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| STRATEGY OPERATING RHYTHM CHECKLIST

IS STRATEGY BUILT INTO THE WAY YOUR ORGANISATION WORKS?

A strategy needs more than priorities and targets. It needs a regular rhythm that keeps those priorities visible, tests progress, creates accountability and enables timely decisions.

Use this checklist to assess whether your organisation has an operating rhythm that keeps strategy connected to execution.

01

STRATEGIC REVIEW

Do strategic priorities have a regular place in the calendar?

- ☐ Strategic priorities are reviewed at agreed intervals.
- ☐ The review cycle distinguishes between weekly, monthly, quarterly and annual issues.
- ☐ Strategic reviews are protected from being displaced by routine operational matters.
- ☐ Leaders know which forum is responsible for reviewing strategic progress.



ASK?

Where, specifically, do we review whether strategy is moving forward?

WATCH FOR:

Strategic priorities appearing in the plan but disappearing from regular leadership agendas

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02

LINE OF SIGHT

CAN LEADERS CONNECT CURRENT ACTIVITY TO STRATEGIC PRIORITIES?

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□ Major initiatives are clearly linked to strategic objectives.

□ Leadership discussions distinguish strategic work from business-as-usual activity.

□ Teams understand which priorities should receive the greatest attention.

□ New initiatives are tested against existing strategic commitments.

ASK?

Can we see how today's work contributes to the strategy?

WATCH FOR:

Large amounts of organisational activity without clear strategic relevance.

03

USEFUL INFORMATION

DOES THE REVIEW PROCESS PROVIDE INSIGHT RATHER THAN SIMPLY DATA?

- □ Reports show trends, not only current status.
- □ Material changes since the previous review are highlighted.
- □ Emerging risks and capacity constraints are visible.
- □ Reports explain what is affecting delivery.
- □ Leaders can distinguish activity from actual progress.

ASK?

What has changed, and what does it mean for execution?

WATCH FOR:

Green dashboards that provide reassurance without explaining whether strategic outcomes are actually being achieved.

04

DECISION-MAKING

DOES THE REVIEW PROCESS PROVIDE INSIGHT RATHER THAN SIMPLY DATA?

- □ Items for information, discussion and decision are clearly distinguished.
- □ Required decisions are identified before meetings.
- □ Decision authority is clear.
- □ Strategic decisions are not repeatedly deferred.
- □ Decisions are recorded and communicated.

ASK?

What needs to be decided to keep this priority moving?

WATCH FOR:

The same issue appearing repeatedly on agendas without resolution.

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05

ACCOUNTABILITY

DOES EVERY IMPORTANT ACTION HAVE AN OWNER?

- □ Strategic priorities have clearly identified accountable leaders.
- □ Actions arising from reviews have owners and deadlines.
- □ Outstanding actions are visible at the next review.
- □ Accountability is not diluted across large groups.
- □ Leaders can see where non-delivery is affecting strategic progress.

ASK?

Who is accountable for moving this forward before the next review?

WATCH FOR:

Actions rolling from one meeting to the next without clear ownership.

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06 CAPACITY

DOES THE ORGANISATION TEST PRIORITIES AGAINST AVAILABLE CAPACITY?

- ☐ Leadership reviews capacity constraints alongside strategic progress.
- ☐ Competing priorities are made visible.
- ☐ New initiatives trigger discussion about resources and trade-offs.
- ☐ Teams are not routinely expected to absorb significant additional work without reprioritisation.



ASK?

Do we have the capacity to deliver what we have committed to?

WATCH FOR:

Priorities multiplying while people, budget and leadership attention remain unchanged.

07

COURSE CORRECTION

CAN THE ORGANISATION RESPOND WHEN CIRCUMSTANCES CHANGE?

- □ Strategic assumptions are periodically reviewed.
- □ Priorities can be adjusted when evidence changes.
- □ Underperforming initiatives trigger intervention rather than repeated explanation.
- □ Leaders distinguish between temporary setbacks and structural problems.
- □ Decisions to stop, delay or redirect work are possible.

ASK?

What needs to change because of what we now know?

WATCH FOR:

Continuing with the original plan simply because it was approved.

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08

BOARD AND EXECUTIVE RHYTHM

ARE GOVERNANCE AND MANAGEMENT ROLES CLEAR?

- ☐ Executives review execution frequently enough to manage delivery.
- ☐ The board receives sufficient strategic visibility without becoming operational.
- ☐ Matters requiring board oversight are clearly distinguished from management decisions.
- ☐ Reporting to the board focuses on material performance, risk and strategic choices.

ASK?

Is each governance level discussing the right issues at the right frequency?

WATCH FOR:

Boards becoming operational or, at the other extreme, seeing delivery problems only after they have become significant.

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QUICK DIAGNOSTIC

REVIEW YOUR RESPONSES AND IDENTIFY WHERE THE OPERATING RHYTHM IS WEAKEST.

If most of the checklist is in place

Your organisation has a useful foundation. Focus on the areas where meetings, reporting or accountability could be sharper.

If several areas are inconsistent

Your strategy may be clear, but the management rhythm supporting execution needs strengthening.

If many elements are missing

Strategy may be relying too heavily on individual leadership effort rather than a repeatable organisational process.

5 QUESTIONS
TO TAKE AWAY

1 Where do we regularly review strategic progress?

2 What information tells us whether execution is on track?

3 What decisions are currently holding priorities back?

4 Who is accountable for the next action?

5 What will we change if the strategy is not progressing as expected?

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GoldOurs helps boards and executive teams strengthen the connection between ***strategy, governance, accountability and execution****.*

Strategy stays alive when it has a regular place in the way the organisation works.