



KBDS Diagnostic Sample

Redacted example showing structure.

KBDS Diagnostic Sample Deliverable

Redacted example showing structure, level of analysis, and expected output

Client identifiers removed. Provided to preview diagnostic structure and output, not as a public case study.

ENGAGEMENT TYPE	KBDS Ops Diagnosis
ORGANIZATION PROFILE	Privately held \$18M revenue 62 employees Founder-led
DIAGNOSTIC COMPLETED	Q3 anonymized for distribution
FEE	\$5,000 flat KBDS Diagnostic

40-70%

reduction in owner decision load

2-3 yrs

average full engagement duration

15-30%

improvement in on-time delivery

SECTION 00

About This Sample

This is a redacted sample of the type of diagnostic output produced through KBDS, the Khan Business Diagnostic System.

Client identifiers, sensitive details, financial specifics, personnel references, and proprietary operating information have been removed or generalized.

This sample is provided to show structure, level of analysis, and expected output. It is not a public case study, testimonial, or promise of results.

Actual diagnostic findings vary by company, track, complexity, available information, and decision authority.

KBDS is a paid executive diagnostic. The fee is \$5,000 flat and includes intake review, diagnostic session, structured analysis, and written diagnostic output.

What KBDS Is

KBDS is designed to identify the primary constraint limiting business performance, explain why that constraint persists, and define the correct sequence of action.

The purpose is not to confirm what the owner already suspects. The purpose is to identify what is actually creating drag, what conditions are sustaining it, and what must be corrected first.

Fit Requirement

KBDS requires decision authority. It is designed for owners, operators, buyers, investors, and leadership teams who can act on what the diagnostic reveals.

If the person in the room cannot make or authorize structural decisions, KBDS is likely the wrong next step.

SECTION 01

Executive Summary

The diagnostic identified a single primary constraint governing the majority of the organization's performance issues. Missed deadlines, margin compression, recurring escalations, and team misalignment were downstream effects of the same structural breakdown.

PRIMARY CONSTRAINT	BUSINESS IMPACT
Decision rights were unclear at key levels. Execution cadence was absent or inconsistent.	The owner absorbed decisions that should not have required involvement. Escalations repeated, closure slowed, and margin surprises continued.

Why it persisted. The constraint had been present for eighteen months before the diagnostic. Three prior initiatives - a strategic planning process, a management training program, and a new project management tool - each addressed symptoms without identifying the structural cause. The business had invested in solutions before the problem was precisely named.

Treating symptoms creates temporary relief. Correcting the system changes outcomes.

SECTION 02

Top Five Findings

01

Decision rights unclear at key levels

Escalations defaulted to the owner regardless of decision size or urgency.

02

No single operating scorecard

Competing data sources produced competing truths; decisions were made on instinct.

03

Meeting cadence produced motion, not closure

Commitments were made without owners, due dates, or a definition of done.

04

Handoffs created rework and time loss

Quality and timing degraded at each transition between functions.

05

Recurring issues persisted without root-cause treatment

The same problems reappeared monthly, addressed reactively but not structurally.

SECTION 03

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

Anyone can list symptoms. The diagnostic identifies the structural point where precise intervention can produce system-wide improvement.

What the Map Reveals

Every symptom listed traced 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.

PRIOR INITIATIVES (18 MONTHS)
Strategic planning process Management training program New project management tool
Result: symptoms persisted

SECTION 04

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, can disrupt a system that is not yet ready to hold it.

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 default escalation to the owner.
Establish scorecard v1	Nine 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 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%.

SECTION 04 CONTINUED

90-Day Execution Plan

Phase 3 | Weeks 7-12: Scale

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

The plan did not begin with more activity. It began by making authority, cadence, and measurement explicit enough for the business to operate without constant owner intervention.

SECTION 05

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

SECTION 06

Cadence Rules & Next Step

Cadence Rules Installed

- Every meeting produces closure: owner, due date, definition of done.
- Metrics reviewed first. Opinions second. No status meetings without closure.
- 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.

KBDS Diagnostic

The KBDS Diagnostic is a paid executive engagement. The fee is \$5,000 flat.

This includes intake review, diagnostic session, structured analysis, and written diagnostic output. There is no obligation beyond the diagnostic itself.

Some clients implement the sequence internally. Others engage TCG to help install the operating cadence and structural corrections. Advisory implementation is separate and only considered after the diagnostic is complete.

Next Step

Apply through the intake form. TCG will review fit before scheduling.

If KBDS is the right diagnostic path, you will receive scheduling, payment, and pre-work instructions. If it is not the right fit, we will decline clearly and not waste your time.

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