Managed at the gates.
Blind in between.

Sales pipeline effectiveness at Sunshine Power. Behaviour holds wherever something checks it, and drifts or stops wherever nothing does. Of the 73 things a mature pipeline needs, 21 are fully in place, 29 are half-built and 23 are absent — and not one above Level 3 was confirmed complete.

2.4/5
CORROBORATED POSITION

1.7
CAPABILITY FLOOR — DEMAND AND PIPELINE CREATION

L1
CLEARED FIRM-WIDE

84%
CONFIDENCE — 42 QUESTIONS, 1.5 DAYS TO SETTLE

Baseline 09 August 2026 · AXAT corroborated, first reading · 6 of 8 invited stakeholders · 30% of evidence validated · Commercial in confidence

Two readings, never averaged. And one that says what it does not know.

AXAT takes two independent readings of every capability and takes the lower. It also reports its own confidence — which on this first pass is 84%, not 100%.

READING ONE — THE EVIDENCE

For each level we name the artefacts it requires and establish whether each is in place, partly in place or missing. On this pass 30% were validated directly; the rest are as reported.

READING TWO — THE LIVED EXPERIENCE

For the same level we ask the people doing the work how often they hit the problems those artefacts exist to prevent. A problem counts as present when the weight of answers says it happens.

WHAT IS STILL OPEN

Every question the reading could not settle is carried forward and named, with the ones that would actually move a rating flagged. Confidence is a number here, not a disclaimer.

AND THE SCORING RULE

The lower reading sets the score, and the floor sets the level. A strong capability cannot carry a weak one: reporting accurately on a pipeline that was mis-sorted at the front is still the wrong pipeline. Sunshine Power averages 2.4 and clears Level 1, because Demand and Pipeline Creation sits at 1.7.

This is a first reading, taken fast and stated honestly.
Parts of it are safe to act on. Parts of it are not, and this deck says which.

Not one artefact above Level 3 was found fully in place.

Of the 73 things a mature pipeline needs, 21 are complete. Every one of those 21 sits at Level 2 or Level 3.

21 /73
Fully in place — none above Level 3

29 /73
Half-built — started, not finished

23 /73
Absent altogether

40 /73
Problems people still report

THE HALF-BUILT BAND IS THE BIGGEST OF THE THREE

Twenty-nine artefacts were found partly in place — a decision log without decisions recorded, a coverage plan that is not tracked in period, a capability framework that covers some roles and not others. Work started and not carried through is the largest single category in this assessment, and it is cheaper to finish than to start.

AND THE WORK SPLITS EVENLY

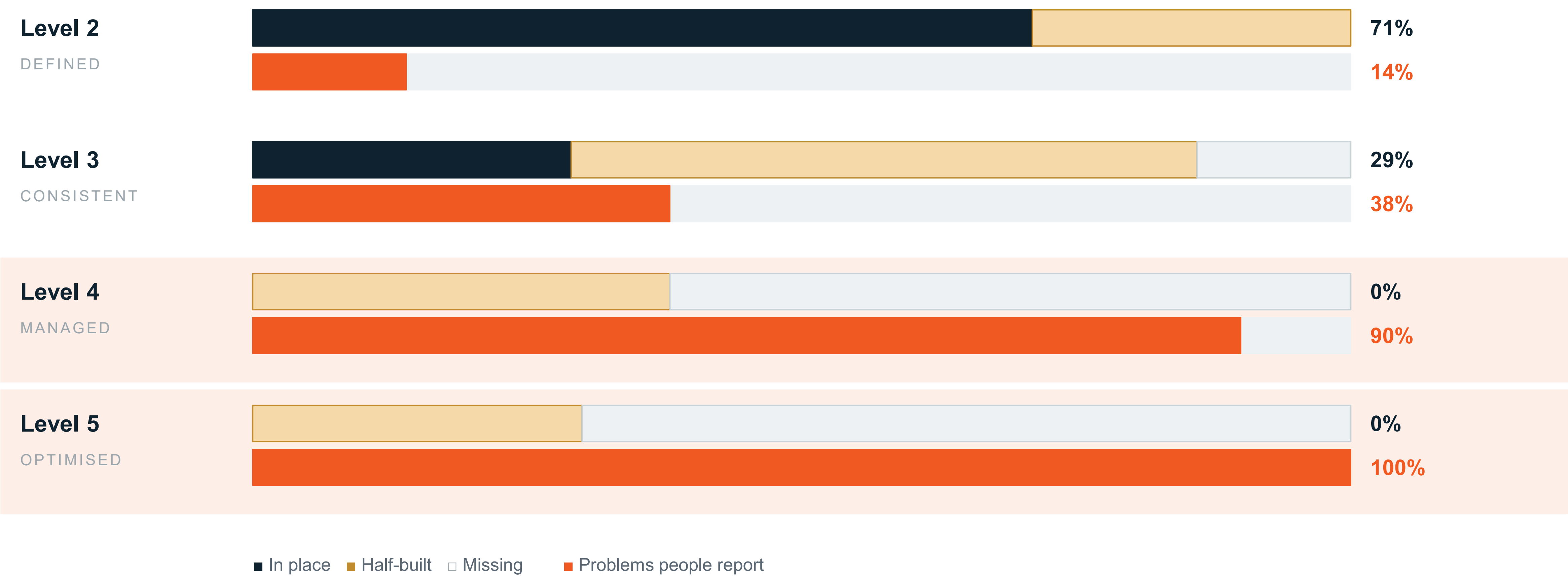
Of the 43 root causes worth acting on, 20 need something built and 20 need something adopted. This is not a programme that can be sold as one or the other. Half the money buys artefacts; half buys the behaviour that makes them count.

