

Board Execution Integrity Checklist

A one-page test of whether execution is clean, scalable and system-driven - or being held together by leadership effort.

How to use

Mark each question as clean (✓), at risk (!), or not in place (X). Use the pattern of marks to identify where execution depends on individual effort rather than a reliable operating rhythm.

Area	Test question	Status (✓ / ! / X)
Priorities	Can the Board name the three execution priorities for the current period without qualification?	✓ ! X
Priority trade-offs	Is there clear evidence that lower-value work has been stopped or slowed?	✓ ! X
Decision rights	Does each major priority have a named person with authority to make timely decisions?	✓ ! X
Escalation	Are blocked decisions escalated early enough to prevent hidden delay?	✓ ! X
Leadership load	Would execution continue at pace if one or two senior leaders stepped back for a month?	✓ ! X
Consistency	Are the same execution routines used across teams, rather than recreated locally?	✓ ! X
Accountability	Do accountable leaders have the authority, information and support required to deliver?	✓ ! X
Coordination	Are cross-team dependencies visible before they become delivery risks?	✓ ! X
Capacity	Is the organisation protecting capacity for the work it says matters most?	✓ ! X
Initiative load	Is there a clear limit on the number of active initiatives at any one time?	✓ ! X
Governance visibility	Can governance see the truth of progress without relying on optimistic reporting?	✓ ! X
Feedback loops	Are lessons from execution reaching decision-makers quickly enough to change course?	✓ ! X
Dependency risk	Are critical dependencies owned, timed and reviewed before they threaten delivery?	✓ ! X
Sustainability	Can the current level of performance be sustained without repeated exceptional effort?	✓ ! X

Interpretation

If multiple "!" or "X" marks appear, this usually indicates structural strain. The issue is likely system-level, not performance-level. More effort or more initiatives will not fix it.

If this checklist surfaces more questions than answers, that is often where the real work begins.

How to use

1. Mark each line

Choose one status for each question.

2. Look for patterns

Several warning marks usually point to strain in the operating system, not isolated poor...

3. Discuss the pressure

Ask where delivery relies on senior rescue, informal workarounds or a small number of people.

Status key

- ✓ Clean
- ! At risk
- X Not in place

Board prompt

What would have to be true for this to run without repeated senior rescue?

Meeting / context

Date