

**EDO STRATEGIC ADVISORS LLC**

# Executive Diagnostic Report

## Strategic Clarity & Execution Readout

PREPARED FOR	Northline Paper & Facilities Supply
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DIAGNOSTIC TYPE	Tier 2: Executive Diagnostic Report
DATE	May 7, 2026
REPORT ID	EDO-NOR-T2-SPD-0001

### EXECUTIVE SNAPSHOT

WEIGHTED ENTERPRISE SCORE

**2.93**

OPERATING LEVEL

**Knight Level: Targeted Insight**

RISK POSITION

**Strained**

PRIMARY CONSTRAINT

**Strategy**

RELATIVE STRENGTH

**Customer**

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**REPORT STRUCTURE**

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## EXECUTIVE SUMMARY

# 1. Executive Summary

SCORE	RISK POSITION	OPERATING LEVEL	PRIMARY CONSTRAINT
2.9	Strained	Knight Level: Targeted Insight	Strategy

## Executive Narrative

The main issue does not appear to be effort or commitment from the team. Northline Paper & Facilities Supply is functioning, but too much of the day-to-day workload still depends on informal coordination and leadership follow-up. Too much work is staying active at once, which is diluting focus and creating avoidable debate. When priorities stay too broad, resources drift and lower-value work keeps competing for attention. Too many active priorities, split resources, and repeated tradeoff debates.

- Too much work is staying active at once, which is diluting focus and creating avoidable debate
- Too many active priorities, split resources, and repeated tradeoff debates are not isolated to one area. The same pressure is now reinforcing risk in adjacent operating lanes in transformation, which is requiring extra management intervention to keep work connected
- Leadership time is being consumed by too many active priorities, split resources, and repeated tradeoff debates
- Leadership time is being consumed by initiative overload, adoption gaps, sequencing conflicts, and stakeholder fatigue

This does not look like a broken business. It looks like a business that has grown into more complexity than its current operating rhythm can carry cleanly. Written context was limited, so this summary relies primarily on score patterns, participation breadth, and cross-domain signals. Participation is broad enough to support a firmer read on the operating pattern.

The first move is to cut priorities to the few outcomes the business can execute now. Leadership should focus on stabilize ownership, review rhythm, and operating discipline before complexity increases again. The goal is stabilization, not more activity. Do not add new priorities before the current list is narrowed and sequenced. If leadership wants to move from diagnosis into an operating recovery system, the recommended next step is the Tier 3 Executive Diagnostic & Recovery Blueprint.

**MOST IMMEDIATE RISK**

Too many active priorities and split resources may continue increasing coordination strain and delaying consistent execution.

**ADVISOR OBSERVATION**

The concern is not effort. The concern is that too many active priorities, split resources, and repeated tradeoff debates. Leadership may not fully see how much day-to-day coordination is still being held together informally until blocked work, ownership confusion, or priority drift start showing up at the same time.

**MESSAGE FROM ERIN FELLA**

Thank you for trusting EDO Strategic Advisors with this executive diagnostic for Northline Paper & Facilities Supply.

The value of this work is in clarifying the issue pattern, prioritizing what gets corrected first, and converting diagnostic insight into focused action.

This report is designed to give leadership a stronger cross-functional read so the next move is based on operating reality, not assumptions alone.

**Erin Fella**

Founder, EDO Strategic Advisors LLC

## 2. Company Context

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<b>PREPARED FOR</b>	Northline Paper & Facilities Supply
<b>RESPONDENT</b>	Ethan Cole
<b>TITLE</b>	President
<b>INDUSTRY</b>	Distribution & Business Services
<b>REVENUE BAND</b>	\$10M-\$25M
<b>EMPLOYEE COUNT</b>	101-250
<b>REASON FOR REVIEW</b>	Leadership wants a clearer view of why growth, branch execution, and pricing decisions are no longer being interpreted consistently across the business.
<b>PARTICIPANT INPUTS</b>	10 total   Executive 3   Manager 3   Individual contributor 4

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Assessment reflects cross-functional input across President, CFO, and VP Operations. Written responses suggest leadership issues are showing up through too many escalations still need the president to reconcile commercial and operating priorities and too many escalations still need the president to reconcile commercial and operating priorities.

### 3. Diagnostic Read & Risk Position

Northline Paper & Facilities Supply is showing its clearest strain in strategy. The business is likely feeling it through too many active priorities, split resources, and repeated tradeoff debates, as well as initiative overload, adoption gaps, sequencing conflicts, and stakeholder fatigue.

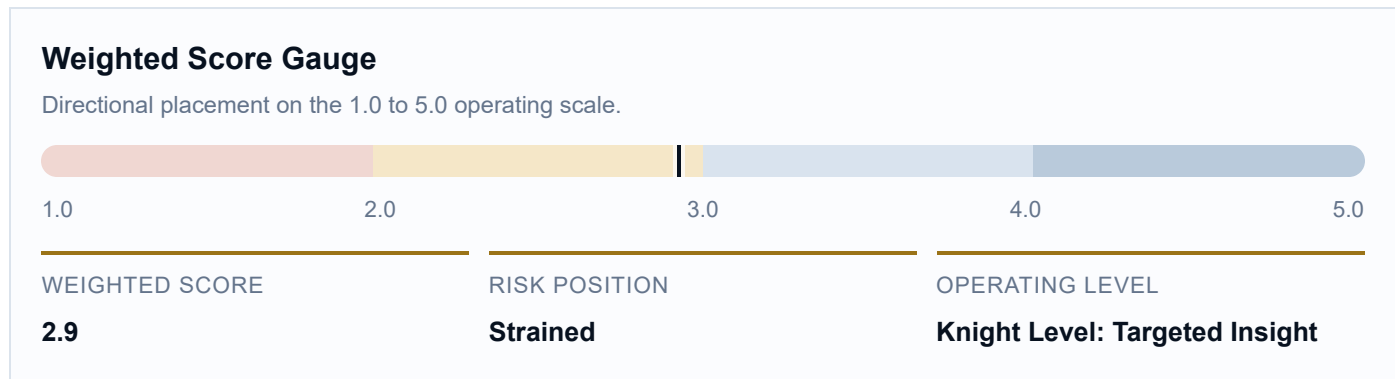
#### WHAT LEADERSHIP SHOULD DECIDE NEXT

Cut priorities to the few outcomes the business can execute now.

