders are promoted because they were great sellers. But leadership is about building teams, developing people, and aligning efforts.

Shelley challenges leaders to:

- Let go of personal accounts
- Focus on coaching vs. closing
- Invest in hiring and developing the right people
- Measure success through leading indicators like quality of activity, not just revenue booked

Sales Process Is a Team Sport

Shelley emphasizes the value of having a clear, repeatable sales process, not only for consistency, but for forecasting and cross-team alignment. A process that is transparent, shared, and regularly updated allows everyone, from designers to project managers, to support deals more effectively and hold one another accountable.

And, critically, forecasting improves, which matters immensely when dealers are working closely with manufacturers on production timelines and resource planning.

A Culture of Accountability and Learning

Shelley leaves sales leaders with two powerful reminders:

1. Hold your people accountable. When a rep misses a follow-up or comes to a meeting unprepared, what happens? If there's no consequence, there's no accountability.

2. Foster curiosity and continuous learning. Even seasoned sellers can fall into complacency. Creating a culture of improvement means everyone—especially experienced reps—must revisit the fundamentals and stay sharp.

Listen to the Full Conversation

This episode offers practical, grounded insight for any dealership leader looking to improve profitability, optimize their sales organization, and lead with clarity.

Listen to the full podcast episode: Sales POP! Podcasts: Insights from Top Experts in Sales, Marketing, Leadership & More.