

Transformation Failure Signal Scorecard™

Detect Early. Intervene Upstream. Protect P&L.

Rate each signal from 1 (Not Present) to 5 (Severe).

| Category | Signal | Score (1-5) |
|------------|------------------------|-------------|
| Leadership | Declining urgency | |
| Leadership | Inconsistent messaging | |
| Leadership | Weak coalition | |
| Culture | Rising cynicism | |
| Culture | Low engagement | |
| Culture | Resistance normalized | |
| Execution | Missed milestones | |
| Execution | KPI instability | |
| Execution | Poor tracking | |

Score Interpretation (Max = 45)

0–15: Stable – Minimal risk, execution system intact.

16–30: Emerging Risk – Early warning signals present, monitor closely.

31–40: High Risk – Multiple breakdowns forming, intervention required.

41–45: Critical – Failure likely underway, immediate action required.

Key Insight

Transformation failure is driven by signal clusters. Financial decline is the last signal—not the first.

Projects deliver activity. Execution systems deliver P&L.