

THE CRO HANDOVER · ALL TEN PAGES

Board-prepared by day 7

Ten checks for a new CRO's first week, from symptom to root cause.

Evidence trumps instinct.

Don't get blind-sided at day 90.



Evidence trumps instinct

A new CRO's first board conversation tests the story they were told at interview: the band the go-to-market is in, the accounts it wins and the pipeline it will build. If the evidence disagrees, it's far better to know at day 7 than to be blind-sided at day 90.

The CRO Handover brings the ten Handover File pages into one file. Each asks one question a new CRO should ask in the first week, gives one check to run and one line to remember. Every page connects to the same commercial test: accepted pipeline from sales development, how much of it progresses, and the revenue it produces.

What the first answer costs

Ask why once and you get a symptom: we need more pipeline. The instinctive decision follows. Marketing runs more campaigns. The sales development team runs a call blitz day. More meetings are booked and more opportunities are accepted, then they stall at the same handoff. That's more of the same problem.

That's the blind-side. The decision was made on limited evidence, the root cause was missed, and at day 90 you're in the boardroom explaining why you chose instinct over evidence. In my experience, it's a big part of why so many CROs don't get past 18 months.¹

The 5-Why's

Keep asking, five levels down, and the answer changes. That is the work RepAgentic does: from the first answer to the root cause, with evidence at each level.

SYMPTOM	We need more pipeline.	PAGE 3
WHY 1	Accepted opportunities stall after the handoff.	PAGE 6
WHY 2	Stages don't reflect what the buyer has done.	PAGE 8
WHY 3	Stages are set by instinct, not evidence.	PAGE 9
WHY 4	No shared standard defines a qualified opportunity.	PAGE 10
WHY 5	The handoff was never designed, managed or measured.	ROOT CAUSE

In this example the symptom sits on Page 3 and the root cause on Page 10. Each level is a check in this file.

The right decision

Once the root cause is found, the decision changes: set qualification standards and a service level agreement for the handoff from sales development to account executives at the outset, then manage and measure them.

1. Published estimates put average CRO tenure at 17 to 25 months: [Revenue Operations Alliance](#) cites 17 months; [Harvard Business Review](#) (SBI Growth, 2024) reports 25 months. The link to instinctive decisions is the author's judgement, not a finding of either source.

How to use this file

Read it in three acts and run each check against your own evidence in your first week. Where the evidence and the story disagree, you've found what to take to the board, and where to start. If you only have time for one check, start with Page 10: the handoff from sales development to account executives is where most of the other nine meet.

Each of the ten pages that follow has the full article, then a **Before you act** panel:

- **The first answer:** the instinctive decision a new CRO would make on this topic.
- **What it costs:** more of the same problem, and the blind-side at day 90.
- **The 5-Why's question:** the next why to ask before acting.
- **The check to run this week:** the evidence to take to the board by day 7.
- **The right decision:** the action that follows once the evidence is in.
- **Pipeline link:** how it shows up in pipeline from the sales development team.

Pages in the 5-Why's chain carry a marker showing their level. Tags show which of the three threads run through each page.

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ACT 1 • PAGE 1 • MATURITY BAND

The band you've actually inherited

Every new CRO is told where the go-to-market stands. Page one of the handover file checks whether the evidence agrees.

Before a new US president takes office, every federal agency prepares a briefing for the incoming team, including the most pressing issues they'll face straight away. A new CRO rarely gets the same. They get a version of events.

That version usually comes with a band attached, even if nobody uses the word. "It's working, it just needs more fuel" is a Scale story. "Good team, needs tightening" is Optimise. Either may be true. But the band you're told you've inherited and the band the evidence supports can be different, and the gap between them is where day 90 surprises come from.

Why the band you're told feels right

The people briefing you built what you've inherited, or have lived with it. Their view is honest, but it's an inside view, shaped by the wins they remember and the problems they've learned to work around. And an overall picture that looks healthy can hide one capability that isn't, the pattern I covered in [An average GTM score hides the problem you actually have](#).

