

PREPARED FOR NORTHFIELD SOFTWARE (FICTIONAL) · CRO AND REVOPS · DATA FORECAST HISTORY, Q4 2025 TO Q3 2026 · 16,452 WEEKLY SNAPSHOTS · 1,685 OPPORTUNITIES · 45 REPS IN 6 TEAMS · PAGE 1 OF 2

Your managers' calls are 15% less accurate than your own history.

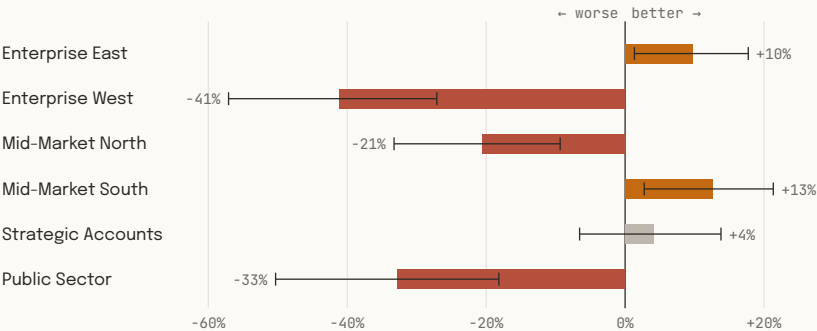
VERDICT No Team-wide, manager judgment does not beat the base rate. Two of six teams do.	TRAPPED EVERY QUARTER 2,275 Selling hours, about 4.4 reps you already pay for.	WORTH RECOVERING \$411K Gross profit a quarter at 45% recovery, at your own win rate and margin.
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1 Verdict

Does your managers' judgment beat the base rate: your own history of how often deals at each stage closed?

TEAM-WIDE · NO · 15% WORSE

Enterprise East and Mid-Market South beat it. Strategic Accounts has too few deals to call. Enterprise West, Public Sector and Mid-Market North do worse than their own history.

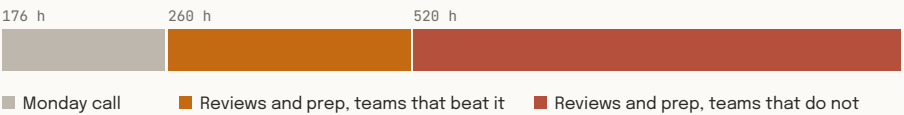


Skill against the stage base rate (Brier score), base rate taken from the other three quarters. Lines show the 90% range from resampling whole deals.

2 What the forecast costs

956 hours a quarter go into producing the number: the Monday call, one-to-one deal reviews and rep prep.

520 of them sit in teams whose call does not beat the base rate. Those hours produce a number your history already gives you.

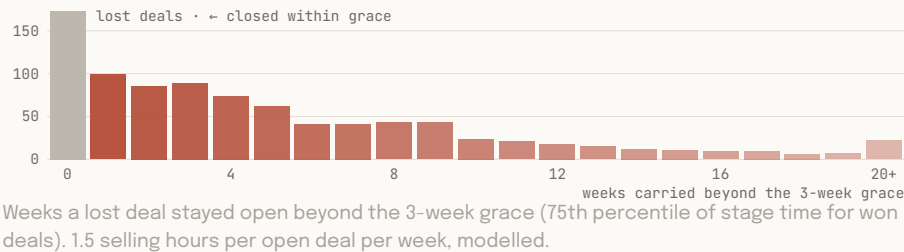


Call, review and prep times as stated in the intake call. Quarter of 13 weeks.

3 Carry

8 in 10 lost deals stayed open well after their last stage change.

A deal Northfield wins rarely sits at one stage beyond 3 weeks. Carrying the lost ones cost 1,755 selling hours a quarter.



4 The Monday Four

Four columns for the forecast call you already run, produced every Monday from the same export. No new system, no timesheet.

TEAM	Yield PER OPEN DEAL	Carry MEDIAN WEEKS PAST GRACE	Release HOURS A QUARTER	Verdict BEATS THE BASE RATE
Enterprise East	\$33.0K	5	288	YES · +10%
Enterprise West	\$35.2K	7	414	NO · -41%
Mid-Market North	\$20.1K	4	304	NO · -21%
Mid-Market South	\$15.5K	4	214	YES · +13%
Strategic Accounts	\$51.6K	4	209	TOO CLOSE · +4%
Public Sector	\$26.4K	5	326	NO · -33%
Northfield	\$23.5K	5	1,755	NO · -15%

5 What it is worth

Trapped hours priced at Northfield's own selling yield (\$1,028 of bookings per selling hour), the next hour earning half the average, at 78% gross margin.

