

— BEFORE DAY 1

# The role can be open. *The transformation doesn't have to wait.*

While the role is open, the mandate is still taking shape, decisions are accumulating and the work keeps moving.

If nothing changes, Day 1 starts the discovery clock: the incoming leader reconstructs the mandate, surfaces dependencies and chases decisions while already being judged on movement.

**59%** do not report strong consensus on how their company will change its business model. PWC, 2024

**88%** are not agile enough to launch a strategic initiative inside three months. KPMG, 2026



BY DAY 1 — THESE QUESTIONS SHOULD NOT STILL BE OPEN

- 01 **What is the mandate, actually?**
- 02 **Which decisions sit above the role?**
- 03 **Where do the priorities collide?**
- 04 **Where will the operating seams break?**
- 05 **What proof will the work have to produce?**

**INSIDE THE SEARCH** Put the actual mandate in front of finalists: what would you challenge, what is missing, how would you sequence it?

DAY 1 WITHOUT THIS

**Find the work**

VS

DAY 1 WITH IT

**Lead the work**

The leader challenges it, reprioritizes it and owns it. ETEGY removes the blank sheet.

THE STARTING POSITION

Something to lead from Day 1.

A named, sequenced transformation portfolio with the operating change, owner, dependencies, decisions, measures and evidence obligations attached. Illustrative below; the work is derived from the mandate and changes with it.

| WORKSTREAM               | THE OPERATING CHANGE IT REQUIRES                                                        | THE DECISION IT FORCES                    |
|--------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------|
| AI-enabled delivery      | Delivery moves from effort-priced to outcome-priced, with the work redesigned around it | What gets productized, what stays bespoke |
| Service economics        | Capacity, mix and margin become visible before commitment rather than after             | Who holds the accept or reject right      |
| Customer value lifecycle | Renewal and expansion are governed on evidence of value delivered                       | What counts as proof of value delivered   |
| Knowledge at scale       | What the best practitioners know becomes reusable, not resident                         | What the firm will standardize            |
| Cross-functional model   | Handoffs between sales, delivery and support carry a named owner end to end             | Where the seam sits, and who owns it      |
| Governance and evidence  | Benefit reported to the board can be reproduced by Finance                              | Which measures the board will hold        |

| ATTACHED TO EVERY WORKSTREAM |             |              |               |          |                     |               |
|------------------------------|-------------|--------------|---------------|----------|---------------------|---------------|
| Required outcomes            | Named owner | Dependencies | Pain and gain | Measures | Evidence obligation | Delivery wave |

WHERE THE LINE SITS

| SETTLED BEFORE DAY 1                           | THE LEADER'S TO MAKE                               |
|------------------------------------------------|----------------------------------------------------|
| How the business actually runs today           | Whether the read is right, and what it missed      |
| Where the pain and the upside sit, and how big | Which work moves first, and which waits            |
| Which decisions sit above the role             | How the organization is structured to carry it     |
| What depends on whom, and in what order        | The strategy itself, and every commitment under it |

|         |                   |        |                            |        |                           |             |                           |
|---------|-------------------|--------|----------------------------|--------|---------------------------|-------------|---------------------------|
| SPONSOR | CEO, COO or board | OBJECT | A value stream or function | WINDOW | Search through start date | IN THE ROOM | The leader's future peers |
|---------|-------------------|--------|----------------------------|--------|---------------------------|-------------|---------------------------|

AFTER DAY 1

Keep the work in cadence.

If the mandate benefits from continued challenge, accountability and decision discipline, Transformation Governance can stay alongside the leader and team as the work moves.

THE WINDOW CLOSES ON THE START DATE

If the role is open, start the work now.

Bring the JD you are hiring against. Forty-five minutes. No deck. No prep. One conversation tells you whether to use the window.

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