UNLOCKING ENTERPRISE VALUE™ ILLUSTRATIVE SAMPLE

EXECUTIVE DECISION & CONSTRAINT BRIEF™

Stop treating symptoms. Identify the constraints. Make the right decisions.

PREPARED FOR	Established services business	DECISION LEADER	Managing Director
PREPARED BY	Unlocking Enterprise Value™	PRODUCT	Business Decision Session

THE DECISION IN VIEW

Should the business recruit a commercial director now, and what would need to be true for that appointment to succeed?

EXECUTIVE CONCLUSION

The business may need stronger commercial leadership. Recruitment should not begin yet.

The sales problem is real. But the evidence does not yet justify a search: the role is not clearly defined, decision rights remain concentrated, and there is no repeatable commercial operating system against which a senior leader could be held accountable.

THE MORE MATERIAL CONSTRAINT

Managing-Director-dependent commercial judgement without a sufficiently defined commercial operating system.

Recruiting now would add cost and seniority without resolving the underlying ambiguity. The priority is to define how commercial work should operate, what the role would own, and what evidence would justify the investment.

DECISION

Do not begin recruitment immediately. Complete a focused commercial design phase, then reconsider the appointment against clearer evidence.

EVIDENCE POSITION *Based on information provided by the decision leader within one bounded Session. An executive decision-support conclusion, not a sales audit, employee assessment, market study, legal opinion or organisation-wide diagnostic. This sample is entirely synthetic and describes no real client, organisation or engagement.*

02 | THE DECISION AND CONSTRAINT VIEW

One material constraint, four reinforcing conditions.

WHAT THE DECISION LEADER TOLD US

THE SITUATION

Growth slowed after several strong founder-led years. New opportunities are still created, but pipeline quality is hard to judge and significant prospects depend on the managing director.

ALREADY TRIED

- more sales activity and pipeline reviews;
- informal responsibility for team members;
- external lead generation;
- more MD involvement in stalled deals;
- early role discussion, no settled mandate.

WHAT THE LEADER WANTED

An independent challenge to the assumption that recruitment is the necessary next step, a clearer view of the conditions behind the strain, and a practical decision before money and attention are committed to a search.

TWO QUESTIONS THAT HAD BECOME BLENDED

COMMERCIAL LEADERSHIP

Does the organisation lack a sufficiently senior commercial leader, or has the existing system made effective leadership difficult?

RECRUITMENT READINESS

Is there a clear role, operating model, authority and evidence base against which a new commercial director could succeed?

