



STERADIAN INSIGHTS

EXECUTIVE INSIGHT REPORT

# Strategic alignment—not operational horsepower—is the binding constraint on execution readiness.

## Acme Industries Q3 2026 Cycle

Diagnostic period: 2026-05-10

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### DIAGNOSTIC FRAMEWORK

A proven method to map alignment across what matters most.



### EVIDENCE-BASED SCORES

Quantified scores to benchmark, prioritize, and track progress.



### BOARD-READY INSIGHTS

Concise, decision-grade insights tailored for the boardroom.

# Prepared for the leadership team

This diagnostic measures the gap between how the executive team *believes* it is aligned and how its assumptions actually diverge — across strategy, capability, market posture, and execution risk.

<b>CLIENT</b>	Acme Industries Q3 2026 Cycle
<b>DIAGNOSTIC PERIOD</b>	2026-05-10
<b>INSTRUMENT</b>	Steradian Alignment Instrument · 91 items
<b>STATUS</b>	Report Generated
<b>REPORT ID</b>	SI-2026-0510-ACME

### Three signals, in order

**1 · Alignment.** Where the team agrees with itself, and where it does not.

**2 · Capability.** Whether the organization can deliver what it has agreed on.

**3 · Posture.** How the industry is moving against, with, or around the plan.

<b>91</b> Assessment items	<b>4</b> Signal domains	<b>0–100</b> Score range
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# Strategic alignment—not operational horsepower—is the binding constraint on execution readiness.

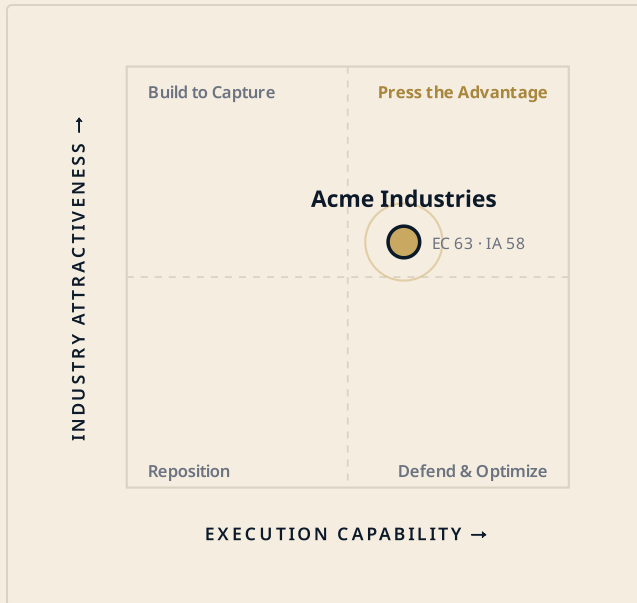
Execution capability (63) runs ahead of strategic assumption alignment (56) by 7 points. The organization has operational horsepower but is held back by misalignment across strategic assumptions—closing that gap will unlock durable results.

<p><b>Steradian Score</b></p> <p><b>59</b></p> <p><math>\sqrt{EC \times SAA}</math> · Steradian Score — Strategic execution readiness.</p>	<p><b>Execution Gap</b></p> <p><b>+12.8</b></p> <p>Capability not yet converted into demonstrated outcomes.</p>
<p><b>Industry Attractiveness</b></p> <p><b>58</b></p> <p>IA · Five-forces composite</p>	<p><b>Strategic Assumption Alignment</b></p> <p><b>56</b></p> <p>SAA · Outlook × Clarity</p>

THREE TAKEAWAYS		
	<b>STRENGTH</b>	Execution capability (63) leads alignment (56). Leadership has the horsepower to deliver once assumptions converge.
	<b>GAP</b>	Strategic assumption alignment is the binding constraint. Ambiguity and divergence are slowing decisions and execution.
	<b>ACTION</b>	Align on the few assumptions that matter most. Make them testable. Reallocate based on evidence.

# Strategy–environment fit

The canonical frame: Industry Attractiveness against Execution Capability. Acme Industries sits in *Press the Advantage* — a favorable environment matched by capability that is ahead of the field, with room to convert.



● **Press the Advantage**

Attractive industry, capability ahead of peers. Lean in — the constraint is internal alignment, not the market.

