Executive Architecture

Executive architecture comprised of competent, honest and trustworthy leadership is requisite, in order for the organization to realize its long-term corporate strategies. A functional design with real meaning is most likely to survive and is most favorable to ensuring the organization stays focused on executing its highest-priority initiatives. Executive team members are not necessarily winners of popularity contests; but rather, are seasoned professionals who take seriously their fiduciary obligations and are consistently accountable for fulfilling their individual responsibilities. They diligently carry out their roles and steadfastly perform their individual job duties while consistently demonstrating personal integrity that exemplifies the desired corporate culture and supports the Mission.

Download Position Profiles for CEO, COO, CFO, HR-Director, CTO/IT-Director

Rhonda Robinson, Principal & Corporate Strategist
Robinson Enterprises, LLC
www.RobinsonROI.com

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RHONDA ROBINSON, PRINCIPAL & CORPORATE STRATEGIST

Robinson Enterprises, LLC
19390 sw Laurelhurst way, bend or 97702

t| 541.383.8044 c| 541.410.4258
Rhonda@RobinsonROI.com

Consider the CEO –

The CEO fulfills the "take-charge role" of designing and directing the larger line-of-sight focus of the organization, and providing the proper and necessary resources throughout the entire enterprise; thereby enabling the organization to execute its highest-priority initiatives and achieve its long-term goals and objectives. Being a focused visionary, the CEO authors, controls and drives the corporate agenda. As a strategic leader, the CEO provides an organizational infrastructure favorable to achieving long-term goals and objectives, and is the architect behind a strategically aligned and competent executive team. The CEO holds the executive team accountable for consistently demonstrating honesty and trustworthiness, and staying focused on carrying out the organization's highest-priority initiatives. The CEO consistently demonstrates, throughout the organization, the utmost in personal integrity and disciplined leadership, by effectively communicating, reinforcing and supporting all the components necessary to achieve and sustain long-term corporate strategies.

Position: CEO

Reports to: The Board of Directors

Role:

1. The CEO controls the corporate agenda and is charged with determining the organization's long-term corporate strategies. The CEO presents those strategies to the Board of Directors for approval. Upon approval, the CEO is charged with ensuring the appropriate executive members carry out the organization's strategic work throughout the entire enterprise.

Job:

1. Lead and direct the work of others, by constantly communicating to the entire organization
    a. Where we are going – Objective (Vision)
    b. How we behave along the way – Action Plan (Values)
    c. What we must do to get there – Goal (Mission)
    d. Who is driving – Accountability (Focus, Execution, Culture)
2. Continually seek-out opportunities to grow and expand existing operations
3. Investigate and pursue new business opportunities that facilitate growth and profitability

Responsibilities:

1. *Authoring* the basis for driving strategies (A Focused Visionary)
2. *Providing* an infrastructure favorable to achieving strategies (A Strategic Leader)
3. *Communicating* and *controlling* the corporate agenda (An Effective Communicator)
4. *Supporting* and *reinforcing* the components necessary in sustaining strategies (A Disciplined Person of Integrity)

Footnote:

Although the CEO is a "take-charge role", it comprises very focused and narrowly specific job duties and responsibilities. With such being the case, some organizations might opt to outsource the role entirely.

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ROBINSONROI.COM

Consider the COO –

The COO engages and enables the corporate agenda, assuring viable future growth with profitability. As the architect who plans, directs and executes all aspects of the organization's policies, goals and objectives, the COO must demonstrate mastery of general business and industry-specific concepts, practices, tools, systems and procedures, have proven ability to achieve both short-term and long-term operational/financial goals and objectives, and be capable of assuring company-wide adherence to all rules, laws and corporate guidelines. Being a particularly focused visionary and a highly disciplined individual, the COO is accountable for carrying out the organization's strategic work throughout the entire enterprise and therefore, has the authority to ensure the organization stays focused on its long-term strategies and is consistently executing its highest-priority initiatives. Fundamental executive structure dictates this position cannot be outsourced, as the COO is a strategic leader born out of and ingrained in the organization's direct operations, functioning in a "broad-scope role" of integrating all operational functions throughout the entire organization, and acting as a conduit in communicating the needs of direct operations to the executive team members; engaging executive resources when necessary, to meet operational needs.

