



THE SELLERSHIP SYSTEM® · FIELD WORKBOOK

The **PEARL Leader Assessment**

A field guide for regional sales
managers — why it matters, and how to
assess the leaders you lead.

**BUILD REMARKABLE LEADERS
WHO BUILD REMARKABLE TEAMS.**

HOW TO USE THIS GUIDE

Promote the seller. Build the leader.



As a regional sales manager, you don't just hit a number — you carry a bench of leaders, and each one multiplies or divides the teams beneath them. **PEARL** is how you see them clearly, score them fairly, and decide what to do next. It pairs with the digital **PEARL Assessment** tool, which does the scoring and ranking for you.

WHAT PEARL STANDS FOR

Potential · Effort · Attitude · Results · Leadership — five dimensions, scored 1–10, that separate a great seller from a remarkable leader.

INSIDE THIS GUIDE

- 1 Why PEARL matters**
The real cost of promoting a seller who can't lead
- 2 The five dimensions**
P · E · A · R · L — and what "good" actually looks like
- 3 How to score fairly**
The 1–10 bands and the four biases to beat
- 4 Score privately, then together**
Why your leadership team scores alone first
- 5 The four team types**
Divider · Subtractor · Adder · Multiplier — and the move for each
- 6 Running the conversation**
The 3 · 9 · 17 coaching cadence
- 7 Re-assess & track growth**
Turning one snapshot into a trajectory
- 8 A worked example**
One district manager, scored end to end

Why PEARL matters



Promoting your top seller is easy. **Turning them into a leader is hard.**

Every regional manager has done it: the rep crushing quota gets the team. It feels like a reward and a safe bet. But selling and leading are different jobs. The skills that made them a great individual contributor — personal drive, closing instinct, working alone — are not the skills that build a team. Some make the leap. Many don't. And when they don't, you rarely see it on the dashboard until the damage is done.

THE HIDDEN COST

A struggling leader doesn't just underperform — they **multiply downward**. Good reps leave, recruiting stalls, culture erodes, and the cost shows up two quarters later as turnover and missed number. By then it looks like a market problem. It was a leadership problem.

PEARL exists to make that invisible problem **visible early**. Instead of judging a leader on last month's revenue alone, it forces a complete, honest look across five dimensions — so you can tell the difference between a leader who is *building* something and one who is quietly *draining* it, while you still have time to act.

WITHOUT PEARL

Gut feel & revenue

You react to lagging numbers, defend your favorites, and discover problems after your best people have already quit.

WITH PEARL

A clear, shared picture

You and your leadership team see each manager the same way, agree on the real gaps, and decide — invest, develop, coach, or part ways — on purpose.

The five dimensions



A complete leader isn't strong in one place — they show up across all five. Score each on its own, 1–10. Here is what each dimension measures, and what a **9–10** truly looks like.

P

Potential

Future upside, mission alignment, ownership mentality, intentionality.

What good looks like: Thinks beyond their own team to the region and the mission. Acts like an owner, not a renter. You can picture them two roles from now.

E

Effort

Urgency, best effort, personal development, raising the standard.

What good looks like: Brings energy others feed off. Invests in their own growth without being told, and quietly resets the bar for what "hard work" means on the team.

A

Attitude

Coachability, buy-in, perseverance, character.

What good looks like: Takes feedback as a gift, not a threat. Stays steady under pressure, owns mistakes, and protects the team's belief when things get hard.

R

Results

KPIs, execution, ownership of the number, beating prior best.

What good looks like: Delivers consistently — and through the team, not around it. Doesn't just hit the number; raises the team's floor so results repeat.

L

Leadership

Teamwork, develops others, accountability — "soft like a brick."

What good looks like: Builds other leaders, not just followers. Holds the line on standards with warmth and firmness at once — caring enough to tell the truth.

SECTION 3

How to score fairly



A score is only useful if it's honest. Use the full 1–10 range — not a comfortable 6–8 huddle. Anchor every score to this scale before you mark it.

1–2

Serious concern. Below the line — urgent gap that puts the team at risk.

3–4

Below standard. Falls short of what the role requires today.

5–6

Minimum standard. Meets the bar. Solid, not yet a difference-maker.

7–8

Above average. Clearly strong. A reliable strength of the team.

9

Exceptional. Elevates everyone around them on this dimension.

10

GOLDEN. Fully embodies the culture and lives the standard. Rare.

BEAT THE FOUR BIASES

RECENCY

The last 30 days

One recent win or miss colors everything.
Score the whole arc, not the latest moment.

HALO

Great at one thing

Strong Results tempts a high Leadership score.
Rate each dimension on its own evidence.

SIMILAR-TO-ME

"Reminds me of me"

We over-reward leaders who work the way we do. Judge the outcome, not the style.

LENIENCY

The comfortable 7

Defaulting everyone to 7–8 hides the truth. If the range never moves, the tool can't help.

RULE OF THUMB

Before you lock a score, ask: **"What evidence would I show to defend this number?"** If you can't name it, you're guessing — look again.

SECTION 4

Score privately, then together



One person's read on a leader is a single camera angle. The power of PEARL comes from several leaders scoring the same managers — **independently first**, then comparing. The disagreements are where the truth hides.

1

Each executive scores alone

No discussion, no peeking. Private scoring stops the loudest or most senior voice from anchoring the room.

