A SPECIAL REPORT FOR EXECUTIVE LEADERS AND SENIOR HR PROFESSIONALS

# The Intention v Outcome ‘Gap’: Where leadership effectiveness really lives!

Why do so many leaders, at every level, struggle to deliver the results they ‘intended’ and what do the organisations that close this ‘gap’ do differently to drive sustained success and results.



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ABOUT THIS REPORT

# Most organisations don’t really have a leadership capability problem. They do however, have a leadership variance problem.

Almost every organisation and senior team this report is written for has probably already ‘invested’ in its leadership. Events have been run. Programmes have been commissioned. Frameworks have been introduced. The feedback scores were strong, and yet the same conversation returns every quarter: “We said we would deliver ‘this’ and we did not?’ The ‘gap’ between intention and outcome emerges again as does the scramble to find excuses or blame.

This report is not an argument for better leaders. It is about understanding the ‘gap’ between what leaders intend to deliver and what they actually deliver and why that ‘gap’ exists, why it’s so rarely called out, and what changes when an organisation seeks to close it deliberately and systematically, rather than hoping it closes itself.

It is written for chief executives, C-suite leaders and HR directors who are the ultimate owners and recipients of the ‘gap’ but also own the development and effectiveness of leaders in the organisation and are accountable at enterprise level, for how leaders perform. It assumes you have seen the ‘gap’ in action, felt the implications of it and remain keen to understand it and resolve it. This special report sets out to explain it and how to address it.

**IN THIS REPORT, I’LL EXPLAIN:**

- The ‘gap’ is in plain sight: how the same failure appears at every level.
- What it’s costing you: the professional and commercial price of a ‘gap’ that surfaces late.
- Three mistakes that keep it open: why most leadership development changes nothing.
- What the organisations that close it do: leadership as an execution discipline.
- Leadership SUCCESS Engineering™: the enablers, the foundation, the accountability.
- Where to start to close your ‘gap’: three shifts, four objections, and two futures.

> *“Effective leadership, at every layer, is THE most powerful asset of any organisation. It’s leadership that executes the plans, strategies and opportunity, not the other way around. Therefore ineffective leadership has to be its biggest threat and risk”*



01

SECTION ONE

# The ‘gap’ that exists in in plain sight

## Three ordinary moments. One very expensive problem to consider.

In the boardroom, a commercial director commits to a forecast number at the budget review. Six weeks later the number is missed.  The explanation given involves resourcing, pricing, the competition and the ‘performance’ of others. It’s not the first time the board or investors have heard such rationale for a ‘miss’.  The ‘gap’ gets bigger.

Two levels down, a junior leader closes a team meeting without anyone owning the critical issue the meeting uncovered.  The team agree they will come back to it next week.  Accountability drifts.  The ‘gap’ gets bigger.

In a separate meeting, a senior leader is holding a performance review with a member of his team.  Despite a number of underlying issues, the conversation avoids them and the meeting ends.  One participant is ‘regretful’ at not raising them, the other is ‘relieved’ they’ve been tolerated yet again. The ‘gap’ gets bigger.

## Different levels. Different roles. Same problem.

None of these is recorded as an enterprise leadership failure. No one is disciplined. No policy is breached. Yet that is exactly why the ‘gap’ grows. It rarely shows up as a single event large enough to act on. It arrives as a pattern that compounds over time and often exists across every layer of leadership, until it shows itself in a critical number or an organisational ‘issue’ that impacts a wider, and often more senior, audience.

Leaders in most organisations, those where complexity has outgrown informality, are living with the consequences of the same invisible distance: the ‘gap’ between what they ‘intend’ to deliver and what they ‘actually’ deliver. They mean well. They work hard. They do worry about consequences.  They don’t want to miss or fail yet again but nobody seems to be seeing or addressing the ‘gap’ with them.  Apathy is winning. The risks are compounding.

