LIGHTHOUSE PARTNERS

Your Sales Engine Diagnosis

What your two scores mean, and what to do about each position.

The Sales Engine Scorecard measures two things separately: the system you have built, and the results you are actually getting. The diagnosis is not either number on its own — it is the relationship between them. A high system score alongside poor results tells you something completely different from low scores on both, and the correct next move is different in each case. This guide covers all four positions, the six metrics every engagement is scored on, and the honest test to run on your own business this week.

What is inside

- All four diagnostic positions and what each one actually indicates
- The three most likely explanations for each position
- What to do first — in order — for each
- Why unevidenced claims are capped, and what that reveals
- The six metrics that matter more than any score

Why two scores, not one

Every self-assessment in the world skews high. Research on sales organisations has documented this for decades: managers rate their own systems generously, and effectiveness is in any case an index to which the salesperson is only a partial contributor. Territory potential, competitor behaviour and market conditions are inside every revenue number.

So a single score is easy to inflate and hard to act on. Two scores are not. When your system score and your results score disagree, the disagreement itself is the finding — and it points at a different problem than either number alone.

> **WHY HIGH SCORES GET CAPPED**
>
> In the Scorecard, any system question scored 8 or above without confirming it exists in writing or in a system is capped. This is not a technicality. A process that lives only in people’s heads cannot be taught to a new hire, cannot be inspected by a manager, and leaves with whoever knew it. If your unadjusted score fell sharply once evidence was required, that gap is your most important result.

POSITION 1

High system score, poor results

Your self-assessment says the machine is built. Your outcomes say it is not running.

This is the most expensive position in the matrix, because nothing feels broken. Leadership believes the process exists, so effort goes into working harder inside it rather than examining it. Meanwhile the results quietly disagree.

The three most likely explanations

- The system exists on paper but is not actually run. A documented deal path that nobody inspects is decoration.
- The constraint sits outside sales entirely — pricing, segment, lead quality, or product fit — and no amount of sales discipline will move it.
- The self-assessment was generous. This is why the Scorecard caps unevidenced claims: an undocumented process is not a process.

What to do, in order

1. Baseline the six metrics before changing anything. You cannot argue about a system without numbers.
2. Ask three reps what makes a deal qualified. Count the different answers. This takes five minutes and settles the argument.
3. Check whether pipeline reviews actually change deal outcomes, or merely report them.
4. Run a leak audit before building anything further. You have a diagnosis problem, not a construction problem.

> **RECOMMENDED NEXT STEP**
>
> Sales Leak Audit — two weeks, every leak valued in rupees, fee credited in full against the Playbook.

POSITION 2

High system score, good results

You have a working engine. The question is whether it survives growth and attrition.

This is a genuinely strong position and rarer than most founders assume. The risk changes shape here: it is no longer whether the method works, but whether it lives in documents and habits or in a handful of people's heads.

The three most likely explanations

- Growth. The next ten hires will not absorb by osmosis what your current team learned by doing.
- Attrition. When the method is undocumented, capability leaves with whoever held it, and it leaves without warning.
- Drift. Standards decay quietly when nobody is certified against them and no manager inspects to them.

What to do, in order

1. Certify managers before sellers. Fixing five managers moves more revenue than training fifty reps.
2. Put every new hire through a defined ninety-day ramp rather than shadowing whoever is free.
3. Version the playbook and set a recertification date, so the standard stays live as the market moves.
4. Track ramp time as a leadership metric. It is the clearest single proof the system is real rather than remembered.

> **RECOMMENDED NEXT STEP**
>
> Sales Academy — certification of every seller and manager against the standard you already run.

POSITION 3

Low system score, poor results

No system, and the results agree. The most fixable position we see.

At least the two numbers are honest with each other. Revenue currently rests on individual effort and memory rather than on anything repeatable, which is why performance swings with whoever happens to be selling.

The three most likely explanations

- Results depend on individuals rather than on method, so they cannot be forecast or transferred.
- New hires take months to become useful, because onboarding means shadowing rather than following.
- Sales training bought at this stage does not stick, because there is no system to train into.

What to do, in order

1. Do not buy training yet. Build the system first — the sequence is the whole difference.
2. Start by documenting what your best performer already does. The playbook exists; it has simply never been written down.
3. Write one qualification standard and apply it to the whole open pipeline. Expect the pipeline number to fall. Nothing is lost — what was there was never real.
4. Turn pipeline stages into gates with written entry and exit criteria.

> **RECOMMENDED NEXT STEP**
>
> Sales Success Playbook — the install. Eight weeks, five modules, and you own the asset.

POSITION 4

Low system score, good results

You are growing despite the system, not because of it.

Right now this feels like success, and it is easy to conclude nothing needs fixing. But strong numbers on thin foundations usually mean one of three things — and none of them survives contact with change.

The three most likely explanations

- A market tailwind that will not last, and that you did not create.
- Two or three exceptional individuals carrying the number, whose resignation would be a revenue event.
- A founder personally closing the important deals, which caps growth at their available hours.

What to do, in order

1. Measure founder dependency now: the share of closed revenue that required you in the room. Track it monthly.
2. Codify the method while things are calm. Rebuilding after a resignation costs several times more.
3. Identify which individuals carry the number, and document what they do differently before they leave.
4. Treat this as the best possible moment to install a system, precisely because there is no crisis forcing it.

> **RECOMMENDED NEXT STEP**
>
> Sales Success Playbook — install the system while you still have the revenue and the calm to do it properly.

The six metrics

Whatever your position, these are the six numbers every Lighthouse engagement is scored on. Baseline them before you change anything — a baseline cannot be recreated later, and without one you will never be able to prove what worked.

QUALIFIED PIPELINE	Value of open opportunities meeting an agreed qualification standard — not everything someone typed into the CRM.
WIN RATE BY STAGE	Conversion at each stage transition. Tells you where the deal path breaks, rather than merely that it did.
SALES CYCLE LENGTH	Median days from qualified to closed-won, with outliers excluded and the exclusion stated.
RAMP TIME	Days from a new hire's start to first independent close. The clearest single proof a system is real.
FORECAST ACCURACY	Committed versus landed, over the last three periods. A fact, not a feeling.
FOUNDER DEPENDENCY	Share of closed revenue that required the founder in the room. The number founders least like to measure.

THE HONEST TEST

Ask three of your salespeople what makes a deal 'qualified'. If you get three different answers, you do not have a qualification problem — you have a system that was never written down, and every downstream number you look at is an average of incompatible behaviour.

How Lighthouse works

We do not train your salespeople. We install your sales system, then train your people to run it. The sequence is not a preference — it is the reason training sticks when it previously did not.

SALES LEAK AUDIT	Two weeks. Every leak found and valued in rupees, with the assumptions shown. Fixed fee, credited in full against the Playbook.
SALES SUCCESS PLAYBOOK	Eight weeks. ICP and qualification, the deal path, the conversation kit and the operating rhythm — reverse-engineered from your own top performers. You own the asset.
SALES ACADEMY	Certification of every seller and manager on your playbook, plus the ninety-day onboarding ramp. Only available to companies running a defined playbook.
ALSO FREE	The Buyer Archetype Finder at lighthousepartners.in/buyer-archetype-finder identifies whether you sell B2G, B2E, B2SMB, B2M or B2PRO — and what each of those buyers requires.

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