2

Combine and surface the gaps

The tool averages every dimension and flags where assessors disagree most. A 4-point spread on one leader is a conversation worth having.

3

Debate the gaps, not the easy ones

Spend your time where you see them differently. Often one person is seeing something the others can't — or is missing what they can.

4

Decide the next move together

Land on one action per leader: invest, develop, coach, or part ways. Aligned leadership, one voice.

WHY PRIVATE-FIRST WORKS

When people score together from the start, they converge to keep the peace. When they score apart and *then* compare, the honest differences stay on the table long enough to be useful. **Cascade it:** your leadership team evaluates your managers; then those managers evaluate their teams.

The four team types



Scores point to a verdict. Every leader you assess lands in one of four types — and each type has a clear, decisive move. Your job is to know which one you're looking at, and act.

TYPE 1**Divider**

Actively erodes the culture and pulls the team apart. The damage outweighs any individual output.

→ **Protect the culture. Prune.**

TYPE 2**Subtractor**

Takes more than they give right now. Often salvageable with clear expectations and honest coaching.

→ **Coach. Clarify. Decide.**

TYPE 3**Adder**

Steadily contributes and meets the standard. The dependable core of your region.

→ **Appreciate. Develop. Elevate.**

TYPE 4**Multiplier**

Makes everyone around them better and builds other leaders. Rare and worth protecting.

→ **Spotlight. Reward. Invest.**

THE MISTAKE TO AVOID

Most managers over-invest in **Subtractors** (hoping they turn) and under-invest in **Multipliers** (assuming they're fine). Flip it. Your time compounds fastest on the people already lifting others.

Running the conversation



A score nobody discusses changes nothing. When a leader needs to move — especially a Subtractor on the line — run the **3 · 9 · 17 cadence**: a structured arc of three conversations that ends in a clear decision, not a drift.

3

WEEKS · CLARIFY

Set the standard

Share the PEARL read plainly. Agree on the two dimensions that matter most and what "better" looks like in specifics.

9

WEEKS · COACH

Measure movement

Check progress against those specifics. Coach the gap, remove blockers, and name honestly whether the needle is moving.

17

WEEKS · DECIDE

Make the call

Roughly a quarter in, decide with evidence: invest further, sustain, or part ways. No endless "let's keep watching."

SOFT LIKE A BRICK™

Run every one of these conversations with care *and* firmness at the same time. You hold a high standard precisely because you believe in the person's potential. Warmth without truth is neglect; truth without warmth is cruelty. Lead with both.

MAKE IT YOURS

The 3 · 9 · 17 rhythm is a default arc — tighten or widen the weeks to fit your review cycle. What matters is three real touchpoints and a firm decision at the end.

Re-assess & track growth



One assessment is a snapshot. The real value shows up when you run PEARL again — each quarter or each cycle — and watch the **trajectory**. Is a leader climbing, holding, or quietly slipping?

- **Keep the roster, refresh the scores.** Re-score the same leaders on the same five dimensions so every round is comparable. The tool clones your roster for a fresh round in one click.
- **Look at movement, not just the number.** A leader who went 5.8 → 7.1 after coaching is a different story than one holding flat at 7.0. Direction is the signal.
- **Validate your decisions.** Did the Subtractor you coached actually move? Did the Multiplier you invested in keep lifting? The trend tells you whether your calls are working.
- **Spot the quiet slide early.** A steady leader drifting down two cycles in a row is the warning you want — long before it reaches the revenue line.

IN THE TOOL

The **Compare Rounds** view puts any two cycles side by side — each leader's old score, new score, the point change, and their biggest moves by dimension. Growth becomes something you can see and reward.

What gets measured gets coached.

What gets re-measured gets better.

A worked example



Meet **Marcus R.**, a District Manager. Three executives scored him privately. Here's how the numbers turn into a decision.

ASSESSOR	P	E	A	R	L	AVG
You (RSM)	6	8	5	8	5	6.4
VP Sales	5	7	4	7	4	5.4
Director	6	8	5	9	5	6.6
Combined	5.7	7.7	4.7	8.0	4.7	6.1

WHAT THE NUMBERS SAY

Strong engine, weak wiring

Marcus delivers **Results (8.0)** and brings real **Effort (7.7)** — that's why he's been safe. But **Attitude (4.7)** and **Leadership (4.7)** drag below standard: he hits the number *around* his team, not through it.

THE AGREEMENT

Three reads, one story

All three assessors saw the same shape — high R, low A and L. No big disagreement to debate. The verdict is consistent: a **Subtractor** with clear upside if the wiring gets fixed.

THE DECISION

Type: **Subtractor → Coach. Clarify. Decide.** Run the 3 · 9 · 17 cadence focused on the two real gaps — **Attitude** (coachability) and **Leadership** (developing others). His Results buy the runway; whether he becomes an Adder depends on whether he'll lead through the team, not past it. Re-assess at the next round and watch A and L for movement.



THE SELLERSHIP SYSTEM®

Now go lead.

You can't coach what you can't see.

PEARL gives you the clear, shared, honest picture of every leader you carry. Use this guide to assess well — then let the tool do the math, the ranking, and the tracking.

Open the PEARL Assessment tool

Score your roster, combine your team's input, and rank your leaders — automatically.

[Start assessing →](#)

Make it a great day.

BUILD REMARKABLE LEADERS WHO BUILD REMARKABLE TEAMS.