



Execution Reliability Diagnostic Worksheet

A practical tool for leadership teams to assess and strengthen their operating system

Companion resource for The Execution Reliability Advantage

Purpose

This worksheet helps leaders identify the weakest link in the execution system before launching more activity. It follows the eight elements of the Execution Reliability Model: business condition; objectives, measures, and value; system view; problem-solving discipline; capability building; leadership ownership; operating cadence; and follow-through and sustainment.

How to use this resource

Use this as a 45- to 60-minute leadership discussion. Answer with facts where possible. If the team cannot answer a section clearly, treat that section as a signal rather than a failure.

1. Business Condition - Start Here

Begin with the condition of the business that must improve. A useful condition is described with facts, not general frustration.

Question / prompt	Notes / evidence / decision
What condition of the business must improve now?	<hr/> <hr/>
What is happening that should not be happening?	<hr/> <hr/> <hr/>
What should be happening that is not happening?	<hr/> <hr/> <hr/>
Why does this matter now? Consider customer, financial, risk, growth, and management capacity.	<hr/> <hr/> <hr/>
What current facts or measures describe the condition?	<hr/> <hr/> <hr/>

Clarity check

If the team cannot describe the condition in two or three sentences, stop and refine the condition before selecting tools, training, projects, or technology.

2. Objectives, Measures, and Value

Question / prompt	Notes / evidence / decision
What target condition should be reached in the next 30 to 90 days?	<hr/> <hr/>
What two or three measures will show progress?	<hr/> <hr/>
What value is at stake? Quantify where possible.	<hr/> <hr/>
What tradeoffs, boundaries, or scope limits must be understood?	<hr/> <hr/>

3. System View

The purpose is not to create a detailed value stream map. The purpose is to understand the flow of work, decisions, handoffs, and constraints that produce the current result.

Question / prompt	Notes / evidence / decision
Where does the work start and end?	<hr/> <hr/>
What major handoffs or delays affect the condition?	<hr/> <hr/>
Which decisions slow or interrupt flow?	<hr/> <hr/>
Where are ownership gaps or cross-functional friction points?	<hr/> <hr/>
Are leaders optimizing functions or improving the whole flow?	<hr/> <hr/>

4. Diagnostic Rating

Rate each element from 1 to 5. Use 1 for weak or unclear, 3 for partially defined, and 5 for strong and consistently practiced.

Execution element	1	2	3	4	5	Evidence / notes
Business condition clarity	[]	[]	[]	[]	[]	
Objectives, measures, and value	[]	[]	[]	[]	[]	
System view	[]	[]	[]	[]	[]	
Problem-solving discipline	[]	[]	[]	[]	[]	
Capability building	[]	[]	[]	[]	[]	
Leadership ownership	[]	[]	[]	[]	[]	
Operating cadence	[]	[]	[]	[]	[]	
Follow-through and sustainment	[]	[]	[]	[]	[]	

5. Problem-Solving Discipline

Question / prompt	Notes / evidence / decision
Do we understand the current condition before jumping to solutions?	<hr/> <hr/>
Are we identifying causes rather than symptoms?	<hr/> <hr/>
Are countermeasures being tested quickly enough to create learning?	<hr/> <hr/>
How are we checking whether the countermeasures are working?	<hr/> <hr/>

6. Capability, Ownership, Cadence, and Follow-Through

Question / prompt	Notes / evidence / decision
What capability is missing, and who needs to learn what?	<hr/> <hr/>
Who owns the business condition and the operating system around it?	<hr/> <hr/>
What weekly cadence will review performance, problems, decisions, and support?	<hr/> <hr/>
How will completed actions be verified?	<hr/> <hr/>
What standards or routines must be updated to hold the gain?	<hr/> <hr/>

7. Overall Diagnostic Summary

Weakest link in the execution system	Notes
<input type="checkbox"/> Business Condition	
<input type="checkbox"/> Objectives / Measures / Value	
<input type="checkbox"/> System View	
<input type="checkbox"/> Problem-Solving Discipline	
<input type="checkbox"/> Capability Building	
<input type="checkbox"/> Leadership Ownership	
<input type="checkbox"/> Operating Cadence	
<input type="checkbox"/> Follow-Through and Sustainment	

Question / prompt	Notes / evidence / decision
What is the single most important action we will take in the next 14 days?	<hr/> <hr/>
Who owns this action?	<hr/> <hr/>
When will leaders review progress?	<hr/> <hr/>