

— FOR LEADERS ACCOUNTABLE FOR OUTCOMES THEY DO NOT CONTROL

The Transformation Architect.

The mandate looks unreasonable: you are accountable for outcomes without authority over the people who must change. The answer is rarely more force. It is becoming the architect of the environment change happens in.

A role built on influence

You own the mandate. You share accountability with GMs and sales leaders. And you are expected to move people who do not work for you.



BY
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FORMAT
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On paper the job is straightforward. In reality it is structurally conflicted.

Deliver growth. Improve margins. Strengthen execution across regions and functions. Build capability that endures. The language suggests leverage, coherence, and control.

What the role asks for in practice is harder to reconcile: reduce resistance while increasing urgency, build long-term capability while delivering short-term results, replace heroic effort with systems that scale. Miss one and the others unravel.

WHAT THE MANDATE SAYS

Own the outcome.

Growth, margin quality, and execution across the regions — measured on the same line the CFO reads.

WHAT THE ORG CHART SAYS

Borrow the people.

The teams whose daily decisions produce those numbers report somewhere else entirely.

On paper the role looks like control. In practice it runs on influence.



Accountable for the numbers — without owning the people.

Commercial Excellence leaders are held accountable for outcomes at the center of enterprise performance: EBITDA, margin quality, revenue mix. These are not advisory metrics. Yet the commercial teams whose daily decisions determine those outcomes do not report into the function.

You own the mandate; you share accountability with the general managers and sales leaders whose teams you do not control. The results you are measured on are produced by people who can decline your direction without consequence — which is why the work is influence rather than enforcement.

That gap is the defining feature of the role, and it is the reason the usual levers underperform. A mandate travels down a reporting line. This one has to travel sideways, through people who owe it nothing.

WHAT YOU ARE MEASURED ON

Board-level outcomes.

EBITDA, margin quality, and revenue mix — reported on the same cadence as the businesses that produce them.

WHAT YOU CAN DIRECT

Almost none of the people who move them.

Regional GMs, sales leaders, and their teams own the decisions the numbers are made of.

Both columns are fixed. The role is the distance between them.

**This is not an optimization role.
It is a leadership role built on influence.**

**Move several parts of the system
at once — where each shift
changes the others.**

Each shift is hard alone. Together, they are the job.

Read the left column as what the role inherits on day one; the right as what it has to become for the mandate to be deliverable.

THE CHALLENGE		THE DESIRED OUTCOME
Change resistance	→	Intrinsic motivation
Fragmented execution	→	Global consistency
Reverting habits	→	Behavioral adaptation
Consultant dependency	→	Internal capability
Compliance	→	Real commitment
Heroic efforts	→	Scalable systems

**Six shifts, one system.
Move one and the others move with it.**

Each one asks people to work against their own habits.

Each shift changes what people do under pressure, not what they know.

01 Change resistance → intrinsic motivation.

People are rarely opposed to improvement. They resist disruption that feels imposed, abstract, or disconnected from their daily reality.

02 Fragmented execution → global consistency.

Inconsistency is local optimization reinforced over years. The task is coherence without removing agency.

03 Reverting habits → behavioral adaptation.

Under pressure, people revert. Behavior changes when the environment makes the new way easier than the old one.

04 Consultants → internal capability.

Consultants compress time. Internal capability is what remains once external help recedes.

05 Compliance → real commitment.

Compliance is easy to measure and misleading. Commitment shows up when people believe it helps them win.

06 Heroic efforts → scalable systems.

When systems fail, talented people compensate — hiding the problems better systems would expose.

**None of the six is a communication problem.
All six are design problems.**



**In global matrixed enterprises,
position is often symbolic.
Influence is what moves systems.**

Five levels of change mastery — and the one the work now asks for.

Each level creates value. What changed is the environment: pace and complexity have outgrown the first three.

LEVEL 05 · RARE

The Architect

Designs the conditions instead of pushing harder.

WHY IT WORKS

Conditions do the work

LEVEL 04

The Coach

Behavior change through practice, over 90+ days.

LIMIT

Needs capacity to coach

LEVEL 03

The Facilitator

Engagement, alignment, psychological safety.

LIMIT

Rarely becomes habit

LEVEL 02

The Manager

Structure, governance, and accountability.

LIMIT

Fades without oversight

LEVEL 01

The Analyst

Insight, frameworks, and strategic clarity.

LIMIT

Fails under pressure

**Most transformation work is built at Level 3.
The mandate now asks for Level 5.**

The Transformation Architect designs instead of pushing.

Capable people behave rationally within the conditions they face. Where a system reliably produces the same behavior, the problem sits in the design around the people rather than in the people themselves.

The Architect works on that design: making progress feel safer than standing still, and adaptation easier than the status quo. It is the one level of the ladder that changes what the environment rewards, which is why it lasts after the program ends.

The move is quieter than it sounds. Less persuasion, more removal of friction; fewer mandates, more conditions under which the new way is the path of least resistance for the person being asked to take it.

What the role becomes

You engineer the conditions for rapid mindset and behavior change without triggering resistance, skepticism, or doubt — including among people outside your reporting line.

**Authority moves an org chart.
Design moves the behavior inside it.**



— THE NEXT STEP

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Founder and Group Moderator of the **Commercial Excellence Consortium™**, an invite-only peer community of 250+ senior executives at large global enterprises responsible for enterprise transformation and organic growth.

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