



Twalib Mohamed

Building High-Performing Sales Teams Through
Coaching, Accountability, and Execution

Market Development Supervisor, Residential Market
Development

Great sales organizations are not built from dashboards. They are built in the field. My philosophy is simple: develop people, create accountability, and remove obstacles so teams can perform consistently.

20+

Team members developed

23.9%

Mobile attach rate

#2

Regional ranking, of 8

7+ yrs

Leading telecom sales

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01 ABOUT

I have spent seven years in telecom sales, the last three leading a market development team of more than 20 people at Spectrum. Before that I sold B2B accounts myself, and before that I built enterprise technology deals at AT&T. So I have sat in every seat on this org chart.

What I do well comes down to three things. First, I lead by serving the team. My job is to clear what is in my reps' way, not to sit above them and ask for updates. Second, I coach off the data. I read the BI dashboards rep by rep every morning and go into each conversation with the one specific gap we are working on, so nothing I say is guesswork. Third, I empower people inside clear expectations. Everyone owns their territory and their day, and everyone knows exactly what the standard is, so they can make their own calls without waiting on me.

02 EXPERIENCE

Spectrum

March 2023 to Present

Market Development Supervisor

- Run sales execution for a team of more than 20 reps, including their targets, their weekly cadence, and their development.
- Own territory planning and forecasting for the market. I use unit density and past performance to decide where reps spend their time, and I keep the forecast honest enough that leadership can plan against it.
- Coach reps in the field every week. Ride alongs, same day feedback, and a specific skill focus per person rather than general advice.
- Work directly with Operations, Construction, Customer Care, Marketing, and Installation to get serviceability answers faster and keep installs on schedule.
- Rebuilt how the team tracks activity and pipeline so problems show up while there is still time to fix them.

Spectrum

May 2021 to March 2023

Business Sales Executive

- Carried a full B2B cycle on my own: prospecting, discovery, proposal, negotiation, and close.
- Built relationships with owners and decision makers that turned one time sales into renewals and add on business.
- Designed connectivity and voice solutions around what the customer actually struggled with, not around what was easiest to quote.
- Kept my own pipeline and CRM clean, which is why my forecast was something my manager could rely on.
- Stayed involved after the signature, working with implementation so customers were live when we said they would be.

AT&T

September 2018 to May 2021

Enterprise Technology Consultant (Sales Division)

- Sold connectivity and managed technology to mid-market and enterprise customers.
- Ran discovery workshops with executive stakeholders to understand their operational and security problems before proposing anything.
- Partnered with Sales Engineers, Solution Architects, and Operations to design and deliver solutions that held up in production.
- Negotiated multi year agreements and renewals on business value instead of discounts.
- Built account plans that grew existing customers rather than chasing only new logos.

03 FIRST 90 DAYS

**DAYS 1 TO
30**

Listen first

Learn all six teams, the supervisors running them, and the real numbers before I change anything.

- Sit down one on one with each of the six supervisors. How they run their team, what they are good at, what is in their way, and what support looks like to them.
- Spend a day in the field with each team and ride along with reps so I see the work myself, not just the report.
- Read the numbers team by team and rep by rep: activity, connects, close rate, attach, and how close last quarter's forecast came to reality.
- Go through the CRM honestly with each supervisor: stage definitions, aging deals, and where the pipeline is not telling the truth.
- Write down the starting numbers for all six teams and share them so everyone sees the same baseline.
- Introduce myself to my counterparts in Construction, Operations, Marketing, Care and Installation before I need anything from them.

**DAYS 31 TO
60**

Protect what works, fix what is in the way

Keep what each team is already doing well, change only what is clearly slowing people down, and get one shared rhythm running across all six.

- Name what is already working on each team, the habits, the accounts and the people carrying it, and protect that before I change anything.
- Set one weekly rhythm the whole group runs: numbers on Monday, field time midweek, one on ones, and a weekly review with the six supervisors together.

- Coach the supervisors on coaching. I ride with them while they coach their own reps and give them the same day feedback I would give a rep.
- Tighten the forecast across all six teams. Clear stage criteria, rules for stale deals, and one place everyone looks.
- Get on the same page with Construction and Operations about serviceability, install timing, and who to call when something slips.
- Take proposed changes to my manager and to peer leaders for a second set of eyes before rolling anything out, instead of deciding alone.