What to settle in week one

Page one of your handover file answers three questions:

- What band does the leadership team believe we're in?
- What band does the evidence support, capability by capability?
- Where the two disagree, which capability comes first?

The third question matters most. Fix the earliest capability holding the rest back, and the band moves. Start in the wrong place, and your first quarter goes on symptoms.

BEFORE YOU ACT	
THE FIRST ANSWER	"It's working, it just needs more fuel." So the instinct is to add budget and headcount to scale what's there.
 WHAT IT COSTS	More spend on a motion that isn't ready. The weakest capability keeps holding the rest back, and the band doesn't move.
THE 5-WHY'S QUESTION	Why do we believe we're in this band, and which capability's evidence says otherwise?
THE CHECK TO RUN THIS WEEK	Compare the band you were told about with the band the evidence shows.
THE RIGHT DECISION	Start with the earliest capability holding the rest back, then scale.
PIPELINE LINK	The band shows up in sales development pipeline: whether accepted pipeline value progresses tells you if the motion is ready to scale.

Outside-in or inside-out: The Outside-In Read places your go-to-market on the four-band scale from public evidence. Capability-by-capability internal evidence needs Inside-Out Verification.

"The band you're told about is a starting point. The band the evidence shows is the handover."

Read the live article: repagentic.com/insights/the-band-youve-actually-inherited

ACT 1 • PAGE 2 • MARKET REALITY

The accounts you really win

The first-90-days plan that got you hired was probably built with help from an AI tool. Page two of the handover file checks it against the customers who actually buy.

Every go-to-market has two customer lists. One sits in the strategy deck: the segments the company says it targets. The other sits in the closed-won report: the customers who actually signed. A new CRO is usually handed the first. The second is the one that tells the truth.

If you interviewed for the role, you probably showed the panel your first 90 days, with an AI tool helping set out the ideal customer profile, target markets and top opportunities. But the AI read the website, the positioning and competitors' claims. That's the company's story about who it serves. The plan that got you hired is the strategy deck, rewritten, and now you're measured against it.

When the story and the buyers don't match, the team works where the company hopes demand exists, rather than where it does. Pipeline that looks strong but rarely wins, the pattern in Amazing pipeline, terrible win rates, often starts here.

Test your interview plan before day one

For each segment it names, ask:

- Which customers bought in the last year?
- Is the evidence customers buying, or the company describing itself?
- Which customers appear in public that the plan doesn't mention?

Why this page comes first

Market Reality comes first of the eight capabilities because every one after it inherits its answer. Pay plans, value stories, plays and targets are all built for a market. Get the market wrong, and each is tuned for the wrong buyer.

BEFORE YOU ACT	
THE FIRST ANSWER	"Our ideal customer is the one in the plan." So campaigns and the sales development team are pointed at the segments in the strategy deck.
 WHAT IT COSTS	Pipeline builds where the company hopes demand exists. It looks strong and rarely wins.
THE 5-WHY'S QUESTION	Why does the plan target these segments, and do last year's buyers match them?
THE CHECK TO RUN THIS WEEK	Check the plan's target customers against the customers who actually buy.
THE RIGHT DECISION	Point targeting at the segments the closed-won evidence supports.
PIPELINE LINK	Compare the share of sales development pipeline value from planned segments with the share from segments that actually buy.

Outside-in or inside-out: Public customer evidence, such as case studies and logos, is visible to the Outside-In Read. Your closed-won report needs Inside-Out Verification.

"The plan that got you hired shows who the company says it wins. The evidence shows who it does."

Read the live article: repagentic.com/insights/the-accounts-you-really-win

Where next year's pipeline is meant to come from

PIPELINE FROM SALES DEVELOPMENT

You inherit two pipelines: the one in the CRM today and the one the plan says you'll build next year. Page three of the handover file checks both, because the first predicts the second.

Most new CROs arrive with next year's number already agreed. The board has seen it. Behind it sit two pipelines.

Start with today's. Some pipeline is qualified: a real buyer, a real problem and a next step both sides have agreed. Some is there to keep the number looking healthy. You rarely need to dig far to tell the difference.