● **Build to Capture**

Attractive industry, capability behind. Invest to close the gap before the window narrows.

● **Defend & Optimize**

Tougher industry, strong capability. Protect the position and harvest efficiency.

● **Reposition**

Tough industry, capability behind. Re-evaluate where the business competes.

INDUSTRY FORCE	READING	HORIZON	INTERPRETATION
<b>Competitive rivalry</b>	<b>TAILWIND</b>	Leverage now	Competitive rivalry is structurally supportive — leverage while favorable.
<b>Threat of new entrants</b>	<b>NEUTRAL</b>	24 mo	Threat of new entrants is balanced — neither structurally helpful nor disruptive.
<b>Bargaining power of buyers</b>	<b>NEUTRAL</b>	12 mo	Bargaining power of buyers is balanced — neither structurally helpful nor disruptive.
<b>Bargaining power of suppliers</b>	<b>TAILWIND</b>	Leverage now	Bargaining power of suppliers is structurally supportive — leverage while favorable.
<b>Threat of substitutes</b>	<b>HEADWIND</b>	Near-term — board attention	Threat of substitutes is pressuring position — explicit board attention warranted.

*Horizon reflects structural-pressure framing modulated by the current reading — a planning convention, not a measured response.*

# Where the team only believes it agrees

SAA is a standalone signal. A high median with wide dispersion is still a gap — the team has not yet converged on what it knows.

Alignment score

# 56

Outlook × Clarity

A high median with wide dispersion is still a gap — the team has not yet converged on what it knows.

## Dispersion by assumption

**Moderate** · Over the next 3 years, customer/buyer power in our industry is likely to: · Outlook alignment 37.5

**Moderate** · Over the next 3 years, capital availability and strategic M&A activity in our industry are likely to: · Outlook alignment 37.5

**Moderate** · Over the next 3 years, price-based competition in our industry is likely to: · Outlook alignment 50.0

**Moderate** · Over the next 3 years, regulation in our industry is likely to become: · Outlook alignment 50.0

**High** · The industry assumptions behind our current strategy are explicit and shared across leadership. · Med 62.5 · IQR 43.8–81.2

Ranked by spread, not low score. Full top-10 appendix in Methodology.

# Capability scorecard

DOMAIN	CURRENT	FUTURE	GAP	INTERPRETATION
Strategy	<b>65.0</b>	60.0	-5	balanced; meeting current needs
Product	<b>66.7</b>	62.5	-4.2	balanced; meeting current needs
Operations	<b>55.0</b>	65.0	+10	below benchmark; investment warranted   ambition gap >8 pts; explicit sponsorship needed
Sales	<b>55.0</b>	60.0	+5	below benchmark; investment warranted   ambition gap; track quarterly
Talent	<b>65.6</b>	71.9	+6.2	balanced; meeting current needs   ambition gap; track quarterly
Innovation	<b>62.5</b>	68.8	+6.2	balanced; meeting current needs   ambition gap; track quarterly
Digital	<b>70.0</b>	70.0	+0	leading domain

**Reading this table.** Current is the cohort median (0-100); Future is the near-term projection; Gap is the delta. A high gap marks latent capability that alignment can unlock.

# What capability has delivered

Track Record sits at 50.0 against an Execution Capability of 63 — the +12.8 Execution Gap. Scores reflect the cohort median across 8 leadership responses in this assessment.

<b>63</b> Execution Capability — the ceiling the team can reach when aligned.	<b>50.0</b> Track Record — what has been demonstrated under current conditions.	<b>+12.8</b> Execution Gap — latent capacity waiting on alignment to convert.
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The gap is not a deficiency; it is unrealised potential. Every point closed between Track Record and Capability is execution the board has already paid for — and the action plan in Section 9 is the sequence that closes it.

# The behaviour behind the numbers

Each scored domain is anchored to observed evidence drawn from the instrument and the cohort's response pattern — not self-report.