#### Key Signals

- Primary constraint is concentrated in Strategy.
- Relative strength is concentrated in Customer.
- Leadership should correct clarity, priority focus, and follow-through before adding more activity.
- The next review should decide where intervention will create the fastest return and what work loses support now.

#### 3.1 Scores & Risk Position





<b>WEIGHTED SCORE</b>	2.9
<b>OPERATING LEVEL</b>	Knight Level: Targeted Insight
<b>RISK POSITION</b>	Strained
<b>PRIMARY CONSTRAINT</b>	Strategy
<b>RELATIVE STRENGTH</b>	Customer
<b>DOMAINS BELOW THRESHOLD</b>	Leadership, Strategy, Technology, Transformation
<b>CRITICAL SIGNAL COUNT</b>	164
<b>CROSS-DOMAIN PATTERN</b>	Too much work appears to be staying active at once, which is diluting focus and creating avoidable debate. Too many active priorities, split resources, and repeated tradeoff debates are not appearing in isolation. The same pressure is now reinforcing weakness in transformation, which is making the business rely on extra management intervention.

### 3.2 Operating Level & Maturity Positioning

#### Knight Level: Targeted Insight

The organization has identifiable capability, but cross-functional misalignment is limiting consistency.

##### Pawn - Foundational Awareness

Initial diagnostic visibility and identification of key organizational gaps.

##### Knight - Targeted Insight

Deeper analysis across priority domains and clearer understanding of execution barriers.

##### Bishop - Strategic Alignment

Leadership alignment on direction, priorities, and conflicting initiatives.

##### Rook - Execution Structuring

Active execution with greater focus on structure, sequencing, and decision discipline.

##### Queen - Enterprise Execution Excellence

Aligned leadership, enforced priorities, measurable outcomes, and integrated strategic decisions.

#### ORGANIZATIONS AT THIS LEVEL TYPICALLY HAVE

- Deeper visibility across priority domains
- Emerging understanding of execution barriers
- Clearer view of leadership and operating friction

**PERFORMANCE IS CONSTRAINED BY**

- Uneven interpretation of priorities
- Execution barriers across functions
- Limited confidence in sequencing and ownership

Findings are supported by multiple inputs and provide a strong basis for prioritizing next-step action.

## 4. Leadership Alignment & Cross-Level Signals

### LEADERSHIP WATCHPOINT

Potential misalignment is present across organizational levels. The signal is strong enough to validate assumptions and focus attention on the few operating areas where interpretation is diverging.

### CONSTRAINT INTERACTION

Leaders do not appear to be holding a consistent line on priorities, which is feeding delay, rework, and competing interpretations across the business. The same pattern is now visible across Strategy and Transformation, which is lengthening cycle time and forcing more management intervention.

### 4.1 Leadership Alignment & Signal Consistency

Alignment variance matters because leadership can sound aligned in principle while acting from different assumptions in practice.

The overall read is reasonably consistent across the represented role groups and the domain detail.

Four or more completed responses across at least three participant groups provide strong confidence in the cross-level pattern and executive interpretation.

Response confidence reflects completeness, consistency, and supporting context.

Responses are comparatively consistent across domains, strengthening confidence that the average scores reflect a shared read on the current operating reality.

The issue is more likely concentrated in specific performance constraints than in broad disagreement about the operating reality.

The response pattern is internally consistent enough to support interpretation without a major contradiction warning.

<b>ALIGNMENT INDEX</b>	High Alignment
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<b>HIGH-VARIANCE DOMAINS</b>	0
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DOMAIN	AVERAGE	RANGE	STD. DEV.	VARIANCE
Leadership	2.6	2.0-3.8	0.57	Moderate
Strategy	2.4	1.8-3.2	0.52	Moderate
Execution	2.9	2.0-3.6	0.54	Moderate
Operations	3.0	2.2-3.8	0.52	Moderate
Financial	3.1	2.4-4.0	0.45	Moderate
Organization	2.8	2.2-3.6	0.45	Moderate
Customer	3.3	2.4-4.0	0.51	Moderate
Technology	2.6	2.0-3.4	0.49	Moderate
Risk	3.0	2.2-3.8	0.49	Moderate
Transformation	2.4	2.0-3.0	0.42	Low

#### 4.2 Leadership Perception vs Organizational Reality



<b>EXECUTIVE COHORT SCORE</b>	3.4
<b>MANAGEMENT COHORT SCORE</b>	2.8
<b>WORKER COHORT SCORE</b>	2.3
<b>RAW PARTICIPANT AVERAGE</b>	2.80
<b>WEIGHTED ENTERPRISE SCORE</b>	2.93
<b>VARIANCE INDICATOR</b>	Moderate variance
<b>LARGEST GAP</b>	Executive / Senior Leader vs Employee / Individual Contributor, 1.1 points

### 4.3 Cross-Level Alignment Insights

#### RECOMMENDED FOCUS AREAS

- Validate the domains where participant levels are reading performance differently.
- Tighten ownership, sequencing, and decision support around the most contested priorities.
- Use targeted advisory intervention before disagreement hardens into execution drag.

#### EXECUTION RISK INDICATORS

- Potential misalignment detected across participant levels.
- Largest overall gap: Executive / Senior Leader vs Employee / Individual Contributor (1.1 points).

EDO uses cohort-weighted scoring to prevent one respondent group from overpowering the enterprise diagnostic. Raw averages are preserved for transparency, while the official enterprise score reflects weighted executive, management, and worker perspectives.

