STRATEGY EXECUTION
READINESS DIAGNOSTIC

"If we can't answer these clearly, we don't have a strategy. We have a wish."

THE SIX PILLARS OF EXECUTION READINESS

Run this diagnostic before leaders leave the room. Each pillar represents a critical execution lever.

A

Strategic Clarity

Are we aligned?

B

Ownership & Decision Rights

Who decides? Who moves?

C

Resource Reallocation

Did we move money & time?

D

Behavioural Translation

What changes on Monday?

E

Operating Rhythm

How do we sustain focus?

F

Friction Audit

Where will this break?

A

STRATEGIC CLARITY

Are we actually aligned?

READINESS CHECKLIST

- [ ] Can every executive articulate the strategy in one sentence?
- [ ] Have we defined what we will NOT do? (Trade-offs are explicit.)
- [ ] Is there a clear definition of success in 12 months?
- [ ] Have we named 3–5 enterprise priorities, not 12?

WHY THIS MATTERS

Research on strategic focus (Beer & Eisenstat's 'silent killers') shows unclear priorities and lack of coordination are major execution derailers.

B

OWNERSHIP & DECISION RIGHTS

Who decides? Who moves?

READINESS CHECKLIST

- [ ] Is every priority owned by ONE accountable executive?
- [ ] Are decision rights clarified? (Who decides / inputs / executes?)
- [ ] Have we removed at least one structural ambiguity?

WHY THIS MATTERS

Execution failure often stems from diffuse accountability. Hrebiniak's work on strategy implementation emphasises structure and clear authority as central to execution success.

C

RESOURCE REALLOCATION

Did we move money and time?

READINESS CHECKLIST

- [ ] Did we reallocate budget to reflect the new strategy?
- [ ] What initiatives are we stopping to free up capacity?
- [ ] Have we reduced someone's workload to support this?

WHY THIS MATTERS

Mankins & Steele (HBR) identified poor resource reallocation as a core reason strategy does not translate into performance.

⚠ **RED FLAG: If the budget doesn't move, the strategy hasn't moved.**

D

BEHAVIOURAL TRANSLATION

What must people do differently Monday?

READINESS CHECKLIST

- [ ] What 3 behaviours must leaders model immediately?
- [ ] What behaviours must stop?
- [ ] Where will this feel uncomfortable?

WHY THIS MATTERS

Research on implementation intentions (Gollwitzer) shows goals are more likely to be achieved when translated into specific 'If X, then Y' commitments.

E

OPERATING RHYTHM

How will we sustain focus?

READINESS CHECKLIST

- [ ] How often will we review progress? (Monthly? Quarterly?)
- [ ] What dashboard or scorecard will track performance?
- [ ] What consequence exists for non-movement?

WHY THIS MATTERS

The Balanced Scorecard Methodology work demonstrates that linking strategy to ongoing review systems dramatically improves execution continuity.

F

FRICTION AUDIT

Where will this break?

SILENT KILLERS - SURFACE THEM NOW

Ask these questions - and expect discomfort:

- Which silo will resist this strategy?
- Which leader loses power if this succeeds?
- Which existing metric contradicts this strategy?
- Where will middle management stall or slow-walk?

Beer & Eisenstat call these

"SILENT KILLERS"

Unspoken tensions that quietly sabotage execution. If they aren't surfaced now, they surface themselves later.

THE QUESTION IS NOT

WHETHER WE HAVE A STRATEGY.

IT'S WHETHER WE CAN EXECUTE IT.

Use this diagnostic as your pre-flight checklist. Every unchecked box is a risk. Surface friction now, before it surfaces itself.

A. Strategic Clarity

B. Ownership & Decision Rights

C. Resource Reallocation

D. Behavioural Translation

E. Operating Rhythm

F. Friction Audit

Meet AJ Kulatunga

AJ Kulatunga is an award-winning Business Strategist & Global Keynote Speaker who helps organisations adapt, innovate and lead to thrive.

With an entrepreneurial career in business and technology spanning two decades, AJ's history in navigating and leading through disruptive change makes him a valuable resource for leaders looking to move beyond business as usual.

AJ's **Get It Done™** methodology inside his presentations & programs reduces resistance to change, improves collaboration and helps you leverage the power of everyday innovation to lead your organisation boldly into the future with clarity and confidence.

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