EXECUTIVE BUSINESS DIAGNOSIS

From business questions to concrete next steps.

ILLUSTRATIVE SAMPLE

A fictional example showing the structure, clarity and level of detail of a PIVA engagement. No client information is used.

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The situation, in one page

Illustrative Company is a privately held, growth-oriented business with strong market relationships and a capable team. Its next phase requires more commercial focus, faster decisions and a management rhythm that connects strategy to daily execution.

CURRENT REALITY	CENTRAL CHALLENGE	DESIRED STATE
Growth opportunities exist, but priorities compete for the same people and attention.	Commercial energy is high, while decision criteria, ownership and follow-through remain uneven.	A focused growth agenda with clear choices, accountable owners and a repeatable execution cadence.

Executive conclusion

The business does not need more initiatives. It needs a smaller number of explicit priorities, translated into decisions, owners, indicators and review cycles. The first 90 days should establish that operating discipline before new projects are added.

Recommended focus

- Define the two commercial priorities that must move first.
- Clarify decision rights and one accountable owner for each priority.
- Adopt a short weekly review and a monthly executive checkpoint.
- Use a limited scorecard that connects activity, conversion, margin and delivery quality.

Four dimensions of performance

DIMENSION	OBSERVATION	BUSINESS EFFECT	PRIORITY
Direction	Several opportunities are pursued simultaneously.	Resources are diluted and trade-offs remain implicit.	**HIGH**
Commercial focus	Pipeline volume is visible; opportunity quality is less consistent.	Teams spend time on work that may not reinforce positioning or margin.	**HIGH**
Execution	Initiatives have intent, but ownership and deadlines vary.	Follow-through depends too much on individual effort.	**HIGH**
Management rhythm	Information exists across different conversations and files.	Decisions arrive late and accountability becomes reactive.	**MEDIUM**

What this means

The four dimensions are connected. Better indicators alone will not improve execution if priorities remain unclear. A new commercial process will not hold if decision ownership is undefined. The sequence matters: direction first, then ownership, cadence and measurement.

Diagnostic principle

Clarity is not a presentation. It is the ability to decide what moves now, who owns it and how progress will be reviewed.

Now, next and later

NOW

Create focus

First 30 days

- Select two commercial priorities.
- Define success measures and accountable owners.
- Stop, defer or combine competing initiatives.

NEXT

Build the rhythm

Days 31–60

- Launch the weekly 30-minute execution review.
- Standardize the opportunity and decision pipeline.
- Remove the first operational bottlenecks.

LATER

Scale what works

Days 61–90

- Consolidate the scorecard.
- Document the management cadence.
- Decide which capability should be scaled next.

Decision rule

A new initiative enters the roadmap only when leadership identifies what it will replace, who will own it and which business outcome it is expected to change.

From diagnosis to operating discipline

WORKSTREAM	OWNER	30 DAYS	60 DAYS	90 DAYS
Commercial priorities	Commercial lead	Choices approved	Pipeline aligned	Results reviewed
Decision ownership	Executive sponsor	Owners named	Escalations tested	Roles confirmed
Management cadence	Leadership team	Weekly review live	Monthly checkpoint live	Cadence documented
Performance scorecard	Finance + commercial	Measures selected	Data stabilized	Targets recalibrated

Management cadence

WEEKLY · 30 MIN	Progress, obstacles and next decisions	Priority owners
MONTHLY · 90 MIN	Results, trade-offs and resource allocation	Leadership team
DAY 90 · EXECUTIVE REVIEW	What changed, what did not and what moves next	Sponsors + owners

Expected result

At the end of 90 days, leadership should have fewer competing priorities, clearer decision ownership, a reliable management rhythm and evidence to decide what to scale next.

How PIVA works

Every engagement is tailored to the company's context. The structure below shows the typical progression from a business question to a practical execution plan.

01	**Conversation** Understand the business, its priorities and the decision that needs to be made.
02	**Diagnosis** Review context, commercial direction, execution gaps and points of friction.
03	**Action plan** Translate findings into priorities, owners, deadlines, indicators and management cadence.

Important scope note

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