KeystoneGroup
INTERNATIONAL

PLANNING SEASON ADVANTAGE

2027 Growth Readiness Brief

Five questions executive teams should answer before the year begins.

The strongest teams do not wait for January to build momentum. Year-end planning is a decision window: a chance to clarify what will drive growth, where execution needs to strengthen, and how the executive team must align to turn strategy into sustained results. The five questions below are designed to pressure-test next year before it starts.

FIVE QUESTIONS TO PRESSURE-TEST NEXT YEAR

1 **What creates momentum in our business?**

Growth compounds when leaders understand the few actions that make progress easier, faster, and more valuable over time. The goal is not more activity. The goal is a clearer system for creating repeatable advantage.

2 **Where does execution slow or stall?**

Most companies have strong ideas. The question is whether priorities, decisions, ownership, and follow-through are reliable enough to produce results when complexity increases.

3 **Is the executive team aligned on how we win?**

Alignment is more than agreement in the room. It shows up in enterprise-first decisions, disciplined tradeoffs, shared priorities, and the ability to address root causes instead of adding more initiatives.

4 **Are decision rights clear enough for the speed we need?**

The next year will reward teams that can move with clarity and conviction. If decisions require too much escalation, revisiting, or silent rework, momentum becomes harder to sustain.

5 **What leadership or workforce capability will matter most next year?**

Talent strategy is no longer only about filling roles. It is about building the leadership capacity, operating habits, and people systems required to deliver the strategy consistently.

A SIMPLE TEST

If your answers point to clear sources of momentum, consistent execution, aligned leadership, defined decision rights, and the capabilities needed for what comes next, your team is building the conditions for growth. If your answers are unclear, inconsistent, or dependent on heroics, that is where next year's momentum needs attention first.

WHAT YOUR ANSWERS REVEAL

Reading the results: 6 Growth Readiness Signals

Use your answers to the five questions to identify where your organization has the greatest opportunity to create momentum before the year begins. The six signals below show where growth readiness most often strengthens or stalls inside mid-market companies. The goal is not to improve everything at once. The goal is to identify the one or two areas that would create the greatest advantage if addressed now.

Strategic Clarity & Focus	The team can name the few priorities that matter most and make disciplined tradeoffs.
Leadership Alignment	The ELT makes enterprise-first decisions and operates at the level required for the next phase of growth.
Decision Speed & Ownership	Decision rights are clear enough to move quickly without unnecessary escalation, rework, or second-guessing.
Execution Discipline	Commitments turn into measurable results without loss of momentum or uneven accountability across teams.
Org. Effectiveness	Systems, processes, and ways of working help people move faster instead of creating complexity.
Future Growth Readiness	The organization can sustain execution performance as growth, complexity, or market pressure increases.

How to use this brief with your executive team

1

ANSWER INDIVIDUALLY
Have each executive answer the five questions before a planning conversation.

2

COMPARE PATTERNS
Look for where answers converge, diverge, or reveal different assumptions about how the business creates momentum.

3

CHOOSE THE LEVERAGE POINT
Identify the one capability that, if strengthened now, would create the greatest advantage next year.

Build momentum before the year begins.

KGI helps executive teams clarify what drives growth, where execution needs to strengthen, and how leadership must align to turn strategy into sustained results.

NEXT STEP

Request a Growth Readiness Briefing

chelsey@keystonegroupintl.com