

November 2025

From Plan to Motion:

Building the Horsepower to Execute

(Take 15 minutes to reflect on these core questions this month)

Briefing #6

A Story from the Shop Floor

A few years ago, I worked with an organization that had a strategic plan so well-written it could have won design awards. Yet six months later, the wheels were barely turning. Why? Three of their “cylinders” weren’t firing—key staff didn’t have the skills needed, roles weren’t clearly aligned, people weren’t talking to each other, and resources were spread too thin.

The plan looked complete. The engine had been built. But it wasn’t running. That’s the difference between a plan on paper and a plan in motion—a race car in storage vs. performing on the track.



A Leadership Reminder

*“Coming together is a beginning;
keeping together is progress; working
together is success.”*

— Henry Ford

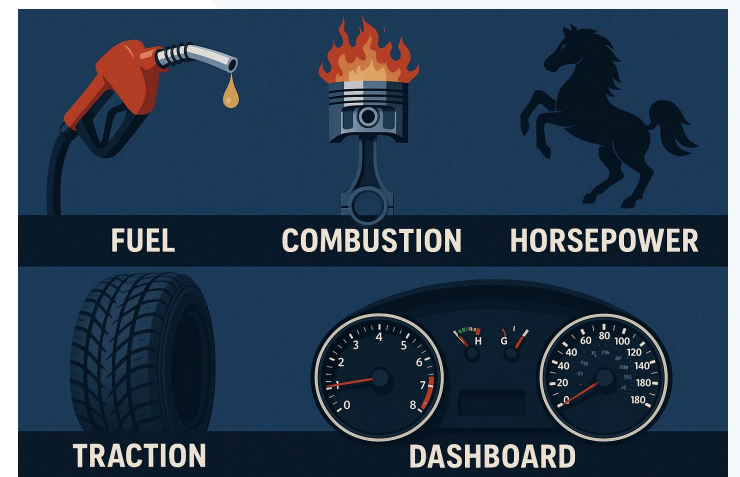
The ALI Logic Model: Fuel for Strategic Motion

At the Attentional Leadership® Institute, we describe execution as a logic model that works like the inner mechanics of an engine:

1. **Inputs (Fuel)** – Money, time, tools and staff effort.
2. **Processes (Combustion)** – Strategies and tactics being tested and refined.
3. **Outputs (Horsepower)** – The immediate actions and deliverables.
4. **Outcomes (Traction)** – Measurable effects that move the organization forward.
5. **Feedback Loops (Dashboard)** – Real-time gauges and adjustments that keep the system tuned.

When these elements are in sync, the engine hums. The organization feels the direct correlation between sowing and reaping—between *doing* and *getting*.

But none of it works if the engine is underpowered. Which brings us to capacity.



Leadership Skills Mini-Scan

Before you scan roles and responsibilities, it can be useful to take a step back and ask: How strong is our organization’s overall leadership capacity?

A quick self-assessment of 10 core leadership and team skills that consistently differentiate high-performing organizations from those that struggle.

Take a few minutes to rate your team’s current strength in each area (1 = low, 5 = high). This is not about perfection—it’s about clarity.

Competency	Description	Rating
Communication	Clear, consistent, two-way dialogue	1 2 3 4 5
Collaboration	Working across functions with ease	1 2 3 4 5
Emotional Intelligence	Managing emotions, building trust	1 2 3 4 5
Adaptability	Flexibility in changing conditions	1 2 3 4 5
Problem-Solving	Finding solutions, not just problems	1 2 3 4 5
Decision-Making	Clarity & timeliness in choices	1 2 3 4 5
Strategic Thinking	Linking today's tasks to long-term goals	1 2 3 4 5
Coaching Others	Developing people's strengths	1 2 3 4 5
Innovation	Generating new ideas & approaches	1 2 3 4 5
Integrity & Ethics	Doing the right thing, consistently	1 2 3 4 5

Leadership Reflection: Your 15-Minute Capacity Tune-Up

Use the following questions to scan your staff and teams this month:

Roles & Responsibilities

- When was the last time you reviewed staff roles and responsibilities?
- Are these roles clear, current, and aligned with strategic goals?
- Do staff know who leads, who assists, and how their work connects?

Knowledge, Skills, and Abilities (Cylinders Firing)

- What essential technical and leadership skills are required for each role?
- On a scale of 1–5, how well does each staff member demonstrate those skills?
- Where are the misfires—gaps that create frustration, drag, or inefficiency?

Capacity Building (Tuning the Engine)

- Do you see common themes across staff (e.g., collaboration, leadership, technical expertise)?
- What creative, low-cost ways could you invest in building this capacity?
- How intentional are you in cultivating a culture where people want to grow—and are supported in doing so?

(Consider jotting notes as you go. Even a quick scan can reveal where your horsepower is strong and where tuning is needed.)

Why It Matters

A high-performance engine isn't just about raw power—it's about balance, alignment, and care. The same is true for leaders, teams & organizations.

Most employees want to do great work. They want to see their skills translate into meaningful outcomes. When leaders align roles, close skill gaps, and invest in capacity, they unlock horsepower—not only moving the plan forward, but also building a culture of joy, pride, capacity, and sustained performance.

Closing Thought: Full Horsepower Leadership

A strategic plan is not a pretty car in storage—it's a vehicle designed to perform. And like any vehicle...it only performs when it's fueled, tuned, and firing on all cylinders.

This month, take the time to lift the hood: review roles, assess skills, and build the horsepower your strategy requires. Because when your people are aligned and empowered, your organization doesn't just have a plan—it has motion, momentum, and speed.

CEO challenge:

- Is your organization firing on all its cylinders?
- If not, what one action might you take this month to optimize capacity and performance?

This brief builds on principles from my book, *The 3 Secrets of Attentional Leadership*, where I describe how Strategic Focus fuels Performance Focus. Horsepower is how you make that connection real. If you'd like a copy, just let me know.

Sincerely,



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