



ARCHITECTS OF ADVANTAGE

AN OPERATOR'S FIELD GUIDE

The Operating Discipline of Enterprise Value Creation

Five moves that turn strategy into durable enterprise value.

Todd O. Glassman | Founder & Principal, Exelis Group

Execution is architecture.

01

When initiatives stall, the instinct is pressure - more urgency, more meetings, more follow-up. Pressure creates motion, but motion is not execution. Architecture creates progress: work that is visible, owned, sequenced, and resourced.

The diagnosis determines the fix.

FULL ARTICLE Execution Is Not About Effort. It's About Architecture.

Where strategy becomes work.

Companies do not execute in enterprise themes. They execute in functions, teams, decisions, and routines. Alignment on language is not alignment in work - and a real cascade narrows the strategy as it moves closer to the work.

Cascading is not communication.

FULL ARTICLE Execution Architecture: Where Strategy Becomes Work

If everything is strategic, nothing is.

03

A strategy without trade-offs is not really a strategy - it is a wish list with executive sponsorship. If leadership does not make the trade-offs explicit, the organization makes them informally: through delay, resource conflict, and drift.

Trade-offs are where strategy becomes honest.

[FULL ARTICLE](#) If Everything Is Strategic, Nothing Is

Decision rights are an execution system.

04

Most companies do not move slowly because people lack urgency. They move slowly because the decision system is unclear. The goal is not to eliminate judgment - it is to put judgment at the right level of the organization.

Who decides is a design choice.

FULL ARTICLE Decision Rights Are an Execution System

Operating cadence is not meeting cadence.

05

A meeting cadence circulates information on a schedule. An operating cadence runs the business on one. The deck is the entry ticket; the decisions are the deliverable.

Reviews are decision forums or they are theater.

FULL ARTICLE Operating Cadence Is Not Meeting Cadence

There is no silver bullet.

Diagnose. Translate. Choose. Decide. Run. No single move creates the value. Running all five, quarter after quarter, is what compounds into durable enterprise value.

DIAGNOSE

TRANSLATE

CHOOSE

DECIDE

RUN

Durable value is not a single initiative. It is an operating discipline repeated until it becomes institutional capability.