

OUTCOME EXECUTION GAP

WORKSHEET

This worksheet runs the exercise from Chapter 9 (“Ask the Success Question First”) and Chapter 6 (“The Outcome Execution Gap”) on your own accounts. It takes one conversation and about twenty minutes of writing per account. Some of what it surfaces will be uncomfortable. That discomfort is the point – it’s cheaper to see it now than to read it in a renewal decision.

STEP 1 – PICK YOUR ACCOUNTS

Choose your three most important accounts – not the three easiest to reach. The three you cannot afford to lose.

Account 1

Account 2

Account 3

STEP 2 – ASK THE SUCCESS QUESTION

Schedule a conversation with the executive whose confidence actually decides whether you stay – not your day-to-day contact if that person isn’t the one who signs. Ask exactly this, before you talk about tickets, projects, or the roadmap:

“If this relationship is wildly successful, what does success actually look like for you?”

Then stop talking. Write down the answer word for word. Do not summarize it, fix their grammar, or translate it into a metric – the translation is where the drift starts.

STEP 3 – LAY THE THREE VERSIONS SIDE BY SIDE

For each account, write the customer’s answer in their exact words. Then add what Sales sold them, what Delivery believes it’s responsible for, and what Leadership believes success looks like. Read all four lines together.

ACCOUNT 1

What the customer said (their exact words)	
What Sales sold them	
What Delivery believes it's responsible for	

What Leadership believes success looks like	
Gap identified? (Y/N + one line on where it's leaking)	

ACCOUNT 2

What the customer said (their exact words)	
What Sales sold them	
What Delivery believes it's responsible for	
What Leadership believes success looks like	
Gap identified? (Y/N + one line on where it's leaking)	

ACCOUNT 3

What the customer said (their exact words)	
What Sales sold them	

What Delivery believes it's responsible for	
What Leadership believes success looks like	
Gap identified? (Y/N + one line on where it's leaking)	

Step 4 – Read the gap

If the customer's words, the sales promise, and Delivery's understanding all describe the same outcome, you're in rare company. If they describe three different things, you've just found where confidence is leaking – while there's still time to do something about it.

- All four lines match – protect this account like it's the most valuable thing you own. It is.
- Two of four match – you have a seam. Name which two functions are working from different definitions and start there.
- None of four match – this is your real work. It won't be inside Sales, Delivery, or Leadership. It lives in the space between them, where no scorecard has ever looked.

Step 5 – Decide what happens next

For each account with a gap, answer these before you close the worksheet:

Which one function's definition is furthest from the customer's own words?

What is the one conversation, this week, that starts closing that gap?

Who owns making sure that conversation actually happens?

A note on what you might hear

Some of these conversations will be uncomfortable. A customer might describe success as something you haven't been delivering, or something Sales never should have promised. Once in a while, the honest answer is that the best outcome for the customer is one that doesn't include you. If that happens, help them get there well – you'll lose the contract and keep something worth more.

Want an outside eye on this? Book your Outcome Execution Gap Session – we'll run this exact comparison on one or two of your real accounts together.

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