THE DATA BEHIND THE EXECUTION GAP

The State of Executive Team Execution

A synthesis of 20+ published studies on *why* leadership teams stall — organized by the five components of the Flag Model™. Every figure is drawn from third-party research and linked to its original source. Free to cite with attribution.

EXECUTION

½–⅔

of companies fall short at **executing** their strategy — not formulating it. The gap is the doing, not the plan.

MIT SLOAN · DONALD SULL

EXECUTION

15%

achieve two-thirds or more of their strategic objectives; 48% miss even half of them.

BRIDGES BUSINESS CONSULTANCY · 2020

ALIGNMENT

58% / 72%

aligned companies grow revenue 58% faster and are 72% more profitable than misaligned peers.

LSA GLOBAL · 410 COMPANIES (PROPRIETARY)

ALIGNMENT

95%

of employees were unaware of, or didn't understand, their company's strategy — so effort scatters.

KAPLAN & NORTON · HBR 2005

DECISIONS

~$250M

in annual labor lost to ineffective decisions at a typical Fortune 500 — managers waste ~58% of decision time.

MCKINSEY

DECISIONS

20%

of leaders say their organizations are actually good at making decisions — only the top fifth.

MCKINSEY

FOCUS & RHYTHM

52%

of leaders describe their work as chaotic and fragmented — reactive work crowding out the plan.

MICROSOFT · 2025

ACCOUNTABILITY

82%

of managers have tried and failed — or avoided — holding others accountable, yet 91% call it a top need.

WORKPLACE ACCOUNTABILITY STUDY

LEARNING

20–25%

performance improvement from properly run after-action reviews — meta-analysis of 46 samples, 2,136 people.

TANNENBAUM & CERASOLI

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About Be Legendary. An executive-team performance firm founded by James Carter, creator of the Flag Model™ — a diagnostic that finds where a leadership team breaks first, measures it, and rebuilds the discipline that broke. Featured in CNN, CNN Money and Business Insider.

belegendary.org
jcarter@belegendary.org
800-513-8759