

# How to Read a Pipeline Honestly

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Forecast credibility starts with reading the pipeline honestly. Most leaders cannot do this — not because they're dishonest, but because their inputs are reps' opinions and CRM stage fields.

## Three changes that shift the read.

- 1. Stop trusting stage.** CRM stage fields tell you what the rep believes. They do not tell you what is true. Replace stage as the primary lens with a dimensional read — nine dimensions, three states, every named opportunity, every week.
- 2. Map the stakeholders before you forecast the deal.** No deal forecast is honest if the buying committee is incomplete. Names, roles, current posture, and the rising/falling vector. Without this, the forecast is wishful.
- 3. Separate signal from noise.** A buyer who responds quickly is not committed. A buyer who slow-walks may be more committed than the one who is responsive. Read commitment as a separate dimension.

Honest pipelines are uncomfortable for the first quarter and credible for every quarter after.