

From commercial ambition to lasting impact

Only ~30% of organisational transformations succeed in improving performance and sustaining the improvements ¹

EXECUTIVE WINGMAN

TURNING AMBITION INTO IMPACT

Executive Wingman is relevant when a critical, cross-functional initiative lacks clear ownership or bandwidth to turn executive intent into execution.

CRITICAL FACTOR	WHY VALUE IS OFTEN LOST	WHAT THE DATA SHOWS	HOW THE WINGMAN CREATES IMPACT
DIRECTION & FOLLOW-THROUGH Measure impact and critical behaviors - not only deliverables.	Initiatives are managed against plans, training and launch. Traffic lights measure completion, but most often not changed behaviour or results.	Even successful transformations realise only 67% of the potential; others 37% . Implementation enables change - adoption creates impact. ^{1,2}	Defines the desired impact and critical behaviours early. Correct course when activities do not create the desired impact.
SPONSORSHIP Keep the sponsor active, visible and at the right altitude.	Day-to-day operations quickly reclaim the sponsor's attention. The organisation interprets whether the initiative is still a real priority.	79% with highly effective sponsorship met objectives versus 27% with highly ineffective sponsorship. ³	The Hero remains the real sponsor. The Wingman ensures visibility, follow-up and timely escalation.
ENGAGEMENT & BUY-IN Turning headwind into tailwind.	Communication in itself creates understanding - yet not necessarily ownership. Resistance and local interests surface during execution.	Successful transformations show stronger involvement: 82% vs 57% for line managers and 73% vs 46% for frontline employees. ⁴	Involves leaders and employees in the solution. Turns resistance into adjustments and action.
CROSS-FUNCTIONAL MOMENTUM Dedicated capacity and cross-functional momentum.	Transformation work is added on top of already full responsibilities and stretched agendas among leaders and middle-management. BAU reasserts itself, pulling the organisation back towards the status quo. Cross-functional dependencies go unresolved, and no one maintains end-to-end ownership of the transformation. As a result, the transformation slows, fades or ultimately fails.	More than 5 initiatives per owner increase delay and value leakage. 10 rather than 5 was associated with +20 days' delay and +40% value leakage . ⁵	"Transformation cannot be a 5% job." - Kvadrant Consulting ⁷ The Wingman creates a dedicated transformation track alongside BAU. Protects dedicated focus. Connects the Hero, middle management and functions, maintains cadence and resolves dependencies before momentum fades. Anticipates bottlenecks and gets decisions made.
EMBEDDING Protect the gains and anchor the new way of working.	Attention declines after the transformation. Immature routines and behaviours can slip back.	Habit formation typically takes 66 days , but ranges from 18 to 254 days . New behaviours require continued reinforcement after the transformation phase. ⁶	Reduces involvement and tracks KPIs, behaviour and leadership routines. Phases out when the impact can be sustained internally.

More of the ambition becomes reality

You do not have to choose between delivering today and building tomorrow.

Executive Wingman increases the leadership team's capacity to act, so more critical initiatives are executed and embedded - without taking over leadership accountability.

Sources: ¹ McKinsey & Company, Losing from day one: Why even successful transformations fall short; ² Implement Consulting Group, Why transformation fails, ³ Prosci, Change Management Success; ⁴ McKinsey, The people power of transformations; ⁵ McKinsey, Seven percent solution?; ⁶ Lally et al., Modelling habit formation in the real world; ⁷ Kvadrant Consulting, Kink The Curve