Strategy approved. Execution still late.

Seven signs the system - not the plan - is failing.

1. Priorities multiply

New initiatives are added, but nothing is stopped, deferred or declined.

2. Accountability lacks authority

Executives own outcomes but cannot resolve the dependencies that determine them.

3. Supplier cost is isolated

Economics are reviewed separately from demand, delivery ownership and internal capability.

4. Dashboards do not trigger decisions

Activity is reported, but intervention thresholds remain undefined.

5. The CEO becomes the escalation system

Cross-functional issues remain open until the chief executive intervenes.

6. External dependency grows

Advisory support expands while internal execution capability weakens.

7. The Board sees status, not exposure

Reporting does not connect risk, ownership, economics and decision dates.

Diagnose before adding another initiative

Assess Strategy, Trust, Economics and Performance before committing more capital.