



COMPASS EXECUTIVE FORUMS

President & P&L Forum

For presidents, general managers, and business-unit leaders accountable for the full operating result.

A confidential room for leaders translating enterprise intent into P&L performance. Members work the tension between strategy, alignment, and sustained execution.

What comes into the room

- Competing strategic priorities
- Cross-functional accountability
- Resource allocation under constraint
- Leadership-team capability
- Succession and enterprise readiness

What members leave with

- A sharper read on which priority actually moves the result
- Perspective from peers carrying the same number
- Tested assumptions about the operating plan
- Committed actions, not intentions
- Peers who know the business well enough to challenge it

ROOM

Eight-member target

STATUS

Now forming — Founding-member conversations underway

HOW THE ROOM WORKS

Rhythm, method, and membership.

Session rhythm

- Monthly two-hour facilitated working session
- Quarterly extended session or peer business review
- Accountability check on prior commitments to open every session

How every issue is processed

- 01 Analyze** Clarify the issue, the consequence, the assumptions, and the decision it requires.
- 02 Refine** Use peer questions and relevant experience to reframe the issue and test available paths.
- 03 Commit** Define the action, the owner, the timing, and the evidence of progress.
- 04 Return accountable** Report what happened, what was learned, and what happens next.

Who belongs in this room

- Full P&L or operating-result accountability
- Noncompeting with every other member of the room
- Prepared to work a live decision in front of peers
- Committed to attendance and confidentiality

Membership standards

- Bring the real issue
- Attend prepared and on time
- Remain fully present
- Protect confidentiality
- Challenge with respect
- Contribute experience without prescribing
- Make clear commitments
- Return accountable

INVESTMENT

\$400 - \$700 per month, by room and cadence

THE NEXT STEP

Request a confidential fit conversation.

Schedule directly: meetings.hubspot.com/steve-kopecky

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