<b>DOMAIN</b>	<b>LARGEST GAP</b>	<b>VARIANCE</b>	<b>COMPARED ROLES</b>
Leadership	1.3	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Strategy	1.2	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Execution	1.2	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Operations	1.2	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Financial	1.0	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Organization	0.9	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Customer	1.1	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Technology	1.1	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Risk	1.1	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Transformation	1.0	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor

## 5. Financial & Value Exposure

### MOST IMMEDIATE RISK

Execution gaps rarely stay contained. When strategic clarity, prioritization, accountability, or review discipline are weak, the organization may experience slower decision cycles, duplicated effort, unclear ownership, and weaker follow-through.

### WHAT LEADERSHIP SHOULD DECIDE NEXT

Proceed with structured advisory support to reinforce leadership alignment, prioritization, and execution follow-through.

### 5.1 Indicative Performance Exposure

#### Indicative Performance Exposure View

Directional estimate intended to support executive decision-making.

INDICATIVE OPERATIONAL EXPOSURE

**\$702,556-\$2,893,158**

POTENTIAL IMPROVEMENT RANGE

**\$245,895-\$1,591,237**

NEAR-TERM RECOVERABLE IMPACT

**\$44,261-\$556,933**

<b>INDICATIVE OPERATIONAL EXPOSURE</b>	\$702,556-\$2,893,158
<b>INDICATIVE EXPOSURE RANGE</b>	7.0%-11.6% of annual revenue
<b>POTENTIAL IMPROVEMENT RANGE</b>	\$245,895-\$1,591,237 annually
<b>NEAR-TERM RECOVERABLE IMPACT</b>	\$44,261-\$556,933
<b>INDICATIVE RECOVERY LOGIC</b>	18%-35% of annual value opportunity
<b>CONFIDENCE</b>	Higher Confidence
<b>LEADERSHIP SIGNAL</b>	10 input(s) - Very Strong

Very Strong: Seven or more leadership inputs provide broader visibility into alignment, execution, and governance across the leadership system.

These ranges are directional planning estimates. They help leadership size possible operating exposure and decide where to look first.

## 5.2 Execution Risk & Value Exposure

<b>ORGANIZATIONAL SCALE CONTEXT</b>	Based on the company's reported size (101-250) and annual revenue range (\$10M-\$25M), the assessment suggests that even moderate execution gaps may create directional operational exposure through lost productivity, delayed decisions, misallocated resources, or missed growth opportunities.
<b>IDENTIFIED CONSTRAINT SEVERITY</b>	Significant
<b>POTENTIAL VALUE EXPOSURE</b>	This assessment does not calculate a precise financial loss. Even so, the current score pattern suggests that leadership should treat the identified gaps as directional exposure requiring executive review.
<b>WHY THIS MATTERS</b>	Execution gaps rarely stay contained. When strategic clarity, prioritization, accountability, or review discipline are weak, the organization may experience slower decision cycles, duplicated effort, unclear ownership, and weaker follow-through.
<b>RECOMMENDED EXECUTIVE ACTION</b>	Proceed with structured advisory support to reinforce leadership alignment, prioritization, and execution follow-through.

The near-term recoverable range reflects the portion of exposure that often improves first when leadership addresses the main issue pattern in Strategy and follows through with tighter execution.

### EDO ADVISORY IMPACT MODEL

- Clarify priorities, ownership, and who has authority to make key decisions.
- Reduce active work so leadership attention stays on the issues with the highest likely payoff.
- Tighten the regular operating rhythm so blocked work is reviewed and corrected faster.
- Track improvement against a small set of operating and financial measures leadership can act on.



## 6. Enterprise Domain Analysis

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### 6.1 Observations Across Domains

#### STRATEGIC CLARITY VS. EXECUTION REALITY

Execution activity is outpacing the strategic frame needed to keep investment and effort concentrated.

- Competing priorities are diluting funded effort
- Slower decisions are extending cycle time
- Leadership needs to cut work that is no longer worth carrying

#### LEADERSHIP ALIGNMENT VARIABILITY

Leaders are not interpreting direction, priorities, or success criteria the same way.

- Conflicting initiatives are weakening investment discipline
- Resource allocation is losing efficiency and margin protection
- Leaders need one clear rule for choices between competing priorities

#### PRIORITY SATURATION

The organization is carrying more active work than it can execute with consistent focus and structure.

- Priority overload is reducing throughput per unit of effort
- Resource strain is raising the cost of delivery
- Leadership needs to narrow what stays active now

#### FINANCIAL SIGNAL UTILIZATION

Financial performance data is not integrated tightly enough into decision-making and prioritization.

- Investment decisions are being made without clean value visibility
- Resource allocation drift is increasing pressure on margin and return
- Leaders need a tighter set of metrics to govern key choices

#### EXECUTION STRUCTURE GAPS

Execution lacks enough structure in sequencing, dependency awareness, and decision points.

- Delays and rework are reducing conversion of effort into output
- Work is taking longer to complete, and leadership intervention is increasing
- Leaders need a tighter review rhythm around blocked work and ownership

## 6.2 Enterprise Domain Score Summary

### Enterprise Domain Score Chart

All diagnostic domains are shown on a 1.0 to 5.0 scale, with lower scores indicating stronger issue patterns.