Position: COO

Reports to: The CEO

Role:

1. The COO engages and enables the corporate agenda and is charged with carrying out the organization's strategic work throughout the entire enterprise; leading and directing the work of others to ensure the organization stays focused on its long-term strategies and is consistently executing its highest-priority initiatives.

Job:

1. Focus on planning, directing and executing all aspects of the organization's long-term operational strategies, engaging and enabling individuals and teams to translate larger line-of-sight goals, strategies and critical priorities into their day-to-day objectives
    a. Operational Policies
    b. Operational Goals
    c. Operational Objectives
2. Execute highest-priority initiatives to ensure the organization's long-term corporate strategies are achieved; make certain all resources of the organization are properly aligned for maximum effectiveness and efficiency; assure roles are carried-out, jobs are performed and individuals are held accountable for fulfilling their responsibilities

Responsibilities:

1. Ensuring viable future growth with profitability
2. Achieving short-term and long-term operational / financial goals and objectives
3. Demonstrating mastery of general business and industry-specific concepts, practices, tools, systems and procedures
4. Assuring company-wide adherence to all rules, laws and corporate guidelines

Footnote:

COO is a "broad-scope role" of facilitating integration within an organization and as such, is generally not outsourced; however, there are unique instances, usually found in manufacturing environments, where an organization might opt to share a COO amongst a number of operations that produce similar produces (e.g., automobile manufacturing). This type of structure is technically considered a form of outsourcing.

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Consider the CFO –

The CFO is charged with managing the financial assets and resources of the organization. Nowadays, skilled CFOs generally hold a MBA and almost always carry a CPA designation as well. The CFO ensures the company is always financially well positioned and functioning at its financial optimum. A shrewd CFO also recognizes the value of staying nimble and flexible, as the CFO is continually on the lookout for viable financial opportunities and will proactively spearhead financial initiatives that prove complimentary to the organization's business strategies. A competent CFO carries a breadth and depth of knowledge that affords the organization a high level of comfort and confidence; as the CFO consistently demonstrates mastery of the role in leading and directing the highest-priority financial initiatives and ensuring the highest ROI. A savvy CFO achieves and accomplishes on a broad base level that ranges anywhere from providing day-to-day financial analysis and reporting, to IPO's and taking a company public.

Position: CFO

Typically Reports to: The CEO or COO

Role:

1. The CFO is charged with managing the financial assets and resources of the organization; leading and directing the work of others to ensure the organization realizes the highest ROI.

Job:

1. Focus on directing, developing and managing the organization's overall financial policies and overseeing all financial resources and functions; including accounting, budgeting, cost-accounting, credit, finance, investing and ROI, insurance, and tax and treasury matters for the organization
    a. Financial Policies
    b. Financial Goals
    c. Financial Objectives
2. Execute highest-priority financial initiatives to ensure the organization's long-term financial strategies are achieved; make certain all financial resources are properly aligned for maximum effectiveness and efficiency, design and coordinate accounting and statistical data for reporting purposes, and assure all financial assets are properly invested for maximum ROI

Responsibilities:

1. Ensuring financial growth and increased profitability
2. Achieving short-term and long-term financial goals and objectives
3. Demonstrating mastery of financial analysis, cost accounting and general accounting concepts, practices, tools, systems and procedures
4. Assuring corporate adherence to generally accepted accounting rules and laws, and company-wide adherence to corporate financial guidelines

Footnote:

CFO is a "niche role" comprised of very focused and narrowly specific job duties and responsibilities. With such being the case, some organizations might opt to outsource the strategic elements of the CFO role, and provide day-to-day lower-level accounting support within the organization's internal job structure.

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ROBINSONROI.COM

Consider the HR-Director –

The HR-Director is charged with establishing and managing a departmental infrastructure that supports the organization's highest-priority asset, its Human Resources. The HR-Director embodies the very essence of what the Company is looking for in its people and culture, and is a living example of what the Company touts as "Valued." The HR-Director establishes hiring practices and standards that facilitate the organization's ability to achieve and maintain its desired corporate culture, and ensures the organization's recruiting processes are complimentary to achieving that end. Knowing the value of attracting and retaining well-trained and competent people, the HR-Director spearheads the establishment and implementation of meaningful professional development programs, promoting active participation with assurance there are programs available at all levels and for all positions company-wide. A competent HR-Director has extensive knowledge of HR processes, systems and tools, and utilizes those systems and tools as a viable means of establishing and tracking all personnel-related matters and functions. A high-priority initiative of any HR-Director is to continually ensure there is proper and sufficient succession planning throughout the organization. The HR-Director is an available resource to the organization's people, functioning as an advocate and liaison between the organization's employees and management.