GALLUP · STATE OF THE AMERICAN LEADER [1]

# 70%

**At least 70% of the variance in employee engagement is accounted for by the leader.**

Whether people feel committed and energised at work is shaped, more than by anything else, by the person they are led by - which makes the effectiveness of leadership behaviour a commercial variable, not a cultural one.

1. Gallup, State of the American Leader.

## The consequences do not stay where they started

The intention to outcome ‘gap’ is not contained by the leader who creates it. It cascades. It compounds in its impact. One director inconsistent in providing some much-needed clarity, creates ambiguity for six leaders. Six misaligned leaders create noise and confusion for two hundred people. The CEO and executive team, watching this pattern show up repeatedly across the business, quietly get dragged into the situation and often have a need to take ownership in order to resolve. They lose confidence in the leadership layers and start working around them.

The signs this is happening? Decision-making slows. Escalation upwards becomes the default. Leaders have a bias for hoping others take accountability. The organisation stiffens and the leaders who allowed the ‘gap’ to persist and go unaddressed, are often the ones who eventually carry the consequences. Some other indicators:

### Reputations suffer and confidence erodes

The leaders who repeatedly miss commitments, stop being invited into the conversations that matter.

### Forecasts and targets slip continually

The same excuses resurface each quarter, just with different labels. The root cause goes undiagnosed.

### High performers decide to leave

Talented people do not stay where execution is inconsistent and accountability is optional.

### Boards and investors lose trust

Not for a lack of senior leader capability, but because the patterns are repeated and nobody’s fixing them

## This is not a capability problem, it’s about the variance you tolerate

To be more precise, it is a system problem. Leaders rarely lack the knowledge, tools or inspiration to deliver. Most organisations look to supply all three and they do so repeatedly. Of course there will be differences in the frequency and quality of such support but the majority of organisations do try to provide support to their leaders.

What they rarely provide however, are the defined leadership “operating rules” and the accountability to apply them. Without this, every leader is often forced to adopt their own version of leadership, and the variances in effectiveness and inconsistency this creates, is where performance leaks away. It’s effectively leadership chaos thriving ‘invisibly’ in the organisational charts. Perhaps most critically, it’s why intentions rarely deliver the results they promised.

**86%**

### of employees cite ineffective communication from their leaders as a major cause of workplace failures and under-performance

Clarity is not a style preference. It is the mechanism by which intent travels. (Edelman, 2025).[2]

**46%**

### Just 46% of employees have the clarity to know what is expected of them at work

The most basic responsibility of leadership and fewer than half of teams receive enough of it. (Gallup, 2025).[3]

2. Edelman, 2025 Edelman Trust Barometer. 3. Gallup, “Employee Engagement Sinks to 10-Year Low”.



02

SECTION TWO

# What it is costing you

## The ‘gap’ does not announce itself

It accumulates quietly. In quarterly targets missed and then attributed to a range of ‘reasons’. In meetings that end in agreement on the “what” but no agreement on “who”. In remediation plans that drift for a month, then a quarter. In critical decisions and potential change not being taken to avoid ownership.  By the time these issues reach the executive level or the board, it is no longer a performance issue, it’s a confidence issue or a growing lack of trust and belief in leadership at every layer.  Confidence, trust and belief is also slow and expensive to rebuild.

## The cost is not abstract, it lands in three or four places at once:

- **Professional standing**. Executives are sidelined as boards lose confidence in their ability to fix. The senior leader whose function can’t execute is replaced; the leader who tolerates a lack of accountability loses their best people.
- **Enterprise culture**. People become accustomed to the cycle. We have a plan, we miss a plan, rinse and repeat! Attempts to resolve it for next time are made but boardrooms won’t wait indefinitely for a pattern to correct itself.
- **Budgets and targets**. Quarter after quarter the same excuses surface: people, priorities, headwinds. The underlying cause is wholly internal, and yet the bias is to ‘blame’ external factors and this becomes the playbook at every level.
- **Talent sees the signs**. High performers leave for organisations where leaders do what they say they will do. They rarely give this as the reason, which is why it’s so easy to misdiagnose.  Replacing talent is very, very expensive.

