

A FREE DIAGNOSTIC FROM VIJAY MISTRI

The CEO Blind Spot Report

15 Invisible Gaps That Trap Growth and Erode Margin Inside Leadership Teams

WHAT THIS REPORT MAPS

Across 5 dimensions of the Leadership Operating System, this report sets out the 15 specific gaps that consistently cap growth and erode margin in leadership teams, what each one is actually costing a business of your size, and where to look first.

15
INVISIBLE GAPS

5
DIMENSIONS

£90k to £165k
TYPICAL ANNUAL COST

Based on coaching hundreds of CEOs and training thousands of leaders globally for organisations including EY, Ipsos and YPO, and driving twenty fold revenue growth as Group Finance and Commercial Director.

Vijay Mistri | Leadership Operating System Architect

Clarity first. IMPACT fast.

Your Business Is Operating Below Capacity

Every leadership team we have diagnosed, across manufacturing, FMCG, hospitality, retail, logistics, media, technology, training, research and professional services, is operating between 40 and 60 percent below its true capacity. Not because the people are not capable. Because invisible gaps in the operating system are quietly absorbing time, money and energy that should be driving growth.

Why Gaps Stay Invisible

● **Everyone is too close to see it**

The team inside the business is too close to the daily routine to notice which patterns are costing money. What looks like normal busyness is often a gap quietly compounding.

● **They hide behind good intentions**

Meetings happen. Strategies are agreed. Reports are produced. The activity looks healthy. The gap is in what happens, or does not happen, after the meeting ends.

● **No one has put a number on them**

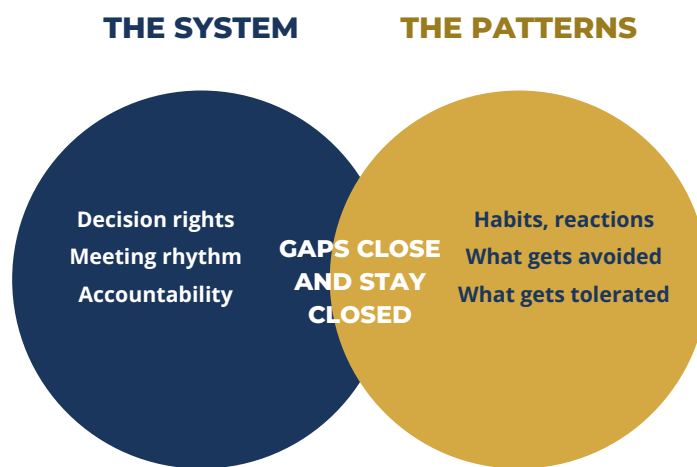
Without a financial figure attached, a gap feels like a minor frustration rather than a leak. Once quantified in pounds, it becomes a decision rather than a complaint.

How to Use This Report

As you read each gap on the following pages, do not ask whether it sounds familiar in general. Ask whether it is true in your business right now, this month, in this leadership team. The gaps that make you pause are the ones worth a closer look.

Fix the System. Shift the Patterns.

Most consultants pick a side. Some rebuild the structure and leave the people exactly as they were, so within months the old habits quietly rebuild the old structure around them. Others work entirely on mindset, with nothing structural in place to hold the new behaviour once the energy of the workshop fades. Both approaches give you a temporary improvement that reverses itself.

