



Turning Strategy into Results.

Why Transformations Stall and How to Make Them Succeed.

By Peter Gelbrich, Managing Partner.

Transformation has become a constant rather than an exception over the past year. Organizations are continuously adapting, as they are driven by digitalization, market dynamics, and evolving business models. Yet despite significant investment and effort, many transformations still fall short of delivering their intended value.

This is rarely due to a lack of strategic ambition or insight. In most cases, the direction is clear. The real challenge lies in execution, specifically in three areas that are often underestimated:

- **clarity of communication,**
- **alignment of action, and**
- **transparency of performance.**

When Vision Doesn't Land.

Every transformation begins with a vision. At the outset, it is typically compelling, well-structured, and supported by data. But as it moves through the organization, something critical happens: it loses precision.

What starts as a clear strategic narrative becomes fragmented across functions, interpreted differently by teams, and ultimately disconnected from day-to-day decisions.

The key question is not whether the vision is strong, but whether it is understood in a way that drives action. If people cannot clearly translate strategy into their own priorities, transformation remains abstract.

» **Effective organizations treat communication not as a one-off cascade, but as a continuous process of making strategy tangible and relevant at every level.**

When the Organization Moves, But Not in the Same Direction.

Even when the vision is broadly understood, execution often drifts.

Large organizations are inherently complex. Functions optimize locally, initiatives multiply, and competing priorities emerge. Over time, a subtle but critical gap develops between what the organization intends to achieve and what it actually does.

This misalignment is rarely visible at first. Progress is reported, milestones are reached, and yet the overall impact remains below expectations.

The underlying issue is structural, as strategy and execution are often managed separately, with limited linkage between them. Without a consistent mechanism to connect strategic objectives to operational activities, alignment becomes dependent on individual interpretation rather than systemic design.

» **Leading organizations are shifting toward models where every initiative, process, and decision is explicitly tied to strategic intent. These models create coherence across the enterprise.**

When Transparency Comes Too Late.

Another common challenge is the lack of timely transparency.

In many organizations, performance is still managed through periodic reporting via monthly dashboards, steering meetings, and retrospective reviews. By the time deviations are identified, the opportunity to intervene has often passed.

What is needed is a shift from static reporting to continuous visibility:

- Clear linkage between goals and measurable outcomes.
- Ongoing tracking of progress and impact.
- Early identification of risks and bottlenecks.

This level of transparency allows organizations to move from reactive reporting to active steering of transformation.

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Closing the Gap Between Strategy and Execution.

What distinguishes successful transformations today is not the ambition of the strategy, but the organization's ability to connect vision, execution, and insight in a continuous loop.

This requires three capabilities:

- Translate strategy into actionable objectives across all levels.
- Align execution consistently across functions and initiatives.
- Create transparency on performance and progress in real time.

Increasingly, organizations are turning to integrated platforms to enable exactly this.

Solutions such as Tangible Growth, for example, are designed to embed strategy directly into the operational fabric of the organization by linking goals, initiatives, and outcomes in a single, transparent system. Rather than managing transformation as a collection of programs, they enable it to be steered as a living system.

The recently announced strategic partnership between Tangible Growth and SAP Signavio further reinforces this direction. By combining strategy execution with process intelligence, the collaboration aims to bridge the gap between corporate strategy and business transformation, connecting strategic objectives directly with operational processes and performance data.

This kind of integration enables a shared view across the organization by linking intent, execution, and outcomes. Thus, more informed decision-making at all levels are supported.

About Tangible Growth.

Tangible Growth is a strategy execution platform designed to help enterprises turn strategic intent into measurable business outcomes by connecting strategy, transformation initiatives, and day-to-day operations in one integrated system. The platform enables organizations to improve alignment, transparency, and execution speed through tools such as OKR management, dependency tracking, and AI-supported decision-making. By linking strategic objectives directly to teams, processes, and operational data, Tangible Growth helps companies accelerate transformation efforts while maintaining organizational agility and employee engagement. Its objective is to close the gap between strategy and execution, allowing organizations to adapt faster, improve collaboration, and achieve sustainable, tangible results.

For more information, visit:

www.tangible-growth.com





The Real Differentiator.

In today's environment, competitive advantage no longer comes from having a better strategy alone. It comes from the ability to consistently translate strategy into action, and to adjust that action as conditions change.

Clarity, alignment, and transparency are not just supporting elements of transformation. They are the foundation that determines whether it succeeds or stalls.



Ultimately, transformation does not fail due to lack of ambition, but rather when strategy and execution are not fully connected. Organizations can now address this challenge systematically and sustainably.

About Lischke Consulting.

Lischke Consulting specializes in Operational Excellence and the implementation of complex change processes. We have been advising internationally renowned companies in the manufacturing industry for over 25 years.

We strive to support companies holistically in their realignment, achieving goals and leveraging improvement potential for truly adopted new operational processes and structures. Empowering employees to help shape this transformation plays a central role: Their knowledge, ideas and skills are the basis for sustainable success.



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