MANREAU
& PARTNERS

FOCUSED EXECUTIVE REVIEW

Senior judgement for your next transformation decision.

About MANREAU

A transformation program is not yet a transformation.

Your strategy can be sound, delivery disciplined and change carefully planned. Yet your transformation can still fail.

Managing the initiatives is one job. Managing the system that must transform the business is another. Most organizations manage the first explicitly. The second goes unmanaged. That system is the Transformation Operating System.

MANREAU works with leaders on their Strategic Mobilization to improve the conditions for successful transformation by making the Transformation Operating System visible and manageable. Strategic intent turns into coherent action, booked and sustained value, and the capacity to transform again.

Leadership is aligned. What happens when everyone leaves the room?

For CEOs, CFOs and executive sponsors preparing a consequential decision or examining whether an existing commitment is holding.

Priorities may remain unchanged, resources contested and the same decisions keep returning. Functions may interpret the agreement differently. Reports stay green while little changes, or you sense that something is not holding but cannot yet name it.

Bring senior judgement to one consequential commitment in an Executive Review. Together with Waheeda Görlitz, founder of MANREAU, you test your reading of the situation against the available evidence, consider alternative explanations and identify where another perspective is needed.

You can also use the review before a decision is made, to examine what a credible commitment would require.

Who conducts your review

Waheeda Görlitz brings more than twenty years of transformation experience as an external advisor, internal transformation leader and entrepreneur, working with business-unit leaders and board members across industries and international settings.

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See what needs attention before you commit further.

Your executive brief names the issues that matter most and gives you a basis for deciding what to clarify, renegotiate or investigate before you commit further resources.

It distinguishes what the evidence supports, alternative explanations and unanswered questions, with up to three priority issues for leadership attention.

The review examines the commitment behind the plan, not whether the program is on plan. Conclusions are limited to your account and the information provided. Other stakeholders' understanding and intentions remain unverified unless their perspectives are included.

Three conversations. 90 minutes together.

01 Introduction · 15 minutes

Describe the commitment and the decision ahead. Together, we sharpen the question the review should answer.

02 Tell the story in your own words

Explain how the commitment or proposed decision came about, what is happening now and what concerns you. We agree in the introduction how to share it.

03 Private discussion · 30 minutes

We test your reading, clarify what the evidence supports and examine other explanations. What you share in confidence is used only as we agree.

04 Findings and next decision · 45 minutes

We work through your executive brief and challenge the findings. You leave with priority issues and a clearer basis for your next decision.

The 90 minutes cover your conversations. Sharing relevant information is additional. Involving your team is your choice, not a requirement.

The **Focused Executive Review** examines one commitment. An **In-Depth Executive Review** involves broader evidence and stakeholder perspectives and requires more time. Scope, participation and timing are agreed individually.

Scope and timing

Scope, fixed fee and delivery date are agreed before the review begins. We set the timeline around your next decision and your availability, as far as possible. This is a standalone engagement; no follow-on work is required.

Request Your Executive Review

Begin with a 15-minute confidential conversation to establish fit. The introduction does not commit you to a paid review.

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