



10x Foundations Diagnostic

For Founders Who Are Scaling, Raising, or
Preparing to Exit

Birch Strategic Services



10× Foundations Diagnostic

For You have built something real. Revenue is growing, the team is expanding, and the ambition is clear. But somewhere between where you are and where you want to get to, something is not quite working the way it should.

Decisions that should be straightforward take too long. Growth feels harder than it ought to. The business still depends on you more than you would like. And if you are honest with yourself, you are not entirely sure whether the foundations you have built will hold under the pressure of what comes next.

The 10× Foundations Diagnostic is a structured, evidence-based assessment of your business's operational readiness for scale. It surfaces the constraints, the disconnects, and the gaps between your intended strategy and the reality your team is experiencing day to day - before those gaps become the reason your growth stalls, your margins erode, or your exit valuation disappoints.

Why This Matters - Depending on Where You Are

If you are actively scaling, growth amplifies everything - including the things that are already not working. The diagnostic tells you which foundations need reinforcing now, before the pressure of scale makes them impossible to fix.

If you are preparing for investment, sophisticated investors will scrutinise your operating model. They will see whether revenue is delivered through scalable systems or held together by heroic individual effort - and they will price that risk accordingly. The diagnostic gives you the same view they will have, in time to do something about it.

If you are thinking about exit, the value of your business is not just in your revenue. It is in the confidence a buyer has that the business can operate and grow without you. The diagnostic identifies exactly where that confidence gap exists and what it would take to close it.

What the Diagnostic Measures

The 10× Foundations Diagnostic assesses your business across three core foundations - the areas that determine whether growth creates momentum or chaos.

Foundation 1: Strategic Clarity

Does your team genuinely understand the direction - or are they making their best guess? We test whether strategy is a shared operating reality that guides day-to-day decisions, or a document that lives in the boardroom but never reaches the frontline. We look at alignment on your Ideal Customer Profile, your core value proposition, and the boundaries of what the business will and will not prioritise.

Foundation 2: Financial Visibility

Not whether you have an accountant, but whether you have the financial understanding to make confident, forward-looking growth decisions. Do you know which products, services, or clients are actually driving your margin? Do you understand your cost base well enough to know when you can afford to invest in scale - and when you cannot?

Foundation 3: Operational Capacity & Delivery

Whether the way you deliver today can absorb significantly more demand without fracturing. We assess five critical components: how roles are defined and whether capability is systemic or held in individuals' heads; where decisions get made and whether the founder is a bottleneck; how work flows and whether processes rely on memory and manual fixes; whether your technology enables scale or creates friction; and whether your team has access to the information they need to move fast and with confidence.

How It Works

We do not just interview the CEO. We listen to the system.

The diagnostic is delivered in four structured stages, designed to give you the most complete and honest picture of your business possible.

Stage 1 - Document Review

We review a focused set of your existing business documents: your organisation chart, P&L, strategy materials, and operational artefacts. We are not asking you to create anything new. We use what already exists to understand the formal version of your business - and where that version diverges from reality is often where the most important insights emerge.

Stage 2 - Dual-Perspective Surveys

We deploy an anonymous, 10-minute diagnostic survey to both your leadership team and your wider staff. The survey is sent from an independent source, not from you, so your team can answer honestly. You will only ever receive the aggregated results - individual responses are never shared. By comparing how leadership answers against how the frontline answers, we surface the perception gaps that are almost always at the root of execution problems. If leadership scores strategic clarity at 4.5 and staff score it at 2.1, you know exactly where the execution risk lies.

Stage 3 - Workshops

Data tells you where the friction is. People tell you why. We run structured, facilitated workshops - a SWOT session with your leadership team and a Stop/Start/Continue session with a cross-section of your staff - to validate the survey signals and uncover the root causes of operational strain. These sessions are typically the most energising part of the process for the teams involved.

Stage 4 - Interviews (Comprehensive Tier)

For businesses that want to go further, we conduct targeted one-to-one interviews with a cross-section of the business - senior leadership, middle management, and key operational staff. Some insights only emerge in a private conversation. This stage surfaces the behavioural and structural realities that workshops alone cannot reach.

What You Receive

The outcome of the diagnostic is a Structural Maturity Profile - a clear, evidence-based report that includes:

Foundation Scores

A quantitative score across Strategy, Finance, and Operations, placing your business into one of four maturity bands and showing precisely where structural strength exists and where the pressure points are forming.

The Perception Gap Analysis

The most consistently revealing part of the report. We show you exactly where the leadership team's view of the business diverges from the staff's lived experience. This gap is almost always where execution breaks down.

The 10× Fracture Point

Based on coded responses from across your entire team, we identify the single area most likely to break first under the pressure of significant growth - and name it clearly so you can address it.

Root Cause Analysis

Not just what is broken, but why. The workshops and interviews allow us to move beyond scores and symptoms to explain the structural and behavioural drivers behind the data.

The Conversation This Starts

Most leadership teams know, at some level, that certain things are not working. What they lack is the objective, undeniable evidence to have the conversations they have been avoiding - with their board, their investors, their team, or themselves.

The 10× Foundations Diagnostic does not tell you what to do. It gives you the clarity to decide. It makes the invisible visible, the uncomfortable undeniable, and the path forward discussable.

Steph Birch - Birch Strategic Services

steph@birchstrategicservices.com

Building the foundations that enable 10× growth.

Birch Strategic Services

<https://birchstrategicservices.com/>