Executive Report

(Jun 2026)

EXECUTIVE INTELLIGENCE

• Strategy Status: Overall scorecard looks strong on paper, but execution and measurement gaps create acute financial and growth risk.

• What Matters: Critical finance execution (collections, cash conversion, working capital) is either unmeasured or incomplete while revenue and customer-growth objectives show zero or missing scores. A red IT project (PMS Project) and multiple negative project outcomes are degrading delivery capability. People metrics are high overall but hide pockets of underperformance on live KPIs and negative project contributions.

• Why It Matters: Unmeasured or failing finance and commercial objectives will erode cash and margin before the board notices. A failing performance-management project reduces ability to fix these gaps and creates governance risk. High aggregate people scores without aligned project delivery risks complacency and wasted spend.

• What Changed: The PMS Project is reporting a red outcome and significant shortfall against target. The long-running Performance Management upgrade sits amber with change-resistance risk. Several front-line objectives (collections, CCC, revenue growth, automation, product quality) remain unscored this period, widening blind spots.

• Board Perspective: The board will see strong headline scores but will be alarmed by unmeasured cash and revenue levers, a red IT delivery, and pockets of operational coverage at zero. They will push for immediate remediation and clear accountability.

EXECUTIVE CHALLENGE

• Leadership Must Explain: Why critical commercial and cash objectives are not producing measurable outcomes and why the PMS Project has moved red despite high people and process perspective scores.

• Kippy Challenge: High perspective and team scores are masking execution failure. Continue-to-complete IT work is delivering negative project outcomes and Middle-management resistance is not resolved, yet resources appear concentrated there instead of on urgent cash and customer fixes.

• Board Question: What is the concrete 60-day plan to recover cash collection, stop customer acquisition atrophy, and rescue the failing PMS Project — and who is accountable?

• Consequence Of Inaction: Cash flow pressure will increase, revenue momentum will stall, and the board will demand leadership change or budget cuts. Talent and customer retention risk will grow as execution gaps persist.

• Required Leadership Response: Immediately triage the red project with an owner-led recovery plan or stop/go decision. Close measurement gaps on collections, CCC and revenue within two reporting cycles. Reallocate resources to short-cycle cash and customer interventions and require weekly oversight.

EXECUTIVE SUMMARY

• Performance: Headline perspective scores (Finance 93; People 97; Process 92; Customers 83) sit above target, but many high-level objectives lack current scores. Team-level scores look healthy, yet project outcomes show material exceptions.

• Risks: Primary risks are unmanaged cash conversion and a failing performance-management implementation. Secondary risk is overconfidence from aggregate people scores that obscure individual project drag and several live KPI under-performers.

• Trends: IT delivery slippage (red and amber projects) and unscored commercial objectives suggest measurement and execution are diverging. Employee live KPI dispersion shows both top performers and a non-trivial unsatisfactory cohort.

• Strategic Alignment: Strategy on paper (working capital, productivity, retention, automation) aligns to priorities. Execution and measurement gaps break the cascade between objectives and delivery.

• People: Several employees exceed expectations, but live KPI shortfalls (examples below targets) and negative project scores from owners indicate uneven capability. Predictable operational coverage objective is zero in Business Support — an operational hole.

• Execution: Projects show mixed health: one red, one amber, multiple negative project contributions from owners. Change-resistance is documented for the PMS upgrade but mitigation is insufficient.

• Run The Business vs Strategy: Run-the-business levers (collections, CCC, customer acquisition) are underreported or unaddressed while transformation programs consume attention. This mis-prioritisation risks short-term liquidity for longer-term change.

• Financial Impact: If collections and CCC remain unmeasured, expect working capital to worsen and cash cushions to shrink. Project overruns and failing delivery increase cost-to-serve without evident revenue upside.

• Board View: The board will demand clear, time-bound remediation for cash levers and a credible rescue or stop decision for the red IT project. They will question why measurement gaps persist at this stage.

LEADERSHIP FOCUS

1) Immediate triage and accountability: convene project review for PMS Project and decide rescue vs stop within 14 days.

2) Close measurement gaps: assign owners and publish current-state KPIs for collections, CCC and revenue in the next reporting cycle.

3) Reallocate resources to cash and customer recovery initiatives and institute weekly executive reviews until metrics show consistent improvement.

QUESTIONS LEADERSHIP SHOULD ASK

1) Who is accountable for the PMS Project recovery and what are the measurable milestones for the next 30/60 days?

2) Why are collections, cash-conversion and revenue-growth objectives unscored, and what immediate data/ownership gaps must be closed?

3) Which projects or resources can be paused or reallocated to accelerate cash collection and customer acquisition?

4) How will we address Business Support’s zero score on operational coverage to remove single points of failure?

5) Which senior manager will own a weekly executive dashboard that forces issue escalation until KPIs and project scores align?

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