

Transformation Leadership Scorecard

Purpose

Assess whether leaders have created the clarity, accountability, trust, capacity, and outcome discipline required to sustain transformation.

How to use this tool

Score observable leadership behavior and operating evidence, not stated intent. Complete the scorecard with the accountable executive group. Use a 1-to-5 scale, where 1 means not established and 5 means consistently demonstrated and continuously improved. Identify the lowest material condition and assign one owned 30-day action.

Executive questions

- Can every accountable leader state the same business outcome and material tradeoffs?
- Which decisions repeatedly escalate or remain unresolved?
- Do governance forums remove barriers or primarily collect status?
- Where do executive behavior, funding, and stated priorities conflict?
- Does leadership capacity reflect dependencies and competing commitments?
- What evidence shows improved capability or value beyond delivery activity?

Leadership readiness dimensions

Dimension	Leadership test	Score 1-5	Evidence	Priority gap
Outcome clarity	Leaders define the business outcome, affected stakeholders, required capability, and evidence of progress.			
Strategic alignment	Priorities, funding, tradeoffs, and executive behavior reinforce the same direction.			
Decision ownership	Material decisions have one accountable owner, appropriate authority, boundaries, and escalation.			
Governance effectiveness	Forums resolve decisions and risk at the required pace instead of adding reporting and delay.			
Trust and transparency	Leaders communicate evidence, uncertainty, commitments, and changes consistently.			
Leadership capacity	Executive attention, delivery capacity, skills, funding, and change absorption match the priority.			
Execution discipline	Dependencies, decisions, risks, commitments, and corrective actions remain visible and owned.			
Value measurement	Leaders evaluate improved decisions, work, capability, customer outcomes, and value rather than activity.			

Score interpretation

Add the eight scores and divide by eight.

Average	Leadership condition	Executive direction
1.0-1.9	Leadership system not established	Pause expansion and establish outcome, ownership, decision, and capacity fundamentals.
2.0-2.9	Inconsistent leadership conditions	Resolve the lowest material conditions before increasing transformation commitments.
3.0-3.9	Defined but uneven	Proceed with explicit leadership actions, evidence, owners, and review triggers.

Average	Leadership condition	Executive direction
4.0-4.6	Established leadership system	Sustain the practices and address emerging friction as scope changes.
4.7-5.0	Adaptive leadership system	Continue learning and reallocating attention using outcome, trust, and friction evidence.

Average score: _____ Leadership condition: _____

Lowest material dimension: _____

Business friction created by this condition:

Evidence review

Leadership signal	Recent evidence	Confidence high/medium/low	What must change
Decisions and tradeoffs			
Governance and escalation			
Commitments and behavior			
Capacity and dependencies			
Outcomes and learning			

Owned 30-day improvement actions

Leadership action	Accountable leader	Decision or behavior changed	Evidence expected in 30 days	Review date

Executive decision

Which leadership condition most constrains transformation now?

What behavior, decision, or operating practice must change first?

Who owns the change? _____ Review date: _____

Leadership commitment check

- ☐ Leaders can state the same business outcome and material tradeoffs.
- ☐ Every significant decision has one accountable owner.
- ☐ Governance removes barriers at the pace the work requires.
- ☐ Executive behavior and funding reinforce stated priorities.
- ☐ Capacity reflects dependencies and competing commitments.
- ☐ Trust is strengthened through consistent evidence and delivery.
- ☐ Success is measured through improved capability and business value.