

# Jes Anker Batting

Turnaround & Transformation Leader

Mandate-driven turnaround and transformation in technically complex businesses

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## How I Work – mandate, anchoring and execution

### Mandate and anchoring

I am most effective in mandate-driven roles with direct anchoring at CEO and sometimes board level. My assignments are typically designed as cross-functional deliveries rather than being embedded within a single line function.

This ensures decision speed and execution power in situations where trade-offs are real and where organisations otherwise risk local optimisation instead of overall delivery.

### Cross-functional execution rather than line embedding

In turnaround and transformation situations, my primary focus is to drive execution across technology, operations, commercial and finance. I work hands-on close to execution, with a mandate to cut through functional silos, uncoordinated initiatives and unclear accountability.

In some mandates, the role includes direct line responsibility or leadership of dedicated teams. In others, a programme- or matrix-based setup is applied, where teams contribute to the delivery without formal line reporting. The optimal setup depends on the situation – the mandate and the outcomes to be delivered are what matter.

### Execution under pressure – over time

Such mandates typically arise under conditions of economic pressure, time constraints and high organisational complexity. Execution demands are sustained, but assignments are typically clearly scoped and designed as mandate-driven engagements of one to several years rather than short-term interventions.

This enables not only stabilisation, but also the implementation and anchoring of structural and behavioural change over time.

### Balancing technology and business

I am frequently engaged when organisations are either technically strong but commercially constrained – or commercially ambitious without sufficient technical grounding. My role is to balance this tension and translate it into integrated execution. This ensures that technology supports the business rather than driving decisions in isolation.

**Contract form**

I typically operate through interim, executive or independent B2B setups depending on the nature of the mandate. Contract form is a means; delivery, impact and execution are what matter.