

THE 15-MINUTE WEEKLY KPI CADENCE

How flooring owners and managers diagnose performance without micromanaging, arguing, or guessing.

SECTION 1 — WHY THIS CADENCE EXISTS

Most sales meetings fail because they try to:

- Motivate instead of diagnose
- Cover everything instead of the bottleneck
- Debate effort instead of execution

This cadence exists to answer three questions only:

1. Are opportunities being handled correctly?
2. Where is the process breaking down?
3. What is the single highest-leverage fix this week?

If those three questions are answered, the meeting worked.

SECTION 2 — THE NON-NEGOTIABLE RULE

This cadence runs:

- Once per week
- On the same day
- With the same metrics
- In the same order

Consistency matters more than depth.

If a discussion cannot be resolved quickly, it becomes an offline follow-up, not a meeting derailment.

SECTION 3 — WHAT THIS IS NOT

This cadence is not:

- A motivational talk

- A leaderboard review
- A long explanation session
- A debate about market conditions
- A place to relive customer stories

Those conversations happen elsewhere.

SECTION 4 — THE 15-MINUTE AGENDA (EXACT STRUCTURE)

Minute 0–2: Pipeline Reality Check

Managers review only observable facts:

- Total leads logged (period-to-date or rolling window)
- Any rep with unusually low lead volume compared to rotation

Purpose:

- Surface under-logging
- Identify avoidance behavior
- Protect data integrity

No commentary yet. Just facts.

Minute 2–6: Opportunity Handling Metrics (Core)

This is the heart of the cadence. Managers review one of the following, depending on store structure:

Option A — Measure-Based Close Rate (Preferred)

- Number of measures scheduled
- Number of measures converted to sales

Why this metric: Hard to game, tied to real customer intent, anchored to a calendar, reflects qualification quality. This metric intentionally ignores casual shoppers and focuses on opportunities where the business has real exposure, commitment, and install risk.

— OR —

Option B — Lead-to-Sale Close Rate (When Controls Exist)

- Total legitimate leads
- Total conversions

Managers watch for:

- Large gaps between reps
- Low lead counts masking high close rates
- Inconsistencies that signal process avoidance

Close rate is a diagnostic metric, not a judgment metric.

Minute 6–9: Follow-Up Execution Check

Managers verify system compliance, not outcomes.

Specifically:

- Is the Call → Voicemail → Text sequence being followed?
- Is it being logged consistently?
- Are stuck opportunities receiving the final follow-up?

This is **binary**:

- Yes = compliant
- No = non-compliant

No storytelling. No justification.

Minute 9–12: Quote Accuracy & Margin Protection

Managers review:

- Any callbacks
- Any claims
- Any rework
- Any discounting used to "save" deals

Purpose:

- Identify process misses
- Surface quoting shortcuts
- Catch margin erosion early

Managers ask one question only:

"Where did the system break down?"

Not: "Why didn't you sell it?" or "What did the customer say?"

Patterns identified here inform next week's single focus assignment — not discipline or micromanagement in the moment.

Minute 12–15: Single Focus Assignment

End every meeting the same way.

Each rep leaves with:

- One focus for the week
- Tied to one observable behavior
- Not a personality change
- Not a motivation goal

Examples:

- Improve follow-up compliance
- Improve measure qualification
- Tighten rough-price clarity
- Reduce callbacks tied to product selection

No more than one.

SECTION 5 — KPI DEFINITIONS (NO GRAY AREA)

Lead

A lead is any customer who:

- Initiates contact
- Requests pricing, product help, or an appointment
- Has a real flooring need

Leads are logged even if:

- The rep believes they won't close
- The rep dislikes the customer
- The rep thinks it's "just shopping"

If there is uncertainty, log it as a lead. Over-logging is correctable. Under-logging hides the truth.

Measure

A measure is counted when:

- A site visit is scheduled
- A third-party or internal measurer is dispatched
- The appointment is confirmed

Close

A close is counted only when:

- A signed agreement exists
- Or payment / deposit is collected

Follow-Up Compliance

Compliance exists only when:

- Call is made
- Voicemail is left if unanswered
- Text is sent immediately after

Skipping any step = non-compliance.

SECTION 6 — HOW MANAGERS USE THIS

Managers do not:

- Argue numbers
- Debate effort
- Accept "I tried" as execution

Managers do:

- Enforce systems
- Ask clarifying questions
- Assign one corrective focus

This cadence protects:

- Salespeople from chaos
- Managers from micromanagement
- Owners from surprises

Managers are not expected to review every file or approve every action. Enforcement happens through pattern recognition over time, not file-by-file permission.

SECTION 7 — WHY THIS WORKS IN FLOORING

Flooring retail realities:

- Long consideration cycles
- High dollar decisions
- Emotional purchases
- Install risk
- Claims exposure

This cadence works because it:

- Surfaces uncertainty early
- Forces clarity
- Reduces ghosting
- Improves trust
- Protects margin

FINAL REMINDER

You don't fix performance by pushing harder.

You fix performance by seeing clearly.

This cadence exists so owners and managers can:

- See the truth
- Act early
- Stay calm
- Stay profitable

Created by Matt Shelton

Systems-built clarity for flooring businesses

Operator experience. Ethical execution. Practical results.

matt@mattshelton.co