Nothing here was abandoned. It was started, checked at the gate, and never watched again.

The question is not what was bought. It is what observes it.

The evidence stops at Level 3. The problems do not.

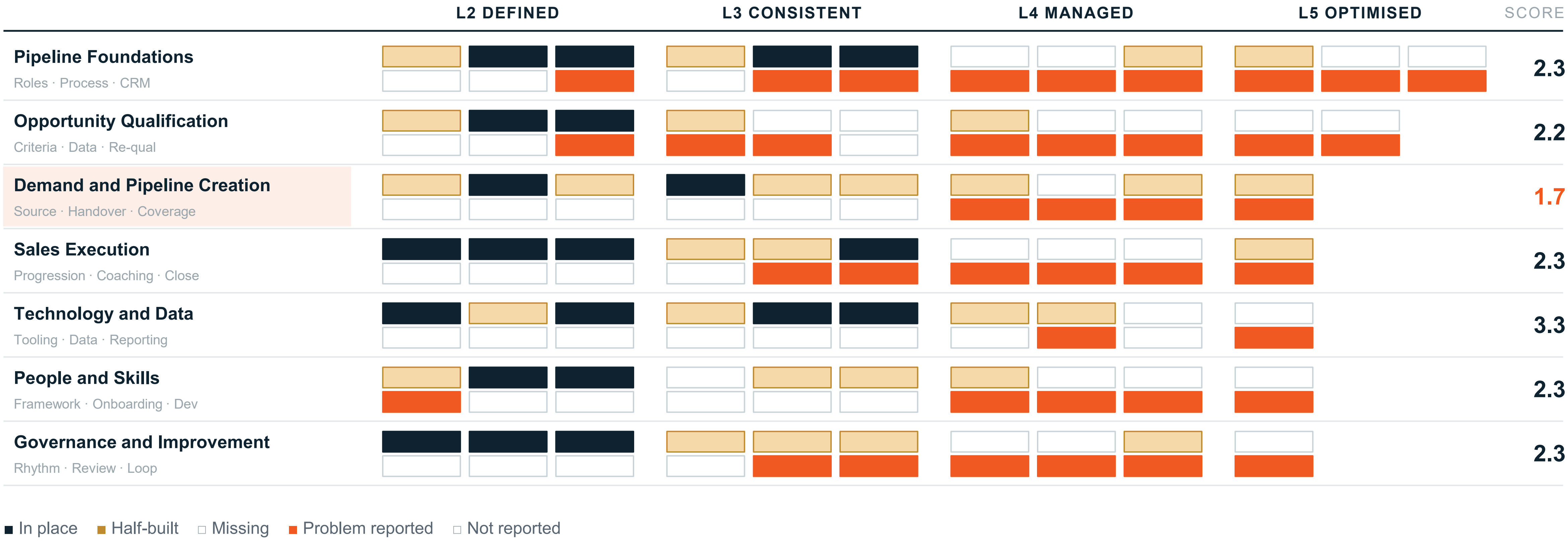
Read level by level across all seven capabilities. Top bar: the state of the artefacts that level requires. Bottom bar: how many of that level's problems people report living with.



