

Strategy Readiness Checklist

Before launching a new strategy, assess whether the organisation is ready to execute it.

If any of the conditions below are true, execution risk is high.

1. Leadership Commitment and Capacity

- Leadership has approved the strategy **and** has actively stopped or cancelled existing work to create capacity
- Strategic priorities are reflected in changed calendars, funding decisions, and resourcing
- Teams can clearly see which work has been deprioritised to make room for the strategy

2. Measures and Feedback

- We have defined leading indicators that show whether execution is moving in the right direction
- Strategy progress can be assessed weekly, not just after quarterly or annual results
- Lagging KPIs are used to confirm outcomes, not to steer execution

3. Visibility of Strategic Priorities

- Managers can clearly state the top strategic priorities without referring to a document
- Day-to-day decisions and trade-offs visibly reflect those priorities
- Teams understand what matters most now, not just what was agreed in planning sessions

4. Capacity and Workload

- Teams are operating below full capacity, with space to absorb new strategic work
- Not everything is marked as urgent
- There is a clear mechanism for limiting work in progress and resolving priority conflicts

5. Execution Cadence and Governance

- Strategy progress is reviewed as part of normal operational rhythms
- There is a regular, lightweight cadence focused on leading indicators
- Strategy discussions lead directly to decisions and adjustments in execution

Interpreting the Results

- **0–1 gaps:** The organisation is likely ready to absorb a new strategy.
- **2–3 gaps:** Targeted changes are needed before launching.
- **4–5 gaps:** Launching now will increase noise, delay, and execution failure.

A final note

Strategy rarely fails because of poor intent or weak ideas.

It fails when it is launched into systems that cannot absorb it.