Are you built to deliver on strategy at pace and at scale?

Find out where your organisation is losing speed, and why you cannot steer it when it matters most.

WHY

As organisations scale, speed often does not. You may recognise some of these signs:

- Teams are pulling in opposite directions.
- Teams are spending more time aligning than working while dependencies stall progress.
- Executives are pulled into day-to-day decisions that are escalated unnecessarily.
- The value of product management is not showing at scale.
- AI was adopted but there is no increased business outcome.

Leaders want their organisation to move faster, adapt rapidly to market changes, and deliver value without constant executive intervention.

WHAT

This 10-minute assessment helps leaders and practitioners diagnose the capabilities that shape how the organisation decides, organises, operates and responds to real-world evidence to execute strategy at pace.

FOR WHOM

Leaders who recognise the pains of scaling, know their current operating model is limiting them, and are willing to trade control for steering when it matters most to deliver strategy at pace and at scale.

> **Do you want to discuss the results of your assessment or learn more about how to embrace change?** Book an appointment at www.pathleadership.com.

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PATH

How to fill it in: for each line, circle one number. 1 means the statement on the left is true for your organisation. 5 means the statement on the right is true.

Department / team _____ Role _____ Date _____

1 Are we organised around the right things?

	Low ownership	1	2	3	4	5	High ownership
1	When we discuss roadmaps we talk about what we are going to build (features, releases, dates).	①	②	③	④	⑤	When we discuss roadmaps we talk about what business outcome we are trying to achieve (problems, metrics, results).
2	Our products are based on organisational structure and tool ownership.	①	②	③	④	⑤	Products and services are clearly defined and delineated, based on customer outcomes and market segmentation.
3	Decisions are often deferred to senior leaders, even when the team has the information to decide.	①	②	③	④	⑤	Decisions are made by teams, leaders or senior leaders, following assigned authorities and boundaries.

2 Are we investing in the right things?

	Output-focused	1	2	3	4	5	Outcome-focused
4	Our success is evaluated based on shipping specific features on time and on budget, derived from a process that prioritises multiple projects across the portfolio.	①	②	③	④	⑤	Our success is evaluated based on achieving measurable business outcomes derived from a vision, shared across tech, commercial, operations and other teams, of how to achieve a positive impact for customers.
5	We invest in multiple bets, managing headcount across multiple priorities without considering total cost of ownership (TCO) and return on investment (ROI).	①	②	③	④	⑤	We invest in a few high-leverage bets, balancing our investment across a portfolio of validated and new problems to solve, and managing TCO and ROI.
6	We commit to yearly budgets and fund projects that we can deliver.	①	②	③	④	⑤	We fund bets iteratively, committing more funding if discovery reveals they will achieve the intended result and pivoting or defunding if not.

3 How do we collaborate to execute the strategy?

	Reactive	1	2	3	4	5	Proactive
7	Teams' prioritisation logic is unclear, often following the 'loudest voice'.	①	②	③	④	⑤	Teams use shared criteria to decide what comes first, and can explain why.
8	Value delivery is delayed as teams wait for each other or fail to align on timelines.	①	②	③	④	⑤	Teams collaborate to deliver end-to-end value on time, aligning timelines and unblocking each other.
9	Stakeholders treat our product team as an internal software service desk, and we do not review risks and trade-offs together.	①	②	③	④	⑤	We continuously collaborate with stakeholders on problem-solving and value creation, and regularly review risks and trade-offs together.

4 Are we acting on the right evidence and ready to make changes?

	Assumption-based	1	2	3	4	5	Evidence-based
10	We have limited access to metrics that can inform our decisions.	①	②	③	④	⑤	We consistently collect and analyse metrics and have thresholds in place that trigger decisions.
11	We have no feedback loops in place that let us know about the user and customer experience.	①	②	③	④	⑤	We share qualitative and quantitative customer insights across teams and use them in our decisions.
12	Changes are driven by assumptions, implemented without support and disrupt our ability to create value.	①	②	③	④	⑤	Changes are driven by evidence, come with the support we need, and cause limited disruption to our ability to create value.

5 How well do intent, evidence and decisions move across the organisation?

	Control	1	2	3	4	5	Visibility
13	Strategic context shared with teams is limited, and investments and leadership attention do not match priorities.	①	②	③	④	⑤	Clear strategic context (the "why" and "what matters most") is shared with teams and investments and leadership attention match priorities.
14	Information reaches decision-makers late, incomplete or filtered, leading to changes to our strategy, organisation and ways of working that are based on opinion, often protecting the status quo.	①	②	③	④	⑤	Decision-makers get complete and timely information, so that changes to our strategy, organisation, and ways of working are based on evidence, even if they challenge the status quo.
15	Decisions are made, but changes are slow, and we rarely see the results we expected.	①	②	③	④	⑤	When decisions are made, teams and leaders adapt effectively, and we see the results.