● Critical / Broken ● Strained ● Stable ● Strong



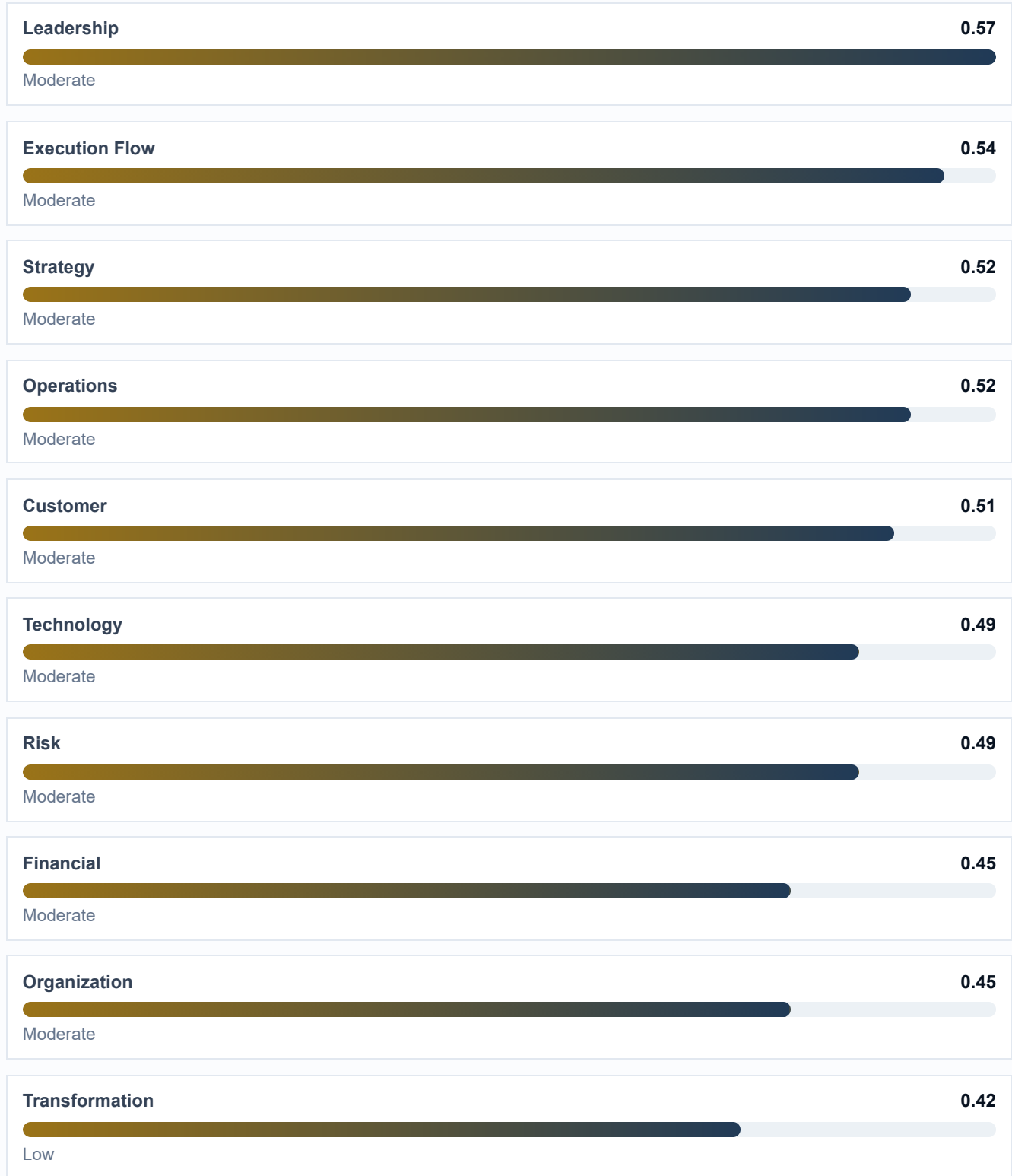
### Enterprise Domain Radar

Relative domain strength and constraint concentration on the 1.0 to 5.0 scale.



### Variance by Domain

Higher variance signals wider gaps in perception, stability, or operating consistency.



<b>DOMAIN</b>	<b>SCORE</b>	<b>RATING</b>
Strategy / Strategic Direction	2.5	<b>Inconsistent</b>
Transformation Readiness	2.6	<b>Inconsistent</b>
Leadership Alignment	2.7	<b>Inconsistent</b>
Technology / Systems	2.7	<b>Inconsistent</b>
Execution Flow	3.0	<b>Inconsistent</b>
Organization Capability	3.0	<b>Inconsistent</b>
Operations	3.1	<b>Inconsistent</b>
Risk / Governance	3.1	<b>Inconsistent</b>
Financial Performance	3.2	<b>Inconsistent</b>
Customer / Market	3.4	<b>Inconsistent</b>

## 6.3 Domain-Level Analysis

### Leadership

**2.7**

#### SIGNAL DEPTH

25 low signals, including 25 critical signals, across 50 answered responses.

#### WHAT THE RESULT SUGGESTS

Leadership alignment, decision authority, or priority interpretation are uneven enough to affect downstream execution.

#### WHY IT MATTERS

##### **Unclear decision authority is slowing execution.**

- Unclear decision authority stalls escalation and fragments ownership.
- Leadership effect: Leaders are forced to revisit choices between competing priorities instead of enforcing them.
- Leadership call: Tighten decision rights and escalation timing before more work gets trapped in translation.

#### LEADERSHIP CALL

Tighten decision rights and escalation timing before more work gets trapped in translation.

#### EXPOSURE CONTRIBUTION

Directional pressure band: 3%-4.5%

Contribution level: Moderate

Where pressure is showing up: escalations stall and ownership fragments, tradeoffs are revisited instead of enforced

#### SIGNAL STRENGTH

Emerging Constraint Pattern / Broad Coverage. Leadership is showing a developing constraint pattern rather than a fully settled area. Leadership should treat it as an exposure area before it deepens.

## Strategy

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### SIGNAL DEPTH

29 low signals, including 29 critical signals, across 50 answered responses.

### WHAT THE RESULT SUGGESTS

This remains the primary performance constraint that should be addressed first.

### WHY IT MATTERS

**Too much work appears to be staying active at once, which is diluting focus and creating avoidable debate.**

- When priorities stay too broad, resources drift and lower-value work keeps competing for attention..
- Leadership effect: Leaders are forced to re-litigate what deserves resources.
- Leadership call: Reduce the active priority load and make the tradeoffs explicit.

### LEADERSHIP CALL

Reduce the active priority load and make the tradeoffs explicit.