At Level 2 every required artefact is at least started. At Level 4 none is complete and 62% are absent — while nine in ten of the Level 4 problems are being reported right now.

Every mark taken, on one slide.

Seven capabilities down, four maturity levels across. Within each level one column per dimension — and within each column, the evidence reading stacked above the lived-experience reading.

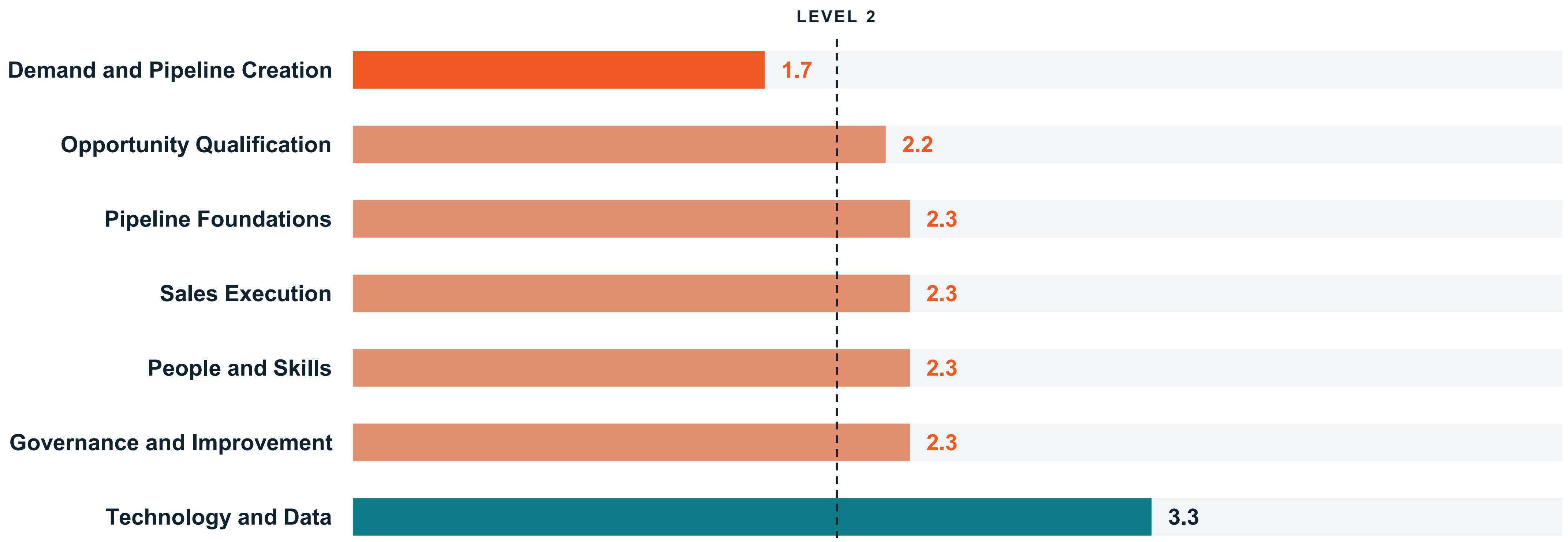


Read the top marks left to right: dark, then amber, then hollow.

This organisation stopped finishing things at Level 3 — and the orange band below shows what that costs.

The average is 2.4. The floor is 1.7. Only the floor counts.

Demand and Pipeline Creation has not cleared Level 2, so the firm has cleared Level 1 — a full band below where the average would put it.

