THE S.T.E.P. EXECUTION ARCHITECTURE(TM) BY STEFANO ROSA ROSSO

The S.T.E.P. Execution Architecture(TM)

A Board-level system for turning strategic intent into accountable, economically disciplined execution.

30+ years client-side	**EUR 500M annual tech spend**	**Consulting spend -60%**

Strategy Demands Execution. Transformation Demands Integrity.

SRR Executive Advisory | stefanorosarosso.com | advisory@rosarosso.com

EXECUTIVE PREMISE

The strategy is approved. The execution system is not.

Most transformations do not fail because leaders cannot define ambition. They fail because the organisation never converts that ambition into one coherent system of decisions, accountability, economics and evidence.

When those mechanisms remain disconnected, the symptoms are predictable: priorities multiply, supplier cost rises, escalation reaches the CEO, dashboards stay green and management trust erodes.

The S.T.E.P. Execution Architecture(TM) by Stefano Rosa Rosso tests execution integrity across four mutually dependent disciplines. The weakest discipline constrains the whole transformation.

A transformation should not be accelerated until leaders can answer four questions with evidence:

- Strategy: What will the organisation explicitly not do?
- Trust: Who owns the outcome, and do they hold the decision rights?
- Economics: Which demand, supplier or dependency creates the exposure?
- Performance: Which threshold triggers intervention, and which capability remains internally?

Strategic Coherence

Eliminate ambiguity before demanding speed.

- Translate Board objectives into a small number of non-negotiable execution metrics.
- Define what the organisation will stop, defer or decline.
- Assign one accountable executive to every enterprise outcome.
- Expose conflicts between priorities before they become delivery delays.

Board test: Can each material initiative be traced to one strategic outcome, one owner and one decision threshold?

02 - TRUST

Trust & Stakeholder Governance

Build trust through operating clarity, not reassurance.

- Match accountability with authority, resources and escalation rights.
- Clarify the pact between Board, C-Suite and operational teams.
- Align incentives with enterprise outcomes rather than functional protection.
- Make exceptions evidence-based and time-bound.

Board test: Can the accountable executive resolve the dependencies that determine the result?

03 - ECONOMICS

Economic Discipline & Strategic Sourcing

Treat cost as evidence about the operating model.

- Connect demand, contracts, suppliers and delivery ownership.
- Separate business-critical capability from unmanaged dependency.
- Use supplier economics to expose fragmented decisions and duplicated demand.
- Self-fund transformation where avoidable structural cost can be removed.

Evidence: external consulting expenditure reduced from EUR 200M to EUR 80M, a 60% reduction, while delivery quality was preserved.

Performance & Capability Endurance

Make evidence trigger decisions - and leave capability behind.

- Replace activity reporting with outcome, exposure and intervention thresholds.
- Use a governance cadence matched to the speed of the risk.
- Transfer critical knowledge and operating routines to internal leaders.
- Test whether the execution system still works after external support leaves.

Board test: Does each material KPI trigger a defined decision before value is irrecoverably lost?

MATURITY SCORECARD

Measure execution integrity before committing more capital.

01	**Critical Execution Risk**	Strategy, mandate, economics and performance evidence are materially disconnected
02	**Fragile Alignment**	Leadership intent exists, but ownership, economics or escalation remain inconsistent.
03	**Solid Foundation**	The execution system is coherent, with specific gaps requiring controlled intervention.
04	**Execution-Ready**	Decision rights, capital discipline and delivery evidence reinforce one another.

Scoring must use observable decisions, contracts, metrics and governance evidence - not management sentiment.

APPLICATION

A controlled diagnostic sequence

- Establish the strategic and economic exposure.
- Review Board materials, operating metrics, supplier data and unresolved decisions.
- Interview the executives who own outcomes and dependencies.
- Score the four disciplines and identify the binding constraint.
- Define 30/60/90-day governance actions before proposing a larger mandate.

The appropriate entry point is the S.T.E.P. Diagnostic(TM): a two-week Executive Audit & Roadmap for CEOs and Boards.

Request a confidential 45-minute diagnostic conversation

advisory@rosarosso.com | stefanorosarosso.com/contact