Diagnostic or Epitaph: Will You Redesign Your Sales System or Write Its Obituary?

Crises do not forgive structural improvisation. And even less operational arrogance.

When the market stalls, the masks fall

Most organizations do not collapse for lack of sales, they collapse from not knowing **what to do when sales stop responding to the plan.** And that is not fixed with urgency, but with design.

According to a recent *Harvard Business Review* article (March 2025), *“organizations that survive hostile environments are not the fastest, but the ones most structured to think while they run.”.* Can your sales team think while it runs? Or does it just run?

False control: operating on hope, not on system

A company whose commercial maturity has never been diagnosed **believes it has control.** But in practice:

- Its forecast is adjusted every month based on how the close is going
- Its sales roles change names, but not focus
- Its strategy depends on people, not processes
- Its pipeline is full of activity, but empty of direction

That is not strategy, that is *activism with PowerPoint*.

Why talk about diagnostics in the middle of a trade war?

Because when the market breaks down, all you have left is your structure, and if your structure is built on intuition, you will not hold up.

Diagnosing commercial maturity in this context is like doing a technical inspection before taking a tight curve at 120 km/h. You might survive, **but if you know what is wrong, you at least have a chance to maneuver.**

What do we see today in companies that do not diagnose?

- Constant redesigns with no data foundation
- Action plans with no prioritization
- Key people doing tasks they do not understand
- Urgent decisions that contradict each other across functions
- Sales teams overselling to compensate
- Desperate pricing strategies

And all of it with a “we are doing our best” face. But doing your best **is not enough when what you need is doing what is right.**

What does Imppulsor’s Commercial Maturity Diagnostic do in these cases?

- Measures 12 structural and cultural dimensions of your sales operation
- Identifies bottlenecks, blind spots, and cross-functional tensions
- Prioritizes interventions: not everything can change at the same time
- Gives clarity to redesign without chaos

It is not an audit, **it is a smart survival tool.**

Leadership does not have to have all the answers, but it must know where to look for them

One of the most common mistakes in times of crisis is **shutting down diagnostics for fear of the result;** but what is not measured gets repeated. And what is not prioritized gets politicized. A sales manager who does not want a diagnostic **is not leading. They**

are speculating.

What sets apart the companies that weathered the 2020 crisis and are doing it again now?

- They knew how to make decisions without having all the data
- They were clear about their structural bottlenecks
- They had trained the team around a model, not a fad
- They had prioritized their strategic pipeline over the volume pipeline
- They had accepted that **diagnosing is not questioning: it is protecting**

You do not need another campaign. You need to know whether your sales structure can withstand what is coming. Our Commercial Maturity Diagnostic reveals what level you are really operating at, which parts of your system will not survive the storm, and which decisions you must make with judgment, not fear. If you are not going to diagnose, all you have left is improvisation.

Get the diagnostic →

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