Position: HR-Director

Typically Reports to: The CEO, COO or CFO

Role:

1. The HR-Director is charged with leading and directing the work of others to ensure the organization stays focused on its long-term HR strategies and is consistently executing its highest-priority HR initiatives; establishing and managing a departmental infrastructure that supports the organization's highest-priority asset, its Human Resources; planning, directing and carrying out corporate policies relating to all phases of personnel activity.

Job:

1. Focus on planning, directing and supporting the organization's human resources programs, systems and procedures
    a. HR Policies
    b. HR Goals
    c. HR Objectives
2. Execute highest-priority HR initiatives to ensure the organization's long-term HR strategies are achieved; make certain all HR programs, systems and procedures are properly aligned and all human assets are properly supported, in order to facilitate maximum effectiveness and efficiency in individual job performance

Responsibilities:

1. Ensuring succession planning, and professional growth and skills enhancement opportunities are developed and available throughout the entire organization
2. Achieving a viable means for recruiting new talent and measuring all employees' performance results against short-term and long-term performance expectations
3. Demonstrating mastery of generally accepted HR concepts, practices, tools, systems and procedures
4. Assuring corporate adherence to HR rules and laws, and company-wide adherence to the organization's handbook

Footnote:

HR-Director is a "niche role" comprised of very focused and narrowly specific job duties and responsibilities. With such being the case, some organizations might opt to outsource many of the strategic HR elements, and provide day-to-day lower-level HR support services within the organization's internal job structure.

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ROBINSONROI.COM

Consider the CTO/IT-Director –

The CTO/IT-Director is charged with establishing, directing and managing an IT infrastructure that supports the technological resources and implements of the entire organization; a task that can prove daunting to even a small organization. An IT-Director takes a more active role in day-to-day IT/IS support and functions, which is generally not customary to the CTO role; however, a skilled and competent IT-Director is capable of providing the higher-level strategic elements that are generally brought to the table by a CTO, of designing, authoring and bringing to fruition a strategic IT plan. A meaningful and viable plan comprises strategic alignment of the organizations technological infrastructure to meet and achieve the organization's long-term business strategies and objectives. As much an artist as an accomplished scientist, the CTO/IT-Director is truly a master at orchestrating and blending all the technological components necessary to advance the corporate agenda.

Position: IT-Director

Typically Reports to: The CEO or COO

Role:

1. The IT-Director is charged with leading and directing the work of others to ensure the organization stays focused on its long-term IT strategies and is consistently executing its highest-priority IT initiatives; establishing, directing and managing an IT infrastructure that supports the technological resources and implements of the entire organization.

Job:

1. Focus on planning the organization's long-term strategic IT goals, policies and procedures; directing technological resources, implements, programs and systems, and providing technical support to the organization's non-technical users
    a. IT Policies
    b. IT Goals
    c. IT Objectives
2. Execute highest-priority IT initiatives to ensure the organization's long-term IT strategies are achieved; make certain the organization's IT/IS systems, network, hardware implements and software applications are secure, stable, scalable and properly supported for maximum effectiveness and performance efficiency in accomplishing the organization's business objectives

Responsibilities:

1. Ensuring maximum systems uptime and reliable IT support to all non-technical users
2. Achieving short-term and long-term IT goals and objectives
3. Demonstrating mastery of generally accepted IT concepts, practices, tools, systems and procedures; staying abreast of new and emerging technologies
4. Assuring the organization's network and systems are secure, stable and scalable, and conform to privacy rules and confidentiality laws; and authoring and ensuring company-wide adherence to the organization's corporate IT rules and guidelines

Footnote:

Information Technologies is in and of itself an extremely "niche function" comprising very focused and narrowly specific job duties and responsibilities. With such being the case, some organizations might opt to outsource the entire IT Department, from high-level strategic planning and development to the day-to-day helpdesk and backroom administrative support functions.

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