PAVLA THATCHER

30/60/90-DAY EXECUTIVE ENTRY FRAMEWORK

How I Approach a New Executive Mandate

EXECUTIVE ENTRY PHILOSOPHY

Listen First

Understand the business, its people, customers, operating environment, performance, and strategic priorities before making assumptions or prescribing solutions.

Establish the Facts

Build a fact-based view of business performance, financial drivers, operational effectiveness, organizational capability, customer outcomes, risks, and execution realities.

Build Trust

Establish credibility and productive relationships with the CEO, executive leadership team, functional leaders, and teams closest to the work.

Align Leadership

Create shared understanding around strategic priorities, expected outcomes, tradeoffs, decision rights, accountability, and resource allocation.

Prioritize Value

Focus attention on the opportunities where the organization can create the greatest business, operational, customer, and strategic value.

Execute with Discipline

Introduce the right level of governance, accountability, visibility, and execution discipline to translate priorities into coordinated action without creating unnecessary bureaucracy.

Scale What Works

Build sustainable operating mechanisms, leadership capability, and execution practices that allow early progress to become long-term enterprise performance.

EXECUTIVE APPROACH

I approach a new executive role with the understanding that the first 90 days are about building the knowledge, relationships, alignment, and operating visibility required to make sound decisions and establish sustainable momentum.

I do not assume that I know the organization before I have listened to the people within it. My goal is to understand the business first, assess where value and risk exist, identify where transformation or operational improvement can create the greatest impact, and then build focused momentum.

My focus is not simply understanding how the business operates today. It is understanding where strategic intent, operational realities, and organizational execution are disconnected, and where intervention can create the greatest enterprise value.

I seek to understand not only how the organization operates internally, but how those operations ultimately impact customer experience, customer value, and business performance.

Throughout the first 90 days, I focus on translating strategy into execution, aligning competing priorities across functions, breaking down organizational silos, creating clarity where execution is fragmented, and connecting business outcomes to the mechanisms required to deliver them.

I also establish relationships with the executive leadership team early, building trust and creating a shared understanding of priorities, challenges, tradeoffs, expected outcomes, and accountability.

At the same time, I assess the organizational culture, leadership behaviors, and informal operating norms that influence execution, decision-making, accountability, collaboration, and the organization's ability to translate strategic priorities into results.

DAYS 1-30 UNDERSTAND

The first 30 days focus on listening, establishing the facts, understanding the business, and identifying where strategic intent and execution are aligned or disconnected.

Executive Leadership & Alignment

- Build trust with the CEO, executive leadership team, functional leaders, and key cross-functional stakeholders.
- Assess executive alignment around strategic priorities, success measures, investment decisions, organizational challenges, and expected business outcomes.
- Listen across the organization to understand how priorities are interpreted and executed at different levels.
- Understand decision-making processes, areas of ambiguity, accountability structures, and where competing priorities may be creating friction.

Business & Financial Performance

- Assess strategic objectives, financial performance, operational metrics, customer outcomes, and current business challenges.
- Review revenue drivers, profitability, margin pressures, cost structure, investment priorities, and productivity indicators.
- Understand how current initiatives connect to measurable business value and financial performance.
- Identify the business, financial, operational, and customer outcomes that matter most to the organization.

Customer & Market Perspective

- Understand how the organization's operating model and internal processes affect customer experience and customer value.
- Examine customer priorities, pain points, service outcomes, and performance indicators relevant to the business.
- Identify where operational effectiveness can strengthen customer outcomes, retention, growth, or overall business performance.
- Connect internal execution challenges to their potential external impact.

Operational Excellence

- Evaluate processes, organizational effectiveness, performance indicators, simplification opportunities, efficiency, productivity, and scalability.
- Assess operating mechanisms, organizational structures, decision rights, and cross-functional processes.
- Identify silos, duplicated efforts, fragmented initiatives, and unclear ownership.
- Engage teams closest to the work to understand operational realities and improvement opportunities.

Culture, Leadership & Organizational Readiness

- Assess organizational culture, leadership behaviors, and informal operating norms that influence execution and accountability.
- Understand how teams collaborate, make decisions, manage conflict, and respond to change.
- Assess leadership capacity, organizational readiness, stakeholder engagement, and potential adoption barriers.
- Identify cultural strengths that can support execution as well as behaviors or norms that may create friction.

Enterprise Agenda, Modernization & Readiness

- Review the enterprise agenda, current initiatives, operating model, governance, risks, dependencies, and execution progress.
- Identify opportunities to simplify, automate, modernize, or streamline through technology-enabled improvements.
- Assess readiness, stakeholder engagement, leadership capacity, and adoption risks.
- Identify a limited number of high-value opportunities where early progress may be possible.

DAY 30 OUTCOME

A fact-based assessment of business performance, operational effectiveness, strategic priorities, financial drivers, customer outcomes, organizational capabilities, culture, enterprise opportunities, enterprise risks, and where strategic intent and execution are aligned or disconnected.

DAYS 31-60
ALIGN

The second phase focuses on creating alignment, establishing accountability, prioritizing value, and putting the right operating mechanisms in place.

Executive Alignment

- Facilitate alignment around enterprise priorities, tradeoffs, resource allocation, investment decisions, and expected outcomes.
- Align leadership around the priorities that matter most to enterprise performance.
- Establish shared accountability for execution and results.
- Create clarity around difficult tradeoffs and decisions that require executive alignment.

Governance & Execution Discipline

- Clarify ownership, decision rights, dependencies, escalation mechanisms, and accountability.
- Determine whether governance, reporting, performance management, and operating cadence enable execution or create unnecessary friction.
- Establish or refine portfolio visibility, performance measures, accountability, and decision mechanisms.
- Introduce the right level of structure and execution discipline without creating unnecessary bureaucracy.

