ExcellGrowth

Execution Diagnostic

Quick Assessment

10 questions to help your leadership team identify where execution is breaking down: in priorities, decisions, rhythm, handoffs, or accountability.

How to use this document

Work through these questions by yourself first. Be honest with your answers. Then ask your fellow senior leaders to complete their own assessments independently before you compare notes as a group.

Where a question asks you to rate something on a scale, circle or mark the option that fits. Where it asks for specifics, write them down. If you find yourself guessing, that is itself a finding.

This is a condensed version of the full Execution Diagnostic. It will surface where the gaps are. If it raises more questions than it answers, the full diagnostic goes deeper and wider.

This diagnostic does not require an AI angle. If your execution challenges are straightforward operational problems, it will find them. If AI is part of what you are trying to implement and execution is the risk, it gives you the foundation.

Priorities and Focus

Are your strategic priorities clear, shared, and stable?

Q1

How clearly defined and widely shared is your business strategy?

◼	◼	◼	◼
Crystal clear. Everyone aligned.	Mostly clear but some areas of ambiguity	Significant gaps in clarity or alignment	No shared view. Different leaders, different answers.

Write down your top 3 strategic priorities. Would your fellow leaders list the same ones?

Q2

How often do priorities change or get added mid-quarter?

■ Rarely. Priorities hold.

■ Occasionally. Usual business adjustments.

■ Frequently. Hard to keep up with the shifts.

■ Constantly. Everything feels urgent and fluid.

How many active strategic initiatives does your organisation currently have in progress? Of those, how many are genuinely on track?

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When was the last time a significant initiative was formally stopped or paused? What happened?

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Decision-Making

Are decisions being made well, quickly, and sticking once made?

The next two questions look at decision-making from two angles: how quickly decisions get made, and whether they stay made.

Q3

Think of a significant decision made in the last 3 months. How long did it take from first discussion to final commitment?

■	■	■	■
Days. Decided quickly and moved on.	A few weeks. Normal deliberation.	Months. Kept getting deferred or revisited.	Still not fully resolved.

Think of a decision that stalled recently. What actually blocked it?

Q4

How often do supposedly-made decisions get reopened or revisited?

◼ Rarely. Decisions stick.

◼ Occasionally. Usually for good reason.

◼ Frequently. People relitigate in the next meeting.

◼ Constantly. Nothing ever feels fully settled.

Is it clear who has authority to make which decisions? Could you point to a written record?

When a decision is made, how is it documented and communicated? What prevents it from being relitigated?

Q5

How confident are you that the information your leadership team uses for decisions is accurate and timely?

Very confident. Data is reliable and current.	Mostly confident but some gaps or delays.	Mixed. Some data is good, some is questionable.	Low confidence. We often discover the picture was wrong.

Where are the biggest gaps? What decisions are you making without the information you need?

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Cadence and Rhythm

Does your operating rhythm drive action, or just produce updates?

Q6

Think about your weekly meetings and reviews. What do they actually produce?

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Clear decisions and actions. Things move.	Mostly useful but some meetings are just updates.	Lots of updates, not many decisions. Limited action.	Status theatre. People report, nothing changes.

When a problem is identified in a review meeting, how quickly does it result in corrective action?

Cross-Functional Delivery

Where do handoffs between teams create delays, confusion, or dropped accountability?

Q7

How well do things move when work crosses a team boundary?

■ Smoothly. Handoffs are clear and managed.

■ Mostly fine but some friction at key points.

■ Regular delays. Accountability gets unclear at handoffs.

■ Major bottleneck. Cross-team work routinely stalls.

Think of a recent project requiring multiple teams. What slowed it down most?

Are dependencies between teams identified early, or do they surface as surprises?

Accountability and Learning

When things go off track, does the organisation learn and adjust, or move on and repeat?

Q8

When an initiative fails or underdelivers, what typically happens?

■	■	■	■
Structured review. Lessons captured and applied.	Informal discussion but limited follow-through.	Move on quickly. No real review.	Blame or silence. Same patterns keep repeating.

When something goes off track, how long before leadership becomes aware?

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Do KPIs and incentives pull teams in the same direction, or create conflicting priorities?

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Barriers to Change

What is actually standing in the way of better execution?

Q9

What barriers do you see to improving how your organisation executes?

■	■	■	■
No significant barriers identified	Some friction but manageable	Significant barriers in specific areas	Deep structural issues that need addressing

List the main barriers (e.g. leadership alignment, org structure, culture, legacy processes, skills, capacity, change fatigue from previous initiatives).

For each barrier: is this something you have verified (e.g. tested, discussed openly, investigated) or something you are assuming?

Q10

What is the single biggest thing slowing your organisation's execution right now?

Take your time with this one. Write freely.

Before you move on, capture what stands out. This is your space to note the things worth discussing, acting on, or thinking about further.

What are the most important things to discuss with your team?

What actions or next steps are you considering?

Anything else that came to mind during this assessment that doesn't fit the questions above?

What to look for

This assessment is designed to start a conversation, not end one. But as you compare notes with your team, pay attention to five things:

1. Where did your team disagree?

If different leaders gave different answers to the same question, that gap is a finding in itself. Misalignment on priorities, decision rights, or how the operating rhythm works is one of the most common execution problems and one of the least visible from the top.

2. Where were you guessing?

If you found yourself unsure whether your answer reflected what is actually happening or what you believe to be happening, that uncertainty matters. The full diagnostic surveys up to 15 people across three organisational layers precisely because the gaps between leadership perception and frontline reality are often the most important finding.

3. Where do the same patterns keep repeating?

If your answers to Q8 and Q9 describe problems your organisation has tried to fix before, that points to a structural issue rather than a one-off failure. Structural problems require different solutions to surface-level fixes.

4. Where are your barriers assumed rather than verified?

If Q9 revealed barriers you haven't actually tested, that matters. "We tried that before and it didn't work" or "the culture won't support it" are common refrains that often turn out to be more nuanced than expected when you actually investigate.

5. This is not a reason to wait.

If this exercise surfaced problems, that is a reason to act with better information, not a reason to wait until conditions are perfect. Execution problems compound. The longer they persist, the harder they are to unpick.

Want the full picture?

This quick assessment covers the surface. The full Execution Diagnostic goes deeper and wider: surveying up to 15 people across five functions and three organisational layers, using AI-powered analysis to spot patterns your team can't see from the inside.

You get a 90-minute debrief and a written report with prioritised findings and a clear action plan. The investment is £2,995 + VAT.

Book the full Execution Diagnostic

excellgrowth.com/execution-diagnostic

Thinking about AI as well as execution? There is also an AI Readiness Diagnostic that assesses where AI could genuinely improve how your organisation works, and whether you are ready to adopt it.

excellgrowth.com/ai-readiness-diagnostic