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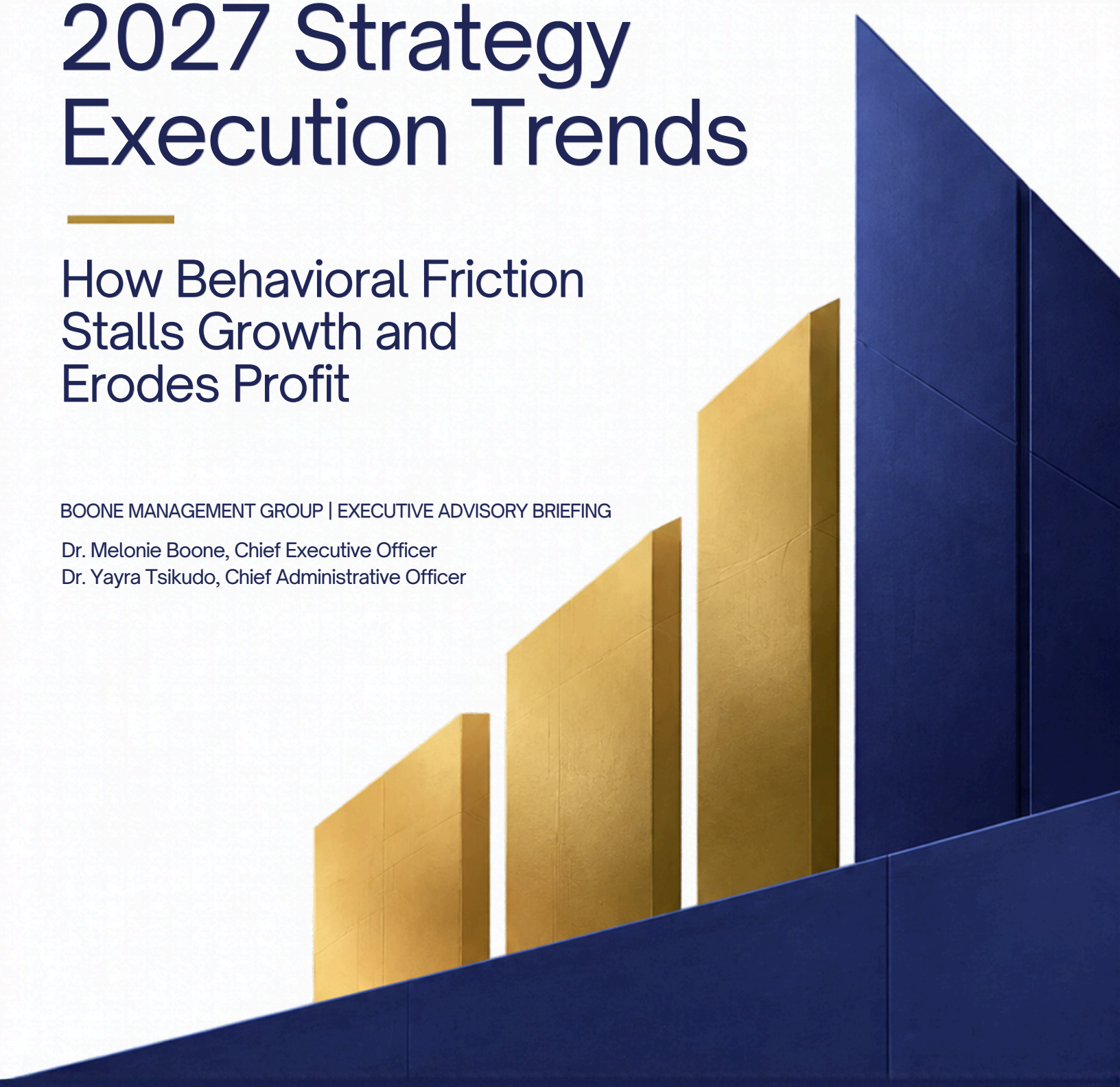
2027 Strategy Execution Trends

How Behavioral Friction Stalls Growth and Erodes Profit



BOONE MANAGEMENT GROUP | EXECUTIVE ADVISORY BRIEFING

Dr. Melonie Boone, Chief Executive Officer
Dr. Yayra Tsikudo, Chief Administrative Officer

Executive Advisory Briefing

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The $5.6M Execution Problem



Strategy creates the opportunity. Execution captures the value.

Yet companies capture only 63% of the profit their strategies promise and over 80% report major project delays. Routine decisions rising to the CEO create an untracked "EBITDA Tax" from behavioral friction.

FOR A $250M COMPANY

$5,625,000

LOST CASH ANNUALLY

A 15% execution drag turns strategic potential into missed results.

15%
execution drag

A 15% execution drag for a $250M company equals $5,625,000 lost cash annually.

$28,000,000
company value burned over 3–5 years

Execution shortfalls can erase $28,000,000 in company value over 3–5 years.

19.11%
of baseline EBITDA

19.11% of baseline EBITDA observed in client scans.

