Scale Without Chaos
Operational Growth Diagnostic

FULL EXECUTIVE DIAGNOSTIC

Operational Growth Capacity Diagnostic

Report reference: [redacted]

BUSINESS CONTEXT

BUSINESS TYPE	EMPLOYEES	ANNUAL REVENUE	GROWTH OBJECTIVE	BIGGEST OPERATIONAL CONCERN
Manufacturing	20–49	$10M–$25M	Grow moderately	Inventory / working capital

EXECUTIVE SUMMARY



Operational Friction **44**/100

• CONSTRAINED

PRIMARY GROWTH CONSTRAINT
Management Capacity

RELATIVE STRENGTH
Process & Flow

Your operation scored 56/100, placing it in the Constrained range.

Your primary growth constraint is Management Capacity.

[redacted]

RECOMMENDED SEQUENCE

1. Reduce key-person dependency
2. [redacted]
3. [redacted]

CENTRAL MESSAGE

Key-person dependency reflects unclear processes and concentrated authority rather than insufficient staffing.

WHERE YOU STAND

Five-Capability Scorecard

Process & Flow

65 / 100 · DEVELOPING

Work moves through the business reliably, with defined processes and clean handoffs. This is a foundation you can build volume on.

Management Capacity

50 / 100 · CONSTRAINED

Management capacity is partly consumed by daily problems, limiting the ability to build capacity ahead of growth.

Visibility & Information

50 / 100 · CONSTRAINED

Information exists but is not always timely or trusted, and some problems surface later than they should.

Accountability & Execution

55 / 100 · CONSTRAINED

Accountability is partly in place but still depends on individuals, with some ambiguity in roles and expectations.

Systems & Scalability

60 / 100 · CONSTRAINED

Systems partly support the work, but duplicate entry and critical spreadsheets create friction that limits scale.

WHERE TO FOCUS FIRST

Top Three Priorities

1

Key-Person Dependency

Management Capacity

Knowledge, decisions or coordination are concentrated in one or a few individuals.

2

3

DISCIPLINE

What Not To Do Yet

AVOID THESE PREMATURE MOVES

! **Do not solve key-person dependency by documentation alone — address process and decision-rights design.**

!

!

SEQUENCED EXECUTION

30 / 60 / 90-Day Roadmap

Primary focus: operations that depend on a key manager or leader being available and issues resolved through individual heroics rather than defined routines.
Supporting focus: late or unreliable operating information.

DAYS 1–30

Understand & Clarify

1. Identify the activities, decisions and knowledge that currently depend on one or two individuals.

PROGRESS INDICATOR
Number of critical activities with no capable backup (baseline).

DAYS 31–60

Simplify & Implement

1. For the most critical dependencies, document the essential knowledge, transfer appropriate decision authority and name a trained backup.

DELIVERABLE
Documented knowledge, named backups and defined routines for the most critical dependencies.

PROGRESS INDICATOR

DAYS 61–90

Validate & Embed

1. Test continuity by having backups run the activity while the key individual steps away for a defined period.
2. [illegible]
3. [illegible]

DELIVERABLE

Continuity test results and an updated dependency map.

PROGRESS INDICATOR

[illegible]

ALSO WORTH NOTING

Secondary Constraints

ADDRESS AFTER THE TOP THREE

[illegible]

This diagnostic is a decision-support tool based on the information provided by the participant. It is not an audit, certification or guarantee of future business performance.