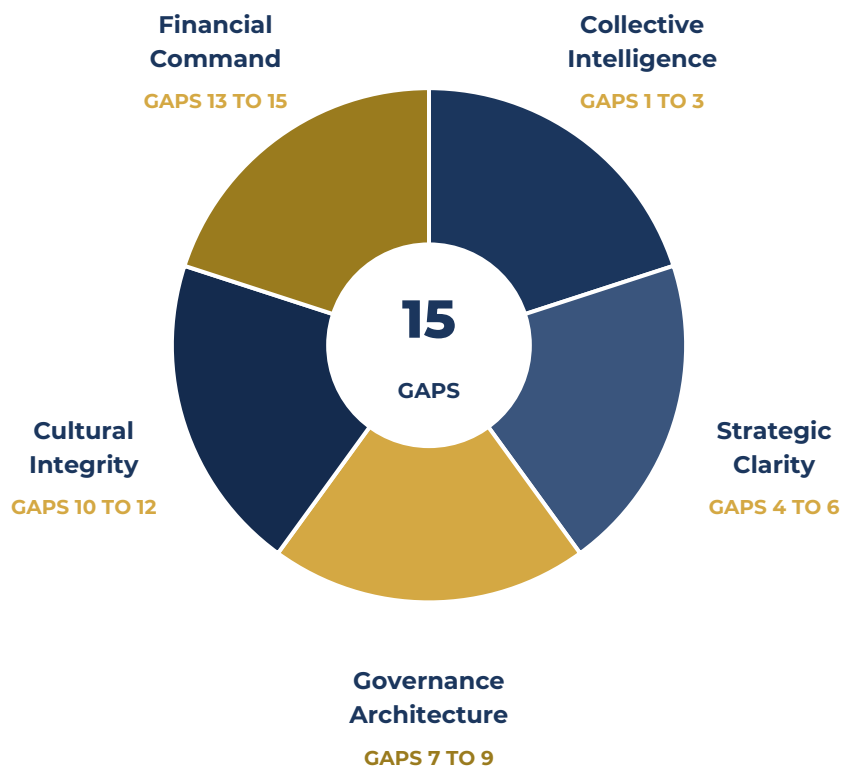


I fix the system. I shift the patterns that built it.

Structure without a change in behaviour snaps back within months. Behaviour change without structure has nothing to hold it in place. Fix both, and the gap stays closed.

Five Dimensions. Fifteen Gaps.

The 15 gaps in this report are not random. Each one sits inside one of five dimensions of the Leadership Operating System. Most leadership teams are strong in one or two dimensions and quietly leaking value in the rest, without a way to see the whole picture at once.



The next five pages walk through each dimension, gap by gap, with the typical annual cost for a £3M business.

Collective Intelligence

This dimension covers how well your leadership team thinks, decides and shares information together. When it is weak, individually talented people produce collectively expensive outcomes.

GAP 1: The Six Strategy Tax

FORMERLY 'LEADERSHIP FRAGMENTATION'

Your team leaves the room agreeing on strategy. Within days, six people are quietly executing six different versions of it. Duplicated effort, conflicting projects and wasted resource follow.

Typical annual cost for a £3M business: £8,000 to £15,000 per year

GAP 2: The Single Point of Failure

FORMERLY 'INFORMATION HOARDING'

Critical knowledge about how the business actually runs sits with one or two people. If either of them is unavailable for a week, decisions stall and risk concentrates in a single point of failure.

Typical annual cost for a £3M business: £4,000 to £8,000 per year

GAP 3: The Silence Tax

FORMERLY 'CONFLICT AVOIDANCE'

Your team is too polite. Underperformance is tolerated. Bad decisions go unchallenged. The most expensive conversation in business is the one your team is not having.

Typical annual cost for a £3M business: £6,000 to £12,000 per year

Strategic Clarity

This dimension covers whether your strategy is sharp, current and tested against the real market, or whether it has quietly drifted into a list of good intentions.

GAP 4: The Everything Is Urgent Trap

FORMERLY 'PRIORITY OVERLOAD'

Seven strategic priorities means you have zero. When everything is labelled urgent, nothing gets the focus required to actually finish, and your best people end up busy without being productive.

Typical annual cost for a £3M business: **£8,000 to £15,000 per year**

GAP 5: The Quiet Pivot

FORMERLY 'STRATEGY DRIFT'

Over the last twelve months, the strategy has quietly changed in practice, but no one has formally acknowledged the shift. The plan on the wall and the plan in the room are no longer the same document.