### EXPOSURE CONTRIBUTION

Directional pressure band: 3.5%-5%

Contribution level: High

Where pressure is showing up: competing initiatives dilute focus and momentum, resources drift from the highest-value work

### SIGNAL STRENGTH

Primary Constraint Pattern / Broad Coverage. Strategy is the clearest constraint in the score pattern. It is the first correction area and needs direct leadership action.

## Execution

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### SIGNAL DEPTH

15 low signals, including 15 critical signals, across 50 answered responses.

### WHAT THE RESULT SUGGESTS

Execution structure is vulnerable around ownership, milestones, dependencies, or sustained follow-through.

### WHY IT MATTERS

#### **Weak ownership is reducing execution reliability.**

- Weak ownership creates slippage, rework, and missed commitments.
- Leadership effect: Leaders are forced to manage exceptions instead of rhythm.
- Leadership call: Review blocked work weekly and enforce recovery actions before delays spread.

### LEADERSHIP CALL

Review blocked work weekly and enforce recovery actions before delays spread.

### EXPOSURE CONTRIBUTION

Directional pressure band: 5%-7%

Contribution level: Severe

Where pressure is showing up: slippage and rework reduce throughput and delay value capture, exception management absorbs leadership capacity

### SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Execution is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.



## Operations

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### SIGNAL DEPTH

12 low signals, including 12 critical signals, across 50 answered responses.

### WHAT THE RESULT SUGGESTS

Operational friction is slowing coordination, decision speed, throughput, or delivery rhythm.

### WHY IT MATTERS

#### **Process friction is slowing coordinated delivery.**

- Process friction extends cycle time and slows delivery.
- Leadership effect: Leaders are forced to clear blockers the system should handle.
- Leadership call: Remove the recurring blockers inside team handoffs before they widen into service or delivery issues.

### LEADERSHIP CALL

Remove the recurring blockers inside team handoffs before they widen into service or delivery issues.

### EXPOSURE CONTRIBUTION

Directional pressure band: 4%-5.5%

Contribution level: High

Where pressure is showing up: cycle time extends as handoffs break down, avoidable blockers consume leadership time

### SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Operations is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

## Financial

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### SIGNAL DEPTH

6 low signals, including 6 critical signals, across 50 answered responses.

### WHAT THE RESULT SUGGESTS

Financial signals are not integrated tightly enough into prioritization, investment, staffing, or margin decisions.

### WHY IT MATTERS

#### **Limited financial visibility is weakening the quality of leadership choices.**

- Limited financial visibility weakens prioritization and staffing discipline.
- Financial effect: Driving margin leakage and obscuring value creation.
- Leadership call: Bring margin, cost, and capacity signals into the weekly operating rhythm.

### LEADERSHIP CALL

Bring margin, cost, and capacity signals into the weekly operating rhythm.

### EXPOSURE CONTRIBUTION

Directional pressure band: 1.5%-2.5%

Contribution level: Low

Where pressure is showing up: margin leakage continues because choices are being made without clear value signals, investment decisions proceed without a clean economic read

### SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Financial is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

## Organization

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### SIGNAL DEPTH

13 low signals, including 13 critical signals, across 50 answered responses.

### WHAT THE RESULT SUGGESTS

Role clarity, capability, or workforce capacity are not strong enough to carry the current priority load.

### WHY IT MATTERS

#### **Capacity strain is undermining execution stability.**

- Role ambiguity and capacity strain weaken accountability.
- Leadership effect: Leaders are required to compensate with more oversight.
- Leadership call: Clarify who owns the work that keeps stalling and reset capacity where overload is obvious.

### LEADERSHIP CALL

Clarify who owns the work that keeps stalling and reset capacity where overload is obvious.

### EXPOSURE CONTRIBUTION

Directional pressure band: 3%-4.5%

Contribution level: Moderate

Where pressure is showing up: role confusion weakens cross-functional accountability, capacity mismatch undermines sustained gains

### SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Organization is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

## Customer

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### SIGNAL DEPTH

4 low signals, including 4 critical signals, across 50 answered responses.

### WHAT THE RESULT SUGGESTS

This is currently one of the stronger areas supporting performance.

### WHY IT MATTERS

#### **Customer focus is diffused across low-value growth activity.**

- Weak customer focus distorts growth effort and demand selection.
- Leadership effect: Leaders end up making market decisions without reliable conversion signals.
- Leadership call: Clarify which customer and revenue signals will govern growth decisions.

### LEADERSHIP CALL

Clarify which customer and revenue signals will govern growth decisions.

### EXPOSURE CONTRIBUTION

Directional pressure band: 2.5%-3.5%

Contribution level: Moderate

Where pressure is showing up: commercial effort stays fragmented across lower-value activity, growth decisions proceed without reliable conversion visibility

### SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Customer is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

## Technology

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### SIGNAL DEPTH

22 low signals, including 22 critical signals, across 50 answered responses.

### WHAT THE RESULT SUGGESTS

Technology, data, or systems are not enabling timely decisions, execution visibility, or risk control clearly enough.

### WHY IT MATTERS

#### **Limited system visibility is slowing decision speed and response time.**

- Poor systems slow visibility, reporting, and response time.
- Leadership effect: Leaders are forced to act on delayed or fragmented information.
- Leadership call: Consolidate operating visibility so blocked work, team handoffs, and priority status are visible in one place.

### LEADERSHIP CALL

Consolidate operating visibility so blocked work, team handoffs, and priority status are visible in one place.

### EXPOSURE CONTRIBUTION

Directional pressure band: 1.5%-2.5%

Contribution level: Low

Where pressure is showing up: manual workarounds increase management friction, fragmented reporting hides execution risk until costs rise

### SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Technology is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

## Risk

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### SIGNAL DEPTH

10 low signals, including 10 critical signals, across 50 answered responses.

### WHAT THE RESULT SUGGESTS

Risk ownership, rules, controls, or continuity readiness need stronger definition to protect performance.

