



Why Sales Diagnosis is the Key to Unlocking Your Team's Potential

When it comes to managing a sales team, one major challenge often goes unnoticed: the need for a true *Sales Diagnosis*. Many organisations focus solely on results, looking only at metrics like quotas and forecasts. But when we manage based only on final results, we miss out on valuable insights into the actual sales process—and that can limit the long-term growth and potential of our team.

Sales Diagnosis is about looking beyond the end results to understand what's happening at each stage of the sales process. Rather than just measuring output, Sales Diagnosis helps you understand the underlying factors that contribute to sales performance, so you can identify opportunities for targeted improvements.

The Problem with Results-Only Management

Salespeople are often managed based on outcome-based metrics—hitting monthly quotas, closing deals, or achieving forecasted numbers. While results are important, using them as the only measure of performance can lead to a stagnant sales team. Reps managed purely on results may hit a ceiling, delivering the same performance month after month without understanding *why* they're falling short or *what* they need to do differently.

Take, for example, a salesperson who fell short of their quota last year. This year, they start off strong, prospecting regularly and building a solid pipeline. But when it comes to closing deals, they fall behind again. The immediate assumption might be that this rep simply has a low close rate, and that's where the manager might focus their feedback.

But the real issue could be more complex. Without a closer look at the entire sales process, both the rep and the manager might miss the true bottleneck. Maybe the rep is struggling to

move leads from the qualification phase into serious sales discussions. Without diagnosing each step, they're unlikely to identify and solve the underlying problem.

Why Results Metrics Alone Don't Tell the Full Story

Most traditional sales metrics, like close rates or monthly revenue, are what we call *lagging indicators*. These are metrics that only reflect the end results, so you don't see them until after the sales cycle is complete. They're useful for tracking outcomes but aren't very effective for diagnosing where things went wrong along the way.

Sales Diagnosis goes beyond these lagging indicators by focusing on each phase of the sales process, helping to identify what's really working and where reps are getting stuck. By zeroing in on specific metrics at each stage—from initial prospecting to qualification and beyond—you can uncover patterns that lead to meaningful change. For example, if deals tend to stall in the qualification stage, that's an indicator that your team may need more guidance on identifying high-quality prospects.

A Real-World Case Study in Sales Diagnosis

Let's look at an example. Imagine a rep who has a solid pipeline with plenty of prospects, yet very few deals are actually closing. Their manager assumes the issue is a low close rate and focuses on coaching them through closing techniques. But on closer examination, it turns out that most of this rep's deals have been sitting in the pipeline for over six months, still in the Prospecting or Qualification stages. The close rate may indeed be low, but the real challenge is that these deals aren't progressing beyond the early stages.

By diagnosing this earlier-stage bottleneck, the manager realises the rep doesn't just need help closing; they need support in qualifying prospects and moving deals forward more effectively. This insight shifts the focus of coaching from closing techniques to refining the prospecting and qualification approach—ultimately enabling the rep to fill their pipeline with better-quality leads and improve their overall performance.

How Sales Diagnosis Creates a Culture of Continuous Improvement

It's easy for sales managers to rely on quick, results-based assessments, assuming that if the numbers look good, the team is performing well. But sales diagnosis encourages a more holistic approach. By regularly examining what's happening at each stage of the sales process, managers can help reps address the specific obstacles they face, creating a culture of continuous improvement.

Sales Diagnosis empowers managers to coach their teams with precision, targeting the unique challenges each rep encounters. This approach transforms the role of the manager from one focused on assessing outcomes to one actively driving growth.

Get Started with Sales Diagnosis at Palomar Advisors

If you're ready to take your sales team's performance to the next level, Sales Diagnosis can be a game-changer. At Palomar Advisors, we specialise in sales operational audits that help organisations pinpoint and address performance gaps. In just four to six weeks, we provide a tailored framework that gives your team a path to consistent, predictable revenue growth.

Ready to find out more? Visit [Palomar Advisors](#) to learn how we can help you implement a sales diagnosis approach that drives sustainable success for your team.