WHERE THE DIAGNOSTIC STARTS · FREE

Five signals that a gap exists between what the organization is delivering and what it is **now capable of**

ALIGNMENT & PERFORMANCE / FOR EXECUTIVES

The mandate to meet and exceed expectations has not changed. What is becoming less certain is how consistently that performance can be sustained as conditions compress.

> The gap opens where leadership, strategy and technology have stopped evolving together. Proximity is what hides the gap. You know more about how the organization operates than anyone in the building, and that same closeness gives you more ways to explain away the signals that are worth paying attention to.
>
> This is not a conversation about organizations that are failing. When delivery continues, there is little pressure to ask whether the organization is achieving what it is now capable of. The numbers quietly become the standard, and the gap widens unexamined. The question is not whether you are performing. It is whether what you deliver today is as much as the organization is now capable of.

TOM MAWHINNEY

01

Decisions waiting for consensus while the market has already moved

The organization is consistently arriving at decisions after the optimal window for making them has narrowed or closed. The alignment process is indistinguishable from delay.

> FROM THE EXECUTIVE SEAT
>
> *Are decisions moving more quickly through the organization than they were two years ago, or more slowly? What has changed?*

Where this is developed: Keeping Pace →

02

Strategy that reads well on paper but feels detached from market pace

The organization is executing with discipline against a strategy that is increasingly misaligned with current conditions. The assumptions behind it have not been genuinely tested since they were set.

> FROM THE EXECUTIVE SEAT
>
> *If you were setting this strategy today, knowing what you now know about current conditions, would it look materially the same as the one being executed?*

Where this is developed: Balancing Expectations →

03

Technology investment that is fragmented rather than connected

Technology has accumulated rather than compounded. Individual systems solve individual problems, and together they have created a coordination burden that was not there before the investments were made.

> FROM THE EXECUTIVE SEAT
>
> *Has the introduction of new technology over the past two years made the organization easier or harder to operate at the leadership level?*

Where this is developed: Why does execution still feel slower than it should, even after major technology investments? →

04

Leadership discipline that has quietly become drag rather than direction

The structures designed to create accountability and direction are consuming more organizational energy than they generate in value. Overhead has outlived the conditions that warranted it.

> FROM THE EXECUTIVE SEAT
>
> *Are there forums or processes that everyone privately acknowledges are not adding sufficient value, but that persist because removing them feels harder than maintaining them?*

Where this is developed: How do we speed up execution without creating more organizational complexity? →

05

Performance that still looks acceptable but the process has stopped producing learning

The organization is delivering against its commitments but is not getting smarter about what it does. Teams execute more reactively, surprises increase, and it runs harder to hold position rather than building momentum.

> FROM THE EXECUTIVE SEAT
>
> *Is the team learning faster than the environment is changing, at the same pace, or more slowly?*

Where this is developed: Cutting Through the Noise →

WHERE THIS GOES NEXT

They are indicators, not the full picture, and they are where the diagnostic starts rather than where it ends. A complete diagnostic looks at the maturity of each of the three variables, where synchronization is breaking down between them, and what is creating the gap in your particular context.

If the signals suggest a gap, there are two ways to take it further. *Falling Behind?* walks the full diagnostic seat by seat, at your own pace. When what you are seeing is a pattern rather than a single signal, an outside read is usually faster than working it out alone.

The thinking here is mine: every argument, every position, every judgment about what is worth your attention. Production is AI-assisted, which is what makes it possible to keep this current for three seats and to refresh it when conditions move. tommawhinney.studio/#how-this-is-made