



Transformation at Speed

Executive Transformation Pressure Test

A leadership tool based on Q1 2026 research by Catalyst Constellations

The organizations moving fastest through transformation share three disciplines: clarity on the problem, capability to execute, and clear ownership.

This tool helps leadership teams pressure-test a real initiative against all three.

- 1 Clarity
- 2 Capability
- 3 Ownership

Transformation Pressure Test

For each statement below, indicate how this statement relates to your current transformation initiatives: ● Not true/unclear | ● Partially true/inconsistent | ● Consistently true

1. Clarity: Problem Definition and Executive Alignment

Initiatives lose momentum when the problem is framed too broadly, and success metrics are unclear.

Statement	Status
This initiative is tied to a clearly defined business problem	● ● ●
The expected business value and success metrics are clear	● ● ●
Executives would describe the purpose and expected impact in the same way	● ● ●

Where might lack of clarity create the most risk for this initiative?



“I think transformation means everything and nothing, like customer experience, big data, and now AI. These concepts launch into the stratosphere but are never fully realized. Ultimately, it has to have enterprise-wide accountability and achieve your business goals.”

— Rob Scruggs, Chief Digital Officer, Fortune 500

2. Capability: Workforce and Leadership Readiness

Friction labeled as mindset issues is usually a capability gap: leaders asked to work differently without the skills or practices to do so.

Statement	Status
Leaders have the change leadership capabilities required to drive this initiative across functions	
Teams can adapt effectively amid shifting priorities and uncertainty	
We are investing in leadership and workforce capability with the same rigor as technology	

Where might capability gaps slow execution and what would it take to close them?

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“We focus on changing mindset and how we come to the table. We need to help leaders build trust and help everyone learn to work more collaboratively.”

— *Andrea Le, Chief Digital Officer, FMC Corporation*

3. Ownership: Structure, Authority, and Coordination

Transformation slows when the executive team does not collectively own the initiative, when execution authority and coordination are unclear, or when responsibility for sensing emerging shifts is undefined.

Statement	Status
Transformation is owned at the executive level, not absorbed by one function	
Authority over prioritization and funding is clear	
Execution across functions is actively coordinated	
Someone is explicitly accountable for sensing emerging risks before they become crises	

Where might unclear ownership or coordination be creating friction?

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“Our leadership has a common bonus across all functions. We’re motivated around a set of things to do collectively. If you don’t have that, and you’re trying to drive transformation, how are you going to get anybody’s attention?”

— *John Durocher, Chief Operating Officer, Calix*

From Insight to Action

Based on the above, which constraint is limiting this initiative the most?

- ☐ **Clarity:** the problem definition or success metrics are not sufficiently aligned
- ☐ **Capability:** leaders or teams lack the capabilities needed to execute effectively
- ☐ **Ownership:** authority, accountability, or coordination is unclear

Your Priority for the Next 30 Days

As a leadership team, you can accelerate progress by focusing on one targeted action.

- If **Clarity** is the largest constraint

Schedule a 60-minute executive session focused solely on defining the business problem, how it ties to the company's vision, and what success looks like.

- If **Capability** is the largest constraint

Audit where your leaders are being asked to work differently and lack the support to do so. Common examples include: discomfort with ambiguity, difficulty working across organizational boundaries, limited skills in influencing without authority, and a lack of shared practices for collaborating under pressure. That gap is your capability investment.

- If **Ownership** is the largest constraint

Map where ownership and accountability sit for existing initiatives, and who is responsible for sensing emerging needs that should influence future priorities. If any of those are unclear, contested, or disconnected from the executive team, resolve them before the next execution cycle.



Execute at the Speed of Change

Technology can be purchased. Strategy can be designed. But the ability to align leaders, mobilize people, and move quickly under uncertainty must be built.

If this tool surfaced gaps your team needs to close, reach out.
This is the work we love to do.