It matters early, because today's pipeline shows how the company qualifies. What you have today is what you'll get tomorrow. And the plan's conversion rates were probably measured on it, the pattern in Amazing pipeline, terrible win rates.

Then check the plan. Some are built from measured conversion, coverage and capacity. Others start with the number and work backwards until the maths fits. Both look the same in a spreadsheet.

Ask four questions in week one

- Which of the ten biggest opportunities have a next step the buyer has agreed?
- Which pipeline source carries the biggest share of next year's number?
- Has that source ever produced at that rate?
- How many of the reps the plan counts on are fully ramped today?

Vague answers won't show in the plan. They show at day 90, as a shortfall that is now yours. Assess today's pipeline first, then fix how pipeline is built, so tomorrow's is real.

Why this page follows the accounts you win

Pipeline built outside the segments that buy looks busy and rarely converts. Check the market, then the pipeline, then the maths.

BEFORE YOU ACT	
THE FIRST ANSWER	"We need more pipeline." So marketing runs more campaigns and the sales development team runs a call blitz day.
 WHAT IT COSTS	More opportunities, qualified the same way, stalling in the same place. Today's pipeline problem, at greater volume.
THE 5-WHY'S QUESTION	Why isn't the pipeline we already have converting?
THE CHECK TO RUN THIS WEEK	Test today's pipeline before you trust next year's plan.
THE RIGHT DECISION	Assess today's pipeline and fix how pipeline is built before adding volume.
PIPELINE LINK	Sales development is often the source the plan counts on most. Test whether it has ever produced accepted pipeline value at the rate the plan assumes.

Outside-in or inside-out: The Outside-In Read sees the public signals behind the plan, such as hiring and positioning. Your CRM pipeline needs Inside-Out Verification.

"Today's pipeline is the forecast for tomorrow's. Check it before you trust the plan."

Read the live article: repagentic.com/insights/where-next-years-pipeline-comes-from

ACT 2 • PAGE 4 • TEAM DESIGN

How your sales development team is really paid

XP PIPELINE FROM SALES DEVELOPMENT

A new CRO should check whether sales development pay rewards opportunities that progress, not just meetings. Page four of the Handover File uses my xP (Expected Pipeline) work as an example of rewarding more than volume.

Ask for the latest commission statement, not just the compensation plan. The plan tells you what should earn money. The statement shows what did.

Follow one payout into the CRM. Did the account executive receive an opportunity worth developing, or a meeting that needed qualifying again?

If the sales development representative was paid and the opportunity was quietly discarded, put both records on the same page. You have two definitions of success.

What should sales development pay reward?

In previous work at a global enterprise software company, I developed an xP (Expected Pipeline) approach for account development representatives. It combined qualified-opportunity requirements, pipeline-value targets and an accelerator tied to stage-weighted progression.

The intent was to reward opportunities, value and the progression that drives pipeline velocity, not simply more names entering the funnel. Creating pipeline and helping it move became connected objectives.

That requires shared accountability. Sales development representatives create and qualify opportunities; account executives develop and win them. A progression incentive needs account executive ownership too, not just more pressure on the team. Don't make the entire payout depend on a final close.

What should a new CRO check in week one?

Replay a sample of recent payouts against opportunity acceptance, pipeline value and subsequent progress. Where payment and buyer evidence diverge, investigate the standard before changing targets.

Page three tested whether today's pipeline is real. This page asks whether the reward system will reproduce it. In RepAgentic's framework, Team Design connects roles, ownership and incentives.

BEFORE YOU ACT	
THE FIRST ANSWER	"The team needs to book more meetings." So the meetings target goes up, or a bonus per meeting booked is added.
 WHAT IT COSTS	More meetings booked, no more opportunities progressing. Account executives qualify them again, or quietly discard them.
THE 5-WHY'S QUESTION	Why are we paying for meetings when opportunities aren't progressing?
THE CHECK TO RUN THIS WEEK	Check what earns the payment: meetings booked, or opportunities that progress.
THE RIGHT DECISION	Pay on accepted opportunities that progress, with account executives sharing accountability, measured with xP.
PIPELINE LINK	Payouts should follow accepted pipeline value from sales development and how much of it progresses.

