



THE REVENUE CULTURE

How Elite Companies Create Winning Sales Environments

By Celia Sarkisian

INTRODUCTION

Hello CEOs, COOs, CSOs, sales leaders, sales managers and business owners and individuals reading this,

I understand how frustrating it can feel to invest into CRMs, hiring, systems, meetings, training programs, consultants, and endless sales strategies, only to still experience inconsistent performance, burnout, poor communication, and unstable sales results within your team...

Just a quick note before diving in:

This ebook is not meant to give you a perfect A-to-Z formula.

It is simply a collection of patterns, realizations, observations, and lessons I've personally seen while working in sales, training teams, and closing deals across different industries.

The goal is not for you to copy everything word for word.

The goal is for this to help you start thinking differently, brainstorming more deeply, and creating those small "aha moments" that make you reflect on

what your team is already doing well, what may be holding you back, and what can be improved moving forward.

Use this as perspective.

Sometimes one realization changes everything.

Sometimes the issue is not the closer. Sometimes the issue is the environment the closer is operating in every single day.



ABOUT ME

In my career, I have experienced various sales cultures through roles as a high-ticket closer, sales coach, mentor, and leader of sales teams. I have sold both B2B and B2C products and services and worked in companies where no two cultures were the same. Yet despite the differences in industries, offers, and sales processes, many of the same human behavior patterns repeated themselves over and over again.

Some businesses made heavy use of outbound dialing or cold calling. Other organizations specialized in inbound calls and consultation-style meetings. Still, other sales cultures focused on fast-paced phone sales while others centered on slower relationship-building Zoom conversations.

Now, you may be wondering I want to speak about how to “10x” your sales revenue, increase pressure, or implement yet another system. However, I want to focus on the aspect of selling that most companies completely disregard: culture.

Most organizations search externally for solutions while overlooking the internal emotional environment affecting their team’s communication and performance.

When I think of the best companies I have worked with – those that boasted the most positive reputation, healthy staff, and the most consistent sales teams – these companies did not build the most competitive sales cultures. Instead, they were the companies who cared about their sales closers while maintaining extremely high standards for themselves.

And after spending enough time within different companies, I began to see several truths about their culture specifically their sales team’s culture that became self-evident fairly quickly.

I began to understand why some teams consistently outperform while others are always dealing with issues such as burnout, turnover, low morale, and unstable revenues. I began to recognize that most companies don't even know the root of the problem when it comes to their sales performance.

Many companies blame their closers before examining the environment they created. I have seen great salespeople struggle to maintain their confidence due to leaders who only knew how to push but not coach and lead. I have seen closers become anxious and unengaged because every single member of the team saw everyone else as a competitor rather than a collaborator. Fear-based environments slowly damage communication quality without leadership even noticing it happening...

But I have also seen the opposite happen.

I have witnessed what occurs when closers feel trust, support, proper challenge, healthy competition and appropriate coaching. Everything about performance improves when your people stop having to operate on survival mode. And that is a big reason for me to create this e-book.

Sales teams are more than scripts, KPIs, and tracking systems. Sales teams are about healthy cultures.

And yes, culture shows up in the numbers.



CHAPTER 1



Revenue Problems Are Often Internal Problems

Many companies see the answer to their poor sales performance in one thing only - additional pressure. In some cases, pressure may temporarily increase activity while simultaneously decreasing communication quality.

Thus, there will be more meetings. More micromanaging. More useless criticism. More emotional pressure within the team.

Pressure alone usually does not solve the problem.

At times, a closer does not underperform due to a lack of motivation, effort, or skills. Sometimes, it stems from a lack of confidence, poor leadership, a demotivating working environment, and emotional exhaustion. As a result, a person starts functioning in stressful conditions every single day, which gradually leads to problems with communication on calls.

One can tell that by listening. You can often hear burnout in someone's conversations long before it fully appears in the KPIs.

A closer becomes too reactive, defensive, rigid when they are being critiqued instead of being coached. You can hear the emotional exhaustion in the way they communicate. They were exhausted from the moment they started doing things for the day.

Companies often create survival mode environments unconsciously.

Survival mode rarely creates calm communicators. It creates reactive ones.

Such a culture may generate good numbers in the short term, but in the long

run, they tend to create burnouts, frustrations, and high turnover rates.

A healthy culture does not equate to poor standards.

Instead, a healthy culture ensures that a supportive atmosphere is created, allowing individuals to operate at a high standard without getting emotionally drained daily.

Healthy culture is generally cultivated through effective communication, good leadership, accountability, trust, and emotional stability within the team.

People perform best when they are challenged and emotionally supported at the same time. Not sole criticism.



CHAPTER 2

What Most Sales Teams Get Wrong

One of the biggest mistakes that organizations commit in sales is fostering competition among closers.

