

The Speed Imperative.

Decision velocity is the new competitive advantage. The companies that decide faster — and better — win.

67%

of strategic plans fail in execution

12 : 1

competitor decisions while you
schedule meetings

\$2B+

EBITDA improvements from faster,
better decisions

Speed Without Direction Is Just Chaos

Every CEO knows the pressure. Markets move faster. Competitors make moves that would have taken years a decade ago. Boards want answers now.

Yet when we work with leadership teams globally, the pattern is consistent: the urgency is real, but the response is wrong. Companies try to move faster without first getting clear on direction. They confuse activity with progress. They launch more initiatives instead of making harder choices about fewer priorities.

The result is predictable: faster execution of the wrong things.

What Decision Velocity Actually Looks Like

Decision velocity is not about making decisions quickly. It is about making the right decisions quickly. The companies that consistently outperform share three characteristics:

- **Visible strategic logic.** Every leader can articulate where the company is going, which product-market combinations are priority, and what capabilities must be built. No ambiguity. The thinking is explicit and shared.

- **Direct P&L connection.** Priorities are linked to financial outcomes — revenue targets, margin improvement, ROIC. Not aspirational themes on a wall.
- **Quarterly cadence.** Assumptions reviewed, priorities adjusted, resources reallocated every 90 days. Not because they are indecisive — because markets move.

CASE IN POINT: \$550M South American Consumer Products Company

Situation: Annual strategic planning took 5 months from kickoff to board presentation. By the time priorities were set, market conditions had shifted. The leadership team was making decisions on stale assumptions. Two product launches missed their window.

Approach: We installed a structured strategy system that made assumptions, priorities, and projects visible and connected. The first full cycle took 6 weeks. Quarterly reviews now take 2 days of focused leadership time, because the preparation — market data, competitive shifts, financial tracking — is AI-assisted.

Result: Planning cycle reduced from 5 months to 6 weeks. Quarterly adjustments caught a competitor price move that would have cost \$18M in margin. The CEO now describes their cadence as "always in strategy, never in a strategy meeting."

The Infrastructure Problem

Most companies do not have a strategy system — they have a strategy event. An annual offsite. A deck updated once a year. Goals set in January, reviewed in December.

You cannot run quarterly reviews if each one requires months of preparation. You cannot adjust priorities if those priorities were never made explicit. You cannot reallocate resources if nobody has identified the highest-return opportunities.

This is why companies that invest in a repeatable, structured strategy system gain a structural speed advantage that compounds over time.

The Cost of Waiting

Decision velocity compounds. Every quarter a competitor makes better decisions faster, the distance grows. Eventually, it becomes uncatchable. The companies that will dominate the next five years are building this capability now.

The gap between leaders and laggards is no longer about having the best strategy. It is about how fast you can set, test, adjust, and execute strategy. Repeatedly.

YOUR NEXT MOVE

Ask yourself and your leadership team these questions this week:

- **How long does it take your company to go from strategic question to strategic decision?**
- **When was the last time you fundamentally adjusted a strategic priority mid-year?**
- **Could your leadership team do a full strategic review in 2 days if the preparation was already done?**

Start the Conversation

Thinking Dimensions Global works with CEOs of \$300M–\$4B companies to build strategies that connect to P&L outcomes. We facilitate decisions and help leadership teams own execution across four continents.

Schedule a call: tlewko@thinkingdimensions.ca

Visit: thinkingdimensions.com

Read the book: MOVE: AI-Powered Strategy for a Fast World (Routledge, 2025)

Vancouver • London • Milan • Singapore • Mumbai • Sydney