THE RED THREAD · MONKEY WEAVER

THE COMMITTEE READINESS AUDIT

A short, honest self-assessment that scores whether your company is built to close a buying committee, or to stall in front of one. You do the scoring. It tells you where the threads are loose.

TWENTY STATEMENTS · FOUR THREADS · SCORE YOURSELF 1 TO 5

BEFORE YOU BEGIN

WHY COMMITTEE READINESS IS THE VARIABLE THAT DECIDES

Committee readiness is whether your go to market can survive a room you are not in. It is the single variable that best separates the technically strong company that closes from the one that stalls, and most founders never measure it, because it hides behind the things they do measure: demo quality, product depth, lead volume.

Here is the reason it matters more than any of those. In B2B today the decision is not made by the person who loved your demo. It is made by a committee, often five to sixteen people across as many as four functions, each with its own idea of value and its own quiet power to veto. And the research is unambiguous about what determines whether that group acts. Gartner, surveying 632 buyers in May 2025, found that committees which reach genuine consensus are 2.5 times more likely to close a high quality deal. Consensus is not a nicety. It is the strongest single predictor that a good deal closes at all.

Committee readiness is your company's ability to produce that consensus without you in the room. It is not about how good your product is. It is about whether your story, your value case, your materials, and your pipeline are coherent enough that a committee can agree on you when you are not there to defend yourself.

This audit scores that. It will not fix it, and it will not teach you the method. It does one thing: it shows you, in your own words and your own recent deals, where your cloth is holding and where the threads are loose. Score yourself honestly. The value is in seeing the gap clearly, not in scoring well.

Rate each statement from **1**, meaning "not true of us at all," to **5**, meaning "completely, consistently true." Be strict. A generous score you cannot defend with a real deal is worth nothing.

01

THE FIRST THREAD

THE RED THREAD. DO YOU HAVE ONE STORY?

The single narrative line that runs through everything and that nothing is allowed to contradict. Without it, the founder tells one version, marketing another, sales a third, and the buyer, hearing three companies, decides on price.

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1 If I asked our website, our last outbound sequence, and our founder on a call to describe why we win, they would tell the same story, not three different ones.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

2 We can state, in one sentence, the single reason a buyer should choose us over the cheaper alternative, and everyone on the team says it the same way.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

3 Prospects rarely compare us to competitors we do not consider real competitors, because our story makes the category we win in clear.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

4 When a deal is lost, it is almost never because the buyer misunderstood what we actually do.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

5 Our differentiation does not collapse into "faster, easier, cheaper" when pressed, because we have a specific claim about where we genuinely win.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

> **What coherent looks like here:** one story, said the same way by every person and every channel, that makes the buyer stop comparing feature tables and start understanding the category you win in. If your scores are low, your buyer is hearing several companies and choosing the only way a confused buyer can: on price.

02

THE SECOND THREAD

THE GOLD THREAD. IS YOUR VALUE VISIBLE AND BILLABLE?

Economic value made visible: the return, the cost of not acting, what your product does restated in the buyer's own currency. It is spun from value you already deliver and never learned to count.

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1 Somewhere in what we send a prospect, there is a number that connects what our product does to what it returns in their currency: money, hours, or risk removed.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

2 Our champion can defend our price to their finance lead without us in the room, because they have an economic argument, not just a feature list.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

3 We set our price based on the value we deliver, not on our costs or on what a competitor charges.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

4 When a deal resists on price, our first move is not to discount, because we have a value case that justifies the number.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

5 We can articulate the cost of the buyer not acting, not just the benefit of acting.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

What coherent looks like here: a buyer, and specifically their finance function, can see the return next to the price, so the price stops being the whole story. Only 6 percent of founders believe their price reflects the value they deliver. If your scores are low, you are likely underpriced and untranslated, losing deals on price and leaving money on the table in the deals you win.

03

THE THIRD THREAD

THE WEAVE. IS YOUR DECK BUILT FOR EVERY STAKEHOLDER?

The committee has up to four functions, each with veto power. A single deck built for the champion cannot survive them. Committee-ready materials carry one story that each function can own differently.

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1 Our materials arm the champion to sell internally, so the deal does not lose its best advocate the moment we leave the room.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

2 Each function in the committee, finance, security, the economic buyer, can find in our materials the version of the value it is accountable for.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

3 Our materials tell one coherent story, not six different decks that would contradict each other if the committee compared notes.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

4 We know who sits on the committees we sell to, and our materials are built for that room, not just for the technical buyer who runs the demo.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

5 When a deal goes quiet after a good demo, we can usually point to what the committee needed and did not have, rather than guessing.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

What coherent looks like here: one narrative every actor in the committee can carry, so the story survives the meeting you are not invited to. Content focused on the individual rather than the group has a 59 percent negative impact on consensus. If your scores are low, your champion is walking into a decisive room unarmed, and your best deals are dying in the silence afterward.