### WHY IT MATTERS

#### **Gaps in rules, ownership, and review process are allowing exposure to accumulate.**

- Weak rules, ownership, and review process allow exposure to build without escalation.
- Financial effect: Leading to higher disruption cost and avoidable loss.
- Leadership call: Define the trigger points for escalation and enforce them consistently.

### LEADERSHIP CALL

Define the trigger points for escalation and enforce them consistently.

### EXPOSURE CONTRIBUTION

Directional pressure band: 1.5%-2%

Contribution level: Low

Where pressure is showing up: control gaps stay open longer than leadership realizes, late escalation increases recovery cost

### SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Risk is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

## Transformation

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### SIGNAL DEPTH

28 low signals, including 28 critical signals, across 50 answered responses.

### WHAT THE RESULT SUGGESTS

Transformation work is moving faster than stakeholder alignment, ownership, review discipline, or adoption capacity can support.

### WHY IT MATTERS

#### **Change pressure is outrunning adoption capacity.**

- Change activity outruns alignment and adoption capacity.
- Leadership effect: Leaders are required to push change into an unstable system.
- Leadership call: Pause or sequence change work that the business cannot absorb cleanly.

### LEADERSHIP CALL

Pause or sequence change work that the business cannot absorb cleanly.

### EXPOSURE CONTRIBUTION

Directional pressure band: 1.5%-2.5%

Contribution level: Low

Where pressure is showing up: change efforts stall when adoption capacity falls behind, value realization slips as implementation outruns alignment

### SIGNAL STRENGTH

Emerging Constraint Pattern / Broad Coverage. Transformation is showing a developing constraint pattern rather than a fully settled area. Leadership should treat it as an exposure area before it deepens.

## 7. Strategic Interpretation

### PATTERN SUMMARY

Leaders do not appear to be holding a consistent line on priorities, which is feeding delay, rework, and competing interpretations across the business. The same pattern is now visible across Strategy and Transformation, which is lengthening cycle time and forcing more management intervention.

### MOST IMMEDIATE RISK

Too many active priorities and split resources may continue increasing coordination strain and delaying consistent execution.

### 7.1 Pattern Summary

Leaders do not appear to be holding a consistent line on priorities, which is feeding delay, rework, and competing interpretations across the business. The same pattern is now visible across Strategy and Transformation, which is lengthening cycle time and forcing more management intervention.

Too much work appears to be staying active at once, which is diluting focus and creating avoidable debate. Too many active priorities, split resources, and repeated tradeoff debates are not appearing in isolation. The same pressure is now reinforcing weakness in transformation, which is making the business rely on extra management intervention.

### 7.2 Root Cause Direction

The same breakdown is now showing up in leadership execution drag, strategy leadership variance, and operational capacity strain. Leadership needs to fix that pattern at the source instead of continuing to absorb it through management intervention.

### PRIORITY RISK AREAS

- When priorities stay too broad, resources drift and lower-value work keeps competing for attention.
- too many active priorities, split resources, and repeated tradeoff debates
- That leaves initiatives open longer, adds noise to the operating agenda, and lowers the odds that change will stick.

### STRENGTH AREAS

- Customer signals appear strong enough to guide growth choices.
- Market and service signals appear clearer here than in the weaker operating areas.
- Financial visibility appears strong enough to guide resource choices.

### OPPORTUNITY AREAS

- Clarify and narrow strategic priorities
- Strengthen leadership alignment and ownership clarity



## 8. Recommended Actions

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Leadership now needs a short action path that narrows focus, sets ownership, and keeps the first correction visible.

### 8.1 What Leadership Can Do Now

- Reduce active priorities to the few that define performance.
- Stop work that does not support the current direction.
- State the choices leadership will make when priorities compete.
- Translate strategy into weekly operating expectations.
- Review progress against the top priorities every two weeks.

### 8.2 30-60 Day Focus

- Stabilize Leadership Control
- Rebuild Execution Discipline
- Control Change Load

Initial stabilization impact: \$44,261-\$556,933

This reflects only the first phase of value stabilization. The full annual opportunity remains significantly larger and is addressed through subsequent execution.

## 9. Next-Phase Recommendations

### 9.1 Recommended Sequencing Overview

The organization is unlikely to stabilize through isolated corrective actions alone. Too much work appears to be staying active at once, which is diluting focus and creating avoidable debate. Leadership should sequence the correction so the early moves reduce intervention instead of creating more coordination work.

The next step should match the operating risk. In this case, a 60-90 day advisory cadence is appropriate because the issue spans more than one domain and will require follow-through to hold.

Early phases create the control and focus needed for later improvements to hold. If leadership skips the order, downstream fixes usually compete with unresolved issues instead of making the operating rhythm easier to manage.

The sequence moves from early stabilization through phase 5 reinforcement so each step supports the one after it. The goal is to reduce management intervention, clean up ownership, and make later improvements easier to sustain.

PHASE	FOCUS	WHAT IT UNLOCKS
Phase 1	Leadership Alignment and Decision Clarity Assessment	This gives the rest of the plan a clearer decision frame.
Phase 2	Strategic Direction and Priority Focus Assessment	Responses inside this area are uneven enough to confirm that the issue is surfacing differently across the operating environment.
Phase 3	Execution Health and Operating Rhythm Assessment	This establishes a steadier operating rhythm with fewer avoidable delays.
Phase 4	Transformation Readiness and Adoption Assessment	This improves the odds that change efforts will land cleanly and convert into measurable adoption.
Phase 5	Technology Enablement and Data Readiness Assessment	This improves visibility and gives leadership a more reliable operating picture.

### 9.2 Phase 1 - Leadership Alignment and Decision Clarity Assessment

Leadership is scoring at 2.7 with 25 critical signals and 25 low signals. Decision authority and priority calls are not holding cleanly. If this stays unresolved, teams will keep waiting for clarification or interpreting priorities differently. This comes first because leadership is setting the quality of decisions, escalation, and accountability across the business. This gives the rest of the plan a clearer decision frame.

