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| **DT Fellowship Simulation Assignment**  **Option 1: Growth Consulting – Growth Readiness Score** |
| Part 1: Bottleneck Diagnosis Using Prompted AI Dialogue  Founder Interview Transcript (~300 words)  *Interviewer:* Thanks for making time. In your own words, what’s going on? *Founder:* We make eco-friendly home-care products for kirana stores and small hotels. Year 5 now. Team is 58 people, one small plant, one contract manufacturer. We rode word-of-mouth and WhatsApp distributor groups. Revenue hit ₹12–13 crore last year, but the last two quarters are flat. I’m still approving prices, credit limits, even packaging changes. I don’t fully trust that decisions will be made with the same care.  *Interviewer:* Where do you feel the biggest drag? *Founder:* Repeat orders are slipping. Our 90-day repeat rate fell from ~42% to ~31%. Competitors discount 8–10% and poach accounts. We haven’t articulated why we’re worth a premium. Service is reactive. Returns ticked up—mostly packaging dents—about 3% last month. My ops manager quit; the remaining team is capable but waits for my call. Everyone pings me on WhatsApp. We don’t have a CRM; data lives in sheets. We don’t track NPS; complaints pile up for me at midnight.  *Interviewer:* What about cash and capacity? *Founder:* Working capital is tight—DSO 60–75 days. We extended credit to chase growth and now collections lag. Plant can handle 20% more if planning improves. Stockouts and overstock happen in the same month because forecasts are gut-feel.  *Interviewer:* Have you tried structural fixes? *Founder:* We tried weekly OKRs; died after three weeks. I considered hiring a COO but worry about cost and losing control. I know I’m the bottleneck, but I fear quality and relationships will slip. One manager could own procurement, but maybe I never created real ownership.  *Interviewer:* If you delegated 20% of decisions, what scares you? *Founder:* Wrong pricing, bad credit calls, angry top-20 customers, and brand dilution.  *Interviewer:* In 90 days, what would “better” look like? *Founder:* Guardrails for pricing/credit so managers act. On-time delivery at 95%. Repeat rate back to 40%+. I spend my week on partnerships, not firefighting. |
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| “**Perspectives”**  **Founder :** “If I let go, things may collapse. Customers will blame me.”  **Manager :** “We have ideas but the founder doesn’t trust us. Attrition risk is rising.”  **Customer :** “Competitors are cheaper. Unless you show me why you’re different, I will switch.” |
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| **Prompt 1 – Founder Mindset**   * **Prompt**: “From the transcript, analyze what fears or beliefs prevent the founder from delegating decisions. Identify mindset traps and patterns of control, but avoid assumptions beyond the founder’s words.” * **Uncovering**: Fear of delegation, loss of control, emotional attachment to quality. * **Cialdini Principle**: Consistency — founder clings to past habits that once worked. * **Negative Prompt**: Avoid labeling personality traits not explicitly shown. * **Layer**: Founder’s mental model   **Prompt 2 – Organizational/Systemic**   * **Prompt**: “From the transcript, identify systemic or process breakdowns that lead to team dependence on the founder. Highlight signals of talent gaps, workflow bottlenecks, or missing systems.” * **Uncovering**: Lack of CRM, failed OKR system, attrition of ops manager, all approvals routed through founder. * **Cialdini Principle**: Authority — absence of distributed authority. * **Negative Prompt**: Avoid customer-facing assumptions. * **Layer**: Talent/process capability   **Prompt 3 – Market/Capability Alignment**   * **Prompt**: “From the transcript, analyze where the company’s market offering and customer expectations are misaligned. Focus on retention, pricing, and value differentiation challenges.” * **Uncovering**: Decline in repeat orders, competitor discounting, unclear premium positioning, packaging issues. * **Cialdini Principle**: Scarcity — customers defect without perceiving unique value. * **Negative Prompt**: Avoid internal talent speculation. * **Layer**: Customer strategy/positioning |
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| **Part 2: Growth Readiness Scorecard (GRS Report)** |
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| | **Category** | **Bottlenecks** | **Systemic Experiment / Ritual** | **AI Prompt to Prototype** | **Growth OS Stage** | | --- | --- | --- | --- | --- |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Founder’s Mental Model | Fear of delegation, over-control | **Decision Audit Ritual** – weekly log of which decisions founder makes vs. what can be delegated | “Simulate how delegation of 20% of pricing/credit decisions over 4 weeks could free founder’s time without loss of control.” | Delivery Engine Breakdown |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Talent & Process Capability | Team attrition, lack of systems, failed OKRs | **Role Redefinition Workshop** – install RACI chart, clarify ownership, reintroduce OKRs with peer-review check-ins | “Design a RACI chart for a 60-person SME with founder, ops manager, and sales head roles.” | Talent Mismatch |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Customer Strategy & Positioning | Decline in repeat orders, price competition, unclear premium value | **Customer Retention Sprint** – pilot 30-day loyalty/referral program and NPS tracking | “Prototype a 30-day customer loyalty program for an SME competing against discount-led rivals.” | Problem-Market Fit Stress Te | |  |  |  |  |  | |  |  |  |  |  | |
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| Part 3: Strategic Summary (≤200 words)  Prompting turned raw founder pain-points into structured diagnosis. Instead of taking “I work 14 hours” at face value, AI-driven questioning surfaced three deeper realities: mindset traps (fear of delegation), systemic leaks (role clarity and CRM gaps), and market cracks (weak retention, fragile positioning).  The principle I will carry into every growth diagnosis is: “consistency can become a bottleneck.” What once created success (founder-led control) can stall scale if not reframed.  A Growth Consultant must embody coach, analyst, and operator together. Coach — to listen and hold the founder’s fears without judgment. Analyst — to decode data, patterns, and unspoken signals. Operator — to design small systemic rituals that test change without destabilizing the whole business.  Growth is not about giving answers but about building experiments that allow the system to self-correct. |