



THE EXECUTION CAPACITY ASSESSMENT

7 Questions to Ask Before Committing to Another Priority

**YOU CAN'T EXECUTE A STRATEGY
WITHOUT THE PEOPLE TO DELIVER IT.**

Organizations never run out of ideas.
But they do run out of the capacity it takes to delivery them.

Before committing to another priority, consider these seven questions.

Start with the work already in motion

1 WHAT ARE YOU ALREADY COMMITTED TO?

When you look across your current strategic priorities, how clearly can you see the work your organization has already committed to, and the people and skills required to deliver it?

If you can't see existing demand, how do you know if there is room for something new?

2 WHAT HAPPENS WHEN SOMETHING NEW GETS ADDED?

When leadership introduces a new strategic priority, how do you determine what needs to change elsewhere?

*Does something get deprioritized, delayed or resourced differently?
Does the organization simply ask the same people to absorb more?*

Make the people behind the plan visible

3

WHERE ARE YOUR REAL CONSTRAINTS?

Which people, roles or skills could become bottlenecks to your most important initiatives? And how early can you see that risk?

Headcount tells you how many people you have. It doesn't necessarily tell you whether you have the capacity or skills required to deliver the work.

4

WHO ACTUALLY HAS TO DELIVER THE STRATEGY?

When a strategic initiative is approved, how early do the people responsible for delivering it enter the planning conversation?

Is the strategy being shaped around available capacity or is capacity expected to catch up to the strategy?

Pressure-test the tradeoffs

5

WHAT HAPPENS WHEN PRIORITIES COMPETE?

When multiple initiatives need the same people or skills, how does leadership decide what gets priority?

Are those tradeoffs visible when decisions are made or only after teams start missing deadlines?

6

HOW QUICKLY CAN YOU SEE THE IMPACT OF CHANGE?

If a priority moved, a project expands or leadership adds something new, how quickly can you understand the impact on your people and existing commitments?

If every change requires rebuilding the plan manually, how quickly can your organization realistically respond when strategy changes?

The uncomfortable question

7

**IF YOU COMMITTED TO THE ENTIRE PORTFOLIO TODAY,
KNOWING EXACTLY WHAT IT REQUIRED FROM YOUR
PEOPLE, WOULD YOU MAKE THE SAME COMMITMENTS?**

If you are not sure, you may have an execution capacity gap: a disconnect between what your organization has committed to accomplish and the capacity available to deliver it.

*The question isn't whether your strategy is ambitious.
It's whether the organization has the capacity to deliver it.*

Capacity changes the conversation

EVERY STRATEGY IS ULTIMATELY A COMMITMENT OF RESOURCES

The answer isn't always to hire more people.

Sometimes the answer is to prioritize differently, sequence the work, shift demand, develop critical skills or make explicit tradeoffs.

But you can't make those decisions if you don't understand the relationship between the work you want to do and the people available to do it.

ProSymmetry helps organizations connect strategic priorities to the people, skills and capacity required to execute them.

Visit prosymmetry.com to learn more.

How to make confident decisions now

1

MAKE CAPACITY PART OF PRIORITIZATION

Don't decide what to do first and figure out staffing later. Evaluate priorities alongside the people, skills, and capacity required to deliver them.

2

MAKE TRADEOFFS EXPLICIT

A new priority doesn't create new capacity. When something gets added, identify what needs to move, slow down, or stop. And make that decision intentionally.

3

PLAN FOR CHANGE, NOT PERFECTION

Priorities will shift. Build a planning process that lets you quickly model the impact of change and adjust people and capacity before execution suffers.