

OPTIMIST PRACTICAL TOOL

Strategy & Alignment Diagnostic

A 15-question check for leaders who want priorities, roles, decisions and governance to move in the same direction.

15 questions

5 focus areas

10-15 minutes

How to use this diagnostic

For each statement, circle one score. Use the score that most closely reflects current practice, not the intended process.

1	2	3	4	5
Not in place	Inconsistent	Partly established	Usually effective	Consistently strong

#	Focus area	Statement	Score
1	Priority clarity	The organisation can name the few priorities that matter most this year.	1 2 3 4 5
2	Priority clarity	Teams can explain how their goals contribute to a shared business result.	1 2 3 4 5
3	Priority clarity	Priorities are translated into practical choices, not only communication messages.	1 2 3 4 5
4	Role ownership	Key roles have a clear purpose, accountability and boundary of authority.	1 2 3 4 5
5	Role ownership	Ownership across functions is visible when a result depends on more than one team.	1 2 3 4 5
6	Role ownership	Leaders address role overlap and unclear handoffs before they become performance issues.	1 2 3 4 5
7	Decision rights	Important decisions have a named owner and an understood escalation path.	1 2 3 4 5
8	Decision rights	Decision rights are close enough to the work to avoid unnecessary delay.	1 2 3 4 5
9	Decision rights	Managers know which decisions require consultation and which require action.	1 2 3 4 5
10	Cross-functional flow	Cross-functional handoffs have clear inputs, outputs and service expectations.	1 2 3 4 5
11	Cross-functional flow	Teams surface dependencies and risks early enough to act on them.	1 2 3 4 5
12	Cross-functional flow	Operational measures show where priority work slows down or loses quality.	1 2 3 4 5

#	Focus area	Statement	Score
13	Governance rhythm	Leadership reviews focus on priorities, trade-offs and barriers - not only status updates.	1 2 3 4 5
14	Governance rhythm	Meeting rhythms produce visible decisions, follow-through and accountability.	1 2 3 4 5
15	Governance rhythm	Governance practices are reviewed when the business context changes.	1 2 3 4 5

Interpret your score

Add the 15 scores. The total is a starting point for a focused conversation, not a formal audit result.

15-35	Needs attention	The current system or practice may be unclear, inconsistent or difficult to use. Start with the essential conditions before adding more activity.
36-55	Developing	Useful elements are present, but application is likely to vary. Identify the weak links and strengthen the practical management rhythm.
56-75	Established	The foundation is working. Focus on calibration, continuous improvement and the conditions that will keep the practice useful as the business changes.

Three practical next steps

01. Choose one priority and trace how it reaches each function.
02. Clarify one recurring cross-functional handoff and the decision rights around it.
03. Redesign one leadership review around decisions, barriers and next actions.

Need a clearer starting point?

OptiMist helps organisations make the underlying issue clearer and design a practical response around real operating conditions.

Write to teams@optimistindia.in to discuss your starting point.