

The Leadership Execution Scale

Five stages of execution maturity — and the leadership shifts that drive progression

Key insight: OKRs are a Level 3–4 mechanism. At Level 1–2 they don't transform companies — they become another thing the founder must personally

1 Founder-Dependent... Everything through you...	2 Functional Silos... Working — not together...	3 Structured Alignment... Something works — sustain it...	4 Disciplined Execution... Company executes — you lead...	5 Institutionalised Growth... Organisation grows — you scale...
<ul style="list-style-type: none">• Decisions need your input...• Priorities follow your attention...• Team waits — rarely decides...• Execution stops when you stop...	<ul style="list-style-type: none">• Departments optimise locally...• Cross-functional friction high...• Blame over accountability...• Founder sees the whole picture...	<ul style="list-style-type: none">• Priorities becoming shared...• Cross-functional planning grows• Review cadence emerging...• Leadership ownership rising...	<ul style="list-style-type: none">• Decisions at the right level...• Accountability real & shared...• Consistent review rhythm...• Founder asks strategic questions	<ul style="list-style-type: none">• Systems scale independently...• Governance rhythm stable...• Org learning embedded...• Founder freed for long horizon...
OKRs won't survive here...	OKRs stay siloed...	OKRs begin to take hold...	OKRs working as designed...	OKRs are operating language...
All 5 bottlenecks active...	3 bottlenecks persist...	2 bottlenecks remain...	Bottlenecks resolved...	Sustained excellence...

THE 5 FOUNDER BOTTLENECKS — active at Level 1; 3 persist at Level 2

Decision... Needs your... approval...	Priority... Your attention... is the agenda...	Information... Context sits... only with you...	Accountability... Follow-up drives... execution...	Culture... Org mirrors... your behaviour...
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■ Primary at Level 1 (Decision, Priority) ■ Compound at Level 2 (Info, Accountability, Culture)

OKR READINESS

Not yet... Level 1	Too early... Level 2	Begins here... Level 3	Fully effective... Level 4	Embedded... Level 5
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