BAIN & COMPANY · DECISION EFFECTIVENESS [4]

**95%**

**correlation between effective leadership execution, and top-tier financial results.**

The organisations at the top are not making better decisions by instinct. They have built the systems that make decisions land through leadership and how it’s ‘operating’.

Which reframes the question. If execution effectiveness across leadership is that closely tied to financial outcome, the intention to outcome ‘gap’ is not a general issue for the People function to solve. It is a direct claim on enterprise value and it is slowly eroding that value under the tenure and ownership of every leader in the business today.

4. Bain & Company, “Score your organization to improve decision effectiveness”.



03

SECTION THREE

# Three mistakes that keep the gap open

## The belief underneath the problem

**THE MISCONCEPTION**

That if leaders are given the right knowledge, the right frameworks and have good intentions, they will naturally close the gap between what they say they'll do and what they deliver.

It is an entirely reasonable belief. It is also the reason six-figure leadership development budgets so often produce excellent feedback, powerful theories and yet no measurable change in behaviour. Three mistakes follow from it, and most organisations make all three.

### 01 Believing theory creates behaviour change

The logic is sound: give leaders the latest frameworks, new perspectives, updated principles and several new leadership 'theories' in the classroom and they will apply them. The feedback is glowing. Leaders leave inspired and for a couple of weeks, they use the new language and carry the 'handbooks' close by for reference.

Then the calendar fills, the BAU kicks in and old habits return. One leader runs a structured meeting with clear owners and dates. Another runs a meeting with good discussion but no decisions. A third defers the need to meet and discuss the critical issue until next month. The same theory was taught but no shared operating system was installed. Every leader applies the theory differently and that variance is what cripples execution.  Think about this happening in several facets of leadership, across several layers and you effectively have 'organisational chaos'.

**WHAT IT COSTS**

Cross-functional work becomes slow, siloed and difficult. High performers leave, tired of compensating for inconsistent leadership. The organisation has built a reputation for ineffectiveness internally ("it depends who your leader is") and externally (slower delivery, missed commitments). The People function defends another programme or initiative to try and resolve the situation while the CEO quietly loses confidence in the leadership layers.

## 02 Trying to fix everything at once

This one feels right because the gaps are real. Leaders do need help on communication, accountability, strategic thinking, candour, change and so. So the organisation commissions a programme that addresses every competency gap at once. The content is comprehensive. The facilitators are experienced. The materials are excellent.

Yet leaders leave overwhelmed, unclear on what to prioritise. The theory has been introduced but without helping each individual identify the single highest-leverage gaps for their specific context and situation, the programme becomes theoretical noise quite quickly. There's rarely the accountability to drive it and faced with everything to fix, most leaders work on nothing and understandably, revert to type.  Investment was made yet little or no change or ROI is evident.

**WHAT IT COSTS**

Leadership development becomes theatre! It's short-lived enthusiasm, no lasting change. Each failed initiative erodes the People function's credibility with the executive and the board. Six-figure spend converts into satisfaction scores. Within a few months, apathy is the default. The board begins questioning the investment as the intention to outcome 'gap' still remains and the organisation quietly accepts that training is what leaders attend rather than apply.

## 03 Measuring theory engagement instead of visible outcomes

Theory engagement is visible and satisfying to report. Leaders attended. Feedback was strong. Engagement was high. The venue was great. Three programmes were run, with delegate satisfaction ratings above ninety per cent.

But satisfaction is not behaviour change. Success is measured by post-training feedback and attendance, instead of what leaders demonstrably do differently 30, 60 or 100 days later. Without high accountability to execute, without formal checkpoints of progress, without visible status tracking or support at the moment a leader hits a blocker, then the opportunity is lost and old habits return within weeks.  Rinse and repeat again and again.

The 'workshop or event' became the finish line rather than the starting line and the ninety-five per cent of leadership development that needs to happen after the 'classroom', simply never occurs. Massive opportuniy wasted.

