

Founder Risk & Engagement Stability Diagnostic

Founder Model Input Sheet

This sheet is limited to manual white-cell inputs only and follows the workbook order. Initial Consultation questionnaire cells are excluded.

1. ENGAGEMENT PROFILE

Company Name: _____

Founder Name: _____

Start Date: _____

Current Stage: _____

Lead Consultant: _____

2. CLIENT SERIOUSNESS SCREENING

Enter the white-cell inputs in the same row order as the workbook tab.

Screening Item	Consultant Observation	Client Response / Evidence	Notes
Willingness to provide complete and accurate information			
Clarity of business objectives for the engagement			
Openness to outside expertise and challenge			
Commitment to implementing agreed recommendations			
Transparency regarding operational or governance problems			
Consistency between stated objectives and actual behavior			

3. FOUNDER RIGIDITY TYPOLOGY

Enter the white-cell inputs in the same row order as the workbook tab.

Rigidity Item	Consultant Observation	Client Response / Evidence	Notes
Dismisses professional advice without considering evidence			
Provides incomplete, selective, or inconsistent information			
Frequently reverses previously agreed decisions			
Blames advisors for operational, financial, or strategic problems			
Demonstrates distrust toward professional expertise			
Centralizes all decisions and resists delegated accountability			

4. INITIAL CONSULTATION DIAGNOSTIC

This section is the diagnostic tab, not the questionnaire tab. Enter the white-cell inputs in the same workbook row order.

Diagnostic Item	Consultant Observation	Client Response / Evidence	Notes
Leadership openness during initial discussions			
Financial transparency at outset			
Operational transparency and willingness to disclose weaknesses			
Governance maturity / shareholder communication			
Receptiveness to external challenge and alternative viewpoints			
Alignment between founder statements and management reality			

5. MID-ENGAGEMENT DRIFT DETECTION

Enter the white-cell inputs in the same row order as the workbook tab.

Drift Item	Consultant Observation	Client Response / Evidence	Notes
Decline in communication responsiveness			
Delays or refusal to provide requested information			
Reversal of agreed implementation steps			
Increase in conflict with consultant or other advisors			
Contradictory instructions or shifting priorities			
Growing distance between earlier commitments and behavior			

6. SHAREHOLDER ESCALATION TRIGGERS

Enter the white-cell inputs in the same row order as the workbook tab.

Trigger Event	Description / Evidence	Notes
Founder obstructs agreed corrective action		
Material financial information is withheld		
Professional advisors are dismissed, sidelined, or ignored		
Operational decisions contradict the agreed strategic plan		
Shareholder interests are materially prejudiced		
Governance breakdown creates risk of loss or business instability		

7. FOUNDER ANTI-DEFLECTION DIAGNOSTIC

Assessment Item	Consultant Observation	Client Response / Evidence	Notes
Shifts blame to advisors instead of addressing facts			
Changes subject away from the core issue			
Questions consultant competence rather than the evidence			
Introducing unrelated problems to derail the discussion			
Avoids direct answers to strategic or operational questions			
Uses confusion or overload to prevent decision-making			

8. 10-MINUTE FOUNDER RISK INTERVIEW

Interview Question	Founder Response	Notes
What is the most critical problem facing the business today?		
What changes must occur for the business to improve?		
How do you respond when professional advisors disagree with you?		
What information are you willing to provide to support this engagement?		
What outcomes do you expect from this engagement?		
What part of the current problem do you believe is within your control?		

SME Strategic Resilience System™

Founder Risk – Initial Consultation Field Sheet (Exact)

SECTION 1 – COMPANY OVERVIEW

Briefly describe your business, including the main products or services you provide.

Score (1–3): ___ Status: ___ Notes: _____

What are the company's core strengths?

Score (1–3): ___ Status: ___ Notes: _____

What are the biggest challenges or obstacles the company currently faces?

Score (1–3): ___ Status: ___ Notes: _____

How would you describe the company's current competitive position in the market?

Score (1–3): ___ Status: ___ Notes: _____

What are the company's top three strategic priorities over the next 3–5 years?

Score (1–3): ___ Status: ___ Notes: _____

SECTION 2 – GOVERNANCE & LEADERSHIP

Describe the company's leadership and decision-making structure.

Score (1–3): ___ Status: ___ Notes: _____

Who holds ultimate authority for major operational and financial decisions?

