

Executive summary writing exercise

Worked solution

1. In two sentences describe the problem – the ‘exam question’

BDEL is forecast to lose £2.2M in the coming FY, with worse projections going forward. The business structure and processes are not geared to efficient working.

2. Describe at least one desired outcome

1. A change of philosophy to a more proactive, plan-led culture is required
2. Business process needs re-mapping to ensure no resources are being perished
3. The roles of Fleet Manager are outdated and longer serving the business well; it needs to change to (possibly) a single Head of Production

3. Outline some of your proposed solution – this will be the hardest section; it is aimed to drive your thinking more than being a realistic representation.

Restructure the north and south approach into one more centrally controlled business under a Head of Production. Introduce a new role Head of Planning, accountable for the provision of availability. This would give....

4. Explain at least one risk, and what mitigations are possible.

Risk	Severity	Likelihood	Mitigation	Owner
Short-term disruption to service	VH	H	Good ‘hearts and minds’ approach to change – involve staff in change	KJ
Flight risk at North	M	H	Use staff from south temp relocation and spin up recruitment in prep	KJ
North Fleet Manager resisting	H	H	Reframing exercise underway – use of re-structure to mitigate – will need careful thought as staff very loyal to him	KJ

5. Describe the decision you need making – give a recommendation

We recommend starting the transformation and request funding to bring in experts to perform initial evaluation and impact assessments to allow the next Board meeting to approve the full transformation.

We seek approval for the investment for this.