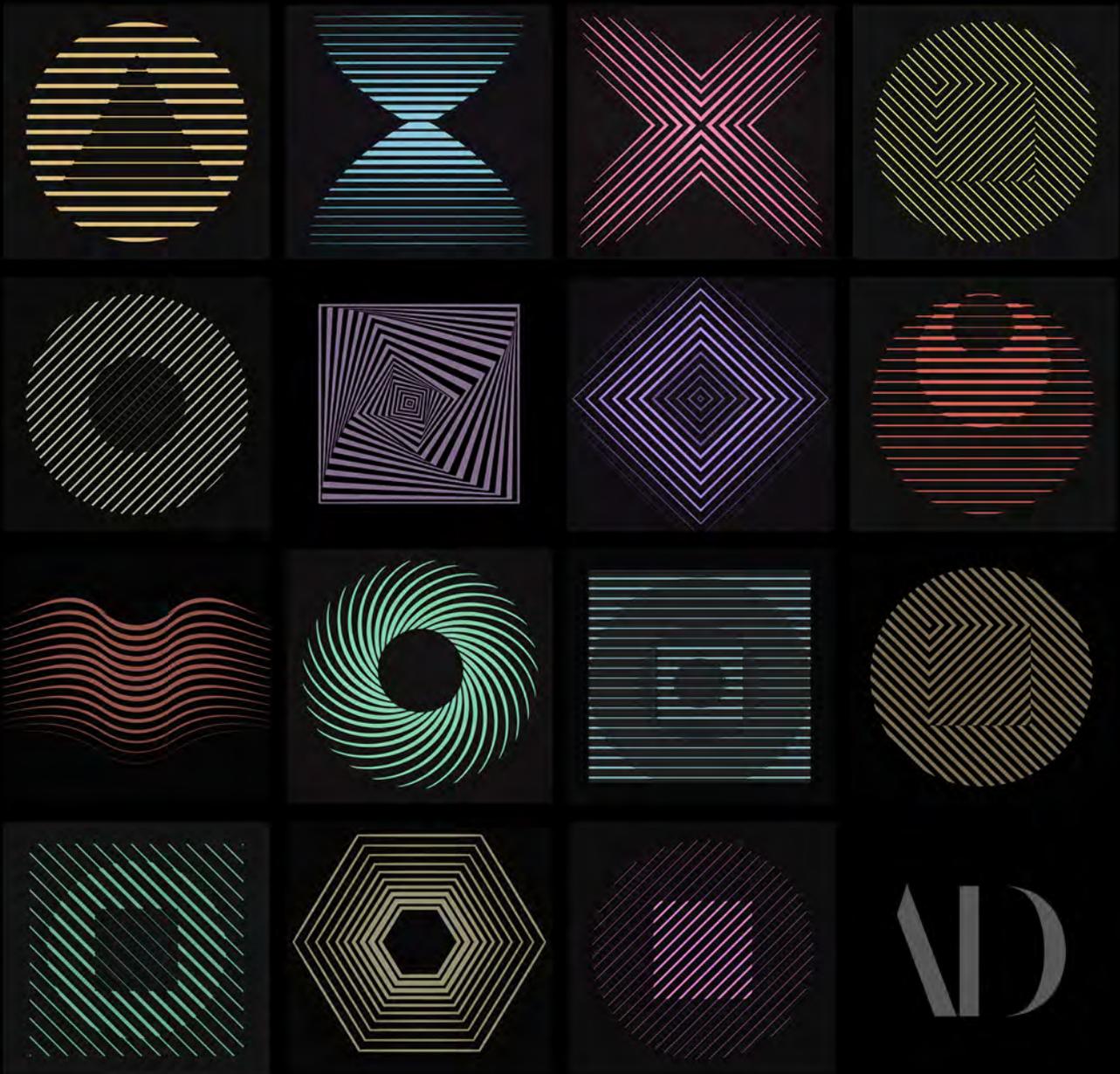


# *Revenue* **FRICTION DIAGNOSTIC**

15 behavioural patterns that stall revenue and how to recognise them in your organisation.



15 behavioural patterns  
that sabotage revenue, and  
how to recognise them  
**in your  
organisation.**



# Why this exists

**Most CEOs don't have a marketing or technology problem.  
They have a friction problem.**

Friction is the invisible tax on growth. It lives in the gap between what your team says and what they actually do. It thrives in the conflict avoidance of your boardroom and the performance theatre of your reports.

