

The Vision-to-Structure Map

Most growth problems are structure problems in disguise. Five layers sit between what you believe and what your customer experiences. Where they stop lining up is where growth stalls.

01 Belief

What the founder actually believes is true about the market.

The question: If you cannot say it in one sentence without a slide, the rest cannot hold.

02 Promise

What the business publicly claims it will do.

The question: Does the promise follow from the belief, or was it written to sound impressive?

03 Understanding

What the market believes you do.

The question: Ask five customers to describe you. If you get five answers, this is your constraint.

04 Experience

What the customer actually encounters, end to end.

The question: Where does the experience quietly contradict the promise? That gap is costing you.

05 Capability

What the organisation can deliver consistently, without you.

The question: If it only works when the founder is in the room, you have a structure, not a business.

Work down the five. The first layer that does not follow cleanly from the one above it is your actual problem — not the one you have been working on.

Want it done properly, with the constraint named for you? The Eight-Point Diagnostic is free: michellethaneck.com