EXECUTIVE OPERATING ALIGNMENT

Align the executive team before the organisation scales the change.

ENTERPRISE is a one-day, in-person working session for the CEO and executive leadership team, using evidence from real work to align Mission, Minds and Machines.

Functions can move faster while the enterprise stays stuck.

Strategy, product, technology, people and risk can move at different speeds. Leadership for the AI era cannot be delegated to one AI leader. The executive team must make the choices together.

IDEAL FIT · CEO + FULL ELT UP TO 10 + MULTI-FUNCTION EVIDENCE + DECISION AUTHORITY

MISSION
Outcomes + trade-offs

MINDS
Mindset + method

MACHINES
Technology + product + data

ENTERPRISE Evidence → Mission → Machines + Minds → Operating system → Commit

1 day	10	3	90
in person	ELT participants, max	enterprise choices	day rhythm

WITHOUT ENTERPRISE

Functions optimise locally. Dependencies stay hidden. Incentives conflict. Technology, product and strategy pull apart. No one owns the enterprise trade-offs.

WITH ENTERPRISE

The ELT works from one evidence base, makes explicit portfolio choices, resolves decision rights and commits to one operating rhythm with named owners.

WHAT CHANGES BY THE END

The ELT leaves with an operating contract, decision-rights and incentive map, cross-functional risks and dependencies, portfolio choices and a 90-day accountability rhythm.

PERSONAL and TEAM build leadership capability. · Functions create evidence. · ENTERPRISE aligns the ELT to scale what the evidence supports.

HOW IT WORKS · ONE DAY IN PERSON, WITH EVIDENCE SYNTHESIS BEFORE

Turn functional evidence into enterprise choices.

Real dialogue, not status reporting. The ELT decides on live dependencies, incentives, risk and capacity.

R	M	A	O	C
REALITY	MISSION	ALIGN	OPERATE	COMMIT
before · evidence	outcomes · choices	machines + minds	rights · incentives	90 days · evidence

THE EXECUTIVE WORKING JOURNEY

01 EVIDENCE FRAME · BEFORE — Combine consented session outputs, function evidence, risks, dependencies and unresolved choices.

02 MISSION + PORTFOLIO — Choose enterprise outcomes, stop-start-change decisions, trade-offs and capacity priorities.

03 MACHINES + MINDS — Align strategy, product, technology, people and risk on behalf of the full executive team.

04 OPERATING CONTRACT — Set decision rights, incentives, leadership principles, watchpoints, owners and the 90-day rhythm.

MACHINES

Technology · product · data · architecture · controls · ownership

MINDS

AI-first mindset · method · judgement · challenge · leadership behaviour

MISSION

Enterprise outcomes · portfolio choices · trade-offs · value · accountability

OPERATING RULE **No single AI leader owns this change. The CEO and ELT align strategy, product, technology, people and risk around real outcomes.**

WHAT THE EXECUTIVE TEAM LEAVES WITH

Evidence Readout
What shifted, what is stuck and what the evidence supports.

Operating Contract
Observable principles for how the ELT will lead together.

Decision Rights
Owners, incentives, escalation and unresolved conflicts.

Risk + Dependency Map
Cross-functional constraints and enterprise watchpoints.

Portfolio Choices
Start, stop, change and capacity decisions.

90-Day Rhythm
Owners, evidence, review dates and next decisions.

Complete when the CEO and ELT can name the choices, owners, conflicts, measures and review dates.

WHAT THE DAY INSTALLS · ONE EXECUTIVE CONTRACT

Seven functions do not become one enterprise by accident.

ENTERPRISE connects what functions have learned to the choices only the executive leadership team can make.

1	1	90
enterprise outcome set	decision-rights map	day accountability rhythm

Evidence travels up from real work. Decisions travel back with owners and measures.



CEO and ELT working session · real evidence, live choices and explicit accountability

WHAT THE WORK MAKES VISIBLE

MISSION Outcomes and enterprise trade-offs. **MINDS** How leaders and teams think, decide and work. **MACHINES** How technology, product, data and controls enable the mission.

THE LEADERSHIP CONTRACT

One team. Clear choices.

Strategy → product → technology → people → risk → value → evidence → review.

NEXT STEP · Bring the CEO, full ELT, prior evidence and the enterprise decisions that cannot stay unresolved.