Outside-in or inside-out: Public job advertisements can hint at the pay model. The plan itself and actual payouts need Inside-Out Verification.

"Before you ask for better pipeline, check what earns the payment."

Read the live article: repagentic.com/insights/how-your-sales-development-team-is-really-paid

ACT 2 • PAGE 5 • VALUE STORY

What buyers understand in ten seconds

A new CRO should check whether buyers recognise their problem, the outcome and a reason to change without a salesperson translating. Page five of the Handover File tests the Value Story, not presentation polish.

Your first week comes with a company briefing. Buyers get a headline, an email or the opening minute of a call.

Put the homepage beside a sales development email and an account executive's opening slide. Are they telling the same buyer the same story? Or does each team need a different explanation before the value becomes clear?

What should a buyer understand immediately?

Give someone who fits your target market ten seconds with the opening message. Then hide it and ask them to explain who it helps, what changes for that person and why the change matters.

Ten seconds is a practical test, not a claim about attention spans. You are checking recognition, not asking someone to understand the entire product.

If they repeat a list of features, you have taught them your vocabulary. If they can describe a problem they own and an outcome they want, you have given them a reason to continue.

Then ask what makes that outcome believable and different from their current approach. A promise that any competitor could make still leaves the buyer doing the hard work.

The page to settle before increasing activity

In RepAgentic's framework, Value Story means stating the reason to change in the buyer's terms, consistently across the team. Page four aligned the reward; this page checks the message that earns the conversation.

Don't commission a rebrand on day one. Find the language buyers recognise, attach credible proof and give the team a shared starting point.

BEFORE YOU ACT	
THE FIRST ANSWER	"We need more conversations." So outreach volume goes up on the current message, or a rebrand is commissioned.
 WHAT IT COSTS	More buyers hear a story they can't repeat. Each team still explains the value differently.
THE 5-WHY'S QUESTION	Why aren't buyers continuing the conversation after the first message?
THE CHECK TO RUN THIS WEEK	Ask whether a buyer could repeat your value story after ten seconds.
THE RIGHT DECISION	Find the language buyers recognise, attach credible proof and give the team a shared starting point.
PIPELINE LINK	A value story buyers can repeat is what turns sales development outreach into accepted opportunities.

Outside-in or inside-out: Your public message is visible to the Outside-In Read. Sales conversations and buyer understanding need internal evidence.

"Your value story is what the buyer can repeat when you're not in the room."

Read the live article: repagentic.com/insights/what-buyers-understand-in-ten-seconds

Where opportunities stall

STAGE TRUST

A new CRO should check stalled opportunities for missing buyer decisions, not just overdue sales tasks. Page six of the Handover File separates seller activity from buyer progress, so the forecast reflects a credible decision.

Ask for the previous close dates on an important opportunity. What changed on the buyer's side between each date? Was a decision made? Did someone take ownership? Was a reason to act confirmed? If only the date changed, the forecast moved. The opportunity may not have.

A demo delivered and a proposal sent tell you what your team completed. They do not, on their own, explain why the buyer will commit.

What should a new CRO check when opportunities stall?

Put the seller's activity beside the buyer's commitments. Find the last decision the buyer actually made and the next one they need to make. Who owns it, when will it happen, and what could prevent it?

Then look across several stalled opportunities. One delayed decision may be specific to that account. The same missing decision across the pipeline is a reason to examine the sales motion, not demand more follow-up emails.

Don't confuse a longer buying process with a bad opportunity. Keep the ones with a credible route forward, correct unsupported dates and stop counting seller activity as proof of buyer intent.

Fix the motion, not just the forecast

In RepAgentic's framework, Motions covers how business is found, qualified, progressed and won. Page three tested whether inherited pipeline was real. This page asks whether the team can move it forward consistently.

Set the evidence needed to progress and make ownership explicit. You want fewer quarter-end surprises, not a tidier explanation for the same missed number.