These patterns emerge from systems, incentives, and structures that were built, often with good intentions, to create stability, reward performance, or avoid risk. Over time, they calcify. What once enabled growth becomes the constraint.

You can't see the pattern from inside.

That's not a failing, it's structural. The CEO who built the culture can't diagnose its friction any more than a surgeon can operate on themselves.

This diagnostic exists to name what you already know is there but can't articulate without political cost.

*The patterns are already visible.  
This just gives you the language to act on them.*

*The*  
**patterns**  
*that sabotage revenue*

If you recognise three or more, the friction is already costing you.



*Behavioural Pattern 1.*

# Empathy Deficit

**The Symptom:**

Decisions are made in conference rooms, not conversations. Customer needs are "understood" through dashboards, not dialogue.

**The Diagnosis:**

The organisation operates on assumptions rather than insight. No one is in the room with the customer—literally or figuratively.

**The Tell:**

***Someone says "Our customers want X" and no one asks "How do you know?"***



*Behavioural Pattern 2.*

# Conflict Avoidance

**The Symptom:**

Hard conversations are deferred indefinitely. "Let's take this offline" is the boardroom reflex. The company performs consensus rather than makes decisions.

**The Diagnosis:**

Disagreement is treated as disloyalty. Problems are acknowledged in private, denied in public.

**The Tell:**

***A critical issue has been 'under discussion' for months, but no one can articulate what's actually being debated.***



*Behavioural Pattern 3.*

# Analysis Paralysis

**The Symptom:**

Every decision requires another committee, another study, another round of stakeholder input. "Let's get more data" is the escape route from accountability.

**The Diagnosis:**

The organisation mistakes deliberation for progress. Precision is valued over velocity—even when the window is closing.

**The Tell:**

***A decision has been 'under review' for three months with no clarity on what criteria would resolve it.***



*Behavioural Pattern 4.*

# Authenticity Gap

**The Symptom:**

The company's stated values contradict its actual behaviour. What's said in all-hands meetings bears no resemblance to what's rewarded in performance reviews.

**The Diagnosis:**

Brand promise and internal reality exist in parallel universes. Leadership either doesn't see the gap or has learned to rationalise it.

**The Tell:**

***A new employee asks "Why don't we do what the website says?" and the response is uncomfortable laughter.***



*Behavioural Pattern 5.*

# Misaligned Incentives

**The Symptom:**

The company claims to value collaboration but only rewards individual performance. Sales is compensated on volume, not retention.

**The Diagnosis:**

People optimise for what gets measured and rewarded, regardless of what leadership says matters. The incentive structure is the real strategy.

**The Tell:**

***Two departments are actively working against each other and both are "hitting their numbers."***



*Behavioural Pattern 6.*

# Communication Breakdown

**The Symptom:**

Ideas die in jargon.  
Influence is mistaken for  
volume. Nobody knows  
how to tell a story that  
moves people to action.

**The Diagnosis:**

The organisation has  
sophisticated thinkers with  
poor persuasion skills.  
Messages are crafted for  
clarity, not compulsion.

**The Tell:**

***A presentation ends and someone says "That was interesting" – which is code for "I didn't understand why this matters to me."***



*Behavioural Pattern 7.*

# Short-Term Thinking

**The Symptom:**

Every decision is reverse-engineered from the quarterly report. The urgent cannibalises the important.

**The Diagnosis:**

Long-term strategy is sacrificed for optics. The company optimises quarter-to-quarter while competitors build 5-year advantages.

**The Tell:**

***Someone proposes an initiative with a 12-month payback period and it's dismissed as "not realistic right now."***



*Behavioural Pattern 8.*

# Resistance to Change

**The Symptom:**

"We've always done it this way" is the thought-terminating cliché. New ideas are stress-tested into mediocrity.

**The Diagnosis:**

Past success has calcified into present dogma. The organisation defends legacy processes with more energy than it invests in innovation.

**The Tell:**

***Someone suggests a new approach and the first response is "We tried that in 2015 and it didn't work."***



*Behavioural Pattern 9.*

# Lack of Accountability

**The Symptom:**

No one owns outcomes. Failures are attributed to 'market conditions.' Success has a thousand parents; failure is an orphan.

**The Diagnosis:**

Authority exists without responsibility. Diffused ownership feels collaborative—until nothing gets done.