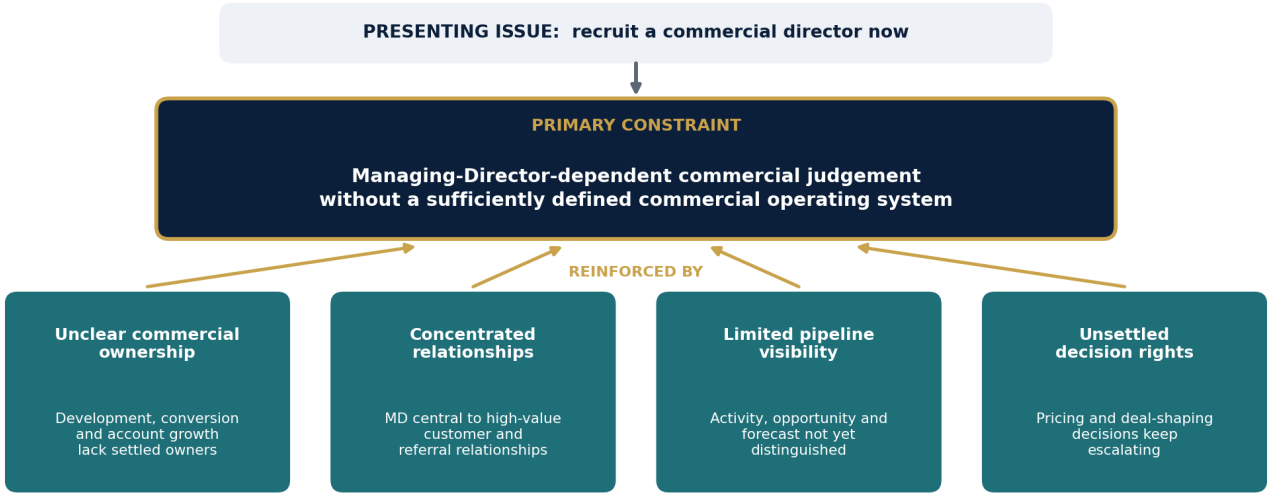
THE VISIBLE ISSUE

The managing director carries too much commercial judgement. Proposals, pricing, relationships and deal recovery keep returning upwards. The apparent answer: appoint a senior leader to absorb it.

WHAT SITS BENEATH IT

Boundaries between business development, sales, account growth and the MD's role are unsettled. The proposed role combines strategy, hands-on selling, team management and system design. Recruiting into that ambiguity makes success hard to define and failure hard to interpret.

CONSTRAINT ARCHITECTURE



03 | PRIORITIES AND DECISIONS

Clarify the work before recruiting the person.

WHAT THE SESSION ESTABLISHED

- The recruitment question has arrived before the system and the mandate are defined.
- The team cannot be judged fairly while ownership, information and decision rights are unsettled.
- MD involvement adds valuable judgement but masks missing disciplines; a senior hire could become another dependency.

WHAT REMAINS UNCERTAIN

- Whether the team can perform under clearer ownership and rhythm.
- Whether the need is a commercial director, a narrower lead or specialist support.
- Whether weak pipeline reflects capability, market, offer or execution.
- What revenue and pipeline quality would justify the investment.

THREE PRIORITIES

PROTECT
Customer continuity
Maintain ownership of live opportunities and protect client relationships during the design period.

DEFINE
Commercial architecture
Clarify the commercial model, role boundaries, decision rights, measures and operating rhythm.

TEST
Capability and need
Run the clarified system long enough to show whether the gap is leadership, capability, capacity or design.

Decision matrix

Decision	What follows
PROTECT	Customer relationships, live opportunities, and the managing director's contribution to genuinely consequential decisions.
CHANGE	Move from informal coordination to defined ownership, common pipeline language and visible decision rights.
OBTAIN	A reliable picture of pipeline, conversion, relationship concentration, team capability and workload.
STAGE	Design first; a defined test period second; recruitment or alternative support only after the evidence is reviewed.
DEFER	External search, role advertising and remuneration design until the mandate and evidence base are clear.

WHAT SHOULD STOP

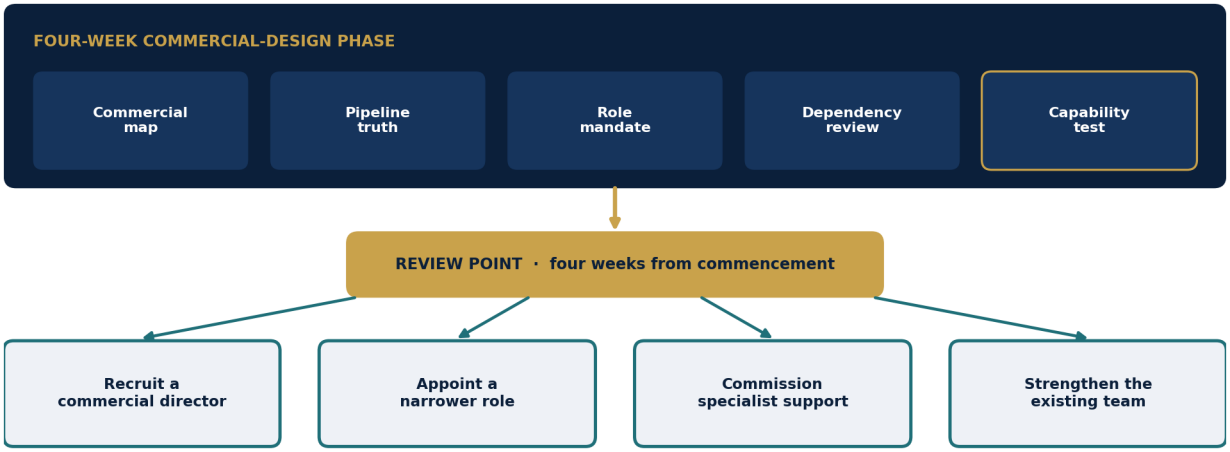
- treating recruitment as the automatic answer to commercial shortfall;
- relying on undocumented MD judgement for major opportunities;
- using activity volume as a substitute for pipeline quality;
- adding senior accountability before authority and information are defined.

