



DECISION-TO-EXECUTION DIAGNOSTIC

Decision-to-Execution Diagnostic Pack

An evidence-based diagnosis of what is slowing the initiative, who owns the critical decisions, and what should happen over the next 30 days.

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SAMPLE ENGAGEMENT

Enterprise Reporting Modernization

EXECUTIVE SPONSOR

Chief Data Officer

DOCUMENT CONTROL

July 30, 2026

ILLUSTRATIVE SAMPLE

Executive Constraint Brief

What is happening, what is slowing the initiative, what the evidence supports, and what the sponsor needs to decide next.

SITUATION OVERVIEW

The modernization programme is approaching a funding and architecture gate, but executive reporting cannot be trusted. Four metric definitions remain in use, critical ownership decisions are unresolved, and reporting data arrives up to seven days late.

PRIMARY EXECUTION CONSTRAINT

No executive decision has established one metric standard and accountable data owners. Teams are automating conflicting logic across multiple sources, creating rework, reporting delays, and low confidence in the output.

SPONSOR DECISION REQUIRED · DAY 3

Approve the enterprise metric standard and named data owners by Day 3. Pause further reporting automation until the decision is implemented.

WHY IT MATTERS NOW

Every new source hard-codes the conflict, increases rework, and makes the target reporting platform harder and more expensive to unwind.

Constraint confidence: Medium-high
Validate source readiness and owner capacity before Day 5.

EVIDENCE	SOURCE	VALIDATION STATUS
01 32% of reports require manual rework	Status report review	Corroborated
02 Four definitions of key metrics remain in use	Metric inventory	Client-provided
03 Ownership for data quality is unclear	Ownership workshop	Stakeholder-reported
04 Reporting data arrives five to seven days late	Latency report	Partially validated
05 Stakeholder interviews indicate confusion and low confidence	Interview summary	Stakeholder-reported

PRINCIPAL RISKS

- Delayed executive decisions
- Continued manual rework
- Low confidence in reporting
- Automation built on conflicting definitions

KEY ASSUMPTIONS

- Executive sponsorship remains active
- Core data sources remain available
- Business owners can join weekly reviews
- Priority reporting scope remains stable

Executive Constraint & Action Map

Constraint, evidence, dependencies, and the recommended action sequence.

INITIATIVE

Enterprise Reporting Modernization

DESIRED OUTCOME

Reliable executive reporting built on one agreed definition and one accountable owner for each critical metric.

PRIMARY CONSTRAINT

Conflicting metric definitions and unclear data ownership

This is driving manual rework, reporting delays, and low confidence in executive reporting.

Sponsor decision

SUPPORTING EVIDENCE

- 01 32% of reports require manual rework
- 02 Four definitions of key metrics remain in use
- 03 Ownership for data quality is unclear
- 04 Reporting data arrives five to seven days late
- 05 Stakeholder interviews indicate confusion and low confidence

DIRECTLY COUPLED DEPENDENCIES

- 01 Approved metric standard
- 02 Named data owners
- 03 Priority source access
- 04 Integration roadmap
- 05 Reporting platform availability

RECOMMENDED ACTION SEQUENCE

- 1 Agree critical metrics and success criteria
- 2 Assign accountable data owners
- 3 Baseline data quality and latency
- 4 Confirm architecture direction and priority sources
- 5 Implement and validate priority pipelines

DECISION OWNER

Chief Data Officer

DELIVERY OWNER

Reporting Modernization
Program Lead

NEXT REVIEW POINT

Day 14 sponsor review

OUT OF SCOPE

Core platform replacement
Enterprise-wide data strategy
Full operating-model redesign

Decision & Ownership Map

Six decisions, accountable owners, required evidence, deadlines, and escalation triggers.



30-Day Execution Plan — Overview

Five workstreams, named owners, measures, and sponsor checkpoints for the first 30 days.

PRIORITY WORKSTREAM	OWNER	Planned Review Sponsor decision				DEPENDENCY · MEASURE · CHECKPOINT			READINESS AT HANDOFF
		WEEK 1	WEEK 2	WEEK 3	WEEK 4				
Metric definitions and ownership	Chief Data Officer					Sponsor alignment	Definitions agreed	Sponsor sign-off	Sponsor decision required
Data quality baseline	Data Quality Lead					Source access	Baseline complete	Baseline reviewed	Ready to launch
Priority source integration	Solution Architect					Integration roadmap	Direction confirmed	Decision criteria approved	Dependency unresolved
Core reporting automation	Analytics Lead					Stable source data	Reports validated	Sponsor demo approved	Planned
Change and readiness	Change Lead					Outcome evidence	Review completed	Next plan approved	Planned

Sponsor Decision Required

Confirm the metric standard, owners, architecture direction, and first two source integrations.

