



A D I S C O V E R Y T O O L K I T

# The Three-Layer Discovery Framework

*A field-ready tool for combating shallow discovery — and losing fewer deals.*

A Teleios Strategy Sales Leadership Resource | [www.teleiostrategy.com](http://www.teleiostrategy.com)

# Your closing problem isn't a closing problem.

Deals aren't decided at the close. They're decided in the first 30 minutes of discovery — by how many layers deep you went into every problem the prospect mentioned. Top performers go three or four layers deep on every problem. Everyone else stops at the first answer and loses the deal before they ever get to ask for it.

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**60%**

average rep talk time

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**3–4**

problems top performers explore

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**15–16**

questions winning reps ask

# The Three Layers

*No new problem until three layers deep.*

## 01

### The Symptom

#### WHAT YOU'RE UNCOVERING

The observable facts — what's happening, where, and how often.

#### GO-TO QUESTIONS

- *"When did you first notice it?"*
- *"What does it look like in the numbers?"*
- *"How is it showing up across the team?"*

## 02

### The Impact

#### WHAT YOU'RE UNCOVERING

What this is costing the business — revenue, time, people, momentum.

#### GO-TO QUESTIONS

- *"What does this mean for pipeline or revenue?"*
- *"What happens if this continues another quarter?"*
- *"Who else is feeling pressure from it?"*

## 03

### The Root Cause

#### WHAT YOU'RE UNCOVERING

Why it's still happening — and what they've already tried that hasn't worked.

#### GO-TO QUESTIONS

- *"What have you already tried to fix it?"*
- *"Why do you think that didn't work?"*
- *"What's the piece you can't solve alone?"*

# The Silence Rule

4

S E C O N D S

Count to 4 after every answer  
**before you speak.**

*That pause is where Layer 2 and Layer 3 live. Fill it with your next question and you stay at Layer 1 forever.*

The silence will feel awkward. That's the point.

# Your Next Discovery Call

## Stop Doing

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- Accepting the first answer as the real answer
- Asking more questions to fill silence
- Moving to a new topic at the first sign of discomfort
- Coaching reps on closing when the gap is discovery

## Start Doing

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- Counting to 4 after every answer before speaking
- Asking "Why?" and "What's causing that?"
- Exploring 3–4 problems deeply — not 10 shallow ones
- Targeting Layer 3 once per major problem surfaced

*Do this once and the pattern changes.*



K E E P   G O I N G

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Questions? Contact Drew at [drew@teleiostrategy.com](mailto:drew@teleiostrategy.com)