Fractional Revenue & Business Leadership

AN EXECUTIVE DECISION GUIDE

Get the right leadership capability. At the right time. For the right outcomes.

A practical guide to help you diagnose the real business need, understand the potential impact, and determine whether fractional leadership is the right solution.

1 WHAT INDICATES A PROBLEM OR GAP EXISTS?

Start with the trigger, not the proposed solution.

- What changed or failed to change?
- What are you observing that suggests intervention may be required?
- Is this a single event, a recurring pattern or a trend?
- Who is impacted — leadership, sales, customers, partners or employees?
- How long has it existed?
- What are you actually observing versus what do you believe is causing it?

> *"Clarity on the real problem leads to better decisions and stronger outcomes."*

2 WHAT EVIDENCE SUPPORTS THAT CONCLUSION?

Separate what you know from what you think you know.

- What data or information supports this conclusion?
- What do you believe to be true but haven't validated?
- What information do you not currently have?
- What assumptions are being made?
- What additional input or perspectives do you need before moving forward?
- How will you validate the root cause?

> *"Better decisions come from evidence, not assumptions."*

3 HOW LARGE IS THE PROBLEM?

Understand the scope and quantify the impact.

- Can you establish a baseline?
- How far is actual performance from expected performance?
- Is the gap growing, stable or improving?
- Is the issue isolated or systemic?
- What parts of the organization, customer base, market or revenue engine are affected?
- Can the impact be quantified — revenue, margin, pipeline, productivity, retention or other key measures?

> *"If you can't measure the impact, it's difficult to determine the right level of intervention."*

4 WHAT IS THE COST OF DOING NOTHING?

Consider both the cost of the issue continuing and the opportunity cost.

- What happens if nothing changes over the next 3, 6 or 12 months?
- What is the financial, operational and strategic impact?
- What revenue, customers, market opportunities or partnerships might be lost?
- How could this affect market position, customer relationships or talent?
- What is the opportunity cost of delaying action?

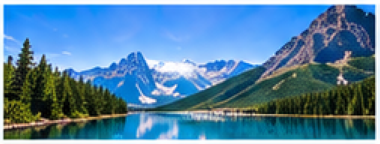
> *"The cost of inaction is often greater than the cost of bringing in the right expertise at the right time."*

RELATED PERSPECTIVE — THE DAILY EXECUTIVE

Capability Before Structure: Building the Organization the Business Actually Needs

Build for what the business needs, not for what the org chart says you should have.

Read the full perspective at The Daily Executive. →



IDEAS.
LEADERSHIP.
PERSPECTIVE.

Fractional Revenue & Business Leadership

AN EXECUTIVE DECISION GUIDE

From insight to the right solution. Define the capability, choose the best approach, and set up for success.

A practical guide to help you move from diagnosis to decision — and put the right leadership capability in place to accelerate growth and create lasting value.

5 WHAT DOES BETTER ACTUALLY LOOK LIKE?

Define the desired outcome before choosing a solution.

- What specific business outcomes do you want to achieve?
- How will success improve performance, customer experience and market position?
- What will be different for your people, customers, partners and the business?
- How will you know you have created lasting value?

"Start with the outcome, not the title."

6 WHAT IS A REALISTIC TIMEFRAME?

Set clear expectations for when results should occur.

- When should you begin to see meaningful progress?
- Are there near-term priorities and longer-term objectives?
- What factors could accelerate or delay results?
- How will you measure progress along the way?

"The right leadership creates momentum early and compounds value over time."

7 WHAT CAPABILITY IS ACTUALLY REQUIRED?

Identify the leadership capability needed to achieve the desired outcome.

- Do you need strategic direction, execution, operational leadership or a combination?
- What skills, experience and industry knowledge are essential?
- Is this a gap in leadership, bandwidth, or specialized expertise?
- Would a fractional leader, advisor or permanent hire best meet the need?

"It's about the capability, not headcount."

8 WHAT IS THE BEST WAY TO DELIVER THAT CAPABILITY?

Consider the options and choose the right approach.

- Should you engage a fractional leader, advisory support, executive search or internal talent?
- What are the trade-offs in terms of speed, flexibility, cost and long-term commitment?
- How will the approach align with your culture and operating model?
- What support will be required to set the leader up for success?

"The best solution is the one that fits your needs, timeline and circumstances."

9 HOW WILL YOU ENABLE SUCCESS?

Create the right conditions for impact.

- What resources, access and decision-making authority will be needed?
- How will you integrate the leader with your existing teams and partners?
- What accountability, governance and reporting structures are required?
- How will you ensure alignment with your broader business strategy?

"Leaders are most effective when the right environment is in place."

10 HOW WILL YOU MEASURE IMPACT?

Be disciplined about outcomes.

- What are the key metrics for success — revenue, margin, pipeline, market share or other?
- How often will you review progress and adjust?
- What milestones will indicate the engagement is creating value?
- How will you capture and sustain the gains over time?

"What gets measured gets managed — and what matters gets done."

THE VALUE OF THE RIGHT LEADERSHIP CAPABILITY

REAL OUTCOMES. LASTING IMPACT.

- Accelerated Growth
- Stronger Teams
- Improved Execution
- Greater Market Opportunity
- Enhanced Customer Outcomes
- Long-Term Business Value

"Fractional leadership provides the experience, perspective and execution capability to turn opportunity into measurable results."