<b>ASSESSMENT AREA</b>	Leadership Alignment and Decision Clarity Assessment
<b>CURRENT SIGNALS</b>	Leadership score 2.7. Leadership is scoring at 2.7 with 25 critical signals and 25 low signals. Decision authority and priority calls are not holding cleanly.
<b>OPERATING RISK</b>	If this stays unresolved, teams will keep waiting for clarification or interpreting priorities differently.
<b>WHY THIS COMES NOW</b>	This comes first because leadership is setting the quality of decisions, escalation, and accountability across the business.
<b>WHAT THIS UNLOCKS</b>	This gives the rest of the plan a clearer decision frame.
<b>OPERATING MOVE</b>	Faster decisions, cleaner executive handoffs, and less translation loss between leadership intent and team action.

### 9.3 Phase 2 - Strategic Direction and Priority Focus Assessment

Strategy is scoring at 2.5 with 29 critical signals and 29 low signals. Priorities are still too broad to guide consistent choices across the business. If this stays unresolved, effort will keep spreading across too many priorities and the highest-value work will keep competing with noise. Strategy follows Leadership Alignment and Decision Clarity Assessment because the business now needs a tighter priority frame for what to protect, defer, and fund. Responses inside this area are uneven enough to confirm that the issue is surfacing differently across the operating environment.

<b>ASSESSMENT AREA</b>	Strategic Direction and Priority Focus Assessment
<b>CURRENT SIGNALS</b>	Strategy score 2.5. Strategy is scoring at 2.5 with 29 critical signals and 29 low signals. Priorities are still too broad to guide consistent choices across the business.
<b>OPERATING RISK</b>	If this stays unresolved, effort will keep spreading across too many priorities and the highest-value work will keep competing with noise.
<b>WHY THIS COMES NOW</b>	Strategy follows Leadership Alignment and Decision Clarity Assessment because the business now needs a tighter priority frame for what to protect, defer, and fund.
<b>WHAT THIS UNLOCKS</b>	Responses inside this area are uneven enough to confirm that the issue is surfacing differently across the operating environment.
<b>OPERATING MOVE</b>	Sharper strategic choices, fewer competing priorities, and a clearer basis for resource allocation.

### 9.4 Phase 3 - Execution Health and Operating Rhythm Assessment

Execution is scoring at 3.0 with 15 critical signals and 15 low signals. The breakdown is showing up in ownership, handoffs, and review rhythm. If this stays unresolved, delays and rework will keep absorbing the benefit of earlier decisions. Execution comes next because priorities only matter if the business can review

work, remove blockers, and hold owners accountable. This establishes a steadier operating rhythm with fewer avoidable delays.

<b>ASSESSMENT AREA</b>	Execution Health and Operating Rhythm Assessment
<b>CURRENT SIGNALS</b>	Execution score 3.0. Execution is scoring at 3.0 with 15 critical signals and 15 low signals. The breakdown is showing up in ownership, handoffs, and review rhythm.
<b>OPERATING RISK</b>	If this stays unresolved, delays and rework will keep absorbing the benefit of earlier decisions.
<b>WHY THIS COMES NOW</b>	Execution comes next because priorities only matter if the business can review work, remove blockers, and hold owners accountable.
<b>WHAT THIS UNLOCKS</b>	This establishes a steadier operating rhythm with fewer avoidable delays.
<b>OPERATING MOVE</b>	Improved execution throughput, stronger ownership follow-through, and fewer delays caused by process or coordination drag.

## 9.5 Phase 4 - Transformation Readiness and Adoption Assessment

Transformation is scoring at 2.6 with 28 critical signals and 28 low signals. Readiness and adoption pressure will widen if change moves faster than the business can absorb it. If this stays unresolved, change activity will outrun adoption capacity and stall before it sticks. Transformation follows Execution Health and Operating Rhythm Assessment because broader change will not hold until the earlier correction is stable enough to absorb it. This improves the odds that change efforts will land cleanly and convert into measurable adoption.

<b>ASSESSMENT AREA</b>	Transformation Readiness and Adoption Assessment
<b>CURRENT SIGNALS</b>	Transformation score 2.6. Transformation is scoring at 2.6 with 28 critical signals and 28 low signals. Readiness and adoption pressure will widen if change moves faster than the business can absorb it.
<b>OPERATING RISK</b>	If this stays unresolved, change activity will outrun adoption capacity and stall before it sticks.
<b>WHY THIS COMES NOW</b>	Transformation follows Execution Health and Operating Rhythm Assessment because broader change will not hold until the earlier correction is stable enough to absorb it.
<b>WHAT THIS UNLOCKS</b>	This improves the odds that change efforts will land cleanly and convert into measurable adoption.
<b>OPERATING MOVE</b>	Higher adoption odds, clearer change review discipline, and better sequencing for cross-functional initiatives.

## 9.6 Phase 5 - Technology Enablement and Data Readiness Assessment

Technology is scoring at 2.7 with 22 critical signals and 22 low signals. Systems and reporting are affecting how quickly leaders can see issues and respond to them. If this stays unresolved, manual workarounds and weak reporting will keep slowing decisions and hiding execution risk. Technology follows Transformation

Readiness and Adoption Assessment because systems and reporting should reinforce the earlier decisions, not try to replace them. This improves visibility and gives leadership a more reliable operating picture.

<b>ASSESSMENT AREA</b>	Technology Enablement and Data Readiness Assessment
<b>CURRENT SIGNALS</b>	Technology score 2.7. Technology is scoring at 2.7 with 22 critical signals and 22 low signals. Systems and reporting are affecting how quickly leaders can see issues and respond to them.
<b>OPERATING RISK</b>	If this stays unresolved, manual workarounds and weak reporting will keep slowing decisions and hiding execution risk.
<b>WHY THIS COMES NOW</b>	Technology follows Transformation Readiness and Adoption Assessment because systems and reporting should reinforce the earlier decisions, not try to replace them.
<b>WHAT THIS UNLOCKS</b>	This improves visibility and gives leadership a more reliable operating picture.
<b>OPERATING MOVE</b>	Less manual drag, better data visibility, and stronger systems support for priority execution.