**DAYS 61 TO
90**

Run it and prove it

Work the plan, show real movement, and make sure it keeps running without me in the room.

- Run the full weekly rhythm with one scorecard covering all six teams, visible to everyone.
- Hold every team to the same standard and work the gaps that are still there, team by team.
- Write down how we work, from first contact to the customer handoff, so a new supervisor or rep can pick it up.
- Give the strongest supervisors and reps something real to own so the next leader comes from inside the group.
- Show leadership what moved across the group: activity, connects, close rate and attach against the day one numbers.
- Bring a plan for the next two quarters with targets by team and territory.

04 HOW I LEAD

Coaching that happens in the field

I ride along, I watch the conversation, and I give feedback the same day. Each rep works on one specific thing at a time instead of a list of general advice, and we check on it the following week.

Territories and forecasts I can defend

I plan coverage around unit density and real opportunity, and I keep the forecast honest even when the honest number is not the one anyone wants. Pipeline visibility is my job, not a chore I push down to reps.

Straight talk about performance

Everyone knows their number and where they stand. When someone slips I say so early, while it is still fixable, and when someone is carrying the team I make sure it is seen and rewarded.

Relationships across the other teams

I know the people in Operations, Construction, Care, Marketing, and Installation by name. That is why my escalations move and my reps are not left explaining a delay they had no part in.

Comfortable in the executive room

I have run discovery workshops with decision makers and negotiated multi year agreements on business value rather than price. I can put a rep in that room and coach them through it.

Small fixes, repeated

I do not rip up a process on day one. I find the handoff or the report that wastes an hour a week, fix it, write it down, and move to the next one.

05 MY LEADERSHIP OPERATING SYSTEM

01	PEOPLE ↓	Hire and keep people who want to be coached, then serve them.
02	EXPECTATIONS ↓	Written standards so nobody has to guess what good looks like.
03	COACHING ↓	In the field, same day, one gap at a time.
04	ACCOUNTABILITY ↓	Everyone knows their number and where they stand this week.
05	EXECUTION ↓	A weekly rhythm the team runs without me in the room.
06	RESULTS	Pipeline, close rate and attach measured against day one.

06 LEADERSHIP PHILOSOPHY

How I coach

I coach in the field, not from a desk. I ride along, listen at the door, and give feedback the same day while the call is still fresh. Each rep works one specific gap at a time and we check it the following week. Before any of those conversations I have already read their individual numbers, so what I say is grounded in their week, not my opinion.

How I make decisions

I start with the data and finish with the people. The BI dashboards tell me where to look; the rep tells me why. When something is unclear I go see it myself before deciding. And before I roll out a change I take it to my manager and a peer supervisor for a second set of eyes, because a decision made alone is a decision nobody else owns.

How I build trust

I do what I said I would do, and I do it first. My job is to clear what is in a rep's way, whether that is a serviceability answer, an install date or an escalation, not to sit above them asking for updates. I give credit in public and correction in private, and I never surprise anyone with feedback they should have heard a week earlier.

How I handle conflict

Early and directly. Most conflict on a sales floor comes from an unclear expectation or a missed handoff, so I go find the facts before I go find fault. I have the hard conversation while it is still fixable, in person, and I leave it with a written plan and a date. Between departments I lean on relationships I built before I needed them.

How I measure success

Three ways. The numbers: connects, close rate, attach, penetration against day one. The people: who got promoted, who is ready next. And whether the rhythm keeps running when I am out. If the team only performs when I am standing there, I have built a dependency, not a system.

How I develop leaders

I give strong people something real to own, like a territory tier, a piece of the weekly meeting or a new hire to onboard, and then I let them make calls I would have made. I write down how we work so the knowledge is not in my head. The goal is that the next leader comes from inside the team.