BEFORE YOU ACT	
THE FIRST ANSWER	"The team needs to follow up harder." So follow-up emails increase and close dates move to next quarter.
 WHAT IT COSTS	The forecast moves; the buyer doesn't. Quarter-end surprises repeat.
THE 5-WHY'S QUESTION	Why do accepted opportunities stall after the handoff?
THE CHECK TO RUN THIS WEEK	Separate seller activity from buyer progress on every stalled opportunity.
THE RIGHT DECISION	Set the evidence needed to progress, and make ownership of the next buyer decision explicit.
PIPELINE LINK	Accepted sales development pipeline that stalls never reaches revenue. Look for the same missing buyer decision across stalled opportunities.

Outside-in or inside-out: The Outside-In Read can't see why individual CRM opportunities stall. That needs buyer and opportunity evidence through Inside-Out Verification.

"A moved close date is not a moved buyer."

Read the live article: repagentic.com/insights/where-opportunities-stall

ACT 2 • PAGE 7 • REP READINESS

How long a new representative takes to produce

PIPELINE FROM SALES DEVELOPMENT

A new CRO should measure sales development ramp by the pipeline value a new representative creates and an account executive progresses, not by onboarding completed or meetings booked. Page seven of the Handover File tests Rep Readiness against the revenue plan.

Ask when the last sales development hire finished onboarding. Then ask when they created their first accepted opportunity, and when an account executive moved it to the next stage.

Those are three different dates. Only the last two tell you whether the hire is adding to pipeline.

A hire can finish every module on time and still produce no accepted pipeline for months. The plan rarely notices until the quarter it was counting on.

What should a new CRO measure when representatives ramp?

Track each recent hire from start date to first accepted opportunity, then to the first opportunity that progresses beyond acceptance. Record the pipeline value at each step.

Meetings booked and calls made show effort. Pipeline value accepted, then progressed, shows whether that effort reaches the revenue plan.

Then compare hires. If one representative ramps quickly and the others don't, look at the territory, the accounts assigned and the coaching they received. If every hire takes the same long route, the issue is onboarding, not the people.

Ramp is a revenue plan assumption

In RepAgentic's framework, Rep Readiness covers whether representatives are enabled and coached to run the motion, and how quickly a new hire reaches productivity. Page four followed how the sales development team is paid. This page checks how soon a new hire produces pipeline worth paying for.

The revenue plan almost always assumes a ramp. Check that assumption against real dates and pipeline value before approving the next hire.

BEFORE YOU ACT	
THE FIRST ANSWER	"We need more representatives." So the next hire is approved on the plan's ramp assumption.
 WHAT IT COSTS	More hires on the same long route. The plan counts pipeline that arrives quarters later than it assumed.
THE 5-WHY'S QUESTION	Why does it take this long for a new hire's first opportunity to progress?
THE CHECK TO RUN THIS WEEK	Record three dates per hire: onboarding complete, first accepted opportunity, first opportunity progressed.
THE RIGHT DECISION	Fix onboarding against real dates and pipeline value before approving the next hire.
PIPELINE LINK	Ramp is measured in accepted sales development pipeline value and its progression, not modules completed.

Outside-in or inside-out: Public job advertisements show the hiring pattern. Hiring dates, accepted opportunities and pipeline value need Inside-Out Verification.

"Onboarding complete is not pipeline created."

Read the live article: repagentic.com/insights/how-long-a-new-representative-takes-to-produce

Which forecast numbers you can trust

STAGE TRUST PIPELINE FROM SALES DEVELOPMENT

A new CRO should check where each forecast number started before trusting it. Comparing the win rate of sales development pipeline with pipeline account executives generate themselves often measures when an opportunity was added, not how good it is. Page eight of the Handover File tests Systems and Data.

At a global enterprise software company where I led sales development, about 10% of the pipeline value the sales development team created closed. For pipeline account executives generated themselves, it was closer to 50%.

On paper, sales development looked five times weaker. That ratio is often used to judge sales development performance.

But the two numbers started at different points. Sales development opportunities entered the CRM when an account executive accepted them. Account executives often added their own only once they were confident they would close.

How should a new CRO compare pipeline by source?

Measure each source from the same stage. Take every opportunity that reached the same agreed stage and compare how much of that pipeline value closed, whoever created it.

