

Strategy shapes the organisation

Trace a strategic choice into the arrangements that help people deliver it.

THE STRATEGIC CHOICE

Who do we serve, what value do we create, and how will we compete?



TEST THE ORGANISATIONAL IMPLICATIONS

Capabilities

What must we be able to do exceptionally well?

Structure

How should responsibility and work be grouped?

Decision rights

Who decides, commits resources, and resolves conflicts?

People

Which skills, capacity, and learning does the work require?

Rewards

Which results and behaviours receive recognition?

Culture

What do daily choices teach people to prioritise?



LOOK FOR COHERENCE

Do these arrangements reinforce the advantage we have chosen?

A leadership conversation

Name one conflict between the strategy and today's arrangements. Assign an owner and a practical change to test.