



The Strategy To Execution Check

Can you see your strategy in the work?

START HERE: THE FIVE-LEADER STRATEGY TEST



Your leadership team may be clear on the strategy. But strategy only becomes execution when it shapes priorities, processes, measures, decisions, and how problems get solved.

Use these 10 questions to see where your strategy is showing up consistently in the work and where gaps may be forming.

Before completing the check, **ask five leaders separately:**

“What are our organization’s three most important priorities right now?
Where can you see them reflected in the work?”

Compare the answers.

Don’t just look at whether leaders name the same priorities. Look at where they see those priorities reflected in the work:

Projects • Measures • Resources • Meetings • Department Goals • Time

Different answers may be an early sign that organizational direction is losing clarity as it moves into execution.



The Strategy to Execution Check

Identify where your strategy is clear and where it may be getting lost in the day-to-day work.

Use the following scale for each question:

Unclear — We do not have a shared or consistent approach today.

Variable — This happens in some areas or depends on the team, person, shift, department, or location.

Consistent — This is understood and happens consistently across the organization.

The goal is not to produce a perfect score. The goal is to identify where strategy and execution may be separating.

SCALE

Unclear Variable Consistent

Could our leaders independently name the same three organizational priorities?



Can teams explain how their current work supports those priorities?



Can we see those priorities reflected in projects, resource decisions, measures, meetings, and how people spend their time?



Is critical work performed consistently across people, teams, shifts, and locations?



Are ownership and expectations clear at critical handoffs between teams and departments?



Do our measures make it clear what needs attention next?



Do recurring meetings result in clear decisions and follow through?



When problems repeatedly interfere with priorities, do teams address the underlying cause?



Can teams easily access the information they need to make decisions and perform the work consistently?



Do teams have a consistent way to identify, test, and sustain improvements that support organizational priorities?



Look for Patterns

INSTRUCTIONS

The purpose of this check is not to calculate an alignment score.

Instead, look for where Variable and Unclear answers appear and where leaders assess the same questions differently.

Direction — Questions 1–3

Are priorities understood and reflected in the work?

Different priorities, or different interpretations of them, may be a sign that organizational direction is losing clarity as it moves into daily work.

System — Questions 4–5

Is critical work and ownership consistent?

Variation may point to processes or handoffs that depend too much on the person, team, shift, department, or location.

Measurement — Question 6

Do measures make it clear what requires attention?

Useful measures do more than report results. They help teams see performance, identify gaps, and know where action is needed.

Improvement — Questions 8–10

Do recurring problems lead to lasting improvements?

When the same problems keep returning, teams may be managing exceptions instead of improving the way the work gets done.

Routine — Question 7

Do meetings result in decisions and follow-through?

Effective routines help teams focus attention, make decisions, clarify ownership, and follow through on what needs to change.

Pay Attention to Differences Between Leaders

Different answers to the same question can reveal an alignment gap. Where leaders see the organization differently is often worth discussing first.



Turn Insight Into Action

Discuss:

- Where do we see this showing up in the work?
- Where are teams or leaders operating differently?
- How is this affecting our ability to execute our priorities?
- What is one thing we could make clearer or more consistent in the next 30 days?

The goal isn't to solve everything at once. Start by making one important gap visible and agreeing on what needs to change.

Want to Go Deeper?

If the check revealed different interpretations of priorities, inconsistent processes, unclear ownership, measures that don't drive action, or recurring problems, the Organizational Assessment can help you take a deeper look at where strategy and execution may be separating.

[Take the Organizational Assessment](#) →

Want to understand the approach behind these questions?

[Explore the Work Excellence Method](#) →

Ask each member of the leadership team to complete the check independently.

Then compare the results and identify the two questions with the greatest variation or uncertainty.

