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LIRYC CONSULTING GROUP

What Leaders Are Really Saying

Organisational Performance Survey — key themes from senior leaders, across the 6 dimensions that decide whether change actually sticks.

PATTERNS SEEN IN

Automotive

Technology

Professional Services

Healthcare & NHS

Financial Services

Public Sector

Energy & Manufacturing

SWIPE →

01 Strategic Agility

- Annual planning cycles leave boards unable to adapt mid-cycle
- Fear of losing control slows the shift to adaptive strategy
- Change lands only with a solid business case for the pain points

02

Transformation Oversight

- “Theatre transformation”:
glossy dashboards, little real
change
- Boards struggle to separate
genuine progress from
activity
- Reporting skews positive
once investment is already
committed

03 Culture & Leadership

- A real gap between stated values and everyday behaviour
- Toxic patterns persist because raising concerns feels unsafe
- Servant leadership and open-door habits rebuild trust

04

Strategy → Execution Bridge

- Strategies coherent at board level unravel on the ground
- Targets, budget and capacity are frequently misaligned
- Defining truly measurable outcomes remains the hardest part

05 People & Capability

- Succession planning and skills investment are chronically underfunded
- Narrow views of “leadership potential” shrink the talent pipeline
- AI raises the stakes on human judgement, not less of it

06 Ethical Leadership

- Short-term pressure can quietly erode ethical decision-making
- Senior decisions are rarely challenged — dissent gets sidelined
- Real accountability means restorative process, not just HR process



Culture, strategy and capability rise or fall together.

These six dimensions consistently separate organisations that adapt well from those that stall.

Where does your organisation feel the strain?

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