WHAT SHOULD NOT BE ASSUMED

- that the current team lacks capability;
- that a commercial director will automatically reduce MD dependency;
- that pipeline weakness has one cause;
- that recruitment alone guarantees stronger performance.

04 | IMMEDIATE ACTION AGENDA

A focused four-week commercial-design phase.



The design phase leads to one review point and four possible decisions.

Workstream	Immediate actions	Evidence of progress
Commercial map	Define the route from lead to account growth; assign provisional ownership at each stage.	One agreed map with named ownership and visible hand-offs.
Pipeline truth	Review live opportunities against common criteria; separate activity, early interest, qualified opportunity and forecast.	A reconciled pipeline with confidence levels and next actions.
Role mandate	Draft the outcomes, authority, relationships and measures the role would own; separate leadership, selling and system design.	A one-page mandate that can support a recruitment decision.
Dependency review	Identify which customer, pricing, proposal and relationship decisions still need the MD; separate valuable judgement from missing architecture.	A map of what should remain, transfer or be systematised.
Capability test	Run the clarified ownership and review rhythm for four weeks; observe where capability holds and where it does not.	Recorded evidence of team performance under clearer conditions.

DECISION OWNER

Managing Director

The managing director retains accountability for the recruitment decision. Relevant commercial and operational leaders should be involved, without turning the decision into an unbounded collective exercise.

05 | NEXT DECISION POINTS

Recruit only when the role and evidence can support the investment.

ROLE CLARITY

- The outcomes expected are explicit.
- The role does not combine incompatible mandates.
- Authority and escalation boundaries are defined.

COMMERCIAL EVIDENCE

- Pipeline quality and conversion can be described credibly.
- Relationship concentration is visible.
- The commercial gap justifies senior investment.

ORGANISATIONAL READINESS

- The role has usable information.
- Peers understand the interfaces.
- The MD will transfer defined authority, not tasks alone.

IMMEDIATE COMMITMENT

Begin the four-week commercial-design phase before opening an external recruitment process.

THE ADVISER'S PERSPECTIVE

The managing director is right to question whether the business needs stronger commercial leadership: too much judgement, too many relationships and too much recovery work sit in one place. But a new director cannot resolve ambiguity the organisation has not resolved for itself. The proposed role asks one person to shape strategy, win business, grow accounts, build the team and design the system.

This is not a recommendation to preserve the status quo. It is a recommendation to improve the quality of the recruitment decision, and to give the right appointee a fairer chance of succeeding.

"Do not recruit someone to carry an operating system that has not yet been designed. Define the system first, then appoint against the work the business genuinely needs done."

Patrick Oluyide · Founder & Board Advisory Lead, Unlocking Enterprise Value™

Protect.	Define.	Test.	Decide.
Customer continuity	The commercial system	Capability and need	On evidence

This Brief provides structured executive decision support based on information available within a bounded, illustrative Session. It is not an organisation-wide diagnostic, sales audit, employee assessment, recruitment recommendation, legal opinion or guarantee of outcomes. The client remains responsible for all decisions and results. Illustrative sample only: entirely synthetic, not based on a live client or organisation; the adviser reflection is a synthetic opinion on the illustrative facts.