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Four Strategy Execution Trends for 2027

01

AI tools outpace human decision speed

Routine pricing and vendor approvals still take four to six weeks.

02

Moving past basic checklists

Leaders must strengthen the human habits that make systems work.

03

Longer hold periods demand margin gains

Operators must recover trapped margin inside existing teams.

04

Reclaiming executive bandwidth

Clear decision rights can return up to 40% of leaders' time.



What Surveys Say vs. What Diagnostics Find

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Traditional survey	BMG diagnostic	P&L impact
Strategy is clear	Strategic Alignment 7.3–7.5/10	growth capital stalls before frontline teams
teams decide together	Decision Speed 5.38/10 and a 1.92-point gap	launches miss market windows
org chart is clear	Role Clarity 5.75/10	handoffs slip
culture is safe	Peer Alignment 6.3–6.8/10	15%–25% of project hours go to rework and defense
teams follow process	Execution Variance SD 2.55	uneven delivery inflates unit costs
ready to scale	Leadership Rigor 2.0/5.0	key-person bottlenecks cap scale



INSIGHTS. DIAGNOSTICS. MEASURABLE IMPACT.

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Field Evidence: $17.77M in Trapped Capacity

01 Situation

$330M

enterprise software operator with $93M baseline EBITDA aimed to exceed $100M annual bookings, but growth stalled despite strategic vision rated 7.3/10.

02 Diagnosis

19.11%

execution drag found by a Margin Alignment Scan™, trapping $17,775,000 in capacity.

Managers spent 15%-25% of their week redoing work and waiting for approvals.

03 Return

180 days

of clear decision rights and weekly scorecards, decision speed rose above 7.0/10 and sales rep ramp times fell by 22–30 days.

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Where the Money Leaks

Three hidden drains. A clearer bottom line.

1 Decision Velocity Loss



Formula

$330M revenue × 2.5% =

$8,250,000

Key Drivers

Slow approvals extend sales cycles by 22% and delay rep ramp by up to 30 days.

2 Mid-Tier Friction Loss



Formula

$75M OpEx × 6.5% =

$4,875,000

Key Drivers

Rework and defensive meetings consume 15%–25% of payroll hours.

3 Strategy Drift Loss



Formula

$93M baseline EBITDA × 5.0% =

$4,650,000

Key Drivers

1%–10% of funded projects are paused or scrapped.

TOTAL

$17,775,000 leakage | 19.11% of baseline EBITDA

CLARITY DRIVES
A STRONGER TOMORROW.

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Three Habits That Cause the Leak

01



Permission-Seeking and Safe Perfectionism

Waiting for higher review lowers decision speed to 5.38/10 and delays launches.

Key Indicators

- High Dutifulness
- High Cautiousness
- Low Boldness

Decision Speed
5.38/10

02



Stress Isolation

Leaders withdraw and filter bad news, reducing follow-through reliability to 5.5/10.

Key Indicators

- High Reserved
- High Skepticism
- Low Stakeholder Continuity at 3.0/5.0

Follow-Through Reliability
5.5/10

03



Hands-On Patching

Executives manually fix work, while low Systemic Efficiency at 2.0/5.0 creates key-person bottlenecks.

Key Indicators

- High Security need
- Low Systemic Efficiency at 2.0/5.0

Systemic Efficiency
2.0/5.0

The Alignetics™ Diagnostic Framework

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Level 01

Individual Leaders

- Growth Capacity Assessment™
- Psychological Capacity Index™



Level 02

Senior Executives

- Behavior Alignment Index™
- Impact 360™



Level 03

VP & Director Teams

- Workstyle Lens™
- Culture Vitality Index™



Level 04

Entire Company

- Margin Alignment Scan™
- Behavior Alignment Index™



Clinical validation combines workflow data with Hogan Assessments, Watson-Glaser Critical Thinking, and Raven's Progressive Matrices.

The 90 - to 180 - Day Operating Pivot

From friction to momentum, measurable changes that strengthen execution and enterprise value.

	Current strain	Target governance behavior	Measurable return
01	Waiting for permission	Clear Decision Rights (RACI)	Decision Speed rises from 5.38 to above 7.0/10.
02	Informal catch-up meetings	Metric-Led Weekly Scorecards	execution variance falls from SD 2.55 to below 1.20.
03	Manual executive patching	Automated Data & 70/30 Split	up to 40% executive bandwidth reclaimed.
04	Late-stage strategy decks	Early 30% Feedback Cadences	enterprise sales cycle times cut 25%–35%.



STRATEGY | GOVERNANCE | MEASURABLE RESULTS

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Turn Execution Risk into Operating Margin



Boone Management Group partners with CEOs, Private Equity Operating Partners, and boards to remove friction, speed decisions, and protect operating profitability.

01 Remove Friction

02 Speed Decisions

03 Protect Operating Margins

Executive Alignment & Execution Risk Diagnostic

A confidential readout showing your exact dollar cost of execution drag and a 90-day plan to reclaim it.

To schedule a conversation with BMG Executive Advisors, visit boonemanagementgroup.com.

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