Then ask when self-generated opportunities first appear in the CRM. If they arrive close to the decision, their win rate reflects the account executive's confidence, not the quality of the source.

The forecast carries the same distortion. Pipeline added late looks reliable because the uncertain part happened outside the system.

Trust the record, not the ratio

In RepAgentic's framework, Systems and Data covers whether the CRM records what actually happened accurately enough to make decisions on. Page six separated seller activity from buyer progress. This page checks whether the forecast compares like with like.

Don't judge sales development on a ratio that starts at different points. Compare stage to stage, then decide.

BEFORE YOU ACT	
THE FIRST ANSWER	"Sales development pipeline is weaker." So the team is cut back, or its targets are moved to account executives.
 WHAT IT COSTS	A team is judged on a ratio that starts at different points, and the source that builds early pipeline gets cut.
THE 5-WHY'S QUESTION	Why don't the stages reflect what the buyer has done?
THE CHECK TO RUN THIS WEEK	Compare win rates by pipeline value, from a common starting point.
THE RIGHT DECISION	Compare every source from the same agreed stage, then decide.
PIPELINE LINK	Compare sales development and self-generated pipeline value from the same agreed stage, not from when each was entered.

Outside-in or inside-out: The Outside-In Read can't see CRM stage history or win rates by source. Those need Inside-Out Verification.

"A win rate is only as fair as its starting point."

Read the live article: repagentic.com/insights/which-forecast-numbers-you-can-trust

Which dashboard numbers deserve attention

XP STAGE TRUST PIPELINE FROM SALES DEVELOPMENT

A new CRO should keep the dashboard numbers that change pipeline decisions and question the rest. For sales development, Expected Pipeline, or xP, turns accepted pipeline value and progression into one percentage. Page nine tests Metrics.

Ask each number on the sales development dashboard one question: what decision did this change last month?

Calls, emails and meetings booked show effort, but a busy week can still produce no accepted pipeline.

Closed revenue arrives months later, shaped mostly after the handoff.

Which numbers should a new CRO watch for sales development?

Start with accepted pipeline value: opportunities an account executive has agreed to work. Then track how much reaches the next agreed stage.

When I developed Expected Pipeline, or xP, at a global enterprise software company, I combined the two into one percentage: stage-weighted pipeline value divided by total pipeline value. Pipeline that moves raises the percentage. Pipeline that sits still doesn't.

Because it's a ratio, it compares sales development representatives, account executives, products, teams and regions on the same terms.

Keep activity as a diagnostic. When xP drops, activity helps explain why.

Fewer numbers, more decisions

Metrics, in RepAgentic's framework, asks whether measures reflect the work that produces revenue and drive action. Page four used xP to reward pipeline that moves. Page eight showed why comparisons need a common starting point.

xP also depends on trusting the stage. Some account executives stage opportunities ahead of the evidence; others hold them back despite it. That trust is set at the outset: clear qualification standards, and a service level agreement holding sales development and account executives to them. Get both right, then manage and measure them, and xP reflects progress, not opinion.

If a number hasn't changed a decision in a quarter, move it off the main view.

BEFORE YOU ACT	
THE FIRST ANSWER	"We need more activity." So calls and emails per day go onto the dashboard as targets.
 WHAT IT COSTS	Busy weeks that produce no accepted pipeline, and numbers that change no decisions.
THE 5-WHY'S QUESTION	Why are stages set by instinct rather than evidence?
THE CHECK TO RUN THIS WEEK	Track xP: stage-weighted pipeline value divided by total pipeline value.
THE RIGHT DECISION	Track accepted pipeline value and xP, keep activity as a diagnostic, and set stage trust through shared standards.
PIPELINE LINK	xP shows how much accepted sales development pipeline value is progressing, by representative, team and region.

Outside-in or inside-out: The Outside-In Read can't see your dashboards, accepted pipeline value or xP. Those need Inside-Out Verification.

"If a number can't change a decision, it's decoration."