Now competition isn't necessarily wrong. The key distinction here is knowing the difference between a driven environment versus one that constantly makes people feel emotionally vulnerable toward each other.

No one is trying to genuinely assist one another. Critical information gets withheld, and mistakes get treated like failures instead of coaching opportunities. The manager jumps on the bandwagon out of emotion rather than taking the time to figure out the problem at hand first. Emotionally reactive leadership eventually creates emotionally reactive closers.

Another issue that happens quite a bit is managers making snap judgments about sales performance.

As soon as the figures drop, their assumptions will be along the lines of:

"They aren't hardworking." "They're being lazy." "They're simply unskilled."

But no one ever stops to wonder what happened. Sometimes, the issue really is skill-related, but other times it can be something much deeper. Exhaustion, mental pressure, uncertainty, losing self-confidence after making tough calls. Outside stress factors that slowly impact how people communicate.

Sales work is emotionally intense regardless of what anyone thinks. And unfortunately, organizations often forget that. Emotional fatigue eventually reveals itself through tonality, authority, conviction, and objection handling.



CHAPTER 3



Confidence Affects Communication

It is often easy to recognize when a closer possesses genuine confidence during a conversation.

Not fake confidence, which often comes off as overly enthusiastic or even aggressive. Actual confidence is usually far more relaxed than people think. A confident closer feels emotionally secure and maintains a sense of control throughout the interaction.

Confidence changes everything.

Too many companies pay a lot of attention to scripting, but neglect the psychological well-being of the person executing the script. (P.S. I believe frameworks are far more effective than rigid scripts.) Yet emotional state impacts tonality, reactions, confidence, pacing, and communication in general.

A person who spends the whole day feeling anxious and uneasy due to the constant fear of being fired for not meeting the KPIs will eventually display these feelings through their outward behavior during a sales conversation. People (aka potential buyers) hear emotional instability before they consciously identify it logically.

This is exactly why actual coaching is so important.

Not humiliating anyone.

Not egocentric leadership.

Not embarrassing people constantly for making any mistakes at all.

Actual coaching.

Where the leadership pinpoints what is wrong and coaches the closer into better shape without damaging confidence.

Because confidence begets good performance, which starts to suffer once confidence goes away.

But another thing many companies seem to miss about their closers is that not all of them communicate in the same way.

Not everyone sounds like the stereotypical “sales guy.”

The goal should not be creating robotic closers who all sound copy pasted.

The goal should be helping people become stronger communicators while still sounding natural and human.

Not everyone leads conversation the same way.

The aim is not to mold people into robots that will sound copy pasted.

The aim is to enable individuals to be great conversationalists without losing their humanity.



CHAPTER 4



Systems Matter, But They're Not Everything

Of course, systems are important.

CRMs are important. Organizing is important. The follow-up process is important. Pipelines are important. Call debriefs are important. SOPs are important. KPIs are important.

But good systems don't make good salespeople by themselves.

A business can have an amazing set of systems in place, but it will struggle because the atmosphere within the business isn't healthy emotionally.

That's where most organizations miss the mark.

Sales is intrinsically tied to mental state, self-confidence, emotional management, communication skills, and leadership abilities. If someone feels mentally exhausted constantly, no sales manual in the universe is going to change that. Unless the company lives in a fairytale and has a magic wand!

Most companies invest countless hours teaching technical selling skills but neglect the human component of performance... That's a big error!

Because sales ultimately boils down to human interactions.

And human beings simply don't deliver top-notch performances within atmospheres dominated solely by fear, pride, stress, and mental fatigue.

Strongest sales teams tend to have two components: effective systems and proper leadership. Not one without the other, my friends!



CHAPTER 5



The Future of Sales Teams

There is change happening within sales environments whether organizations like it or not.

There is a much larger awareness among people today of the importance of communication, emotional intelligence, psychology, leadership, and culture. Leading completely out of fear and pressure may not be sustainable in the long run.

It does not mean that accountability will disappear. It simply means that leadership will become better.

Modern consumers recognize desperation, pressure, and inauthenticity far faster than people did years ago.

Great sales leaders know that organizational culture will eventually trickle down into communication skills and performance.

The internal feeling of a closer will eventually reflect itself into the language and objection handling process used on calls, as well as their reaction to pressure and ability to sound confident.

Everything is connected.

Leadership → Confidence → Communication → Revenue

Many organizations focus heavily on writing scripts but fail to consider the

emotional environment in which the script was delivered.

This is why some sales organizations perform well for a short time but then fail due to poor retention, burnout, inconsistency, and low morale.

In the future, culture and retention may become some of the biggest competitive advantages in sales organizations.

The truth is that people perform better when they feel clarity, support, proper coaching, and empowerment.

That is what leads to consistency. And consistency leads to revenue!

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Note: Sales is a skill-based profession. Individual results vary based on execution, consistency, communication, and experience.