

Strategy Execution Scorecard

A one-page test for whether your priorities are living in the business or still living on a slide.

1. The three-question test

For every strategic priority, you should be able to answer three questions without looking anything up. If any one is missing, the priority is still on a slide.

Priority	Owner (one name)	The number that shows it's working	Next check date

Five lines is a ceiling, not a target. If you filled them all easily, ask what you are deliberately not doing.

2. Execution health check

Score each statement from 1 (not true) to 5 (consistently true) for the business as it operates today.

#	Statement	Score
1	Leadership can state the same top three priorities independently, in the same words.	
2	Every priority has one accountable owner with the authority to make decisions about it.	
3	Each priority is tied to a measure that moves within a quarter, not just at year end.	
4	We have stopped or paused at least one existing activity to make room for the strategy.	
5	Progress is reviewed on a fixed cadence and the review can change decisions.	
6	Teams can describe what they do differently on Monday because of the strategy.	
7	Trade-offs between competing priorities are settled by leadership, not left to teams.	
8	Decisions are made on current data and made fast enough to matter to the market.	

Reading your total (8–40): 8–19 — the strategy is mostly a document; start with ownership and measures. 20–30 — execution is partial; fix the lowest-scoring two statements first. 31–40 — execution is healthy; protect the review cadence and keep stopping things.

3. Prioritization worksheet

A strategy that tries to do everything does nothing well. Use this to decide what changes in the next 90 days.

Start	Continue	Stop or pause	Deliberately not this year

QUESTIONS TO SETTLE BEFORE YOU FILL IT IN

- Which single outcome would make this year a success, and what is the measure?
- Which current activity consumes the most capacity for the least strategic return?
- Where do two departments hold different versions of “the priority”?
- Which assumption in the plan has nobody tested in the last twelve months?

4. Review cadence

Rhythm	What gets reviewed	Who is in the room
Monthly	Each priority’s measure, blockers, and any owner needing a decision	Priority owners and the sponsor
Quarterly	Is the strategy still right? What did we stop? What needs to be rescheduled or dropped?	Full leadership team
Annually	Diagnostic refresh: performance, market position, tested assumptions	Leadership and board

Want a second pair of eyes on your scorecard?

Book a Business Advisory discovery call →