Score (1–3): ___ Status: ___ Notes: _____

Are there formal policies or documented processes for approvals and accountability?

Score (1–3): ___ Status: ___ Notes: _____

How are strategic decisions communicated to the team?

Score (1–3): ___ Status: ___ Notes: _____

Is there a succession or continuity plan for key leadership roles?

Score (1–3): ___ Status: ___ Notes: _____

SECTION 3 – OPERATIONAL PROCESSES

How are day-to-day operations organized and managed?

Score (1–3): ___ Status: ___ Notes: _____

Are operational processes documented or standardized?

Score (1–3): ___ Status: ___ Notes: _____

What operational bottlenecks or inefficiencies currently exist?

Score (1–3): ___ Status: ___ Notes: _____

How do you measure operational performance?

Score (1–3): ___ Status: ___ Notes: _____

Are responsibilities and roles clearly defined across the organization?

Score (1–3): ___ Status: ___ Notes: _____

SECTION 4 – FINANCIAL MANAGEMENT

How frequently do you review financial statements?

Score (1–3): ___ Status: ___ Notes: _____

Who prepares the company's financial reporting?

Score (1–3): ___ Status: ___ Notes: _____

What key financial indicators do you monitor regularly?

Score (1–3): ___ Status: ___ Notes: _____

How does the company manage cash flow and working capital?

Score (1–3): ___ Status: ___ Notes: _____

Are there any significant financial pressures or obligations currently affecting the business?

Score (1–3): ___ Status: ___ Notes: _____

SECTION 5 – STRATEGIC DIRECTION

What are the company's long-term strategic objectives?

Score (1–3): ___ Status: ___ Notes: _____

What markets or opportunities are you planning to pursue?

Score (1–3): ___ Status: ___ Notes: _____

What competitive threats could affect the company's growth?

Score (1–3): ___ Status: ___ Notes: _____

How does the company differentiate itself from competitors?

Score (1–3): ___ Status: ___ Notes: _____

How often is the company's strategy reviewed or adjusted?

Score (1–3): ___ Status: ___ Notes: _____

SECTION 6 – RISK MANAGEMENT

What are the most significant risks facing the company today?

Score (1–3): ___ Status: ___ Notes: _____

Are operational risks monitored and managed formally?

Score (1–3): ___ Status: ___ Notes: _____

Are financial risks regularly evaluated?

Score (1–3): ___ Status: ___ Notes: _____

Are legal or regulatory risks adequately addressed?

Score (1–3): ___ Status: ___ Notes: _____

Does the company have contingency plans for unexpected disruptions?

Score (1–3): ___ Status: ___ Notes: _____

SECTION 7 – ORGANIZATION ALIGNMENT

How aligned is the management team on company priorities?

Score (1–3): ___ Status: ___ Notes: _____

Are communication channels effective across departments?

Score (1–3): ___ Status: ___ Notes: _____

Are employees aware of the company's strategic goals?

Score (1–3): ___ Status: ___ Notes: _____

Are there internal conflicts affecting performance?

Score (1–3): ___ Status: ___ Notes: _____

How are major operational problems typically resolved?

Score (1–3): ___ Status: ___ Notes: _____

SECTION 8 – SUCCESSION & CONTINUITY

If the owner or founder were unavailable tomorrow, who would take over leadership?

Score (1–3): ___ Status: ___ Notes: _____

Are key leadership responsibilities documented?

Score (1–3): ___ Status: ___ Notes: _____

Are key relationships with customers, lenders, or suppliers concentrated in one person?

Score (1–3): ___ Status: ___ Notes: _____

Is there a formal succession plan?

Score (1–3): ___ Status: ___ Notes: _____

How prepared is the organization for leadership transition?

Score (1–3): ___ Status: ___ Notes: _____

SECTION 9 – CONSULTING ENGAGEMENT EXPECTATIONS

What are your primary objectives for this consulting engagement?

Score (1–3): ___ Status: ___ Notes: _____

What problems are you hoping to resolve?

Score (1–3): ___ Status: ___ Notes: _____

What changes would you be prepared to implement?

Score (1–3): ___ Status: ___ Notes: _____

What timeline do you expect for measurable improvement?

Score (1–3): ___ Status: ___ Notes: _____

What would define a successful engagement from your perspective?

Score (1–3): ___ Status: ___ Notes: _____