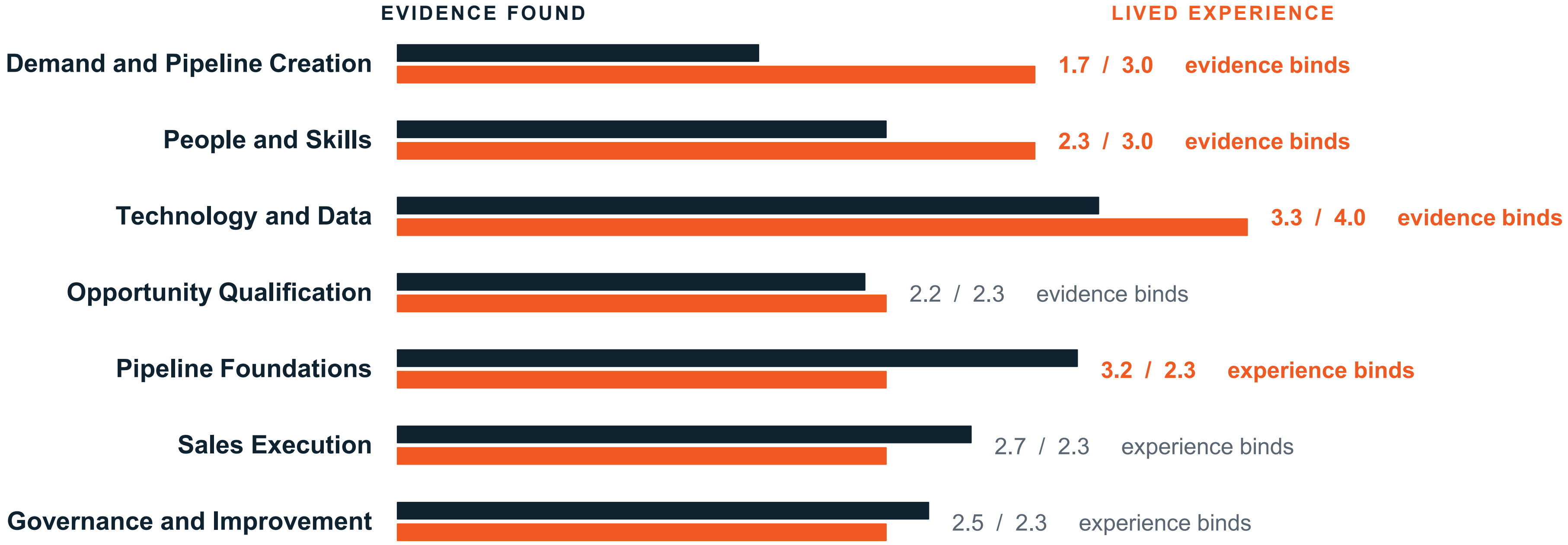


Six of seven capabilities sit below 2.5. This is not one weak link.

The team rated itself 2.5. Corroboration put it at 2.4 — close enough that these findings should not meet denial.

Where a gate forces compliance you get it. Where nothing watches, it drifts.

Where the two readings diverge, corroboration takes the lower. On this pass the evidence binds in four of seven capabilities — and the pattern underneath is the same one in every case.



PIPELINE FOUNDATIONS — DRIFT WHERE NOTHING WATCHES

Only five items across all 73 have an artefact confirmed fully in place and the problem still reported. The two robust ones are both here, and both are between-gate: practice followed at the gates and worked around in between (0.79), records complete at transition and stale in between (0.75).

DEMAND AND PIPELINE CREATION — STALLED WHERE NOTHING WATCHES

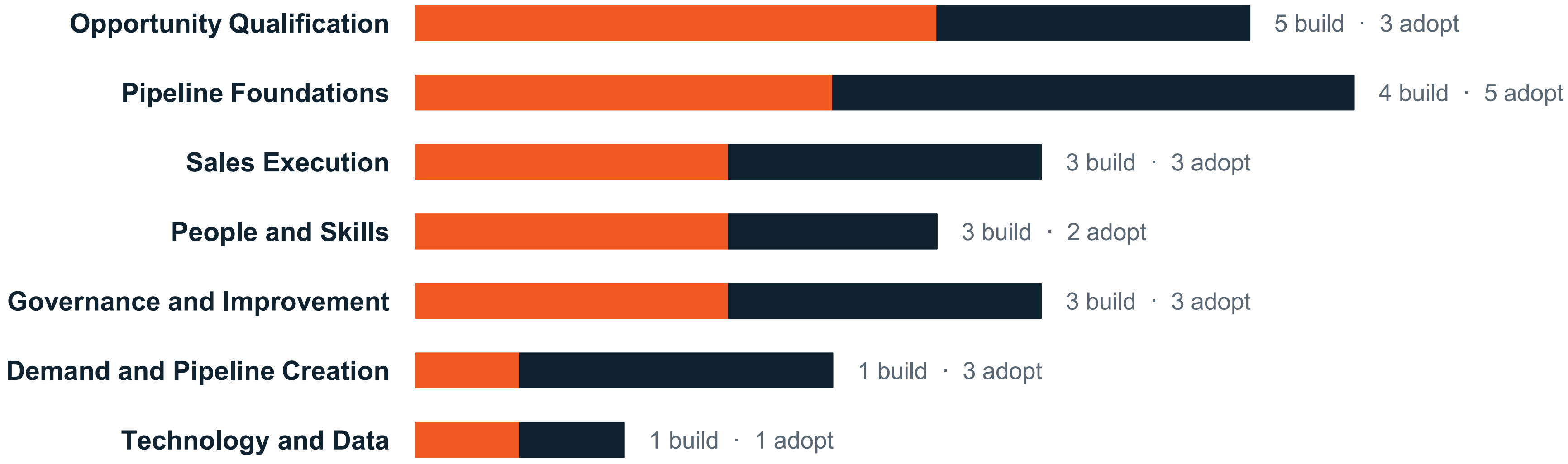
The mirror image. Not one Level 2 or Level 3 problem reported — no friction, no workaround, no complaint — while source recording, the coverage plan and in-period tracking all sit half-built. Nothing ever signalled that it was unfinished, so nobody finished it. It scores 1.7 and sets the firm-wide level.

