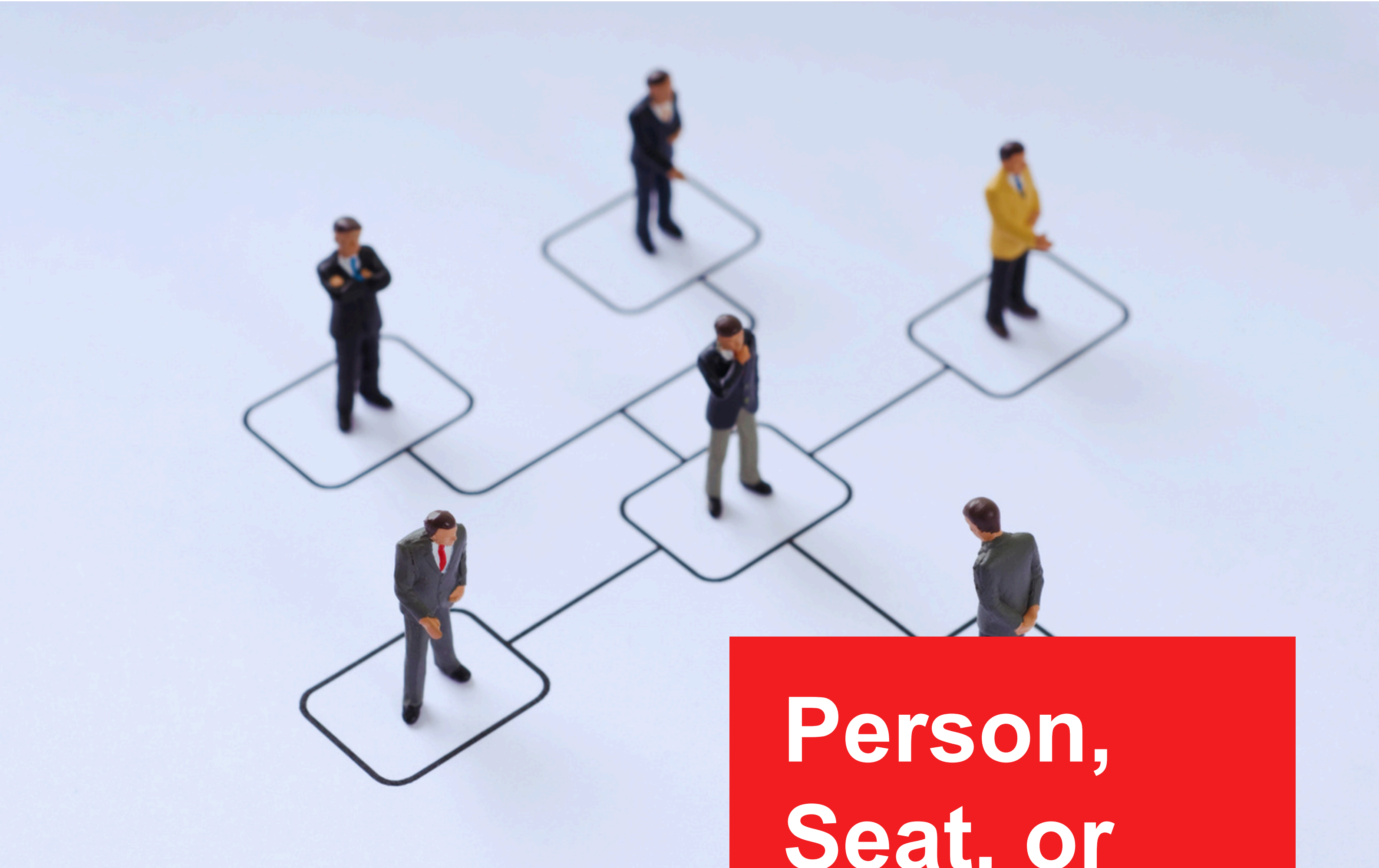

Person, Seat, or Structure?

CHECKLIST

Before you fix an execution problem, make sure you're solving the right one.

Missed commitments, slow decisions, and weak accountability can look similar from the outside. But they don't always have the same cause.

When execution stalls, look for which constraint is actually getting in the way.

1 | PERSON

The right role. The wrong person.

Signs to look for:

☐ Expectations are clear, but commitments are repeatedly missed.
☐ The person has the ability, but behavior or values are creating friction.
☐ Accountability improves temporarily when pressure increases, then slips again.

The question: Would this seat work with a different person in it?

Where to look next: Address the people issue. More processes won't compensate for a persistent performance or values problem.

2 | SEAT

A capable person in the wrong role.

Signs to look for:

☐ The person performs well in some areas but consistently struggles with the core demands of the role.
☐ The seat requires skills, capacity, or natural strengths the person does not consistently demonstrate.
☐ Other leaders regularly compensate for gaps in the seat.

The question: Is the seat right for the business, but wrong for this person?

Where to look next: If the seat is correctly defined, don't change it to fit the person. Determine whether the person can succeed in a different seat—and put the right person in this one.

3 | PROCESS

The people and roles may be right. The way the work moves isn't.

Signs to look for:
□ The same work gets handled differently depending on who does it.
□ Handoffs create delays, confusion, or rework.
□ Important work depends on tribal knowledge or a few "heroes."

The question: If everyone followed the same clear process, would the problem largely disappear?

Where to look next: Simplify, document, assign ownership, and make the process usable enough to be followed consistently.

4 | LEADERSHIP STRUCTURE

The problem sits above the individual person or process.

Signs to look for:
□ Too many decisions still flow through the Visionary.
□ Accountability crosses multiple roles with no clear owner.
□ Leaders have titles and responsibilities, but not enough authority to execute.
□ The business slows down whenever one key leader gets pulled into something else.

The question: Does the business have clear operational leadership with the authority to drive execution across functions?

Where to look next: Clarify decision rights, accountability, leadership lanes, and who owns execution across the business.

DON'T SOLVE THE SYMPTOM.

A missed commitment doesn't automatically mean you have the wrong person.

A bottleneck doesn't automatically mean you need another process.

And weak accountability doesn't automatically mean people need to work harder.

Identify the constraint first. Then fix the problem that is actually there.

Embedded leadership that creates clarity, builds momentum, and leaves teams stronger.

“GCE's leadership was instrumental in strengthening our internal operations and leadership capabilities. They helped us build structure, accountability, and clarity across the company.

Thanks to their impact, we now feel confident in taking the next step and managing the Integrator role internally.”

Rafael Aquino
Co-Founder & CEO, Affinity Management Services

GCE STRATEGIC CONSULTING
info@gcestrategicconsulting.com
www.gcestrategicconsulting.com