Position Specification

+ *Mission Mandate*

CHIEF GROWTH OFFICER

Venture-backed National Security Technology Company

THE MANDATE

Build the commercial system that carries mission software from early traction to enduring national-scale impact.

SEARCH CONTEXT

A consequential commercial mandate.

The client is an illustrative venture-backed national-security technology company whose platform turns fragmented mission data into decision advantage for defense and intelligence teams. Its products are already deployed in operational environments. The next stage requires a senior commercial leader who can convert early traction into a durable growth system without compromising trust, mission credibility, or delivery quality.

STAGE	MARKET	LOCATION	REPORTS TO
Series B / 90 employees	DoD + Intelligence Community	Washington, DC metro	Chief Executive Officer

THE MISSION MANDATE

From founder-led growth to a repeatable operating system.

The Chief Growth Officer will own the transition from opportunistic wins to a disciplined commercial engine: choosing the markets worth pursuing, building senior customer relationships, creating forecast clarity, and ensuring the company only sells what it can deliver. The mandate is not simply to grow revenue. It is to build the judgment, team, and operating cadence that make growth repeatable.

Deciding question: Can this leader create enterprise-scale growth while preserving the credibility required to serve national-security customers?

FIRST-YEAR OUTCOMES

What success must look like.

01 Establish commercial truth

Within 90 days, rebuild the pipeline around verified customer need, acquisition path, competitive position, probability, and delivery risk. Give the CEO and board one forecast they can trust.

02 Win the right strategic accounts

Turn senior relationships into two lighthouse expansions across priority mission sets, with clear executive sponsorship and repeatable account plans.

03 Build the growth organization

Define the next three critical hires, install qualification and deal-review standards, and create a team that can operate without founder dependence.

04 Create the path to scale

Exit year one with 3x qualified coverage against plan, a documented market strategy, and a commercial operating cadence that connects product, delivery, and revenue.

NON-NEGOTIABLES

MISSION CREDIBILITY	Personally credible with senior defense and intelligence buyers; understands how software is evaluated, funded, acquired, fielded, and expanded.
REVENUE OWNERSHIP	Has personally created and closed meaningful enterprise or government software revenue, not only managed relationships or capture activity.
BUILDER MINDSET	Comfortable setting the strategy, inspecting the work, building the operating rhythm, and carrying critical deals alongside the team.
JUDGMENT	Knows when to pursue, when to qualify out, and how to protect long-term credibility when customer urgency exceeds product readiness.

CANDIDATE PROFILE

The pattern we are searching for.

Proven experience	Leadership attributes
• 15+ years across enterprise technology, federal growth, mission delivery, or adjacent commercial leadership. • Direct ownership of complex revenue creation and closing. • Built a market, team, or operating motion before the infrastructure existed. • Credible with flag officers, SES leaders, program executives, acquisition stakeholders, and technical operators. • Experience selling emerging capabilities where the category and buying path were still forming.	• High agency without unnecessary theater. • Direct, low-ego communicator. • Commercially ambitious and operationally honest. • Can move between board strategy, customer rooms, deal inspection, and team coaching. • Protects mission trust while maintaining urgency. • Comfortable being measured on outcomes rather than activity.

EVIDENCE TO TEST

DEAL RECONSTRUCTION	Walk one strategic opportunity from first signal through close. What did the candidate personally originate, change, negotiate, and secure?
MARKET CREATION	Show how the candidate found a repeatable wedge where no mature playbook existed.
OPERATING SYSTEM	Describe the forecast, qualification, inspection, and cross-functional cadence the candidate personally installed.
MISSION JUDGMENT	Explain a time the candidate slowed, reshaped, or declined a pursuit to protect delivery quality or customer trust.

SEARCH DESIGN

How the mandate becomes a decision.

01	**Mandate calibration**	Align on outcomes, tradeoffs, market reality, compensation, and the evidence required to make the decision.
02	**Market mapping**	Build the primary and adjacent talent pools; test scarcity before leadership time is consumed.
03	**Live assessment**	Personally reconstruct revenue ownership, market creation, operating-system design, motivation, and risk.
04	**Calibrated slate**	Compare each candidate in one decision framework, including evidence, open questions, compensation, and recruiter read.
05	**Decision + close**	Own interview design, references, offer strategy, and communication through acceptance.

PUBLIC SAMPLE NOTE

This document is an illustrative Brass Tracks work sample. The company, role facts, commercial figures, candidate criteria, and all other identifying details are fictional. It demonstrates how a real mandate is framed; it is not evidence of a specific confidential engagement.