

BUSINESS CHALLENGE DIAGNOSTIC WORKSHEET

Score each challenge 1–5 on three tests: is it **measured**, is it **trending** the right way, does it have one named **owner**? The lowest total with the largest money attached is your constraint. Work on one at a time.

CHALLENGE	MEASURED (1–5)	TRENDING (1–5)	OWNED (1–5)	TOTAL	BASELINE NUMBER TODAY
01 Demand you cannot predict Qualified enquiries by source; enquiry-to-won rate					
02 Margin quietly eroding Gross margin by line and top-20 customer; avg discount					
03 Delivery capacity that will not scale Throughput, rework hours, time-to-competence					
04 Technology and data drag Manual reporting hours, stack cost per head, renewals					
05 Leadership focus spread too thin Active initiatives, completion rate, decisions per review					

SCORING GUIDE

TEST	SCORE 1	SCORE 3	SCORE 5
Measured	No number exists; opinions only	A number exists but is assembled by hand	Trusted number, updated without chasing
Trending	Unknown or getting worse	Flat, or moving without explanation	Improving against a recorded baseline
Owned	Shared across leadership	Named, but no time allocated	One named owner with time allocated

OUR CONSTRAINT THIS QUARTER

PROBLEM STATEMENT (ONE SENTENCE, WITH A NUMBER)	
BASELINE TODAY	TARGET & DATE
OWNER	EXEC SPONSOR
STOP LIST — WHAT WE WILL NOT DO THIS QUARTER	

CLEAR THE CONSTRAINT IN 90 DAYS

Run this in your leadership meeting. Tick only what has evidence behind it.

WEEK 1 — DIAGNOSE

- ☐ Score all five challenges on measurement, trend and ownership.
- ☐ Write the constraint as one sentence with a number in it.
- ☐ Record today's baseline so improvement is provable later.
- ☐ Agree the money at stake if nothing changes.

WEEK 2 — COMMIT

- ☐ Name one owner and one executive sponsor.
- ☐ Agree the target and the date, in writing.
- ☐ Publish the stop list, not just the start list.
- ☐ Book the fortnightly evidence review for the whole quarter.

WEEKS 3-6 — BUILD

- ☐ Fix the smallest thing that proves the diagnosis is right.
- ☐ Instrument the metric where the work already happens.
- ☐ Remove one step, report or tool that adds no value.
- ☐ Run 30-minute evidence reviews: decisions only, no status theatre.

WEEKS 7-12 — PROVE AND HAND OVER

- ☐ Compare against baseline, and against an unchanged control if possible.
- ☐ Write the operating procedure so it runs without the project team.
- ☐ Train the named owner's team on the new standard.
- ☐ Decide: scale, rework, or stop — then pick the next constraint.

FORTNIGHTLY REVIEW RECORD

DATE	METRIC NOW	WHAT MOVED	BLOCKED BY	DECISION TAKEN

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