EXECUTIVE DECISION STRAIN DIAGNOSTIC

This framework is an executive lens to spot where institutions quietly lose control as complexity grows.

1. Signal Latency
Key question: How quickly do material issues become visible to executive leadership?

STRAIN APPEARS WHEN	HEALTHY ORGANIZATIONS
• Issues surface late or after impact • Information is fragmented across teams • Leadership relies on periodic reports	• Surface exceptions early • Detect patterns, not just incidents • Maintain continuous visibility

2. Decision Flow
Key question: Where do decisions slow down, escalate unnecessarily, or stall?

STRAIN APPEARS WHEN	HEALTHY ORGANIZATIONS
• Routine decisions require senior intervention • Approvals cluster around a few individuals • Committees replace clear accountability	• Delegate decisions within clear guardrails • Reserve escalation for true exceptions • Maintain decision velocity without loss of control

3. Control Embedding
Key question: Are controls part of daily work or added after the fact?

STRAIN APPEARS WHEN	HEALTHY ORGANIZATIONS
• Compliance depends on manual effort • Controls increase cost and friction • Issues are discovered through audits	• Embed controls within workflows • Execute controls continuously • Reduce cost while improving assurance

4. Trust Stability
Key question: Where is confidence eroding across the organization or its stakeholders?

STRAIN APPEARS WHEN	HEALTHY ORGANIZATIONS
• Data is questioned internally • Customer or partner disputes increase • External scrutiny becomes corrective	• Operate from a single source of truth • Resolve issues quickly • Build confidence through consistency

5. Leadership Focus
Key question: What occupies executive time today?

STRAIN APPEARS WHEN	HEALTHY ORGANIZATIONS
• Leaders are drawn into operational issues • Strategy time is displaced by firefighting • Decisions rely on informal updates	• Focus leadership on trajectory, not noise • Address issues before escalation • Support decisions with continuous insight