**The Tell:**

***A major initiative fails and when you ask "Who was responsible for this?" you get three different names—or none.***



*Behavioural Pattern 10.*

# Siloed Thinking

**The Symptom:**

Departments operate as rival kingdoms. Marketing doesn't talk to Product. Sales throws leads 'over the wall' to Customer Service.

**The Diagnosis:**

Organisational structure rewards vertical excellence, not horizontal collaboration. Information is hoarded, not shared.

**The Tell:**

***A customer complains about being passed between three departments—and each department blames the other two.***



## *Behavioural Pattern 11.*

# Poor Listening

### **The Symptom:**

The company asks for feedback but never changes behaviour. Customer complaints are 'logged' but never analysed for patterns or action.

### **The Diagnosis:**

Listening is performed, not practised. The organisation collects input to demonstrate responsiveness—not to actually respond.

### **The Tell:**

***Someone references "what we heard in the last employee survey" and no one can name a single thing that changed as a result.***



*Behavioural Pattern 12.*

# Overconfidence Bias

**The Symptom:**

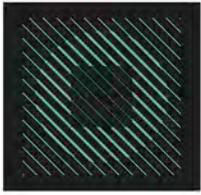
"We're the category leader" (based on 2019 data). "Our customers would never switch." "That competitor isn't a real threat."

**The Diagnosis:**

Success has created immunity to market signals. The organisation believes its position is permanent rather than earned daily.

**The Tell:**

***A competitor launches a feature your customers have been requesting for months—and leadership's first response is "That's not a serious threat."***



## *Behavioral Pattern 13.*

# Fear of Failure

### **The Symptom:**

Every new idea is stress-tested into mediocrity. Risk avoidance masquerades as prudence. Innovation theatre: pilot projects and strategy sessions that never launch.

### **The Diagnosis:**

The organisation has learned that failure is visible but inaction is invisible. Better to do nothing than to try something new and fail.

### **The Tell:**

***Someone asks "When was the last time we launched something that genuinely scared us?" and the room goes quiet.***



*Behavioural Pattern 14.*

# Group Think

**The Symptom:**

Homogeneous teams producing homogeneous ideas. Dissent is seen as disloyalty. The echo chamber mistakes consensus for correctness.

**The Diagnosis:**

The organisation has optimised for agreement rather than truth. 'Culture fit' has become code for 'people who think like we do.'

**The Tell:**

***A major decision is made and no one in the room argues against it, not because it was perfect, but because disagreement felt unsafe.***



## *Behavioural Pattern 15.*

# Ego over Strategy

### **The Symptom:**

The leader's identity is fused with the company's identity. Admitting a mistake feels like existential failure.

### **The Diagnosis:**

Strategy is reverse-engineered to justify the leader's preferred outcome rather than market reality. The company becomes a monument to the founder's ego.

### **The Tell:**

***The CEO dismisses valid criticism with "You don't understand the vision" or "That's not who we are"—and the person who raised the concern doesn't raise another one.***



# *What to do* **with this**

**This diagnostic is a mirror, not a checklist. If you recognise these patterns, you already know where the friction is.**

The question is: can you see it clearly enough to remove it?

### ***The 30-Minute Clinical Diagnostic***

A structured conversation to identify:

Your primary constraint (the pattern doing the most damage)

The hidden reinforcement mechanism keeping it alive

One high-leverage intervention to remove it

Pattern recognition applied to your specific situation. You'll leave with clarity on what's holding you back, whether we work together or not.

***To book a no obligation Diagnostic contact [al@aldickman.com](mailto:al@aldickman.com)***



# About the author

**I'm Al Dickman. I work as a Business Therapist—diagnosing the hidden human and structural constraints that sabotage revenue.**

**My background:**

40 years in global creative agencies—where I learned to decode how people actually respond when money, ego, and reputation are on the line. I see the patterns others miss because I spent decades understanding the mechanics of influence before algorithms tried to automate it.

Over six years of clinical practice in Applied Behavioural Science—working at the subconscious level of decision-making. I'm trained to identify the Behavioural patterns that drive choices, especially the patterns people don't see in themselves.

I combine that intuition with advanced clinical qualifications in Applied Behavioural Science. I look beyond the data to find the revenue leaks your team is too polite to mention.

**My function is diagnostic: I identify the patterns that insiders can't name without becoming the problem they're describing.**

