

Develop, redesign or appoint?

A board-level decision brief for separating leadership capability, role design and appointment risk.

THE DECISION

Development is responsible when the future mandate is within reach. Role redesign is responsible when structure is creating the apparent capability problem. An external appointment is responsible when the business needs a different profile and delay carries material risk.

USE THIS BRIEF WITH

the board, chief executive, role sponsor and people leader before choosing an intervention.

Make the role decision before buying the solution.

Score the evidence against the future mandate—not reputation, tenure or confidence alone.

DEVELOP	REDESIGN	APPOINT
THE TEST The person has the motivation and potential to meet the future mandate within the required time. EVIDENCE Role outcomes, learning agility, observed judgement and relevant stretch experience. NEXT ACTION Assign experience, coaching, sponsorship and review points.	THE TEST The apparent capability gap is created by unclear authority, an overloaded role or missing layers. EVIDENCE Decision-rights conflicts, span, duplicated ownership, escalation and capacity evidence. NEXT ACTION Reset mandate, structure, governance and support before	THE TEST The future mandate requires a different profile, internal readiness is insufficient and delay is material. EVIDENCE Capability gap, readiness horizon, business risk and agreed appointment outcomes. NEXT ACTION Authorise a mandate-led internal or external search.

THE FOUR BOARD QUESTIONS

- 01 What must this role deliver in the next 12–24 months? ☐
- 02 Can the incumbent close the gap inside the business timetable? ☐
- 03 Is the role coherent, authorised and properly supported? ☐
- 04 What is the commercial and organisational risk of waiting? ☐

90-DAY RESET

Days 1–30: future mandate and critical evidence. Days 31–60: incumbent, role-design and readiness decision. Days 61–90: targeted development, redesign or mandate-led appointment—with named owners.