07 SELECTED WINS

20+

REPS LED

Building the Georgia team from nothing

- | | |
|---------------------|---|
| SITUATION | The department was brand new in the GA market. There was no team, no rhythm, and no standard for what a day was supposed to look like. |
| WHAT I DID | I built the team from the ground up, set the expectations in writing, and put the daily and weekly rhythm in place: morning numbers, field time, one on ones, and a weekly review the department still runs on. |
| WHAT CHANGED | Every result the market has produced came out of a team and a cadence that did not exist before I built it. |

5

TEAMS INVOLVED

Getting installs to keep up with sales

- SITUATION** We were selling faster than Construction and Installation could deliver, and then city permits stalled projects outright, so serviceable inventory dried up mid-month.
- WHAT I DID** I set up a standing working session with Operations, Construction, Care, Marketing, and Installation. Relationships I had built over years meant I heard about permit holds and delays early, so I re-cut territory assignments and moved reps onto live inventory instead of letting them sit.
- WHAT CHANGED** We kept our momentum through the delays, installs moved faster, escalations dropped, and customers stopped hearing excuses from my reps.

Full-cycle

B2B OWNERSHIP

Turning transactional accounts into renewals

- SITUATION** A set of mid market and enterprise accounts were being handled as one off sales with no executive relationship behind them.
- WHAT I DID** I ran discovery workshops with the actual decision makers, built solutions around problems they told me about, and negotiated multi year terms.
- WHAT CHANGED** Retention improved, accounts grew, and the recurring revenue base got bigger.

Daily

BI REVIEW

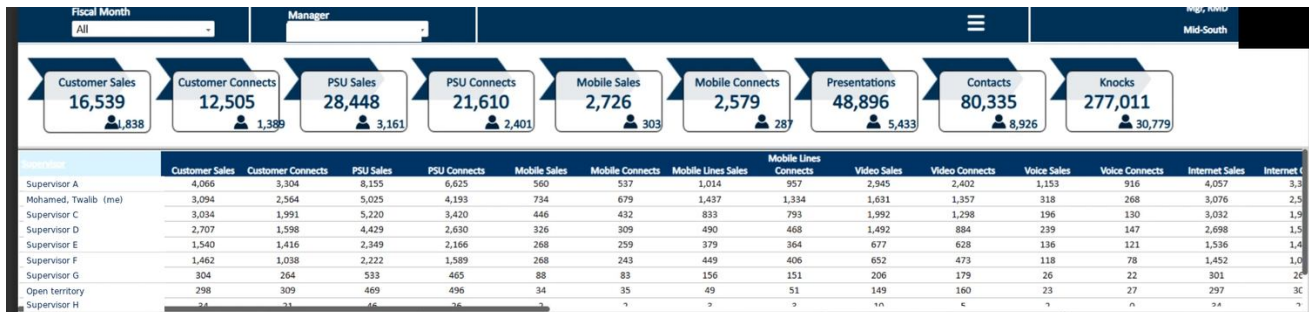
Coaching off the numbers every day

- SITUATION** Coaching without data turns into opinion, and reps stop believing it.
- WHAT I DID** I read the BI dashboards every morning, rep by rep, and decide from the individual numbers where each person needs work that day. I coach to that one gap, and I call out the wins in front of the team when the numbers move.
- WHAT CHANGED** Everybody knows where they stand before I say a word, and the conversation is about one specific thing instead of a general lecture.

08 TEAM AND REGIONAL RESULTS



My team's fiscal year summary. I read this rep by rep every morning and decide who needs what that day.



The same period across the region, my team second of eight.

09 HOW I COACH

These are two real coaching notes I sent, shown as they went out. They cover the two situations that come up most: someone whose activity is short of the standard, and someone who is mid month and behind pace.

A REP BELOW THE ACTIVITY STANDARD

Subject: Field activity and where we go from here

He was working hard but starting late and not getting enough doors in, so the volume never showed up in the numbers.

Hi J,

I wanted to follow up regarding your recent field activities and overall performance expectations.

Based on your current activity trends, there is an opportunity to improve both production consistency and field execution. At this time, you are averaging approximately 14.16 contacts per day and 1.13 knockouts per day, while effort is being made in the field, this activity levels are currently below the expected standards required to consistently achieve performance goals.

As discussed, the minimum expectation is

14-16 contacts per day
5 presentations per day
14 NCR per week

I have reviewed your daily activity summaries with you and provided visibility into the areas where improvement is needed, specifically around contact, field efficiency, and overall activity volume.

Moving forward, focus should be placed on:

Starting earlier in the field to maximize prime contact hrs. (You have shown improvement on starting time, we just need to be consistent)
Increasing daily knock volume and urgency
Improving route management
Maintaining consistency throughout the full shift.

