T C G
CONSULTING

KBDS Diagnostic

Sample Deliverable (Redacted)

Confidentiality-first format preview

Client Identifiers removed. Provided to preview structure and output - not as a public study.

TC GROUP
(tcgroup.ws)

Executive Summary

A. Primary Constraint (Summary)

Constraint	Decision Rights + Execution Cadence
Impact	Owner dependency + slow closure + repeated escalations
Why it persists	Unclear authority, weak accountability, and inconsistent scorecard

B. Top Findings (Ranked)

1. Decision rights unclear at key levels - escalations default to the owner
2. No single scorecard - competing truths and reactive decision-making
3. Meeting cadence produces motion, not closure - commitments do not land
4. Hand offs create rework and time loss - quality and timing degrade
5. Recurring issues persist - root-cause discipline is missing

C. Success Measures (First 90 Days)

- Owner decision load reduced from baseline to target
- Priority closure rate increased from baseline to target
- Escalations reduced by target percentage
- On-time delivery improved by target percentage

Constraint Map

Symptoms - Root Causes - Constraint - Leverage Point

Symptoms	Root Causes	Constraint	Leverage Point
Constant escalations	Unclear ownership	Decision rights + cadence	Install decision framework
Missed deadlines	Weak metrics		Weekly scorecard
Margin surprises	Poor hand offs		Issues-to-closure rhythm

Fixing symptoms improves comfort. Fixing constraints improves outcomes.

Sequenced Execution Plan

Phase	Actions (What changes in the system)
Phase 1 (Weeks 1-2): Stabilize	**Actions:** • Define decision rights (Decision Authority Map) • Establish scorecard v1 (5-12 KPIs maximum) • Install weekly leadership cadence (agenda, owners, closure rules) **Expected measurable movement:** • Decision clarity increases • Work stops routing to the owner by default
Phase 2 (Weeks 3-6): Control	**Actions:** • Build issues list discipline (owner, due date, definition of done) • Fix the top 2-3 hand off failure points • Standardize performance review to the scorecard **Expected measurable movement:** • Escalations drop • Closure rate on priorities increases
Phase 3 (Weeks 7-12): Scale	**Actions:** • Delegate decisions downward with guardrails • Lock process ownership and documentation for critical flows • Coach managers to maintain system integrity **Expected measurable movement:** • Owner load reduces further • System holds under growth pressure

Scorecard Snapshot and Cadence Rules

Weekly Operating Scorecard (Sample)

- On-time delivery (%)
- Rework rate (%)
- Work-in-process (WIP) volume
- Sales pipeline coverage
- Cash conversion / AR aging
- Capacity utilization
- Top 3 priorities status

Cadence Rules (Non-negotiables)

- Meetings must create closure (owner + due date + definition of done)
- Metrics first, opinions second - no status theater
- Issues older than 2 weeks require root-cause treatment
- Scorecard is the single source of truth

Redaction Example

Client identifiers, internal names, and sensitive financial details are removed or masked in all samples.