STRATEGIC BUSINESS TRIAGE™

Strategic Business Triage™ Self-Assessment

Seventeen Questions to Help You Determine Whether a Structured Advisory Assessment Would Clarify Your Next Major Decision

A short, honest check on whether you have the clarity you need to move forward.

An Innovest International Advisory Practice
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MardiniAdvisory.com
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Before you begin

Before a business commits to a major decision, a restructure, a capital raise, a market entry, an AI initiative, a new venture, or a transformation effort, it is worth asking whether leadership has a shared and accurate understanding of the business situation. Most leaders operate on a version of the situation that has not been fully tested. This self-assessment helps you identify whether a structured advisory engagement would improve the quality of the decision before resources are committed.

This is not a diagnostic. It is a short, honest check on whether you currently have the clarity you need to move forward, whether you are facing a challenge or evaluating an opportunity, or whether outside perspective would sharpen your thinking first.

How to use this self-assessment

It takes about three minutes. For each question, choose the answer that sounds most like you right now and circle its letter. Each answer carries a point value. Add the points for the answers you circled to find your total. The maximum possible score is 47.

Section 1: What You're Actually Facing

Some situations are a problem to solve. Others are an opportunity worth pursuing carefully. Many are both at once. These questions establish which one you are in, and how clearly you see it.

1. What is really in front of me right now?	Points
A. A challenge or problem I do not yet fully understand	**3**
B. A growth or opportunity I want to pursue with discipline	**2**
C. Things are steady, I am mainly testing my own thinking	**0**
D. Both a challenge and an opportunity, tangled together	**3**

2. How clear am I, honestly, on what the real issue or opportunity is?	Points
A. Clear	**0**
B. Somewhat clear but not fully tested	**1**
C. Symptoms are visible, the cause is not	**3**
D. People around me disagree on what is actually true	**3**

3. What happens to us if nothing changes in the next 90 days?	Points
A. Little changes	**0**
B. Some cost or missed opportunity builds	**1**
C. Meaningful cost: revenue, margin, or trust	**2**
D. A material, hard-to-reverse cost	**3**

4. How aligned is my leadership team on this?	Points
A. Fully aligned	**0**
B. Mostly aligned	**1**
C. Aligned on the problem, not the priority	**2**
D. Different people would describe this differently	**3**

Section 2: Decision and Execution Readiness

Knowing what you are facing is one thing. Being ready to actually decide and carry it out is another.

5. How ready am I to actually make this decision?	Points
A. Already decided, just executing	**0**
B. Close, need to sequence	**1**
C. Genuinely unclear what the right call is	**2**
D. Multiple options, no way to choose yet	**3**

6. What is our real internal capacity to execute once the path is clear?	Points
A. Strong	**0**
B. Adequate	**1**
C. Limited	**2**
D. We would need outside help regardless	**2**

7. What have we actually tried so far?	Points
A. Nothing yet	**1**
B. Internal discussion only	**1**
C. Outside advice that did not stick	**2**
D. Multiple attempts, none worked	**3**

8. How urgent is this, really?	Points
A. No real deadline	**0**
B. Within the next quarter	**1**
C. Within 30 days	**2**
D. Driven by someone else's timeline: investor, board, or partner	**3**

Section 3: Stakes and Stakeholders

The same situation carries different weight depending on what is riding on it, how critical it is to where the business is headed, and who else has to live with the outcome.

9. Do we have capital or investor confidence riding on this?	Points
A. No	**0**
B. Somewhat	**1**
C. Yes, materially	**2**

10. How costly would it be if we were getting this wrong?	Points
A. Not very costly	**0**
B. Moderately costly	**1**
C. Costly in ways that would be hard to undo	**3**

11. How critical is this to our future, if I'm honest with myself?	Points
A. Not very critical	**0**
B. Somewhat critical	**1**
C. Critical, but we could recover from a wrong call	**2**
D. Critical, this could define our trajectory	**3**

12. Am I actually considering a significant growth, market, or transformation move?	Points
A. No	**0**
B. Exploring	**1**
C. Actively planning	**2**
D. Committing resources soon	**3**

13. Who else really needs to be part of this decision with me?	Points
A. Just me	**0**
B. My immediate team	**1**
C. Board, investors, or family stakeholders	**2**
D. External partners or institutions	**2**

Section 4: Root Cause and Outside Support

The last set of questions gets at something specific: whether you have already sought outside input on this, and what kind of help would actually be useful to you now.

14. How confident am I, really, that I understand the cause and not just the symptom?	Points
A. Very confident	**0**
B. Fairly confident	**1**
C. Not very confident	**2**
D. Not confident at all	**3**

15. Have I already had outside advisory input on this specific situation?	Points
A. Yes, recently, and it helped	**0**
B. Yes, but it did not resolve things	**2**
C. No, this is the first time seeking input	**1**

16. If I decided to seek outside help now, I would need them to...	Points
A. ...actually, I do not think I need outside help right now	**0**
B. ...simply be a sounding board	**0**
C. ...validate a decision I have already made	**0**
D. ...give me a structured, objective read of what is really going on	**3**
E. ...help align my team or partners around a path forward	**2**

17. If nothing changes, how would I honestly describe the next 12 months?	Points
A. Steady	**0**
B. Some drift	**1**
C. Meaningful risk building	**2**
D. A decision point we cannot avoid	**3**

Optional context

In a sentence or two, what would you want a structured diagnostic to help you see more clearly?

Scoring

Add the points for each answer you circled. The maximum possible score is 47.

Your total score	out of 47

What your total means

Total score	Result	What it means
0 to 13	**Steady, low signal**	Nothing here suggests an urgent need for outside input right now.
14 to 25	**Real gaps emerging**	Worth pressure-testing your thinking before you commit further.
26 to 36	**Material complexity**	An outside perspective would likely add real, concrete value.
37 to 47	**High stakes, high complexity**	A structured assessment is strongly recommended before you move forward.

Where your result points

This tool leads to one destination, the Strategic Business Triage™ Diagnostic, which accommodates both tracks. How it applies to you depends on your answer to question 1 and your total score.

If your result shows	What it points to
A total of 26 or more, and you answered A or D to question 1 (a challenge)	Your results point to a real, unresolved issue. The Diagnostic track of the Strategic Business Triage™ Diagnostic is built for exactly this. Request a conversation.
A total of 26 or more, and you answered B to question 1 (an opportunity)	You are evaluating something significant. The Discovery track of the Strategic Business Triage™ Diagnostic is built to pressure-test an opportunity before you commit resources to it. Request a conversation.
A total below 26, or you answered C to question 1	You are already thinking about this well. A short Strategic Business Triage™ Diagnostic Conversation can sharpen the parts of your thinking that matter most before you commit.

NEXT STEP

Request a Diagnostic Conversation

Whatever your total, the next step is the same: a structured conversation about what is actually in front of the business. No obligation and no sales pressure.

To begin, visit **MardiniAdvisory.com** and select Request a Diagnostic Conversation.

Not sure which advisory path fits? The Strategic Situation Assessment at MardiniAdvisory.com recommends one in three to five minutes.

Assessment is where we start. Execution is where we finish.

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