

Value Gap Diagnostic

Discover where your operating model leaks value in strategy delivery.

Do: Write your score for each row in the last column and circle your top two gaps.

Why: So you can see where your operating model leaks value (latency, rework, WIP).

Result: You will see your top constraints and where to focus for the next 90 days.

Dimension	Low (1)	Medium (2)	High (3)	Score
Mandate & Governance	Compliance focus; many approvers; no stop/defer authority	Mandate vague; decisions slow/inconsistent	Value-steering mandate; few approvers; clear escalation SLAs	
Strategy Translation & Portfolio Alignment	Ad hoc intake; priorities unclear; everything is #1 priority	Priorities named but compete; limited capacity; slow progress	Themes drive intake; demand triaged to capacity; visible roadmap	
Portfolio Optimization & Capital Allocation	Annual, political funding; no reprioritization	Stage funding exists; heavy and slow operating model	Progressive funding by value signals; quarterly rebalancing	
Value, Benefits & KVIs	Benefits forgotten post-approval; no strategic alignment	Tracking sporadic after delivery; value not measured	KVIs steer decisions continuously; value protected & realized	
Delivery Oversight & Controls	Status theater; rework; late surprises	Standard reviews, checklist-heavy; mixed quality	Lean standards enable flow; issues surfaced early; accelerated results	
Risk & Assurance	Logged not managed; assurance = paperwork	Gates happen; depth varies; reactive escalation	Proportional assurance; triggers tied to value exposure	
Digital & Data Backbone	Tool sprawl; manual reconciliation; finance/delivery misaligned	Primary tool; no single source of truth; limited transparency	One portfolio backbone with finance integration; automation reduces effort; strong visibility	
Learning & Continuous Improvement	Lessons lost; repeat mistakes; sameness	Retros exist; changes rarely stick	Quarterly learn-and-tune cadence; improvements embedded	
Enterprise Change & M&A	Adoption afterthought; integrations stall value	OCM present but late involvement; benefits unclear to people	Adoption planned from Define; synergy tracked & realized	
Total				