Same absence, two symptoms: drift where people are active, stall where they are content.

Neither is people ignoring the system. Both are the system not being observed.

Twenty need building. Twenty need adopting.

Every root cause was classified by pairing the problem against what already exists to prevent it. On this reading the split is even — which rules out any single-track programme.



Sorted by what you would actually buy, twelve of the twenty recommendations are observation and eight are build.

The eight are what you finish. The twelve are what stops them going stale again.

Twenty-three artefacts are absent. Nineteen are feedback loops.

Sort the missing artefacts by what they do and they concentrate hard: the things that would tell you whether the work is working.

1 You cannot see a deal stall until the quarter ends

No stall criteria, no alert. 6 of 6 report stalled deals noticed at quarter end.

2 You cannot see a deal slip until it has slipped

Slippage not tracked before period end. 6 of 6 report deals slipping with no warning.

3 You cannot see whether coaching changes anything

No coaching record. 6 of 6 say nobody can tell whether coaching changed a deal.

4 You cannot see whether qualification predicts a win

Win rate is not reported against qualification score, and there is no disqualification analysis.

5 You cannot see how long a new seller takes

Time-to-productivity untracked, development outcomes unmeasured, no owner for the capability model.

6 You cannot see whether a decision was taken

No standing agenda requiring decisions, no performance model, no propagation record across teams.

Everything describing how to do the work exists in some form.
Almost nothing that would tell you whether doing it worked exists at all.

The same shape, in their own words.

Three respondents volunteered written comments. All three describe something official that exists, and a working reality that drifted away from it without anyone noticing.

> **Half the team still runs their own tracker because the CRM view does not match how we actually sell.**
>
> ROB S

> **Nobody tells us when the playbook changes. I found out from a customer.**
>
> JACK VOSS

> **There is a territory map in the shared drive that predates the reorg — people still use it.**
>
> AMARA DIALLO

EIGHT STATEMENTS DREW NEAR-UNANIMOUS AGREEMENT

The role model is unchanged since the last reorganisation	6/6
Improvements by one team do not reach the others	6/6
Campaign learning stays with the team that ran it	6/6
Items are discussed repeatedly without resolution	5/6
Weak opportunities stay in the forecast too long	5/6
Criteria have not changed despite recent losses	5/6
Gaps in cover surface only when somebody is away	5/6

Sunshine Power learns things constantly and has no mechanism for a lesson to travel.

These eight do not depend on any of the open questions.

Forty-two questions are still open. Eleven would move a rating.

This is a first reading taken quickly. It is defensible, and it is not yet settled. The difference matters commercially, so it is stated before the proposal rather than after it.

42
Questions still open, of 73 investigated

27
Never checked, and they matter

15
Where answers disagree between respondents

11
Open questions that would move a rating

WHAT THAT MEANS FOR SCOPING

Only 30% of the evidence was validated directly; the rest is as reported. Eleven open questions could change a capability rating, and three capabilities carry confidence below 85%.

