

A L E A D E R S H I P S E L E C T I O N T O O L

The Promotion Scorecard

Six predictors, two lists, and one trial — so your next sales leader is chosen on evidence, not the leaderboard.

Your best producer just became your worst sales leader.

Companies overwhelmingly promote on individual sales performance — and the research shows higher sales performance predicts worse management. Selling and leading are different jobs with different scorecards. The promotion is a hiring decision for a job the candidate has never done.

10%

performance decline per team member under a promoted top seller

131

firms in the promotion study — tens of thousands of sales workers

6

predictors of leadership success visible before the promotion



Six predictors. Score them before the announcement.

Rate each candidate 1–5 on every predictor, using evidence you already have.

01 Collaboration

How often do they work joint deals and share credit? The study's strongest predictor of manager quality.

02 Development Instinct

Do teammates get better around them? Look for the person peers already go to for deal help.

03 Coaching Behavior

When a peer brings a stuck deal, do they ask questions — or take over and give answers?

04 Process Discipline

Is their success a repeatable motion others can learn, or personal style that can't transfer?

05 Team-First Motivation

Do they want the team to win more than they want the spotlight? Watch what they celebrate.

06 The Trial Result

90 days as a working team lead, coaching two peers' deals. Pass/fail: did they develop the peer — or take the deal over?

T H E I D E A T O R E M E M B E R

The Two-List Test. Run it before every leadership opening.

The leaderboard tells you who sells best. It says nothing about who should lead.

Rank the team by last year's numbers. Then rank it again by who teammates actually go to for help on deals. Your sellers are on the first list. Your next leader is near the top of the second. If your promotion candidate leads list one and is absent from list two, the research says every person on the team pays for it.

How to use this at your next leadership opening

Stop Doing

- Promoting on quota attainment alone
- Treating the promotion as a reward instead of a hire
- Making management the only answer to “what's next for me”
- Announcing the promotion before testing the candidate

Start Doing

- Making two lists before every leadership opening
- Scoring all six predictors against evidence you already have
- Running the 90-day working-team-lead trial first
- Building a senior-producer track with real pay and standing

The rule: no promotion without the two lists, the six scores, and the trial.

K E E P G O I N G

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Questions? drew@teleiostrategy.com