WHERE VALUE LIVES

WVL-OAA-04-v1.0

Organisational Attention Audit

Executive Diagnostic

Supporting Chapter 4 - Organisational Attention: The Scarcest Resource in Business

Organisational Attention Audit

Discover where your organisation is investing its most valuable strategic resource—and where it may be investing it poorly.

Fred Mills

Author
Where Value Lives
millsconsultancy.com

Before You Begin

Product Promise

Congratulations on taking the next step beyond simply reading.
By opening this toolkit, you've already begun the process of implementation.

This Executive Implementation Toolkit has been designed to help you convert the ideas from Where Value Lives into practical commercial judgement.

Reading creates understanding.
Implementation creates capability.

This toolkit does not attempt to replace your experience, your knowledge of your customers or your professional judgement.

Instead, it provides a structured framework that helps you think more clearly, challenge assumptions, organise evidence and make better commercial decisions.

Every organisation is different.
Every customer is different.

Every organisation competes for market share, talent and capital. But the most overlooked competition takes place inside the organisation itself—competition for executive attention.

Use the toolkit honestly.

Challenge your own assumptions.

Invite colleagues to disagree with your conclusions.

Return to it whenever circumstances change.

Because the customer has changed.

Or because you have.

Remember

Frameworks support thinking.
Evidence informs judgement.
Professional judgement remains essential.

Leadership Attention Inventory

Worksheet Standard

Area	Too Little	About Right	Too Much
Strategic Customers	☐	☐	☐
Existing Customers	☐	☐	☐
Innovation	☐	☐	☐
Internal Operations	☐	☐	☐
Compliance	☐	☐	☐
AI & Digital	☐	☐	☐
People Development	☐	☐	☐

Challenge Your Thinking

- Most organisations have a financial budget, a people plan and a technology roadmap.
- How many have an intentional strategy for where executive attention is invested?
- If your leadership team's calendar truly reflects your strategic priorities, this audit should confirm it. If it doesn't, perhaps the problem isn't your strategy—it's where your organisation is paying attention.

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Where Does Executive Attention Really Go?

Introduction

Most leadership teams have a clear strategy, but far fewer understand how their time and attention are actually allocated.
Think about the last three months. Estimate how much of your executive team's collective attention has been devoted to each of the following areas.
The total should equal 100%.

Executive Attention Allocation

Area of Executive Attention	Estimated %
Strategic Customers	%
Existing Customers	%
Internal Operations	%
Financial Performance	%
Firefighting & Escalations	%
Innovation & Growth	%
People & Culture	%
Digital Transformation & AI	%
Governance & Compliance	%
Other	%
TOTAL	**100%**

Challenge Your Thinking

- What assumptions have you made?
- What evidence might contradict your conclusion?
- What additional information would strengthen your confidence?
- Who else should contribute to this assessment?

Reflection Questions

Once you've completed the exercise, consider the following:

1. Which category receives more executive attention than you expected?

2. Which strategically important area receives less attention than it deserves?

3. If you could reallocate just 10% of executive attention, where would you invest it?

Remember

Executive attention is not simply a measure of time. It reflects priorities, shapes organisational behaviour and ultimately determines where value is created.

Challenge Your Thinking

- Which statements are based on evidence rather than assumption?
- What important information is still missing?
- Whose perspective should be included before completing this profile?

Executive Attention Leakage Assessment

Introduction

Not all executive attention creates value.
In every organisation, some attention is invested strategically, while some is consumed by avoidable distractions, inefficiencies and recurring issues.
Review each of the following statements and indicate how accurately it reflects your organisation.

Attention Leakage Checklist

Statement	Rarely	Sometimes	Frequently
Senior leaders spend excessive time resolving operational issues.	☐	☐	☐
The same issues are discussed repeatedly without resolution.	☐	☐	☐
Meetings are longer or more frequent than necessary.	☐	☐	☐
Email and messaging interrupt strategic thinking.	☐	☐	☐
Urgent issues consistently displace important strategic work.	☐	☐	☐
Decisions are delayed because too many people need to be involved.	☐	☐	☐
Internal politics consumes leadership attention.	☐	☐	☐
Reporting requirements generate activity without improving decisions.	☐	☐	☐
Leaders regularly react rather than proactively shape events.	☐	☐	☐
Strategic customer discussions are squeezed out by internal priorities.	☐	☐	☐

Challenge Your Thinking

- Every unnecessary meeting, unresolved issue and repeated discussion carries a hidden cost—not just in time, but in the executive attention it consumes.
- If you could eliminate just one recurring drain on leadership attention, what strategic opportunity would that make room for?

Strategic Attention Priorities

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Introduction

Every decision to increase attention in one area requires reducing it somewhere else.
Based on your responses so far, identify the areas where a greater investment of executive attention would create the greatest strategic value.
Remember, this is not about doing more. It is about focusing more intentionally.

Priority Areas

For each area, rate both its current level of executive attention and the attention you believe it should receive.

Strategic Area	Current Attention	Desired Attention
Strategic Customers	Low □ Med □ High □	Low □ Med □ High □
Innovation & Growth	Low □ Med □ High □	Low □ Med □ High □
Digital Transformation & AI	Low □ Med □ High □	Low □ Med □ High □
People & Leadership Development	Low □ Med □ High □	Low □ Med □ High □
Operational Excellence	Low □ Med □ High □	Low □ Med □ High □
Other ________________	Low □ Med □ High □	Low □ Med □ High □

Your Top Three Priorities

1. The area that deserves significantly more executive attention

2. The area that could operate effectively with less executive attention

3. The strategic opportunity created by making this shift

Challenge Your Thinking

- Strategy is not defined by what appears in your business plan.
- It is revealed by where your leadership team consistently invests its attention.
- If an independent observer watched your executive team for the next three months, would they identify the same priorities that appear in your strategic plan?

Executive Action Plan

Introduction

Insight only creates value when it leads to action.
Based on your reflections throughout this diagnostic, identify the practical steps you will take to ensure executive attention is invested more intentionally over the coming months. Focus on a small number of meaningful changes rather than attempting to transform everything at once.

Your Executive Comittments

Priority 1 What will receive more executive attention? What specific action will you take?	Who will be responsible? By when?
Priority 2 What will receive less executive attention? How will you reduce or eliminate this	Who will be responsible? By When?
Priority 3 What one leadership behaviour will you personally change?	

Final Reflection

Six months from now, what evidence would convince you that your organisation is investing its executive attention more effectively?

Remember

Organisations rarely change because they discover something new.
They change because leaders decide to behave differently.
What will you do differently from tomorrow?

Executive Implementation Guide

Customer Attention Portfolio

Continue the Conversation

Thank you for completing the Organisational Attention Audit.
The purpose of this diagnostic is not simply to answer questions, but to stimulate meaningful discussions about where executive attention is invested and how it can be directed to create greater value.
This publication accompanies Chapter 4 – Organisational Attention: The Scarcest Resource in Business from Where Value Lives.

About the Author

Fred Mills is an international consultant, author and executive educator specialising in Strategic Account Management, Customer Experience, Commercial Excellence and Leadership. Through Mills Consultancy, he helps organisations create greater value by understanding where value truly lives: inside the customer's mind.

Part of the Where Value Lives Executive Implementation Guide Series
Customer Attention Portfolio
Relationship Architecture
Executive Sponsorship
Political Mapping
Customer Value Mapping
(Further guides available as the series develops.)

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Designed to support professional judgement, not replace it.