

PIPELINE • UPSIDE • COMMIT

IS IT REALLY COMMIT?

Forecast categories only work when they mean something. Each one is earned with evidence, not feel. "We're ready" isn't a milestone. It's a feeling, and forecasts fail when sellers forecast feelings.

QUALIFIED

QUALIFIED PIPELINE

- Current state is understood, and you can help.
- Desired future state is agreed upon.
- A buying or strong influencing stakeholder is engaged.

If you don't have those three, it's not qualified pipeline.

PATH VISIBLE

UPSIDE

- You're in Business Alignment.
- You're green on Current State, Desired Future State and Competition, and on Stakeholders except the economic buyer's sign-off (usually at Go / No Go).
- You're working through the final business justification and the buying process.

"We likely have a deal, but it could close this month or next quarter." This is where "we're ready" usually belongs.

EARNED

COMMIT

- The deal is green across all criteria.
- The timeline is nailed down.
- Milestones are tracked in a mutual action plan with mutual owners and dates, and paperwork is moving.

Commit is not "I feel good." Commit is "the buyer is executing a shared plan with us."

BEFORE YOU COMMIT, CONFIRM WITH EVIDENCE

- | | |
|---|--|
| ☐ Budget exists and is approved for this project. | ☐ The executive sponsor is the one saying "ready." |
| ☐ Paperwork is in hand, and all asks are understood. | ☐ First-pass redlines are back and look manageable. |
| ☐ There's alignment to a compelling event. | ☐ There's an escalation path and willingness to use it. |
| ☐ You understand typical timelines and legal's priority level. | ☐ You have clear line of sight to the signature process, and the signer isn't about to disappear. |

DOWNGRADE FAST

Commit moves back to Upside the moment an agreed milestone is missed and there isn't a plan to get it back on track. Missed milestones are not neutral. They are data.

Account

Value

Close date

Category called

Evidence gaps

Mutual plan link