
WHERE VALUE LIVES

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Executive Diagnostic

Supporting Chapter 5 – Service Quality for All, Attention for the Few

Strategic Attention Allocation Assessment

A practical executive assessment for evaluating whether organisational attention is being invested where it creates the greatest strategic value.

Fred Mills

Author

Where Value Lives

millsconsultancy.com

Before You Begin

Strategic Attention Allocation Assessment

Every organisation likes to believe it treats all customers fairly.

The reality is usually more complicated.

Executive time, specialist expertise and leadership attention are finite resources. Every hour invested in one customer is an hour that cannot be invested elsewhere. The question therefore is not whether customers deserve excellent service—they all do—but whether your organisation is intentionally directing its strategic attention towards the relationships that will create the greatest long-term value.

Many organisations do not make these choices consciously. Attention often follows the loudest complaint, the most senior executive request, the longest-standing customer or the latest crisis. Over time, these habits become accepted practice, even when they no longer support the organisation's strategic objectives.

This assessment is designed to help leadership teams examine how strategic attention is currently allocated, identify where that allocation may be inconsistent with business priorities, and begin making more deliberate decisions about where executive attention should be invested.

There are no right or wrong answers. The value of this assessment lies in the conversations it creates.

Challenge Your Thinking

If your executive team's calendar were the only evidence available, what would it suggest your organisation's real priorities actually are?

Where Does Strategic Attention Currently Go?

Purpose

Rather than thinking about individual customers, ask yourself where leadership attention is typically drawn.

For each statement, score your organisation:

Score	Meaning
1	Never
2	Rarely
3	Sometimes
4	Often
5	Almost Always

Assessment Statements

- Executive attention is directed towards customers aligned with our long-term strategy.
- Major customer decisions are guided by agreed commercial criteria.
- Leadership time is invested proactively rather than reactively.
- We regularly review whether our attention reflects strategic priorities.
- Strategic customers receive planned executive engagement.
- We distinguish clearly between excellent service and strategic attention.
- Attention is allocated consistently across business units.
- Escalations do not automatically receive disproportionate executive attention.
- Our leadership team understands why certain customers receive greater strategic focus.
- We can explain our attention allocation decisions objectively.

Total Score: _____ / 50

What Currently Drives Executive Attention?

Most organisations believe they make deliberate decisions about where executive attention is invested.

In reality, attention is often pulled by habit, urgency or internal pressures rather than strategic intent. For each factor below, indicate how strongly it influences where executive attention is invested within your organisation.

Driver	None (1)	Low (2)	Moderate (3)	High (4)	Very High (5)
Customer revenue					
Profitability					
Future growth potential					
Strategic importance					
Customer complaints					
Executive relationships					
Long-standing customer loyalty					
Internal political pressure					
Contract renewal dates					
Customer influence within the market					
Innovation opportunities					
Operational crises					
Personal preferences of senior leaders					
Customer requests for executive meetings					
Risk to organisational reputation					

Reflection Questions

- Which three factors most influence where executive attention is invested?
- Which factors should become more influential?
- Which factors should become less influential?
- Are your current attention drivers aligned with your stated business strategy?

Challenge Your Thinking

If customer complaints receive more executive attention than customer opportunity, are you managing strategy—or simply managing interruptions?

Strategic Alignment Assessment

From Diagnosis to Action

For each statement, rate your organisation.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
We have a clearly defined strategy for allocating executive attention.					
Senior leaders apply that strategy consistently.					
Different departments understand which customers deserve additional strategic attention.					
Executive attention changes as customer priorities change.					
We review attention allocation regularly.					
Decisions are based upon agreed criteria rather than personalities.					
Strategic customers receive proactive executive engagement.					
Leadership attention supports long-term organisational objectives.					

Score. **/40**

Interpreting Your Score

32–40. Your organisation appears to allocate strategic attention deliberately and consistently.

24–31. There is evidence of a strategy, although it is not always applied consistently.

16–23. Attention allocation appears reactive rather than strategic.

8–15. Executive attention is likely being driven by urgency, habit or internal politics rather than strategic priorities.

Challenge Your Thinking

Your organisation almost certainly has an attention strategy. The real question is whether you designed it—or whether it evolved by accident.

Strategic Attention Priorities

Based on your assessment, identify where your organisation should intentionally invest more—or less—executive attention over the next twelve months.

Part A – Increase Executive Attention

List the three customer relationships or customer groups that deserve greater executive attention.

Customer/Segment	Why?	Executive Sponsor
1.		
2.		
3.		

Part B – Reduce Reactive Attention

Identify where leadership attention is currently being consumed without creating long-term strategic value.

Current Activity	Why does it consume attention?	How can it be reduced?

Part C – Attention Principles

Complete the following statements.

Our organisation will invest additional executive attention when:

Our organisation will avoid investing executive attention when:

Challenge Your Thinking

Every hour of executive attention invested in one customer is an hour unavailable to another. Strategic leadership is not about giving everyone more attention—it is about giving the right organisations the right attention at the right time.

Executive Action Plan

An assessment only creates value if it changes behaviour.

Use this page to identify the immediate actions your leadership team will take.

Priority Action 1	Leadership Commitment
Action	
Owner	
Completion Date	
Priority Action 2	Complete the following statement.
Action	
Owner	
Completion Date	
Priority Action 3	Over the next twelve months, our organisation will become more intentional about where executive attention is invested by...
Action	
Owner	
Completion Date	

Challenge Your Thinking

Service quality should be universal. Executive attention should be intentional. Organisations that understand the difference build stronger customer relationships, make better commercial decisions and create greater long-term value.

Continue Your Where Value Lives Journey

Customer Attention Portfolio

About this Guide

Thank you for completing the Strategic Attention Allocation Assessment.

The questions in this publication are intended to start conversations rather than provide definitive answers. Repeating this assessment periodically—and comparing results across your leadership team—can reveal how your organisation's priorities evolve over time.

This Executive Diagnostic forms part of the Executive Attention Series, alongside:

- Organisational Attention Audit (Supporting Chapter 4)
- Customer Attention Portfolio Assessment (Supporting Chapter 6)

Together, these companion publications provide a practical framework for understanding, evaluating and improving how organisations invest their scarcest strategic resource: executive attention.

For additional companion resources, executive implementation guides and practical tools supporting Where Value Lives, visit:
millsconsultancy.com

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.)

Continue Your Learning

Visit: <https://millsconsultancy.com/where-value-lives>
to access:

companion resources

videos

AI prompts

implementation tools

future Executive Implementation Guides

Or the online companion course at

<https://www.udemy.com/course/strategic-account-management-in-the-digital-age/?referralCode=63130C32643C6DBAD09C>

Designed to support professional judgement, not replace it.