



KBDS Diagnostic

Sample Deliverable (Redacted)

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

TC GROUP

KBDS Diagnostic Brief

What a Real Engagement Finds, and How It Gets Fixed

ENGAGEMENT TYPE	KBDS Ops Diagnosis
ORGANIZATION PROFILE	Privately held \$18M revenue 62 employees Founder-led
CLIENT IDENTIFIERS	Removed. Provided to preview diagnostic structure and output only.
DIAGNOSTIC COMPLETED	Q3, anonymized for distribution

This brief shows the actual structure of a KBDS diagnostic finding: the constraint identified, why it persisted, and the sequence used to fix it. It is provided so you can assess the quality and depth of the diagnostic before deciding whether to engage.

The KBDS Diagnostic is not a report. It is a structural finding with a sequenced correction plan and measurable outcomes. Every engagement begins here.

40–70%

Reduction in owner decision load (90 days)

15–30%

Improvement in on-time delivery

2–3 yrs

Average full engagement duration

Confidential. This document is provided for evaluation purposes only.

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SECTION 01

Executive Summary

The diagnostic identified a single primary constraint governing the majority of the organization's performance failures. All secondary symptoms (missed deadlines, margin compression, recurring escalations, and team misalignment) were downstream effects of this one structural breakdown.

PRIMARY CONSTRAINT	BUSINESS IMPACT
Decision rights unclear at key levels Execution cadence absent or inconsistent	Owner absorbing decisions that should not require involvement Repeated escalations, slow closure, and margin surprises

Why It Persisted

The constraint was not new. It had been present for eighteen months before the diagnostic was commissioned. Three prior interventions, a strategic planning process, a management training program, and a new project management tool, had each addressed symptoms without identifying the structural cause. The business had invested in solutions before the problem was precisely named.

Fixing symptoms improves comfort. Fixing constraints improves outcomes.

Top Five Findings

01	Decision rights unclear at key levels Escalations default to the owner regardless of decision size or urgency
02	No single operating scorecard Competing data sources produce competing truths; decisions get made on instinct
03	Meeting cadence produces motion, not closure Commitments made without owners, due dates, or definition of done
04	Handoffs create rework and time loss Quality and timing degrade at every transition between functions
05	Recurring issues persist without root-cause treatment Same problems reappear monthly, addressed reactively, never structurally

SECTION 02

Constraint Map

The constraint map shows how symptoms, root causes, and the primary constraint relate. Addressing symptoms without tracing them to their structural origin produces temporary relief and recurring problems.

SYMPTOMS	ROOT CAUSES	CONSTRAINT	LEVERAGE POINT
Constant escalations Missed deadlines Margin surprises Team misalignment Owner overload	Unclear ownership Weak or absent metrics Poor handoffs No issues-to-closure rhythm Decisions made without data	Decision rights + Execution cadence	Install decision framework Weekly scorecard Issues-to-closure discipline

The constraint column is where the diagnostic earns its value. Anyone can list symptoms. The diagnostic identifies the one structural point where a precise intervention produces system-wide improvement.

What the Map Reveals

Every symptom listed traces back to the same two structural failures: no one knew with certainty who owned which decisions, and there was no consistent operating cadence to surface problems early and close them completely. The organization was reacting to fires instead of preventing them because the system was not designed to prevent them.

Three prior consulting engagements had addressed items in the symptoms column and the root causes column. None had identified or corrected the constraint. This is the most common pattern TCG encounters: significant prior investment in consulting, with symptoms that keep returning in different forms.

PRIOR CONSULTING SPEND (18 months)	Strategic planning process	Management training program	New project management tool	Result: symptoms persisted
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SECTION 03

90-Day Execution Plan

Once the constraint is identified, the diagnostic produces a sequenced correction plan. Sequence matters. Installing the wrong fix first, even a correct fix, disrupts a system that is not yet ready to hold it. The plan below shows what changed, in what order, and what moved as a result.

Phase 1 Weeks 1–2: Stabilize	
Define decision rights	A Decision Authority Map was built specifying who owns which decisions at each level, with no escalation to the owner.
Establish scorecard v1	9 KPIs selected. Single source of truth installed. Competing dashboards retired.
Install weekly leadership cadence	Structured agenda: scorecard review first, issues second, decisions third. No open-ended discussion without a closure outcome.
MEASURED MOVEMENT	Decision clarity increased in week one. Escalations to the owner dropped by 38% in the first two weeks.
Phase 2 Weeks 3–6: Control	
Build issues-list discipline	Every open issue assigned an owner, a due date, and a definition of done. Issues older than two weeks required root-cause documentation.
Fix the top three handoff failure points	Sales-to-delivery, delivery-to-billing, and billing-to-collections. Each handoff redesigned with a clear trigger, owner, and completion check.
Standardize performance review to the scorecard	All leadership conversations anchored to the scorecard. Opinion-first discussions replaced with data-first reviews.
MEASURED MOVEMENT	Escalations dropped 61% from baseline. Priority closure rate increased to 74%.
Phase 3 Weeks 7–12: Scale	

<p>Delegate decisions downward with guardrails</p>	<p>Decision authority extended to managers with defined boundaries. Owner involvement reduced to decisions above a defined threshold.</p>
<p>Lock process ownership and documentation</p>	<p>Critical workflows documented with named owners. No process without a designated owner responsible for its integrity.</p>
<p>Coach managers to maintain system integrity</p>	<p>Monthly calibration sessions to catch drift before it compounds.</p>
<p>MEASURED MOVEMENT</p>	<p>Owner decision load reduced by 64% from baseline. On-time delivery improved by 22%. System held under a 31% revenue increase.</p>

SECTION 04

Operating Scorecard

The scorecard installed in Phase 1 became the operating backbone of the business. Nine metrics. One source of truth. Every leadership conversation anchored to the same data.

METRIC	CATEGORY	BASELINE	90-DAY RESULT
On-time delivery (%)	Execution	61%	83%
Escalations to owner (weekly)	Decision	22 avg	8 avg
Priority closure rate (%)	Execution	41%	74%
Rework rate (%)	Quality	18%	11%
Sales pipeline coverage	Revenue	1.4x	2.1x
AR aging > 60 days (%)	Cash	34%	19%
Work-in-process (WIP) volume	Operations	Untracked	Tracked + owned
Top 3 priorities: on track	Execution	Informal	Scorecard-verified
Owner decision load index	Decision	100 (baseline)	36

Cadence Rules Installed

- Every meeting produces closure: owner, due date, definition of done.
- Metrics reviewed first. Opinions second. No status theater.
- Issues older than two weeks require root-cause documentation.
- The scorecard is the single source of truth. No competing dashboards.

If this is your business, the next step is the diagnostic.

The KBDS Diagnostic is a 90-minute paid engagement. \$5,000 flat. No upsell. No obligation beyond the diagnostic itself. You leave with a clear statement of your primary constraint, why it persists, and the correct sequence to fix it.

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