

The Five Dimensions of Executive Readiness

The Leadership Model

A proprietary framework defining the essential shifts from operational leader to enterprise executive.

1

Enterprise Perspective

Shift: Functional Excellence → Organizational Stewardship

Managers optimize their skills. Executives optimize the enterprise.

Key Indicators of Readiness:

- Integrates market, customer, financial, and operational perspectives in decision-making.
- Explicitly links day-to-day choices to long-term enterprise value creation.
- Anticipates second- and third-order consequences across the system.

Only 14% of managers demonstrate enterprise-level thinking without targeted development (DDI).

2

Executive Judgment & Decision Velocity

Shift: Solving Problems → Shaping the Future

Executives make fewer decisions but far more consequential ones.

Key Indicators of Readiness:

- Exercises sound judgment in complex, high-impact decisions where certainty is unavailable.
- Calibrates risk deliberately in service of long-term strategic and financial objectives.
- Integrates financial, operational, and market insight to set enterprise direction.

C-suite leaders spend up to 45% of their time on decisions that drive multi-year impact.

3

Influence at Scale

Shift: Communicating Tasks → Aligning the Organization

Managers communicate to inform. Executives communicate to create alignment, commitment, and direction.

Key Indicators of Readiness:

- Crafts and communicates enterprise narratives that anchor strategy and change.
- Influences outcomes across functions without relying on formal authority.
- Aligns diverse stakeholder groups around shared priorities and intent.

Alignment breakdown is among the top three causes of transformation failure (McKinsey).

4

Leading Systems, Not Teams

Shift: Managing Direct Reports → Building Leaders and Operating Systems

Executives scale through culture, capability, and operating mechanisms—not personal involvement.

Key Indicators of Readiness:

- Develops leadership depth beyond immediate successors.
- Designs operating mechanisms that deliver consistent, repeatable outcomes.
- Establishes accountability through standards, governance, and rhythm—not proximity.

High-performing organizations are 3.4x more likely to invest in leaders who lead through systems (Bersin).

5

Commercial & Financial Acumen

Shift: Knowing the Function → Knowing the Business

Executives must understand how the organization truly creates value.

Key Indicators of Readiness:

- Demonstrates fluency in financial drivers, trade-offs, and value levers.
- Interprets market signals, customer economics, and competitive dynamics.
- Grounds strategic choices in commercial and financial realities.

Only 6% of managers exhibit strong financial acumen, yet it is one of the strongest predictors of C-suite success.

The Arc of Transformation

Here's how the leadership identity evolves across the journey

Clarity

Understanding how the enterprise works

Capability

Building strategic, commercial, and leadership muscles

Credibility

Earning trust through sound judgment and presence

C-Suite Readiness

Operating as a steward of long-term organizational health

Capacity

Leading larger scopes with less direct control

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This journey is non-linear and accelerates through deliberate, structured development rather than tenure alone.

Explore how structured development accelerates enterprise leadership readiness. Develop your future executives.

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