Read the live article: repagentic.com/insights/which-dashboard-numbers-deserve-attention

The first thing to fix

XP STAGE TRUST PIPELINE FROM SALES DEVELOPMENT

After nine pages, a new CRO needs one place to start. For most sales development motions, it's the handoff to account executives: the qualification standards an opportunity must meet and the service level agreement holding both teams to them. Page ten tests Motions.

Nine pages have each asked one question of an inherited go-to-market. A new CRO can't fix all nine in the first quarter. The useful question is which fix makes the others easier.

For sales development, my answer is usually the handoff to account executives. It's where pipeline value is created or lost, and where most of the earlier pages meet: pay, stalled opportunities, forecast trust and xP.

What should a new CRO fix first in sales development?

Start with the qualification standards an opportunity must meet before an account executive accepts it. Write them in terms of what the buyer has said or done, not what the representative believes.

Then agree the service level agreement both teams are held to: what sales development hands over, how quickly an account executive responds, and what happens to an opportunity that is rejected or left untouched.

Get both right at the outset, then manage and measure them. Accepted pipeline value becomes comparable, stages become trustworthy and xP reflects progress, not opinion.

One fix, then the next

Motions, in RepAgentic's framework, covers the defined plays for finding, qualifying, progressing and winning business, and whether they're run the same way twice. The handoff is where that's easiest to test. Page six showed where opportunities stall. Page nine showed why stage trust matters.

Pick one handoff from last month. Ask the representative and the account executive, separately, why it was accepted. If the answers differ, that's the first thing to fix.

BEFORE YOU ACT	
THE FIRST ANSWER	"The account executives need to work the leads." So they're pushed to accept more opportunities, faster.
 WHAT IT COSTS	More opportunities accepted on different definitions. The stalls and the distrust carry on.
THE 5-WHY'S QUESTION	Why is there no shared standard for a qualified opportunity? Root cause: the handoff was never designed, managed or measured.
THE CHECK TO RUN THIS WEEK	Ask the representative and the account executive, separately, why one handoff was accepted.
THE RIGHT DECISION	Set qualification standards and a service level agreement for the handoff at the outset, then manage and measure them.
PIPELINE LINK	The handoff is where sales development pipeline value is created or lost. Fix it, and accepted pipeline becomes comparable.

Outside-in or inside-out: The Outside-In Read can't see your qualification standards, service level agreement or which opportunities account executives accept. Those need Inside-Out Verification.

"Fix the handoff first, and every number after it gets easier to trust."

Read the live article: repagentic.com/insights/the-first-thing-to-fix

Three threads run through the file

PAGES 4, 9 AND 10

xP, Expected Pipeline

Pay for pipeline that progresses. Measure it as stage-weighted pipeline value divided by total pipeline value, one percentage that compares sales development representatives, account executives, products, teams and regions. Protect it at the handoff.

PAGES 6, 8, 9 AND 10

Stage trust

A stage should match what the buyer has done. Some account executives stage opportunities ahead of the evidence; others hold them back despite it. Qualification standards and a service level agreement, set at the outset, then managed and measured, keep both honest.

PAGES 3, 4, 7, 8, 9 AND 10

Pipeline from sales development

Every check ends in the same place: accepted pipeline value from sales development, how much of it progresses, and the revenue it produces.

Where the approach comes from

I built this approach in my previous global role at a global enterprise software company, leading a sales development organisation across more than 20 countries. The results below cover 2020 to 2025.

RepAgentic is AI-native, built from that experience. AI gathers and tests the public evidence quickly, which is how the free Outside-In Read arrives within one business day. The judgement on what it means stays human.

22×

Annual pipeline grew from USD 20M to USD 450M, 2020 to 2025.

90×

Revenue won from sales-development-sourced pipeline grew from USD 500K to USD 45M a year, 2020 to 2025.

These are results from that role, not a forecast for yours. Your starting point will differ; the discipline of asking for evidence doesn't.

Where to start

Get your free Outside-In Read

The free Outside-In Read examines your public go-to-market and delivers an Executive Brief within one business day, naming visible gaps and where to look first. What it can't see, such as your stages, handoff standards and pipeline data, is what Inside-Out Verification examines.

repagentic.com/request