04

THE FOURTH THREAD

THE TENSION. IS YOUR PIPELINE REPEATABLE, OR FOUNDER MAGIC?

Tension is the coherence that turns separate threads into cloth and holds it under load. In a company it is whether the pipeline runs as a repeatable system, or whether it lives only in the founder's hands and frays the moment they step away.

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1 If I stepped away for two weeks, the pipeline would keep moving, because it runs on a system, not on my personal presence.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

2 I can explain why we win in a way that repeats across deals, not a different reason improvised for each one.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

3 Our new deals come from a repeatable motion, inbound or outbound, not from one-off luck or my personal network.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

4 I can give the board a pipeline number and trust that something close to it will actually land.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

5 The story a prospect meets on our website is the same story that runs through our outbound, our sales conversation, and our close.

NOT TRUE 1 2 3 4 5 COMPLETELY TRUE

> **What coherent looks like here:** a go to market that runs coherently without the founder holding it together by hand, a pipeline under tension rather than a tangle that frays the moment you look away. If your scores are low, you are the ceiling of your own company, and the next round will ask for a repeatable motion you cannot yet show.

ADD YOUR SCORES

READING YOUR RESULT

The bands below are honest, not flattering. A low band is not a verdict on your product. It is a map of where the threads are loose.

TENSION HOLDING · 80 TO 100

Your cloth is largely coherent. Your story is one story, your value is visible, your materials serve the committee, and your pipeline runs on a system. Companies in this band are the ones that reach consensus and close, the 2.5x that Gartner found. Your risk is not incoherence, it is drift: as you scale and add channels and people, coherence is the first thing to fray under load. The work here is holding tension, not building it. Re-score in a quarter, because a company that scored here in Q1 and stopped paying attention often does not score here in Q3.

THREADS FRAYING · 50 TO 79

You have real strengths and real gaps, and the gaps are costing you specific deals you should be winning. This is the most common band, and the most expensive, because it is where a technically excellent company loses deals it deserves and misreads why. You blame price, or the last hire, or a soft quarter, when the cause is one or two loose threads: a value case a committee cannot see, or a story that changes between channels. The pain is quiet but real here: months of sunk sales cost on deals that cool, a forecast that cannot hold in front of the board, discounts conceded to close deals that a visible value case would have closed at full price. The good news is that the threads exist. What is missing is the tension, and tension can be added.

STILL A TANGLE · 20 TO 49

You have a strong product and a go to market that is not yet a system. This is not a failure, it is a stage: it is what a technically excellent company looks like before its story catches up to its engineering. But it is not a stage to stay in, because the cost compounds. Deals stall in committee and you cannot tell which are real. Every quarter without a repeatable motion is revenue left on the table for lack of a system to originate it, and the next round will ask for exactly the go to market efficiency you cannot yet demonstrate. The whole story, the value case, the committee-ready materials, the pipeline, still lives in your head and your presence. The work is to move it out of your hands and into a system that holds without you.

THE NEXT THREAD

WHAT TO DO WITH A LOW SCORE

If you scored in the lower two bands, the honest read is this: your product is not the problem, and neither is your price or your last hire. Your go to market is a set of good threads with no tension holding them into one cloth a committee can follow and buy. That incoherence is a tax, and you are paying it on every deal that cools, every discount you concede, every quarter the pipeline refuses to repeat.

The cost of leaving it unaddressed is not dramatic, which is exactly why it is dangerous. It is quiet. It is a forecast that never quite holds, a cycle that runs a little longer than it should, a set of deals that go warm and then cold and are never officially lost. It is the slowest and most patient competitor you have, and over a year it wins more often than the loud ones.

The work of turning loose threads into one coherent cloth is what The Loom Sprint does. It is a fixed ten-week project, Position then Build, that produces the one story, the visible value case, the committee-ready materials, and the pipeline system that this audit measures. It is a project with a defined end and a handoff, not an open-ended retainer.

If you scored in the lower bands and want to talk through what your specific loose threads are costing you, book a conversation about The Loom Sprint. One call, no pitch, an honest read of where your cloth is loose and whether the sprint is the right way to tighten it.

Josué Urízar, MBA, is a fractional CMO for B2B scale-up go to market. The method is called The Loom.

Sources: Gartner buyer survey, May 2025. First Round and OpenView founder surveys. Ebsta and Pavilion, 2025.

MONKEY WEAVER

THE LOOM

THE THREADS ARE ALREADY YOURS.

The Loom adds the tension that turns them into one cloth a committee can agree on, and buy, when you are not in the room.

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