BLOG · SALES MANAGEMENT

Is it time for us to Separate Outcomes from Diagnostics?

If leadership has to verify whether a top performer sent their emails this week, something upstream is already broken.

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Early in a rep's career, diagnostics help because habits are still being built. Structure helps. Repetition builds competence. In that stage, tracking activity can create consistency.

But once a rep is tenured, those habits should be assumed. At that point, monitoring effort often stops improving performance. It starts undermining it. One-size-fits-all management turns into adult babysitting fast.

There comes a time when it is valuable to separate "proof of work" from proof of performance.

Three core outcomes

Ultimately, performance resolves into three core outcomes:

- Revenue growth
- Customer advocacy
- Rep earnings

These aren't just goals. They are results. When revenue grows and customers advocate, earnings follow.

As reps mature, even further, their view widens. Success is no longer measured only by personal outcomes, but by the health of the business itself. When that maturity happens, two additional factors matter to them:

- **Payment discipline:** are customers paying on time?
- **Profitability:** are deals protecting margin?

What diagnostics are actually for

Diagnostics matter for one reason. They tell us whether our reps are on track to produce the outcomes that define winning. The mistake is treating the same diagnostics as the answer for every rep.

> **If leadership has to verify whether a top performer sent their emails this week, something upstream is already broken.**

Tenured sellers often don't fail because they forgot to work. They fail when leadership manages them in ways that erode judgment, autonomy, and repeatability.

For experienced reps, results hinge on decisions:

- Who they pursue
- How they differentiate in live conversations
- What customers experience after the signature

What the conversation sounds like instead

Effective leadership conversations with tenured reps sound like:

- Which opportunities are truly worth winning right now, and how can I help?
- Where are customers choosing to deepen the relationship, and why?
- What made our recent wins hold, and what could break them?

These questions assume competence while offering support. They raise standards without adding noise.

One principle scales cleanly: everyone is accountable for making measurable progress in a reasonable amount of time. When expectations are clear, great reps self-manage. Leadership shifts from oversight to support, focusing on removing friction, protecting deal quality, and making wins durable.

This is the difference between monitoring work and protecting wins.

What tenured reps need most is the removal of interference. Micromanagement either undermines performance or reveals that the wrong behavior has been tenured.

Let's talk.

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