The goal is to help position you for success and ensure you are meeting the required expectations for the role. Your execution once we find contact to present is above 50%, lets correct course on the above areas to set yourself for better connect months that will lead to better commission checks.

Spectrum Daily Activity																
Fiscal Month																
May 1, 2026																
Sr Director	Sales Channel	Sales Date	Start Time (Median)	End Time (Median)	Time in Field	Doors Knocked	Contacts per rep	Knockout/rep	Contacts	Contacts %	Presentations	Preso%	Sold	Internet Sales	PSU Sales	Distance %
[redacted]	RMD	Total			05:28:04	239	4	17.1	105	43.9%	55	23.0%	18	17	31	16.1%
		4/29/2026	06:45:00 PM	7:34:50 PM	05:29:17	55	21	24.0	21	38.2%	5	9.1%	1	1	2	1.8%
		4/30/2026	1:37:18 PM	7:43:06 PM	06:05:48	17	5	17.0	5	29.4%	3	17.6%	1	1	2	23.5%
		5/1/2026	07:42:50 PM	7:12:22 PM	05:26:27	11	3	11.0	3	27.3%	2	18.2%	1	1	2	27.3%
		5/2/2026	7:45:43 AM	6:05:42 PM	09:45:05	1	1	3.0	1	100.0%	1	100.0%	1	1	1	100.0%

The email as it went out. The standard is in writing, the four behaviors to change are highlighted, and his own activity report sits underneath.

A REP MID-MONTH, BEHIND PACE

Subject: Where we are for July

Halfway through the month and short of goal. I wanted him to see the math himself and tell me what he was committing to.

Hi K,

Here is what we are looking at for the month of July.

MTD sales:

You currently have 23 sales on the 14th of July. With the goal of minimum 40 sales, you will need to close 2 sales a day for the remainder of the days to be above 8% yield.

We need to increase numbers of doors knocked to get enough presentations a day that will allow you to close more and get you closer to the goal. The good news is your closing rate is high when you get to presentations. that shows us if we get enough presentations, we will be able to hit 2 sales we need.

Key things to pay attention to for the remainder of the month:

1. Field time: - make sure we are on field by 12-12:30PM and finishing prime time around 8:30PM to maximize the opportunities to close more sales

Connects:

Currently MTD connects is at 5.

Customer Sales 107 10													
Customer Connects 50 5													
PSU Sales 150 14													
PSU Connects 84 8													
Mobile Sales 27 2													
Mobile Connects 25 2													
Presentations 352 32													
Contacts 572 52													
Knocks 1,638 149													
Kevin T.	23	5	32	8	3	4	8	9	7	3	3	0	0
Mark D.	14	5	19	10	0	1	0	2	5	5	1	0	0
Shaleshkumar T.	14	6	17	8	2	1	2	1	3	2	0	0	0
Stephen T.	13	8	17	14	6	6	12	10	5	5	0	1	1
Mohammed G.	12	7	14	9	4	3	7	6	2	2	0	0	0
Kalin J.	11	5	17	9	7	6	10	7	6	4	0	0	0
John S.	10	4	15	7	4	2	10	4	4	2	1	1	1
Terrence H.	5	4	8	8	1	1	1	1	3	3	0	1	1
Jasmine B.	2	1	6	1	1	1	1	1	1	1	1	1	1

Mid month check in: the math he needed to see, with the team month to date ribbon and his rank underneath.

We have 7 that are already scheduled to be installed this fiscal month. I provided you with their contact information to make sure they are all going in, if there are any issues please let me know so that we can correct. We cannot afford losing any connect.

We have 0 sales that can be connected this month from the pending due to construction list. Seems like what is pending will be connecting in August fiscal month

MTD projection:

If we continue to close 2 sales a day we will end up at or above 40 sales which will put you at goal at 8% yield for sales.

In installs: as of today, you are projecting to close the month with less than 17 sales. Good news is we have 11 more working day, excluding weekends. The goal for you is to work your activated area to get enough connects to put you above 25 sales for the month while still building the funnel for your August installs.

Tell me what you think you can finish with this month in sales and connects?

The second half of the same email, the projection and the question I close on.

10 EDUCATION

Kennesaw State University

Bachelor of Science, Business Administration