

SENIOR EXECUTIVE TRANSITIONS – FIVE AREAS OF FOCUS ENTERPRISE MANAGER

1	<p>Manage an enterprise in its total context – multiple constituencies; boards; analysts; investors; alliance partners; workforce; shareholders, direct reports, community, industry</p> <p>Set and communicate enterprise direction</p> <p>Deliver consistent predictable top and bottom line results</p>
2	<p>Industry assumptions, business models, competitive patterns</p> <p>Bigger context – the enterprise in a community and global context; sustainability issues</p> <p>Expectations and needs of different stakeholders</p>
3	<p>Is the organisation's vision and purpose consistently communicated in a way that people engage with?</p> <p>Are we creating the employee and customer experience that supports the achievement of our business goals?</p> <p>Is my team operating optimally, collectively and individually? If not, what would shift their performance?</p> <p>How's my performance – do I really know what's going on in the business? Are people telling me the bad news?</p> <p>Is the board fulfilling its mandate?</p>
4	<p>Craft a concrete definition of where to take the enterprise and express it in a narrative that inspires people</p> <p>Portfolio approach to the enterprise – growth opportunities, exit decisions and resource allocations</p> <p>Clear set of lenses by which to evaluate performance of the business and direct reports</p> <p>Know where and how to dive in to the detail</p> <p>Sound judgment – able and willing to make timely decisions in the face of systemic complexity and competing priorities</p> <p>Value slow evolutionary results</p> <p>New level of objectivity about one's previous functional path to CEO and those now in those roles</p> <p>Stronger sense of individual leadership purpose – why am I here, what is my true role</p> <p>A balance of communication between that which inspires and that delivering clear performance messages</p> <p>Balance short and long term focus and ensure that is translated in how the leadership team functions</p> <p>Mindsets, habits and routines that create resilience</p> <p>Be mindful of the quantum leap in leadership impact/shadow</p>
5	<p>Enterprise vision not communicated in a narrative that engages</p> <p>Mid to long term staff engagement and talent retention below par</p> <p>Lack of specific and consistent lenses/frameworks for evaluation of people and performance</p> <p>Not knowing what is going on in the business – lack of feel for this</p> <p>Lack of clear and coherent priorities</p> <p>Governance issues; Lack of objectivity in key people and business decisions</p>

Source: Ram Charan, Barbara Wilby