**CHARTERED MANAGEMENT INSTITUTE [5]**

# 82%

**of leaders entering leadership roles in the UK had received no formal leadership training**

Most leaders are promoted for technical performance, not readiness to lead people, then get measured on attendance rather than behaviour. (Chartered Management Institute).

5. Chartered Management Institute, "Better Management: Harnessing the power of people management".



04

SECTION FOUR

# What the organisations that close their ‘gap do

## They do not spend more on leadership development. They just spend it differently.

The organisations that close the leadership intention to outcome ‘gap’ have made one structural decision: they stopped treating leadership development as an event and started treating it as an execution discipline.  It is something the business runs continuously, in the same way it runs every enterprise system.  It’s prescribed. It’s non-negotiable.

| IN MOST ORGANISATIONS | IN THOSE THAT CLOSE THE GAP |
|---|---|
| Leadership is a theory that is taught | **Leadership is a system that is installed** |
| Every leader interprets it for themselves | **Every leader follows the defined way** |
| Success is a feedback score on an event | **Success is the execution of the plan** |
| Support ends when the theory ends | **Support starts when the execution starts** |
| Execution is “suggested” and “delegated” | **Execution is ‘tracked’ and highly ‘visible’** |

In practice this means four things. Non-negotiable operating standards that every leader follows. Formal checkpoints that make the journey from commitment to outcome visible. Support on demand, at the point a leader needs it, and measuring success by clear evidence and impact of leadership effectiveness and not by how the programme felt.

> *“The intention to outcome ‘gap’ is not a knowledge problem. It is a system problem and systems can be built, installed and refined as well as made mandatory.”*

The result is not more inspired leaders. It is more predictable ones. Execution becomes reliable across functions. Leaders are aligned and consistent in dealing with the most common challenge to delivery.  High-performers stay, because they are working inside a system that values accountability. The executive and boardroom begins to trust the leadership team's word again because it’s grounded in system and consistency rather than theory and variance.



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SECTION FIVE

# Leadership SUCCESS Engineering™

## A leadership operating system to remove variance, and not just another leadership programme

Leadership SUCCESS Engineering™ was not designed in a classroom. It emerged from pattern-matching across two decades of operational leadership and then three years of structured research with 130 day-to-day leaders. Highly successful leaders actually running and driving successful teams, functions and businesses today. The primary focus of the research, test the hypothesis that leaders who tackle the 'gap', tend to deliver sustained results and success.

What that work established is that the intention to outcome 'gap' at any level of leadership is predictable. It has the same causes whatever the sector. Those leaders who consistently close the 'gap' are not more gifted than those who do not; it's just that they are just performing within a leadership 'operating system' that makes execution repeatable.

The method rests on three core foundations, self-leadership, team leadership and performance leadership, and this is expressed through seven core enablers which form the leadership 'operating system' at every layer of leadership.

### THE SEVEN SUCCESS ENABLERS

**S** **Self-awareness and accountability**
Truly knowing your own impact and blind-spots, and taking ownership of outcomes without qualification.

**U** **Uniting others to a purpose**
Giving people and teams a 'win win' reason to deliver that survives the first setback and to keep progressing

**C** **Candour and clarity in communication**
Stating the reality with facts, honesty and also respectfully, in language that leaves no room to reinterpret.

**C** **Courage and change execution**
Making the bold decisions to instigate and execute change and then seeing it through with conviction.

**E** **Enabling others to be their best**
Ensuring and providing capability and competence to perform, and holding to account once installed

**S** **Scorecard thinking and having a solution bias**
Observing what matters today and tomorrow and moving to the fix or opportunity rather than the explanation.

**S** **Stewardship of today's people and tomorrow's leaders**
Leaving the team stronger than you found it, the talent tapped into and the succession bench deeper.

Nothing here is exotic, and that is deliberate. The enablers are not the innovation. What matters is that all seven are made explicit, shared across every layer, and then held to, which is what the rest of the operating system exists to do.