Typical annual cost for a £3M business: **£5,000 to £10,000 per year**

GAP 6: The Assumption Gap

FORMERLY 'MARKET DISCONNECTION'

Strategy and pricing are built on assumptions about the market that nobody has tested recently. Stress fractures are forming in your market position and they are usually invisible until something breaks.

Typical annual cost for a £3M business: **£5,000 to £10,000 per year**

Governance Architecture

This is typically the most expensive dimension. It covers how decisions actually get made, who can make them, and whether your meetings produce decisions or just discussions.

GAP 7: The Carry Forward Cost

FORMERLY 'DECISION PARALYSIS'

Decisions that should take days take weeks. The same agenda item is discussed, carried forward, and discussed again next month, while the cost of indecision quietly accumulates.

Typical annual cost for a £3M business: **£10,000 to £18,000 per year**

GAP 8: The Approval Ceiling

FORMERLY 'FOUNDER BOTTLENECK'

Between 60 and 80 percent of decisions still require your personal approval. This is the most seismically connected gap in the framework. It actively triggers Gaps 1, 3, 7, 9, 11 and 12. Fix this one and several others begin to resolve on their own.

Typical annual cost for a £3M business: **£10,000 to £18,000 per year**

GAP 9: The Groundhog Day Agenda

FORMERLY 'MEETING DYSFUNCTION'

Meetings produce discussions, not decisions. The same items appear on the agenda month after month, because nothing was actually decided the first time.

Typical annual cost for a £3M business: **£5,000 to £9,000 per year**

Cultural Integrity

This dimension covers the gap between what your business says it values and what it actually tolerates, rewards and finishes.

GAP 10: The Wall and the Room

FORMERLY 'VALUES DISCONNECTION'

Your values are on the wall but not in the room. Ask each member of your leadership team to describe the culture and you will get several different answers, none of which fully match the framed poster in reception.

Typical annual cost for a £3M business: **£5,000 to £10,000 per year**

GAP 11: The Commitment Discount

FORMERLY 'ACCOUNTABILITY EROSION'

Commitments made on Monday quietly dissolve by Friday. Deadlines slip without consequence, and the team learns, often without realising it, that deadlines are negotiable.

Typical annual cost for a £3M business: **£8,000 to £15,000 per year**

GAP 12: The Say Do Gap

FORMERLY 'EXECUTION DECAY'

The strategy is fine. The execution is broken. Plans are agreed enthusiastically in the room and quietly abandoned within weeks, with no one quite able to say when or why.

Typical annual cost for a £3M business: **£5,000 to £8,000 per year**

Financial Command

This dimension is where the fastest tangible returns are usually found. It covers whether your numbers are telling you the truth, in time to act on it.

GAP 13: The Sixty Second Test

FORMERLY 'FINANCIAL BLINDNESS'

Ask your finance director where the biggest margin leak is right now. If the answer takes longer than sixty seconds, or comes with a caveat, the business is flying with an instrument panel that is a month out of date.

Typical annual cost for a £3M business: £8,000 to £15,000 per year

GAP 14: The Growth Margin Paradox

FORMERLY 'REVENUE LEAKAGE'

Revenue is growing and margin is shrinking at the same time. Loss making clients, underpricing and scope creep are quietly funded by the rest of the business.

