

## Creating a foundation

### WHY

An expression of why the business exists. For example a vision, purpose primary task, mission or BHAG.

### HOW

A description of how the business wants to evolve. For example values, culture, behaviours, guiding principles, founding stories.

## Making a business

### STRATEGY

A way of setting goals that are in line with “the why”. Strategy is how the business makes and follows through on deliberate choices and trade-offs to achieve goals.

### OPERATING MODEL

A blueprint for how value is created and delivered to different groups - brings the business to life at a high level, informs how it is set up and how it will operate.

## Building an organisation

### ROLES

Definitions of accountability, decision-making boundaries and success that are widely understood and shared.

### STRUCTURE

How roles, accountabilities and processes interact to get work done and manage accountabilities.

### DECISION MAKING

How are decisions taken consistently and how information shared widely to enable better decisions.

### GOVERNANCE

How business is managed day-to-day and how proportionate scrutiny and oversight is provided.

## Operating the business

### LEADERSHIP

Individual and collective leadership from capable & accountable people across the business.

### PERFORMANCE

How are expectations of organisational, team and individual performance are set and regularly reviewed.

### CADENCE

Organisational practices and rhythms that keep the business moving forward coherently and at pace.

### PROCESSES

Repeatable activities creating value - eg planning, sales, marketing, delivery, production, hiring.

### STANDARDS

How statutory and voluntary compliance standards are defined, agreed and met within the business.

### SYSTEMS

How systems are set up and integrated to enable people to fulfil their accountabilities efficiently.