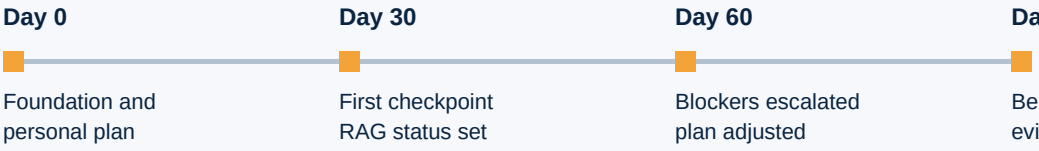
# How the system is ‘installed’ and established

Four components turn the seven core enablers from a shared vocabulary into an enterprise-wide leadership operating system and discipline. Each exists to remove one of the specific ways behaviour change normally fails.

## 01 · The two-day foundation to enable total alignment in all seven enablers

A diagnostic, an enabling and planning session, not a lecture. Every leader leaves with a personal execution plan answering three questions: which enablers are my highest-leverage priorities, which specific behaviours am I changing, and how will progress be measured? One plan per leader, in their own words, built on their context.

## 02 · The 100-day accountability architecture to drive ownership and plan execution




Access to 1:2:1 coaching and support is provided as often as needed over the 100 days for leaders to escalate ‘blockers’ or issues and be supported to progress forwards “there and then”. Formal checkpoints at 30, 60 and 100 days, each with red–amber–green indicators, facilitates progress reporting to the executive and visibility of progress at every level. The checkpoints are the point. They are the formal assurance steps that prevents a good intention from quietly expiring in week three. It is accountability architecture that drives the change, not the theory alone.

### 03 · THE 50-TO-1 RATIO

# 50:1

**Fifty days of structured execution support for every one day of theory.**

Most programmes invert this. The classroom is where understanding starts, not where behaviour changes.

Every leader must have access to support and guidance when challenges arise to ensure progress.

While formal checkpoints exist for validation, support has to be available in the crucial 100 day installation.

### 04 · COMMITMENT-TO-OUTCOME VISIBILITY

**Every plan must be tracked from commitment to delivery.....from intention to outcome.**

This is where the enterprise transformation occurs. There is no hiding place for any leader on this journey nor is there optionality to drop in or drop out.

Progress and blockers are visible to the leader, their manager and the sponsor. Accountability stops being a conversation someone has to initiate, and becomes a property of the system when every leader understands the “non-negotiable’ aspect. Reporting is visible and every leader, at every level, is involved.

> *“The 50:1 ratio is the critical difference. Theory and frameworks are key but the method to support and then embed the ‘operating system’ is when the magic happens.”*

# What it looks like when it works

CLIENT INSIGHT · MID-MARKET MANUFACTURER, PREPARING FOR TRADE SALE

**An experienced sales leadership team of six, and a sales and revenue pipeline that was not reflective of potential and opportunity.**

Sales leadership was inconsistent, highly variable and pipeline forecasts inherently pessimistic and far from reflective of the commercial opportunity. With a future sale in preparation, this inconsistency and negative mindset was reflective in the wider sales operation and had become a live risk to the value of any future transaction. Buyers do not pay a premium for “hearsay”, they rightly expect reliable data to test and validate in determining value.

## What changed

The full leadership ‘operating system’ was installed.  A two-day foundation to reset baselines, identify ‘gaps and prioritise accordingly.  A personal execution plan for each of the six leaders was developed.  The 100-day accountability architecture with checkpoints at 30, 60 and 100 days was established.  RAG tracking of progress was visible and ongoing escalation of blockers and challenges meant coaching and support on demand.

TWELVE MONTHS ON

**24%**

**growth in enterprise sales pipeline**

Driven by consistently effective leadership rather than additional headcount, incentives or marketing spend.

AT TRANSACTION

**16%**

**increase in valuation multiple**

Attributed to forecasts, pipeline strength and velocity metrics that the future buyer could credibly rely on.