Typical annual cost for a £3M business: £8,000 to £15,000 per year

GAP 15: The One Invoice Crisis

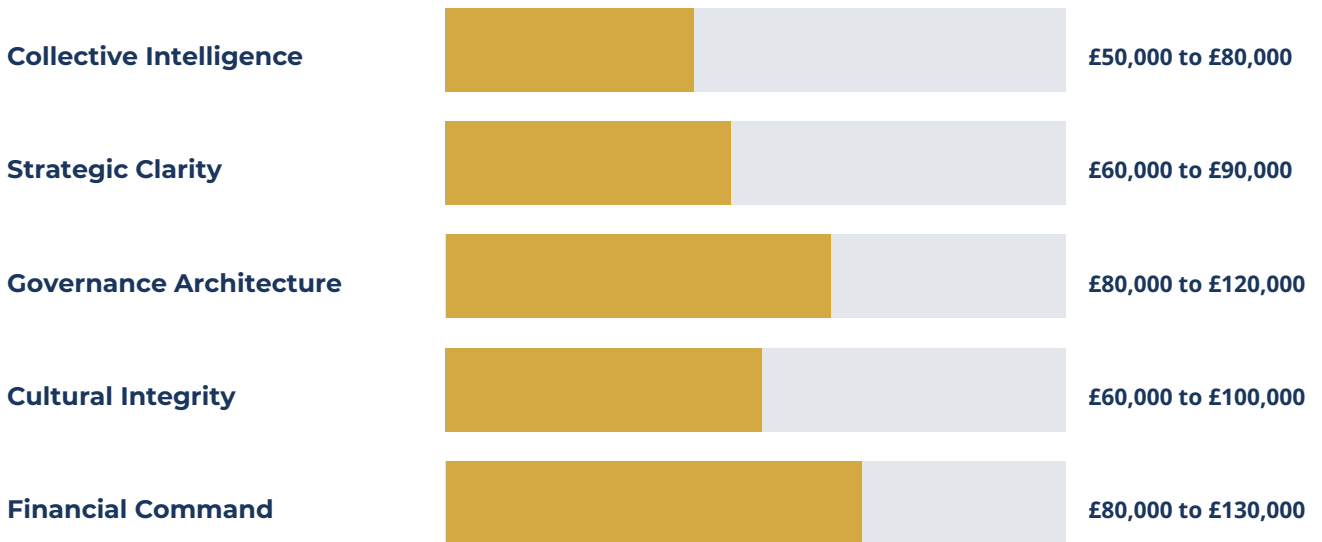
FORMERLY 'CASH FLOW FRAGILITY'

Cash collection has slipped and working capital is stretched thin enough that a single late payment from a single client can turn into a genuine crisis.

Typical annual cost for a £3M business: £4,000 to £10,000 per year

The Real Cost of These 15 Gaps

Each gap on its own can look small enough to live with. Added together, across a typical £3 million business, the 15 gaps in this report cost between £330,000 and £520,000 a year. That is not a one off cost. It repeats every year the gaps remain unaddressed.



TOTAL ANNUAL COST, ALL 15 GAPS

£330,000 to £520,000 per year

Equivalent to roughly £25,000 to £50,000 a month, every month, until the gaps are closed.

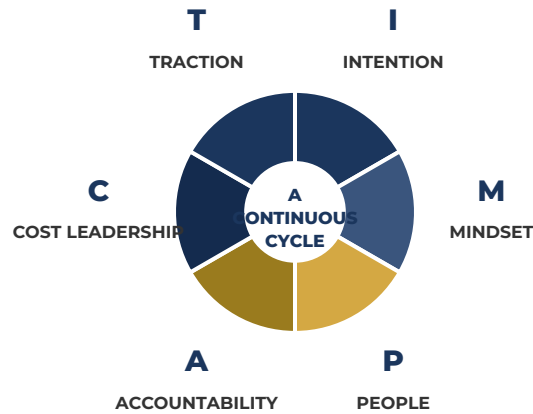
At Larger Scale

For a £10 million business, the same 15 gaps typically cost between £300,000 and £500,000 a year. For a £30 million to £50 million business, the cost compounds significantly further, because each gap scales with the size and complexity of the organisation it sits inside.

“The question is never whether your leadership team has gaps. The question is how much longer you are willing to pay for them.”

The IMPACT Model

Every gap in this report maps onto one of six levers inside the IMPACT model, the operating system used throughout the diagnostic and the two day strategic immersion workshop that follows it. The levers run in a continuous cycle, not a one off list.