First-year bookings only. Renewal and expansion would raise every figure.

RECOVERY RATE	HOURS BACK	BOOKINGS	GROSS PROFIT A QUARTER	A YEAR
30%	683	\$351K	\$274K	\$1.09M
45% (default)	1,024	\$526K	\$410K	\$1.64M
60%	1,365	\$702K	\$547K	\$2.19M

6 What we would change on Monday

Run three teams from the base rate

Enterprise West, Public Sector and Mid-Market North start the call from the stage base rate and inspect only the deals a manager wants to move off it, with a reason.

Close out stalled deals at three weeks

Any deal still at its stage after 3 weeks is closed or re-qualified. The hours it returns count as Release, so no rep's number suffers for cleaning the list.

Leave the two good teams alone

Enterprise East and Mid-Market South beat the base rate; their reviews earn their hours. Strategic Accounts gets two more quarters of data before anyone decides.

WHAT THIS READ CANNOT SEE

Why three teams miss. Management quality, compensation and internal friction sit on the organization side of the Productivity Ledger, measured with the instrument from our research on 228 sellers and their managers.

NEXT STEP

Go deeper: **yes**.
The recoverable value is many times the cost of the Value Room Diagnostic (US\$15,000, up to 6 weeks), which measures both layers and ranks the decisions by economic profit.

RERUN THIS NEXT QUARTER WITHOUT US · EVERY FORMULA, AND WHERE EACH INPUT COMES FROM · INPUT ONE CRM EXPORT: FOUR QUARTERS OF WEEKLY FORECAST SNAPSHOTS, IDS HASHED

1 Verdict

Score the manager's call and the stage base rate against the eventual outcome (won 1, lost 0) for every open deal at every weekly snapshot. Each quarter's base rate comes from the other three quarters.

```
Brier = mean((probability - outcome)2)
Skill = 1 - Brier(manager) ÷ Brier(base rate)
Verdict = Yes if the 90% range of Skill > 0
         No  if the 90% range of Skill < 0
         otherwise too close to call
```

The range comes from resampling whole deals 2,000 times. Our modelled break-even of 0.17 standard deviations of judgment error is the general case; this test settles it on your own deals.

4 Yield

```
Yield = Σ(amount × stage base rate)
       ÷ open deals, at a fixed snapshot
```

2 Forecast process hours

```
Call      = minutes ÷ 60 × attendees × 13
Reviews   = reps × 2 × minutes ÷ 60 × 13
Prep      = reps × minutes ÷ 60 × 13
No-return = reviews + prep in teams whose
           Verdict is not Yes
```

3 Carry and Release

```
Grace = 75th pct of stage time, won deals
Carried = weeks a lost deal stayed open
         after its last stage change - grace
Release = carried weeks × 1.5 h ÷ 4 quarters
```

5 Value

```
Per hour = bookings a quarter ÷
          (reps × 520 h × selling share)
Recovered = trapped hours × recovery rate
Bookings  = recovered × per hour × 0.5
Profit    = bookings × gross margin
```

6 Inputs, and where each one comes from

INPUT	VALUE	SOURCE
Win rate, scored deals	30.2%	MEASURED FROM YOUR FILE
Average won deal	\$85,297	MEASURED FROM YOUR FILE
Bookings a quarter	\$8,423,125	MEASURED FROM YOUR FILE
Grace before a deal counts as carried	3 weeks	MEASURED FROM YOUR FILE
Selling hours per open deal per week	1.5	MODELLED BY US
Forecast call length, minutes	90	STATED BY YOU
Forecast call attendees	9	STATED BY YOU
Deal review per rep per week, minutes	30	STATED BY YOU
Rep forecast prep per week, minutes	20	STATED BY YOU
Gross margin	78%	STATED BY YOU
Recovery rate (default)	45%	MODELLED BY US
Hours per rep per quarter	520	MODELLED BY US
Share of rep time spent selling	35%	STATED BY YOU
Value of the next hour vs the average hour	50%	MODELLED BY US
Value Room Diagnostic fee, US\$	15,000	STATED BY YOU