



The Fractional Executive

Would you like Lou Holtz to be a coach at your kids' school?

Would you like Franklin Graham to be your church's minister?

Would you like Michael Porter as your SVP of Strategy? (He is regarded as one of the world's most influential thinkers on management and competitiveness as well as one of the most influential business strategists.)

A likely fact is, like so many other terrific talents, it's not feasible due to cost. Or maybe it can be afforded but due to lack of scale, it does not seem appropriate.

And the sad fact is, many organizations today "don't know what they don't know" about some of their most precious part of their company simply because they have not been exposed to the knowledge. If sales are not where one wants them yet the company is gaining ground on its competitors, who wants to be the one to suggest exploring the potential for vast improvement? Talk about political suicide or throwing a wet towel on the sales force.

What's the solution? A fractional executive. And there are multiple ways to source this kind of expertise. As a PT employee. More often however, and advised, is as a contractor. The scope can be narrow or broad, the term short or long. They can be used as a scapegoat or an enriching coach. They can be deployed at a strategic level to address say an organizational review. Or tactically to coach individuals, whether they be management or individual contributors.

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