

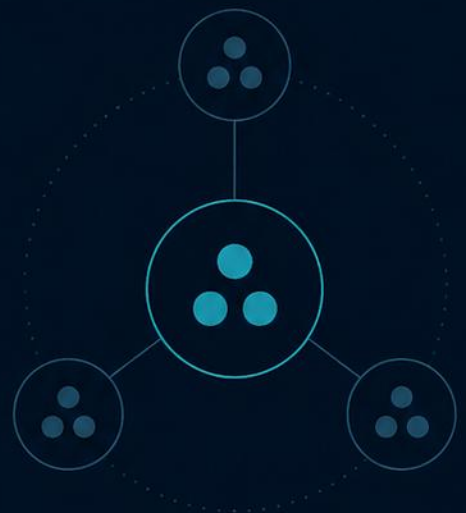
THE MOST EXPENSIVE ORG CHART MAY BE THE ONE BUILT ONE PAIN POINT AT A TIME.

Every decision can make sense.
That's what makes this tricky.



ExecPods

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EVERY DECISION CAN MAKE SENSE.



Growth slows

→ CRO



Forecasting gets harder

→ CFO



Execution starts slipping

→ COO



Technology becomes strategic → CTO



People complexity grows

→ Head of People

Each hire can feel exactly right.



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FIVE RATIONAL HIRES DON'T AUTOMATICALLY CREATE THE RIGHT LEADERSHIP STRUCTURE.



- More capability.
- More expertise.
- More dependencies.

WHO INTEGRATES IT ALL?



DON'T START WITH:

**“WHAT
EXECUTIVE DO
WE NEED?”**



START WITH:

**“WHAT DOES THE
BUSINESS NEED TO
ACCOMPLISH NEXT?”**

Then ask what capabilities that outcome requires.



START WITH THE OUTCOME.

OUTCOME →
CAPABILITIES →
EXECUTIVE COVERAGE

Not: PAIN → TITLE → HIRE

Sometimes that means a permanent executive.
Sometimes it doesn't.

Design the leadership structure around
the business, not the org chart.