## 10. SO WHAT / NOW WHAT

This page translates the diagnostic into the operating meaning, the first 30-day move, and the decision that determines whether leadership is actually narrowing the issue pattern.

### SO WHAT

#### WHAT THIS CONDITION MEANS FOR THE BUSINESS

Too many active priorities and split resources may continue increasing coordination strain and delaying consistent execution. In a distribution environment, this usually shows up through branch execution inconsistency, order-fulfillment friction, inventory availability issues, and sales-to-operations handoff breakdowns that create margin leakage.

### NOW WHAT

#### WHAT LEADERSHIP SHOULD DO IN THE NEXT 30 DAYS

Freeze any new work that increases strain in strategy until the active priority list is reset. The first operating move is to tighten fulfillment visibility, clarify pricing and delivery exception ownership, and hold one cadence that exposes branch and customer-commitment risk early.

### WHAT NOT TO DO

#### WHAT WILL MAKE THE PROBLEM WORSE

Executives align in the reset meeting, then managers receive different interpretations of what is actually protected. Do not accept more branch, pricing, or delivery exceptions without a cleaner handoff between sales, operations, and inventory control.

### DECISION REQUIRED

#### THE EXECUTIVE DECISION NEEDED NOW

Recommended Next Step. Leadership should confirm which branch, inventory, pricing, and delivery priorities remain protected and who owns exception closure across the handoff.

## 11. Advisory Interpretation & Next Step

### WHAT LEADERSHIP SHOULD DECIDE NEXT

Cut priorities to the few outcomes the business can execute now.

### 11.1 Recommended Next Step

If leadership wants to move from diagnosis into an operating recovery system, the recommended next step is the Tier 3 Executive Diagnostic & Recovery Blueprint.

<b>RECOMMENDED NEXT STEP</b>	Executive Diagnostic & Recovery Blueprint
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<b>WHY THIS STEP</b>	The signal is strong enough to justify structured reinforcement, but not broad enough yet to assume a longer advisory relationship is the right first move.
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### WHAT THIS IS

A short advisory sprint that helps leadership stabilize the main issue over the next several weeks without moving into a longer support model too early.

It is designed to tighten strategic direction and priority focus, confirm the first corrections, and show whether broader support is actually necessary.

### WHAT HAPPENS IN THE SESSION

- Review the main issue centered on Strategic Direction and Priority Focus.
- Facilitate leadership decision clarity and priority alignment.
- Turn the findings behind Leadership Alignment and Decision Clarity Assessment into practical operating guidance.
- Reinforce ownership, escalation discipline, and follow-through.
- Check whether the first correction is holding or needs a longer advisory cadence.

### KEY DECISIONS MADE

- How priorities are aligned and narrowed.
- Where resources need to be concentrated first.
- How blocked work is escalated and resolved.
- Whether the issue is contained enough to hold without ongoing advisory support.

### OUTPUTS YOU RECEIVE

- Short-cycle executive advisory guidance.
- Leadership decision support.
- Priority and sequencing recommendations.
- Operating rhythm recommendations.
- Follow-through watchpoints and adjustment guidance.

- Short operating reset guidance.

### ESTIMATED SCOPE

Use Tier 3 when the business needs a practical recovery system, not only a clearer diagnosis.

### IF THIS IS NOT DONE

- The main issue inside Strategic Direction and Priority Focus will keep absorbing leadership attention.
- Leadership may have the right diagnosis but not enough reinforcement to make the first correction stick.
- The business can end up revisiting the same issue next quarter.

## 12. Appendix / Methodology

### METHODOLOGY NOTE

These findings are directional. Exposure estimates are planning estimates, not calculated losses.

<b>DIAGNOSTIC CONFIDENCE INDEX</b>	Validated Diagnostic Signal
<b>PARTICIPATION SIGNAL</b>	10 input(s) - Very Strong
<b>REPORT CATEGORY</b>	EDO Tier 2: Executive Diagnostic Report

Findings are supported by multiple inputs and provide a strong basis for prioritizing next-step action.

Domain exposure indicators show where performance pressure appears concentrated. Multiple domains may point to the same underlying operating issue.

Broader participation improves confidence in the overall read.

This report is provided for executive advisory, organizational diagnostic, strategic alignment, and business execution review purposes only. It does not constitute legal, financial, tax, accounting, investment, employment, regulatory, cybersecurity, or compliance advice. Recommendations are based on information provided through the assessment process and should be validated by client leadership and qualified professional advisors before implementation. EDO Strategic Advisors LLC does not guarantee specific business outcomes, revenue improvements, cost savings, risk reduction, or operational results.

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**EDO STRATEGIC ADVISORS LLC**

Tier 2: Executive Diagnostic Report

Prepared for Northline Paper &amp; Facilities Supply

Document ID EDO-NOR-T2-SPD-0001

PREPARED BY EDO STRATEGIC ADVISORS LLC

# Executive clarity should now convert into action.

## Closing Message from Erin Fella

Thank you for reviewing this executive diagnostic for Northline Paper & Facilities Supply.

The findings in this report should now be converted into leadership decisions. The most important work is not to discuss every issue at once, but to identify the few constraints that are creating the greatest execution drag and decide what leadership will address first.

EDO Strategic Advisors LLC was built to help leadership teams move from diagnostic clarity to focused execution. The work now is to decide which constraint deserves immediate correction, which pressures can wait, and where leadership attention will create the most operating relief.

The next step is to determine whether the organization needs a targeted advisory sprint, a deeper execution blueprint, or immediate action around the primary constraint.

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**Erin Fella**

Founder, EDO Strategic Advisors LLC