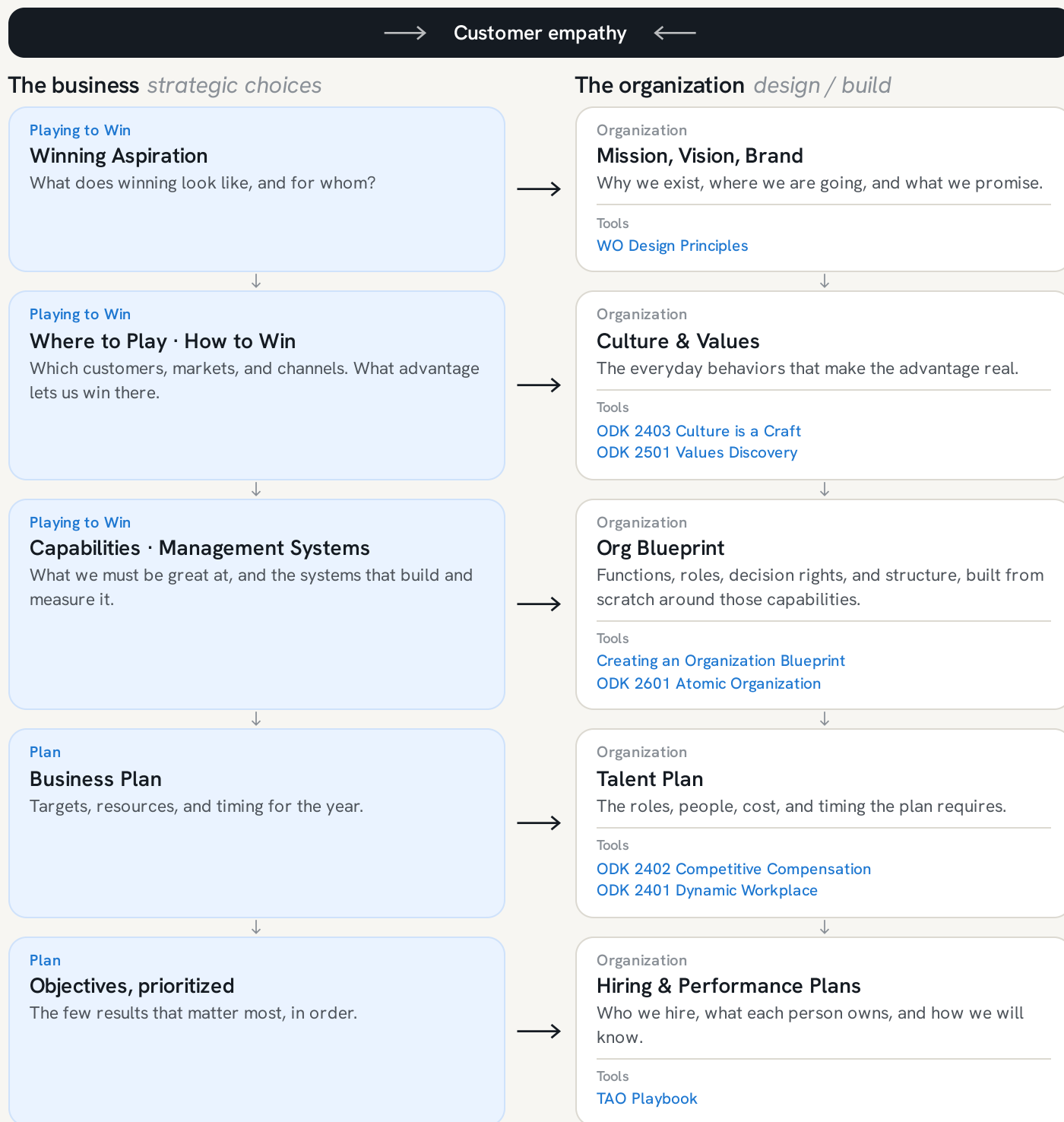


Building a Winning Organization

A strategy is a set of choices. An organization is how those choices get carried out. This map aligns each strategic choice with the organizational elements that deliver it.



Instructions

Work down the left column first: each choice narrows the next. Then work across. Every organization box answers the business choice beside it. A box you cannot fill on the right usually means the choice on the left is not yet clear.

Reference

A.G. Lafley and Roger L. Martin, *Playing to Win: How Strategy Really Works* (Harvard Business Review Press, 2013). The first three strategic choices follow its framework.

Building a Winning Organization · *your map*

Company _____ Team _____ Date _____

Customer empathy _____

Playing to Win

Winning Aspiration

What does winning look like, and for whom?



Organization

Mission, Vision, Brand

Why we exist, where we are going, and what we promise.



Playing to Win

Where to Play · How to Win

Which customers, markets, and channels. What advantage lets us win there.



Organization

Culture & Values

The everyday behaviors that make the advantage real.



Playing to Win

Capabilities · Management Systems

What we must be great at, and the systems that build and measure it.



Organization

Org Blueprint

Functions, roles, decision rights, and structure, built from scratch around those capabilities.



Plan

Business Plan

Targets, resources, and timing for the year.



Organization

Talent Plan

The roles, people, cost, and timing the plan requires.



Plan

Objectives, prioritized

The few results that matter most, in order.



Organization

Hiring & Performance Plans

Who we hire, what each person owns, and how we will know.
