



From Functional to Enterprise Thinking

How leaders can develop an
enterprise mindset



Why Enterprise Thinking Matters:

When a leader thinks only within the boundaries of their own role, they optimise for their function, not for the organisation.

Decisions get made in silos. Cross-functional collaboration becomes transactional. And the bigger picture gets lost.

Enterprise thinking is the shift from asking "*how do I hit my target?*" to asking "***how does what I do affect the customer, the team, the wider organisation and our shared goals?***"



Research: Leaders who adopt an enterprise mindset inspire their teams to connect daily work to a broader organisational purpose.

The Four Shifts

Enterprise thinking shows up in four practical ways.

Where do you spend most of your time?

Functional Thinking

Focused on hitting the number

Protective of own team's resources

Focused on this quarter's target above everything else

Waits for decisions to come from above

Enterprise Thinking

Focused on the customer outcome and the wider impact

Actively collaborates across functions for the greater good

Balances short-term delivery with long-term thinking

Takes ownership and brings solutions, not just problems

The shift from functional to enterprise thinking is a journey. Awareness is the right first step.

Questions to reflect on:



➤ **From product to customer:**

When you last spoke to a customer, were you listening to understand their problem or listening to find an entry point for your solution?

➤ **From team to organisation:**

In the last month, have you made a decision that was right for your team but created friction, delay or extra work for another function?

➤ **From short term to long term:**

What behaviour are you rewarding in your team right now that you know, if continued for two years, will actually weaken the team?

➤ **From team to organisation:**

What problem have you escalated in the last 90 days that, if you're honest, you had the authority and the information to solve yourself?

“Enterprise thinking is a mindset any leader can develop when they have the self-awareness to see beyond their own function and the confidence to act on what they see.”

– Victus People



VICTUS
PEOPLE