

MEDDPICC competence model

What competent MEDDPICC application looks like in the job.

Closing Foundry's model · Version 1.0 · Reviewed October 2026

Seven connected competencies describe how a seller and a manager apply MEDDPICC in real work, so leaders assess people against one standard, coach to specific gaps and see movement over time. It sits beside a separate deal scoring rubric: that rubric evaluates an opportunity's evidence, this model evaluates a person.

FOUR LEVELS · LEVEL 3 IS THE TARGET

	1 Foundation Explains and recognises.	2 Developing Applies with guidance.	3 Competent Applies independently and consistently.	4 Advanced Adapts to complexity. Not required to be competent.
COMPETENCY	SELLER AT LEVEL 3		MANAGER AT LEVEL 3	
Discovery and diagnosis Metrics · Implicate the pain	Establishes the buyer's problem, impact and underlying cause through a natural conversation. Tests assumptions, checks the desired outcome and records what is confirmed and what needs further investigation.		Inspects discovery evidence and challenges vague conclusions. Diagnoses the seller's skill gap, coaches specific questions or behaviours and checks whether the next interaction improves the diagnosis.	
Value quantification and business cases Metrics · Pain · Decision criteria · Economic buyer	Agrees relevant measures and desired outcomes with the buyer. Quantifies value with explicit assumptions, identifies who must validate it, and connects your contribution to a credible business case.		Tests the commercial logic and evidence behind value claims. Coaches the seller to validate important assumptions with the right buyer and checks that the business case informs the deal strategy.	
Stakeholder and champion development Economic buyer · Champion · Decision process	Maps influence and authority for the decision. Tests champion behaviour, builds appropriate access, and agrees actions to address missing stakeholders without relying solely on titles or assurances.		Challenges the evidence for authority, influence and advocacy. Coaches a realistic access and alignment plan, uses senior support deliberately and follows up whether stakeholder behaviour supports the assessment.	
Solution framing and differentiation Decision criteria · Competition · Metrics · Pain	Frames your solution against confirmed problems, value and decision criteria. Uses relevant proof, checks the buyer's response and addresses alternatives with supported claims and clear fit limitations.		Reviews solution conversations against buyer evidence and decision criteria. Coaches relevant framing and proof, challenges unsupported claims and checks whether later buyer feedback confirms fit or exposes a gap.	
Buying-process progression Decision process · Paper process · Economic buyer · Champion	Establishes the relevant decision and contracting steps, owners and dependencies. Agrees useful next commitments with the buyer, checks readiness to progress and escalates gaps before they create avoidable delay.		Inspects buyer commitments and process dependencies, challenges unsupported stage progress and coaches actions to resolve blockers. Coordinates internal support and checks whether agreed next steps actually occur.	
Qualification and deal judgement All eight elements	Assesses deal evidence against the agreed standard, challenges unsupported claims and prioritises material risks. Explains whether to progress, investigate or qualify out, with justified next actions and a supported forecast rationale.		Runs evidence-based deal reviews, challenges seller and AI conclusions and distinguishes deal risk from a capability gap. Agrees prioritised actions, tests forecast assumptions and checks evidence of change at the next review.	
Execution and follow-through All eight · especially decision and paper process	Keeps evidence and commitments current, coordinates required colleagues and closes or renegotiates actions. Uses coaching and tools critically, checks what changed and makes the next owner and step clear.		Protects a regular review and coaching cadence, follows up commitments and removes barriers to application. Samples real work, gives specific feedback and checks whether practice improves without unnecessary administrative burden.	

HOW IT IS USED

Each seller self-scores and their manager scores them before training, to set a baseline. Scores are repeated at one and three months after training. The gap between self and manager scores, and the movement over time, drive each person's coaching plan. The same seven competencies shape the training, so what is taught is what is assessed.

WHAT THIS VIEW LEAVES OUT

The full model holds four levels per competency and the evidence an assessor looks for at each one. That ladder is built with your team in the Design phase so it describes your buyers, deals and language. Descriptions set expectations for the role, not findings about anyone's current performance.