

# EXECUTIVE PROFILE

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The Executive Profile assesses two important dimensions that characterize the life of a business: the external/internal dimension and the innovation/control dimension. The Executive Profile assesses the actual current status and the future ideal status of the organization in relation to 28 business functions defined by these two dimensions. The Executive Profile also contains a self-assessment of the areas of responsibilities of each executive in relation to these 28 business functions.

The **EXTERNAL/INTERNAL** dimension refers to the extent to which the company is focused on the external marketplace versus the internal workings of the company. An organization that is externally focused is one that emphasizes an understanding of the external marketplace -- its customers, non-customers, competitors, and the general economic environment in which it functions. An organization that is internally focused is one that emphasizes the internal controls and procedures of the company.

The **externally focused** or strategic company tends to develop and maintain a strategic focus. Such a company emphasizes the following kinds of activities:

- *Customers' needs – what is important to customers now and in the future; how satisfied customers are and how their products and services are perceived in relation to the competitors.*
- *Marketing position -- what kinds of customers does it target and why*
- *Competitors and how their products and services are differentiated from their competitors.*
- *General economic and regulatory environment & how economic business cycles and government actions affect the company.*
- *Communication and information systems linking the organization to customers and the marketplace*

The **internally focused** company, also referred to as the statistical company emphasizes the following kinds of activities:

- *The internal cost structure of the company*
- *Quality control procedures*
- *Work-to-time relationships*
- *Employee development*
- *Organizational structure*
- *Internal information systems*
- *Financial accounting procedures*

The **INNOVATION/CONTROL** dimension within an organization refers to the extent to which an organization emphasizes stability and control versus flexibility, adaptability and innovation.

The **innovation-focused** company tends to be highly innovative and as such is sometimes referred to as an “out of the box” company. Such a company emphasizes the following kinds of activities:

- *New product and service development*
- *Flexible, situation dependent means for managing.*
- *Emphasis on creative solutions to problems*
- *Future-oriented*
- *Openness and consensus management*

The **control focused** or procedural company is oriented toward developing and maintaining systems and procedures. As such, the procedural company emphasizes the following kinds of activities:

- *Work-to-time control procedures: recording and monitoring how time is spent*
- *Extensive quality control procedures*
- *Organizational hierarchy with clear reporting relationships; job definitions and responsibilities*
- *Procedural manuals*
- *Clear goals*

## TOPIC DESCRIPTIONS

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### **I. The Externally Focused Company**

*The externally focused company emphasizes customers' needs, marketing position, competitors' products and services, the general economic and regulatory environment, and communication and information systems linking the organization to customers and the marketplace.*

### **II. The Internally Focused Company**

*The internally focused company emphasizes the internal cost structure of the company, quality control procedures, work-to-time relationships, employee development, organizational structure, internal information systems, and financial accounting procedures*

### **III. The Innovative Company**

*The innovation-focused company emphasizes the following kinds of activities: New product and service development; flexible, situation dependent means for managing; emphasis on creative solutions to problems; future-oriented, openness and consensus management.*

### **IV. The Controlled Company**

*The control-focused company emphasizes the following kinds of activities, work-to-time control procedures, extensive quality control procedures, organizational hierarchy with clear reporting relationships, job definitions and responsibilities, procedural manuals, and clear goals.*