Operational Excellence & Business Performance

- Identify opportunities to improve effectiveness, simplify operations, strengthen cross-functional coordination, increase productivity, and improve scalability.
- Connect operational improvements to revenue, profitability, cost optimization, customer outcomes, productivity, and scalability.
- Establish measures for progress, risk, dependencies, and business impact.
- Prioritize opportunities based on expected business impact, implementation feasibility, organizational readiness, and strategic importance.

Modernization & Technology-Enabled Improvement

- Identify opportunities for automation, process modernization, technology-enabled improvement, analytics, and data-driven decision-making.
- Improve visibility, execution effectiveness, scalability, and organizational performance through practical use of technology and information.
- Connect modernization efforts directly to business needs and measurable outcomes rather than technology for its own sake.

Culture, Change & Organizational Capability

- Assess organizational capability, leadership capacity, stakeholder engagement, and readiness for change.
- Identify adoption risks, capability gaps, behavioral barriers, and organizational dependencies.
- Establish communication, engagement, accountability, and change mechanisms that support execution.
- Reinforce leadership behaviors and operating norms that enable collaboration, accountability, and sustained performance.

Early Progress

- Focus on a small number of high-value opportunities capable of demonstrating meaningful progress.
- Establish baselines, measures, ownership, and expected outcomes.
- Use early progress to build confidence, credibility, and organizational momentum.

DAY 60 OUTCOME

A focused enterprise and operational agenda supported by executive alignment, clear accountability, defined decision rights, measurable priorities, business outcomes, and an operating rhythm capable of sustaining execution.

DAYS 61-90
EXECUTE

The third phase focuses on demonstrating business value, accelerating execution, and establishing the foundation for sustainable performance and long-term enterprise improvement.

Demonstrate Business Impact

- Deliver visible improvements that demonstrate business impact, build confidence, and create momentum.
- Review early results against established baselines, measures, and expected outcomes.
- Assess progress across revenue, profitability, cost optimization, productivity, customer outcomes, operational effectiveness, and scalability.
- Adjust priorities and interventions based on evidence, business conditions, and organizational capacity.

Accelerate Enterprise Execution

- Focus resources on high-value opportunities capable of producing tangible results.
- Address organizational silos, competing priorities, dependencies, and execution barriers.
- Strengthen decision discipline, accountability, governance, and performance management.
- Ensure strategic priorities translate into consistent cross-functional execution.

Operational Excellence & Modernization

- Continue simplification, automation, modernization, and technology-enabled improvements where they create measurable value.
- Strengthen the operating model, scalability, and performance management mechanisms.
- Use data, insights, and performance indicators to support decision-making and continuous improvement.
- Establish mechanisms that allow successful improvements to become repeatable and sustainable.

Leadership & Organizational Capability

- Strengthen executive and functional leadership ownership of priorities and outcomes.
- Reinforce decision ownership, accountability, organizational readiness, and adoption.
- Equip teams with the clarity, capabilities, and mechanisms required to sustain progress.
- Build shared accountability for continued execution beyond the initial 90-day period.

Long-Term Roadmap

- Establish a next-stage roadmap with priorities, outcomes, measures, dependencies, resources, and organizational requirements.
- Connect early results to broader strategic, operational, customer, and growth objectives.
- Identify the capabilities, mechanisms, and investments required to scale progress.
- Ensure the roadmap reflects business realities, organizational capacity, and agreed outcomes.

DAY 90 OUTCOME

Visible business and operational progress, stronger enterprise execution, increased leadership confidence, measurable early outcomes, and a clear roadmap for continued performance improvement, scalable enterprise change, and sustained enterprise value creation.

HOW I MEASURE A SUCCESSFUL ENTRY

A successful first 90 days should establish:

- Alignment on enterprise priorities and expected outcomes
- Clear ownership and decision rights
- Visibility into performance, risks, dependencies, and execution
- Strategic priorities translating into consistent execution
- Executive alignment that improves decision-making and organizational effectiveness
- Meaningful business value and measurable operational improvement
- Tangible early progress
- Stronger understanding of customer impact and business performance
- Teams equipped with the clarity and mechanisms required to execute
- Measurable business, operational, customer, and organizational outcomes
- Sustainable execution mechanisms
- A sustainable foundation for long-term enterprise improvement and growth
- An organization better prepared to scale, evolve, and execute

EXECUTIVE ENTRY PRINCIPLE

I listen first. I establish the facts. I build trust and alignment. I understand the business, its performance, its customers, and the realities of execution. I assess the culture, leadership behaviors, and operating norms that influence how work gets done. I identify where the organization can create the greatest value and where strategic intent and operational execution are disconnected. Then I introduce the right level of structure, accountability, governance, and execution discipline needed to accelerate outcomes without creating unnecessary bureaucracy.

My goal is not to change everything in the first 90 days. It is to understand what matters, align the right people around the right priorities, identify where value can be created quickly, demonstrate meaningful business impact, and build the foundation for sustained enterprise execution, operational excellence, and scalable organizational performance.

FIRST 90 DAYS IN PRACTICE

01 Listen	02 Establish the Facts	03 Build Trust
04 Align Leadership	05 Prioritize Value	06 Create Clarity
07 Execute with Discipline	08 Demonstrate Results	09 Scale What Works

The first 90 days are not a rigid checklist. They represent a disciplined approach that balances listening with action, strategic thinking with operational reality, and early results with sustainable enterprise improvement.

The objective is to understand the business, align leadership around what matters most, create clarity where execution is fragmented, demonstrate measurable value, and establish the mechanisms required to translate strategy into coordinated enterprise execution over the long term.