The business sold successfully. What the buyer was paying for was not a ‘better’ sales team. It was a sales leadership team that could demonstrate a repeatable operating system in how every key leader performed, delivered and led their teams accordingly.  There was consistency and results, not variance and intentions.

## Why this is becoming urgent

Executive teams, boards and investors are losing patience with investments in leadership development that produces good feedback but delivers no behaviourial change that has a clear correlation in performance and delivery.

At the same time, organisational complexity is rising.  Even a business of 100 people has enough leadership layers for the variance risk to compound significantly, and not enough ‘informality’ left to absorb it. Each layer of leader is another point at which intent can be lost in translation. This is why consistency and ‘system’ - not individual characters or ‘brilliance’ - has become the key differentiator in closing the ‘gap’ that frustrates so many businesses and teams.



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SECTION SIX

# Where to start

## Three shifts, in order of leverage

None of these requires a new budget line but all three require an enterprise decision that the current standards and tolerance of variance, is no longer acceptable.

### 01 Stop treating the ‘gap’ as an individual leadership performance issue

**Recognise it as an enterprise system problem that’s missing at every leadership layer.**

When the gap is treated as a problem with particular people, the organisation manages individuals and the variance survives. When it is treated as a system problem, the organisation removes the variance itself, with shared language, shared frameworks, shared expectations, and consistency becomes structural rather than personal.

### 02 Stop tolerating ‘do-it-yourself’ leadership in the key moments that matter

**Install your “non-negotiables” at every layer of leadership and the enablement to deliver them**

There are really only 6 or 7 core ‘enablers’ that drive leadership effectiveness at organisational level. When prescribed, mandated and enabled, leaders appreciate the clarity this provides in key moments and also the assurance in knowing they are wholly aligned in the ‘doing’ across all of their peers. Clarity here is powerful.

### 03 Stop assuming leaders will ‘self-correct’ after support and training

**Install formal checkpoints at 30, 60 and 100 days, with support available at the point of blockage.**

Behaviour reverts within weeks of any development without sustained accountability. Checkpoints convert a personal intention into a sequence of small, evidenced commitments that create growth and change and also gives the wider leadership, visible and consistent evidence that every leader is on the same journey with no ‘hiding place’.

BETTER UP COMPANIES [6]

# 56%

**increase in performance among those employees provided with a strong sense of alignment**

Alignment is a productivity multiplier, not a soft extra and alignment is manufactured by leaders, consistently, or not at all. Those leaders that do, see a marked return on investment in their effort here (BetterUp)

6. BetterUp, “Companies That Fail at Belonging Lose Tens of Millions in Revenue”.



07

SECTION SEVEN

# The objections worth taking seriously

## Four reasonable reservations

Even with a clear view of the ‘gap’ and how it closes, real concerns remain. These come up consistently and not because the approach is wrong, but because each one asks an organisation to let go of a belief that has felt protective, or to confront a pattern that it has tolerated for years.

### *“We have already invested in leadership development with minimal impact.”*

Almost certainly you have, and much of it was good. The question is not whether the content was sound but whether anything existed after the room emptied. If success was measured by feedback rather than by what leaders demonstrably did ninety days later, the investment bought understanding, not behaviour. This approach to developing the effectiveness of leaders does not replace what you have built, it supplies the accountability layer that was missing underneath it.

### *“Our leaders do not have time for a hundred-day commitment.”*

The 100 days are not additional work. They are the work leaders are already doing, made visible, with three short checkpoints against a plan they wrote themselves. The realistic comparison is not against a clear calendar; it is against the hours currently lost to rework, re-alignment and meetings that exist only because something was left ambiguous the first time.  Support and coaching is delivered within the ‘business as usual’ activity rather than seperately.

### *“This sounds like it removes autonomy from experienced leaders.”*

It removes variance, which is a different thing. Shared operating rules define how a leader must think, lead and behave in key situations in leading their people. In practice the strongest leaders are the most enthusiastic, because an ‘operating system’ that prescribes and ‘demands’ certain leadership standards and mindsets, and which also sits on top of existing talent, energy and drive, delivers a consistent experience and clarity for leaders and colleagues alike.

