

APPENDIX

The Executive Management Toolkit

Every reference table, tracker, and worked example pulled out of the preceding chapters lives here, in one place, so each chapter could stay focused on argument rather than reference material. Use this section as a working toolkit, not a chapter to read start to finish.

From Chapter 1 — The Five Indian Organisational Hiring Contexts

FIVE INDIAN ORGANISATIONAL HIRING CONTEXTS

What actually predicts how a senior hiring decision gets made

ORGANISATIONAL CONTEXT	LEADERSHIP CONDITIONS	RISKS REQUIRING EXAMINATION
Governance-Led Enterprise	Defined process, external assessment, board-level accountability for senior appointments.	Rigid process mistaken for genuine judgment; over- reliance on credentials over fit.
Promoter-Led Professionalising Enterprise	Aspiration toward structure, frequently overridden by the promoter's own instinct under pressure.	The gap between the formal mandate offered and the real authority retained.
Family Enterprise in Generational	Succession, family roles, and	A hire caught between family

ORGANISATIONAL CONTEXT	LEADERSHIP CONDITIONS	RISKS REQUIRING EXAMINATION
Transition	professional leadership being negotiated simultaneously.	expectations and professional mandate, serving neither cleanly.
Founder-Led High-Growth Company	Speed, personal chemistry, and adaptability valued above formal process.	Hiring decisions made on founder rapport alone, with fit assumed rather than tested.
Institution-Led / Mission-Critical Organisation	Professional, administrative, and stakeholder authority overlapping and frequently contested.	A leader with strong professional standing but no read on the institution's actual decision politics.

From Chapter 2 — Where the First Visible Crack Appears, by Sector

WHERE THE FIRST VISIBLE CRACK APPEARS, BY SECTOR

The same wrong hire fails differently depending on the sector it lands in

SECTOR	FIRST VISIBLE COST	TYPICAL TIME TO SURFACE
BFSI / Regulated Financial Services	Regulatory or compliance friction; governance-blind decisions.	3-6 months

SECTOR	FIRST VISIBLE COST	TYPICAL TIME TO SURFACE
Manufacturing / Operations	Missed production targets; safety or supply chain incidents.	2-4 months
Hospitality	Guest experience decline; frontline staff attrition.	1-3 months
Healthcare	Clinical-administrative friction; doctor relationship strain.	3-6 months
Technology / High-Growth	Talent flight among senior engineers and product leaders.	4-8 months

From Chapter 4 — A Minimal Sourcing Effectiveness Tracker

A MINIMAL SOURCING EFFECTIVENESS TRACKER

What to record at the point of offer, reviewed annually

METRIC	WHY IT MATTERS
Source of hire	The channel the eventually-hired candidate actually came through.
Time from search initiation to offer	Reveals which channels genuinely match the organisation's actual urgency.

METRIC	WHY IT MATTERS
Cost per hire by channel	Search fees, internal team time, and advertising cost, compared honestly against outcome quality.
18-month and 3-year retention by source	The channel that fills a role fastest is not always the channel that fills it best.

From Chapter 6 — Sample Competency-to-Question Mapping

SAMPLE COMPETENCY-TO-QUESTION MAPPING

Built backward from the role's success profile, not forward from habit

COMPETENCY	SAMPLE BEI QUESTION
Commercial Judgment Under Pressure	"Tell me about a specific pricing or contract decision where the commercial upside and relationship risk were genuinely in tension."
Building Capability in Others	"Tell me about a specific team member you developed from a clear underperformer into a strong contributor."
Navigating Organisational Politics	"Tell me about a specific time a decision you believed in was blocked by someone more senior than you."
Composure Under Public	"Tell me about a specific moment

COMPETENCY	SAMPLE BEI QUESTION
Pressure	you had to hold your position in a meeting where you were visibly outnumbered."

From Chapter 6 — Behaviourally Anchored Scoring Example

BEHAVIOURALLY ANCHORED SCORING, EXAMPLE: COMMERCIAL JUDGMENT UNDER PRESSURE

What separates a low, mid, and high score on the same competency

SCORE	WHAT THE EVIDENCE SHOWS
1 — Limited Evidence	Describes decisions in vague or generic terms; cannot isolate their specific commercial reasoning under follow-up.
3 — Adequate Evidence	Describes a real commercial decision with reasonable detail, but the stakes or complexity were modest relative to the target role.
5 — Strong Evidence	Describes a specific, high-stakes commercial decision with clear reasoning, acknowledges what they weighed and traded off, and reflects credibly on what they would do differently.

From Chapter 16 — A Weighted KRA Set for a Senior Commercial Role

A WEIGHTED KRA SET FOR A SENIOR COMMERCIAL ROLE

Explicit weighting forces the priority conversation upfront, not during a crisis

KRA	WEIGHT	DATA SOURCE
Revenue growth against target	35%	Finance-verified quarterly reporting.
Gross margin improvement	20%	Finance-verified quarterly reporting.
Key account retention rate	20%	CRM data, verified against contract renewals.
Team attrition (voluntary, regretted)	15%	HR exit data.
Succession readiness for own direct reports	10%	Succession matrix, reviewed with HR.

From Chapter 20 — Leading Indicators Worth Tracking Continuously

LEADING INDICATORS WORTH TRACKING CONTINUOUSLY

Beyond the annual engagement survey score

INDICATOR	WHAT IT SIGNALS
Referral rate among top-quartile performers	Whether your strongest people believe in the organisation enough to recommend it.
Voluntary regretted attrition	Whether the people you most want to keep are the ones actually leaving.
Internal mobility rate	Whether growth and development is genuinely available.
Manager one-on-one frequency	Whether the manager relationship is actually being invested in.

Also in This Toolkit

The RH Factor MT-to-MD Succession Pyramid Template, an eight-level career and readiness architecture with competencies, mandatory learning, and performance and potential gates from Management Trainee to Managing Director, is bound in immediately after this appendix. It is also available as a standalone download on the book's companion webpage.