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AGENCY · DECISION LOG · MEASUREMENT

Why we re-architected the dashboard before the next hire

How a green dashboard hiding a 35% forecast miss got replaced with three signals that couldn't be faked.

CLIENT SITUATION

A medical device company missing forecast by 35% on a green dashboard. Activity metrics up year-on-year. Top-of-funnel volume up. Pipeline coverage looked healthy on paper. Leadership was about to approve a third sales hire and a 20% target raise.

The decision we walked into

THE QUESTION WE ASKED

Was the dashboard measuring effort, volume, pipeline, or system — and how would we know which?

THE OPTION WE RULED OUT

Hire the third rep, raise the targets, raise the activity floor. Estimated annual cost: £180k. Estimated likely outcome based on prior two cycles: another miss, another hire, another year lost.

What we picked, and why

THE OPTION WE PICKED

A measurement re-architecture. Drop activity metrics from the leadership dashboard entirely. Replace with three signals that survive the Acquisition Test:

- Stage-conversion rate by source (T2 signal)
- Inbound from accounts that never met a rep (T1 signal)
- Win-rate on advocate-referred opportunities (T1 signal)

WHY

Activity metrics tell you the team is busy. They do not tell you demand is forming. The Sarah-vs-James war story in the manuscript (Ch 2) names the failure mode — same market, same product, three million pounds apart, and the dashboard with more green lost.

> Honest signals at T1 cannot be faked. Activity at T4 can be inflated indefinitely.

What this teaches

The signal you measure decides what behaviour you reward. Reward activity and you get more activity. Reward inbound from cold accounts and you get a system that compounds.

The cheapest commercial fix in healthcare is often a measurement re-architecture, not a sales hire.