Leading Indicator

Critical metrics with an accountable owner

Progress Indicator

Priority actions completed at checkpoint

Outcome Indicator

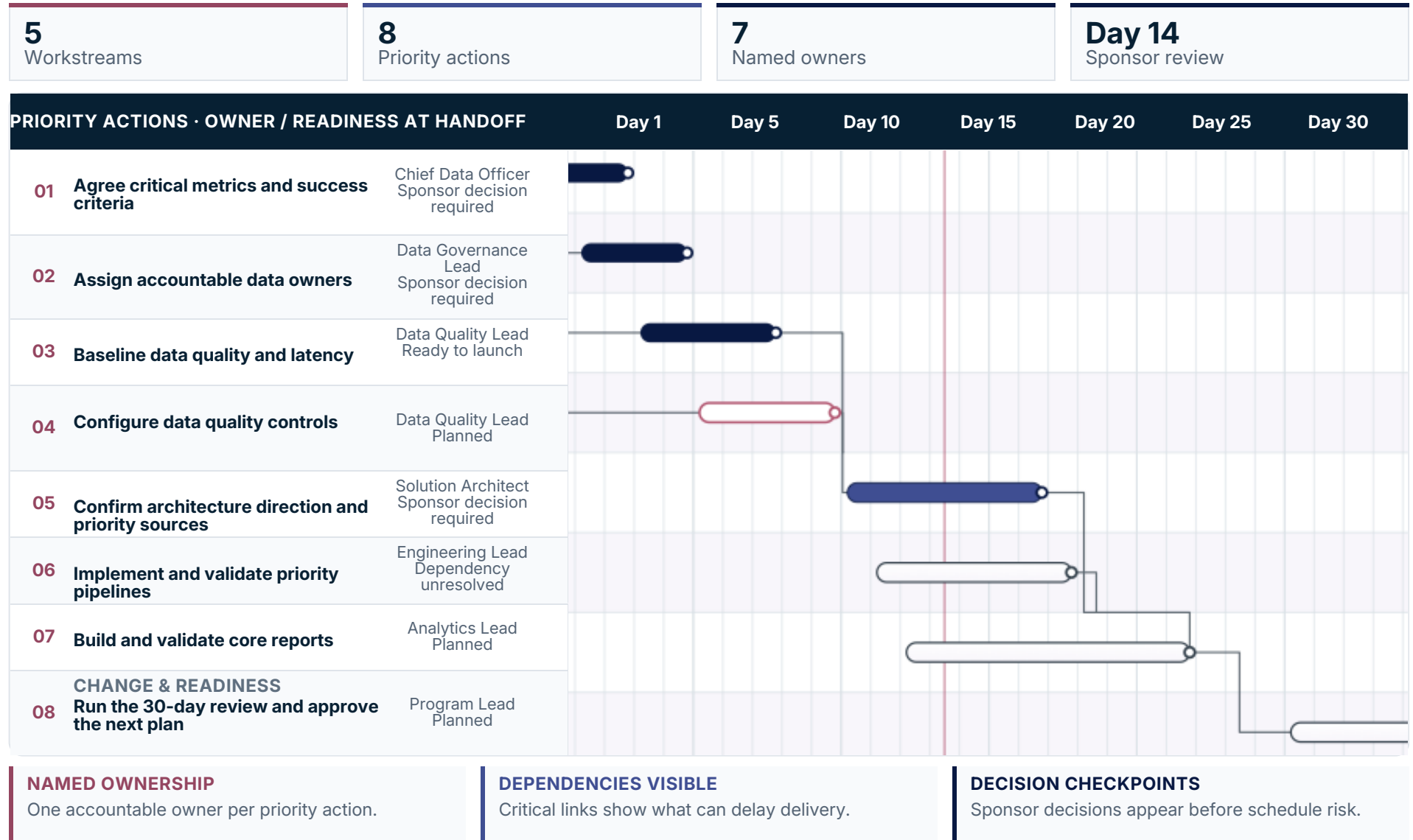
Core reports meeting the reliability target

Quality Indicator

Data quality controls passed

30-Day Execution Roadmap

Priority actions, owners, dependencies, and sponsor checkpoints across 30 days.



Illustrative roadmap. Client delivery views are adapted to the tools and operating environment in scope.