### *“How do we know this will be different from the last programme?”*

Because it is measured differently and focuses only on those seven key enablers proven to be the critical essentials for truly effective leadership. Behaviour change is evidenced at 30, 60 and 100 days against plans written by each leader, with visible status reporting throughout. If it is not working at individual, team or functional level, that becomes apparent inside the first month rather than in a quarterly review a year later. The measurement is the safeguard.

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SECTION EIGHT

# Two futures and the choice you have

## Organisations do not close the ‘gap’ by just finding and hiring better leaders

They close it by installing the operating rules and accountability architecture that turn intention into execution at every level. The difference between the two futures below is not talent. It is whether that system exists.

### Nothing changes

- Performance stays unpredictable, intentions fall short of expectation and often below plan
- Variance compounds as each leader operates their own way creating multiple ‘ways’
- Commitments are missed; reviews become defensive, silos and blame become the norm
- Trust erodes in what leadership are saying; the executive begins to work around the team
- Strong people leave, and expose the likelihood of further decline and slippage

### The system is installed

- Leaders at every layer respond consistently when it matters to the standards defined
- Shared rules and standards replace private interpretation and ‘self-invented’ leadership
- Execution becomes predictable and consistent across functions and leadership as a cohort
- Forecasts and commitments become credible to executives, boards and investors
- High performers stay and talent is attracted to join, growth and success compounds

## The cost of waiting

Delay compounds the problem. Each quarter the gap persists, variance deepens, trust thins, and strong people quietly make other plans. By the time urgency is felt, an organisation may already have lost leadership credibility, missed another critical budget or strategic goal, or replaced members of a leadership team that was never the real problem. Half-measures produce the same short-lived enthusiasm and return the organisation to the same cycle.

> *“You do not rise to the level of your intentions. You fall to the level of your system, the intensity of how it’s adhered to and the outcomes it produces.”*

WHERE TO GO FROM HERE

# Knowledge without effective installation changes nothing

Organisations that tolerate the intention to outcome ‘gap’ do not stand still. They slide backwards while competitors who have installed a leadership operating system pull ahead. The businesses that break through are not the ones that finally see and understand the problem best and they are the ones that did something structural about it. If you have recognised the ‘gap’ in your organisation or business, then here are a few suggested next steps:

**01** **Start with a quick diagnostic of your organisation today**

The Enterprise Effectiveness Diagnostic. Ten minutes, online and totally confidential, returning a detailed report that baselines your overall effectiveness and each of the seven enablers as they are today. Email steve@stevemcnicholas.com with the subject header ‘Enterprise Diagnostic’ and we’ll get it sorted.

**02** **Have a short conversation to learn a little bit more**

A strategy call with Steve McNicholas. You leave with clarity on the core enablers, the ‘operating system’ that leadership align to, and the execution support your organisation would need to install etc. Copy and paste https://calendly.com/steve-stevemcnicholas/30min into your browser to book a call that works for you.

**03** **See it in action in your organisation and observe it ‘live’**

A bespoke pilot cohort running the two-day foundation and the 100-day architecture with one team, before any wider rollout to gauge participant feedback, development and effectiveness. Use the link in the box above to book a call and we can explore the matter further.

ABOUT THE AUTHOR

## Steve McNicholas



Following three decades in leadership, three years of research and soon to be three books authored on the topic, Steve decided to develop his ideas and insights on leadership effectiveness further and founded 371 SUCCESS.

Reflecting on his own journey and in engaging with a number of leaders succeeding in roles today, he was passionate in validating his own hypothesis on closing the ‘gap’ that matters. As a result, Leadership SUCCESS Engineering™ was developed as a methodology and Leadership OS™ became the organisational framework that follows.

He now works with organisations to help close the intention to outcome ‘gap’ at all levels of leader and is close to publishing his third book on leadership, due in early 2027.