A fixed-scope, fixed-price programme built on this reading would be priced against a picture that may not survive contact with the evidence.

WHERE THE CONFIDENCE IS THINNEST

Technology and Data 73%
4 of 6 responded — and it is the highest score

Opportunity Qualification 79%
5 of 6 — and the most build-heavy capability

Governance and Improvement 84%
6 of 6 — but not one of its findings is confirmed

The right next step is not a transformation programme. It is not even a long one.
The 42 questions are already listed. Settling them is a day and a half of work.

NEXT STAGE — PROPOSAL

Settle the reading. Then scope against it.

We could quote a twenty-six-week programme today. It would be priced against eleven open questions that could move a rating. But the assessment already lists every one of them — so settling the reading is not an investigation to be scoped. It is a working session with the people who know, and the platform recalculates everything from the answers.

The open questions are already listed. Settling them is a working session, not a study.

AXAT carries every unsettled question forward, ranked, with the eleven that would move a rating flagged. Nothing needs scoping and there is no write-up phase: the consultant works the list with the people who know, records each answer in the session, and the platform recalculates everything from there.

1 Review what is still open
~30 mins

42 questions, already listed and ranked, with the 11 rating-movers flagged. No discovery phase — the work is defined before day one.

2 Work the list with stakeholders
~1 day

Evidence sessions against the named artefacts, mostly “show me” rather than “tell me”. The two people who did not respond come in here — and so does the CRM contradiction.

3 Record the outcomes in TheAX
~1 hour

In the session as each question is settled, not written up afterwards. Every answer carries its source, so the corrected reading is auditable.

4 The platform recalculates
~10 mins

Corrected scores, corrected floor, corrected classification of every root cause, regenerated outputs. No re-analysis, no second report to write.

5 The roadmap
~2 hours

Sequence and timescales generated from the recalculated assessment. Brought to you as a draft to work through together, not a plan to sign off.

One and a half consultant days inside one week — £1,725, fixed price.

You end the week with a corrected assessment and a roadmap to work through together — yours either way.

An envelope this week. A roadmap next week.

What the settled reading is likely to require, based on this first pass. Steps 2 to 4 are indicative — the recalculated assessment generates the sequence and the timescales, and those are what the programme gets priced against.

	ACTIVITY	DURATION	EFFORT	FEE	BASIS
Step 1	Settle the reading — 42 questions, recalculated by the platform	week 1	1.5 days	**£1,725**	Committed now, fixed
Step 2	Install the observation layer — sampling, cadence, ownership, loops	weeks 2–13	30–38 days	**£34,500–£43,700**	From the roadmap
Step 3	Finish and build the eight artefacts, inside that layer	weeks 4–15	44–54 days	**£50,600–£62,100**	From the roadmap
Step 4	Remeasure on the same instrument	weeks 16–17	4 days	**£4,600**	From the roadmap

WHY STEP 2 STARTS BEFORE STEP 3 FINISHES

This organisation builds things and then loses them. Sampling, cadence and ownership go in alongside the first artefacts, not after the last one — or step 3 quietly recreates the problem step 1 diagnosed.

WHAT WE WILL NOT DO

Quote a fixed price for steps 2 to 4 today. Any firm that does is pricing against a reading it has not checked — and here that reading is a week and a day and a half away, so there is no excuse for guessing.

Indicative total across all four steps: £91,425 to £112,125.

You commit £1,725 today. Next week you agree the roadmap and price the rest against it.

We can warrant the reading in a week. The outcome, not until it is settled.

Three tiers. On a first pass most of the weight sits in the first one — and the first one costs £1,725 and takes a week, so there is very little reason to skip it.

WARRANTED — FIXED PRICE

Step 1, one week.

All 42 open questions closed, or explicitly carried with a stated reason. Outcomes recorded in TheAX with their source, the assessment recalculated, and a roadmap generated from it and worked through with you. £1,725 fixed: if it takes two days, that is our problem.

COMMITTED FROM THE ROADMAP

Steps 2 to 4, next week.

A named floor target, countable adoption thresholds measured weekly from your CRM, and a remeasurement on the same instrument. We will put fee at risk against the artefacts and commit jointly on the behaviours — one week from now, against a reading we have checked.

NOT PROMISED

Today, and probably not next week either.

