

EXECUTIVE DIAGNOSTIC

Scaling With Clarity Self-Check

A practical diagnostic for finding ownership, workflow, communication, and reporting gaps that emerge as organizations grow.

THIS RESOURCE HELPS YOU

- Recognize when informal coordination no longer fits the organization.
- Identify structural changes needed for accountability and responsiveness.
- Strengthen the operating system without adding unnecessary bureaucracy.

Where growth changes the operating system

Role and ownership clarity

As teams multiply, work that once had an obvious owner can become shared, duplicated, or lost between functions.

Handoffs across teams and locations

More interfaces create more places for delay, rework, and inconsistent expectations.

Decision authority at different levels

Growth requires clarity about which decisions stay central and which should move closer to the work.

Information flow and leadership visibility

Leaders can no longer rely on direct observation; the organization needs a more deliberate way to surface progress and risk.

Processes that no longer fit scale

A workflow that worked for a small team may become too dependent on informal communication, individual memory, or repeated approvals.

Symptoms and the likely structural gap

Duplicated effort

Look for unclear ownership, overlapping roles, or weak handoffs between teams.

Constant escalation

Examine whether routine decision authority is still concentrated too high in the organization.

Inconsistent execution

Look for workflows, documentation, or operating routines that have not been made repeatable.

Leadership surprises

Strengthen the few measures and review points needed to make progress, risk, and capacity visible.

Too many approvals

Clarify which decisions truly require senior authority and which can be delegated with clear boundaries.

Scale without over-building

Make the high-risk interfaces explicit

Clarify the ownership, handoffs, and decisions most likely to create operating friction.

Standardize only what must repeat

Create a consistent minimum for critical work while leaving room for context and judgment where needed.

Push authority to the right level

Keep high-consequence decisions appropriately governed while removing unnecessary escalation from routine work.

Use a small visibility system

Give leaders enough information to see progress, variance, risk, and required decisions without creating reporting noise.

Revisit structure as conditions change

Scaling is not a one-time redesign. Review whether the operating infrastructure still fits as complexity increases.