DOMAIN	LEADING INDICATOR	EVIDENCE IN THE COHORT
<b>Product platform</b>	Build velocity vs. roadmap	Architecture rated lowest and most divergent; substitution risk maps directly onto this domain.
<b>Go-to-market clarity</b>	Segment-to-account mapping	Two leaders assign the same named accounts to different segments — the spread is the signal.
<b>Operations rigor</b>	Quality trend, 90-day	Throughput on plan; quality softening, with disagreement on whether it is seasonal.
<b>People &amp; second line</b>	Bench depth, critical roles	Product and operations benches thin; succession unresolved at the second line.
<b>Customer outcomes</b>	Retention & expansion	Logo retention above benchmark; expansion the one soft metric, read structurally by most.

# The sequence that closes the gap

<i>i.</i>	<b>Socialize binding constraint</b> Socialize the binding constraint (Alignment, score 56) in your next executive forum.	PRIORITY	P1
		OWNER	CEO
		SUGGESTED HORIZON	30 days
<i>ii.</i>	<b>Assign domain owner — Operations</b> Assign an executive sponsor to Operations ( $\Delta$ 10.0) — the largest current-to-future ambition gap in this assessment.	PRIORITY	P2
		OWNER	CEO
		SUGGESTED HORIZON	60 days
<i>iii.</i>	<b>Stress-test industry assumptions</b> Stress-test the optimism between leader-stated industry attractiveness (75.0) and forces-derived attractiveness (58.3). The 17-point gap warrants explicit board discussion.	PRIORITY	P3
		OWNER	CEO + Board
		SUGGESTED HORIZON	60 days
<i>iv.</i>	<b>Resolve outlook divergence</b> Resolve outlook items below 50% alignment in working sessions: OUT-03, OUT-06.	PRIORITY	P4
		OWNER	CEO + executive team
		SUGGESTED HORIZON	90 days
<i>v.</i>	<b>90-day checkpoint</b> Schedule a 90-day re-assessment checkpoint against this baseline to confirm alignment gains and reset priorities if drift appears.	PRIORITY	P5
		OWNER	CEO
		SUGGESTED HORIZON	90 days

# How this diagnostic was produced

A 91-item leadership assessment, scored against a calibrated reference cohort. Scores report the median and the inter-quartile spread; the spread carries as much signal as the median.

<h2 style="margin: 0;">91</h2> <p style="margin: 0;">Assessment items across strategy, capability, market, and execution.</p>	<h2 style="margin: 0;">4</h2> <p style="margin: 0;">Signal domains, each scored 0–100 with dispersion.</p>	<h2 style="margin: 0;">0–100</h2> <p style="margin: 0;">Unscaled score range. Likert spread <math>\geq 25</math> surfaces Moderate divergence; <math>\geq 50</math> High. Directional items use 33.3 / 66.7.</p>
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Industry force horizon labels (\$4) reflect structural-pressure framing modulated by the current reading — a planning convention, not a measured response.

## Top divergence items (appendix)

#	DOMAIN	QUESTION	SEVERITY	DISPERSION
1	<b>Future Industry Outlook</b>	The industry assumptions behind our current strategy are explicit and shared across leadership.	High	Med 62.5 · IQR 43.8–81.2
2	<b>Product &amp; Innovation Development</b>	Current: Net-new products released in the past 24 months met their stated launch criteria. Future: Products planned for the next 12 months have clear, measurable launch criteria.	High	Med 62.5 · IQR 43.8–81.2
3	<b>Corporate Strategy and Vision</b>	Our Board's posture encourages calculated risk-taking on major strategic decisions.	High	Med 62.5 · IQR 43.8–81.2
4	<b>Operations &amp; Delivery</b>	Customer-facing incidents are resolved within stated service standards.	High	Med 75.0 · IQR 50.0–81.2
5	<b>Sales, Branding &amp; Marketing</b>	Frontline sellers have the tools and training needed to win deals.	High	Med 75.0 · IQR 50.0–81.2
6	<b>Talent Management</b>	Diversity and inclusion outcomes are reviewed by leadership using consistent metrics and concrete follow-up.	High	Med 75.0 · IQR 50.0–81.2
7	<b>Digital Transformation &amp; Automation</b>	Current: Major technology deployments in the past 24 months reached adoption targets on time. Future: Major technology deployments planned for the next 12 months have clear adoption targets, accountable owners, and review cadence.	High	Med 62.5 · IQR 50.0–75.0

# Intellectual property

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