



“The Opening Section of a Turnaround Plan – The Executive Summary”

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In the Executive Summary section of the turnaround plan, you will give a general overview of the plan in general. You need to make it succinct yet comprehensive, with enough detail that a high-level executive can read it in a few minutes and be able to ask informed questions about the overall situation and the plan for recovery.

In several pages, provide an overview of the entire turnaround plan. Since you are giving a summary of the plan, it is usually best if you create the Executive Summary after you write the rest of the turnaround plan. This way, you have a clear understanding of the entire plan and its contents. You can create the Executive Summary by providing a sentence or two that summarizes each section of the overall turnaround plan.

Try to stay away from having this section sound like a table of contents. What I mean is don't say that this or that section is included in the plan; instead, give a brief summary of those sections and whatever analysis and results they may contain.

Include an overall description of your company before the turnaround, and of the key players along with their backgrounds and qualifications.

Remember, the Executive Summary is an overall summary of the turnaround plan and not of your business, so do not get carried away with too much description. You will be stating the problems you are facing, including those elements of your market and the particulars that have led to the need for a turnaround, and the purpose of the turnaround plan. Considering the name of this section, “Executive Summary,” it should be just that.