I	<p>Intention</p> <p>Clarity of purpose at the top. Does your leadership team share one collective intention, expressed simply enough that everyone in the business could repeat it back?</p>
M	<p>Mindset</p> <p>Playing to win versus playing not to lose. Roughly 80 percent of performance is mindset and 20 percent is skill. Five human barriers, introduced during the diagnostic workshop, sit underneath this lever.</p>
P	<p>People</p> <p>Right people, right seats, right alignment. A culture and values audit that checks whether the team you have is the team your strategy actually needs.</p>
A	<p>Accountability</p> <p>Who owns what, by when, and how it is measured. Visible tracking and consequences that genuinely work, not just appear on a slide.</p>
C	<p>Cost Leadership</p> <p>Financial intelligence at every level of the business. Every decision, from pricing to headcount, must make financial sense and be seen to make financial sense.</p>
T	<p>Traction</p> <p>A 90 day execution rhythm. Weekly tracking, monthly accountability and quarterly recalibration, so plans survive contact with the next quarter.</p>

The Board That Agreed on Everything

During a facilitated session with the board of a £50 million FMCG business, every board member was asked to write down their top three priorities for the business, independently and without discussion.

When the lists were compared in the room, the misalignment was immediate and visible. Two of the priorities were in direct conflict with each other. Several board members had been running their part of the business toward a goal that quietly worked against a colleague's goal, for months, without anyone noticing.

THREE INSIGHTS FROM THE ROOM

- The strategy had never actually translated into a shared understanding, despite being agreed on at multiple offsites.
- Two major projects were running in direct conflict with each other, consuming budget and leadership time twice over.
- Decisions across the business were being made on assumptions about the market that had never been formally validated.

This is not a story about a poorly run business. It is a story about a well run business where the gap was completely invisible until it was made visible. The board members were experienced, intelligent and aligned in conversation. The gap lived in execution, where alignment actually has to happen.

**“Alignment is not agreement. Agreement happens in meetings.
Alignment happens in execution.”**

Vijay Mistri

Vijay Mistri is a Leadership Operating System Architect who works with CEOs and boards to diagnose the invisible gaps that cap growth and erode margin. He is not a career consultant. He spent years as Group Finance and Commercial Director, driving twenty fold revenue growth across three companies, before building his own advisory practice from five clients to two hundred in two years.

He has coached hundreds of CEOs and trained thousands of leaders globally for organisations including Coca Cola, Renault, EY, Ipsos, Vivo Energy and YPO, is consistently rated 10 out of 10, and has over 200 testimonials.

CREDENTIALS

- MBA Finance
- Fellow of the Association of Chartered Certified Accountants (FCCA)
- Fellow of the Chartered Institute of Management Accountants (FCMA)
- Policy Governance Consultant, one of approximately 300 globally
- Commonwealth Association of Corporate Governance, certified programme
- Convened the Governance Excellence Conference, 300 delegates and blue chip sponsors
- Coached hundreds of CEOs and trained thousands of leaders across the UK, Africa, Asia and Europe

I fix the system. I shift the patterns that built it.

Urgency without anxiety. Clarity without complexity. IMPACT without dependency.

WHAT HAPPENS NEXT

From Where You Are Losing, to What You Stand to Gain

This report has identified where a typical business of your size is losing between £330,000 and £520,000 a year across 15 gaps. It has not yet told you which of those gaps are actually active inside your business, or exactly what closing them is worth to you specifically.

THE HIDDEN VALUE REPORT

Your Business. Your Numbers. Your Gaps.

A short, personalised diagnostic that takes the 15 gaps in this report and applies them to your business specifically. You will receive a gap heat map showing which of the 15 gaps are active for you, the combined annual cost of those active gaps in pounds, and numbered action steps for the gaps that matter most right now.

Claim Your Hidden Value Report — £497

vijaymistri.com/hidden-value-report

“The CEO Blind Spot Report identifies where you are losing. The Hidden Value Report calculates exactly what you stand to gain.”