



EMS Consulting Group

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Executive Stability & Viability Diagnostic

A decision-forcing leadership diagnostic to identify the single constraint limiting enterprise performance.

Purpose

This executive diagnostic is designed to identify where leadership inconsistency, misalignment, or drift is eroding enterprise performance—in profit, speed, risk exposure, or strategic clarity.

This is not a culture survey, engagement survey, or maturity model.

It is a decision-forcing diagnostic intended to surface the single leadership constraint that most limits business performance right now.

How to Use This Diagnostic

- Complete in 10 minutes
- Rate each statement 1–5 based on what actually happens under pressure
- This is a leadership mirror, not a scorecard for optics
- The lowest-scoring section identifies the leadership condition creating the greatest business drag

Rating Scale

- 1 Rarely true / leadership intent breaks down
- 2 Inconsistently true / depends on the leader
- 3 Situational / works until pressure hits
- 4 Usually true / repeatable
- 5 Consistently true / how we actually operate

1. Strategic Clarity (Enterprise Direction)

This section tests whether strategy truly governs decisions—or merely decorates slides.

Statement	Rating (1-5)
Our value promise is explicit and understood beyond the executive team.	
We are clear about who we serve and what success looks like in business terms.	
Strategic priorities are limited, stable, and executable.	
We consistently say no to initiatives that dilute focus.	
Leaders can connect daily decisions to enterprise priorities without interpretation.	
Section Average	

2. Leadership Principles Under Pressure

This section reveals whether leadership behavior is predictable when it matters most.

Statement	Rating (1-5)
We have explicit leadership principles that guide decisions.	
Leaders model these principles even when it is inconvenient.	
Principles are used to resolve conflict—not politics or hierarchy.	
Hiring, promotion, and removal decisions reflect stated principles.	
Leadership behaviors reinforce—not contradict—our stated values.	
Section Average	

3. Organizational Alignment (Execution System)

This section exposes whether work actually supports strategy—or merely consumes capacity.

Statement	Rating (1-5)
Strategy is translated into measurable outcomes, not just initiatives.	
Decision rights are clear across functions.	
Work is prioritized through a single enterprise system.	
Capacity constraints are understood and protected.	
Dependencies and risks are surfaced early—not discovered late.	
Section Average	

4. Ownership & Decision Authority

This section determines whether leadership is enabling speed—or acting as the bottleneck.

Statement	Rating (1-5)
Leaders delegate authority with clear guardrails.	
Teams have access to the information needed to decide well.	
Managers coach judgment rather than supervise tasks.	
Capability is intentionally developed, not assumed.	
Commitments are honored and consequences are real.	
Section Average	

5. Learning, Adaptation & Change

This section tests whether the organization improves—or repeats expensive mistakes.

Statement	Rating (1-5)
We address root causes, not symptoms.	
We test changes before scaling them.	
Learning is reviewed on a predictable cadence.	
Failed experiments generate insight, not blame.	
Waste (rework, delay, etc.) is visibly reduced over time.	
Section Average	

6. Measures That Matter

This section reveals whether leadership can tell—early—if strategy is working.

Statement	Rating (1-5)
We track outcomes, not just activity.	
Measures have clear ownership and cadence.	
Metrics drive decisions, not explanations.	
Measures align tightly with enterprise priorities.	
Performance shifts are visible in weeks, not quarters.	
Section Average	

Interpreting Your Results

The lowest-scoring section represents the leadership condition currently limiting enterprise performance.

If scores are clustered, focus on the section creating the greatest business pain (missed commitments, slow decisions, margin erosion, leadership drag).

Stability Index = Sections 1, 2, 6 (Direction, Behavior, Measurement)

Viability Index = Sections 3, 4, 5 (Execution, Ownership, Learning)

Organizations change effectively only when they are stable where it matters.

What This Diagnostic Is Not

- Not a benchmark
- Not a culture survey
- Not an engagement tool
- Not an implementation roadmap

What It Is

- A leadership mirror
- A constraint identifier
- A starting point for executive-level decisions

Next Step

The right next step is an executive conversation to translate leadership gaps into business risk or opportunity, quantify the cost of the constraint, and determine whether intervention is warranted.

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