



Executive Diagnostic

Six to eight weeks to establish what is holding the organization back, what it costs, and what to change first. The recommendation is independent of any further work with CERNYVA.

01 WHEN IT MATTERS

Organizations face consequential challenges before they have a clear view of what is happening, what is holding them back, or which course of action is justified. A transformation may be under consideration, an expected outcome may not be materializing, a commitment may be approaching, a critical capability may depend on too few people, or a significant investment in AI may be about to be made.

The Executive Diagnostic creates a sound basis for deciding what to do next. It does not assume that a transformation is necessary or that technology is the answer.

02 ENGAGEMENT PARAMETERS

TYPICAL DURATION	6–8 weeks, subject to a clearly agreed scope and access to relevant people and information.
INCLUDED	Investigation, evidence-based findings, decision options, executive readout, and a 90-minute follow-up three months later.
NOT INCLUDED	Implementation, exhaustive technical design or vendor selection.

03 QUESTIONS WORTH INVESTIGATING

CHANGE	What transformation do we actually need, before deciding how to pursue it?
PERFORMANCE	What is preventing us from achieving the outcome we expect?
DECISION	Which of the options before us is right, and what must we know before committing?
CAPABILITY	What would happen if critical people, knowledge or conditions changed?



What the evidence supports

The starting point is the organization's challenge, not a predetermined solution.

04 THE APPROACH

01 DEFINE	Agree the question to investigate, the decision it informs, and the boundaries of the engagement.
02 EXAMINE	Review relevant evidence, decisions, information flows and actual ways of working.
03 UNDERSTAND	Test explanations, identify determining conditions and distinguish facts from assumptions.
04 ADVISE	Set out options, trade-offs and a reasoned recommendation, including whether change is warranted.

05 WHAT LEADERSHIP RECEIVES

A concise executive report covering the current reality, the conditions shaping the organization's ability to act, viable options, and the decisions leadership may need to make. Supporting evidence, assumptions and limitations are made explicit.

06 AFTER THE DECISION

The recommendation is independent of any further work with CERNYVA. If leadership decides to act, CERNYVA can support the work through advisory, change management or fractional leadership, but that is a separate choice, made once the evidence is in. Three months after the executive readout, a 90-minute follow-up with leadership is included: what was decided, and what has changed since.

Evidence before answers

A preliminary conversation establishes the question worth investigating and whether a focused engagement is viable. The investigation begins only after scope and terms are agreed, and everything shared is handled in confidence and in line with the GDPR.