Level 4. Nineteen of the 21 Level 4 problems are being reported right now and no Level 4 artefact was found complete. That is a second programme, and the first honest conversation about it is a year out.

A commitment made against an unchecked reading is not a commitment. It is a guess with a signature on it.

One week from now we will give you one worth holding us to.

Twelve build the observation layer. Eight finish the artefacts.

The same twenty recommendations, grouped by the work rather than by the capability. Nine are confirmed findings; eleven rest on an open question and would not be spent against until it is closed.

SEE BETWEEN THE CHECKPOINTS — 4

Pipeline Foundations	Sample practice between the gates, not only at them.	CONFIRMED
Pipeline Foundations	Sample records between transitions, not only at them.	CONFIRMED
Opportunity Qualification	Score three live deals as a group and reconcile.	OPEN
People and Skills	Compare two starters' first months and fix the gap.	OPEN

CLOSE THE LOOP — 3

Governance and Improvement	Track each improvement to done and close it publicly.	OPEN
Governance and Improvement	Record an action per review finding, check it next time.	OPEN
Technology and Data	Track forecast accuracy for three periods.	OPEN

HOLD THE RHYTHM — 2

Sales Execution	Hold deal review on cadence, even when nothing is wrong.	CONFIRMED
Sales Execution	Apply the close checklist at stage exit.	CONFIRMED

NAME WHO IS ACCOUNTABLE — 3

Technology and Data	Name a data quality owner with authority to change it.	OPEN
Technology and Data	Add a business-triggered route alongside the release calendar.	OPEN
Governance and Improvement	Record decisions in the meeting, not afterwards.	OPEN

FINISH OR BUILD THE ARTEFACT — 8

Demand and Pipeline Creation	Build the coverage plan from what closed.	CONFIRMED
Demand and Pipeline Creation	Make source a required field before analysing it.	OPEN
Opportunity Qualification	Make the missing information visible, not guessed.	CONFIRMED
Opportunity Qualification	Require the re-check at each stage transition.	CONFIRMED
Pipeline Foundations	Write the tie-break rule before the next dispute.	CONFIRMED
Sales Execution	Define entry and exit criteria in the system.	OPEN
People and Skills	Assess against the framework once, then plan.	CONFIRMED
People and Skills	Publish where the capability gaps are.	OPEN

The eight are what the floor rests on. The twelve are what keeps them from going stale again.

Sequence the twelve first, or in twelve months you buy the eight a second time.

What we need, and what would put this at risk.

Settling the reading is short and cheap, but it is not effortless on your side. Three days of our time needs a concentrated week of yours.

A FIREWALL WE WILL NOT MOVE ON

Your baseline was attributed, not anonymous. Assessment responses are never an input to any decision about an individual. If they were, the remeasurement would be worthless — everyone would answer defensively — and you would have punished candour you asked for. Any judgement about people rests on observed practice against a written standard, and that standard does not exist yet.

FOUR THINGS WE NEED, ALL IN ONE WEEK

- The two stakeholders who did not respond
- Whoever can say what was actually built, and when
- A sales manager who can open the CRM and show us
- Diaries cleared enough to do it inside five working days

1 The positioning is wrong

If stage one confirms Rob S and half the team really does run trackers outside the CRM, this is partly a tooling-fit and compliance problem, not purely an observation one. That is one of the 15 disagreements and it takes two days to settle. We named it so you can hold us to it.

2 The reading gets worse, not better

Settling questions usually finds less than was reported. Three capabilities could drop, and Technology and Data at 3.3 is the most exposed. Better to learn that for £1,725 in week one than in month four of a fixed-price programme.

3 A settled reading with nothing behind it

Sunshine Power already has plenty of things that were produced, filed and never acted on — twenty-nine of them are half-built right now. The roadmap is generated so it can be acted on, by us or by anyone else.

TO PROCEED

One week to know.
Then decide the rest.

This reading took half an hour to produce and it is already specific enough to argue with. A day and a half of settling turns it into something worth spending six figures against — or tells you the problem is smaller than it looks. Either way you find out next week, not next quarter.

01

Commission the settle week

A day and a half, one week, £1,725 fixed price. No obligation to anything after it.

02

Clear the diaries

The two absent stakeholders, whoever knows what was built, and a manager who can open the CRM.

03

Next week

A corrected assessment, and a roadmap to work through and agree together. Commission the programme, re-scope, or stop.