



# How it all fits together

The cascade from strategy through organising, operating, deployment, and funding models

## The concept

Organisations rarely fail for want of a strategy; they fail because the connective tissue between intent and execution has not been made explicit. A cascade of models sits between the two: the organising model, flanked by capability and maturity models, sets what the organisation must build; the operating model determines how the work is actually done; the deployment and service model sets what is produced and through which channels; and the funding model sets the cost of delivery and how that cost is met. Each layer is intelligible only in relation to the others.

## In practice

A regulator engaged us on a two-year programme to map five of its regulatory systems from top to bottom, so that the board and the regulated parties alike could see the whole system transparently. The work was less a matter of strategy than of alignment: detailed process mapping, input and output costings, and pricing strategies, all oriented toward ensuring that the deployment, funding and levy models were fit for the purpose they served.

## Questions we ask in client strategy conversations

- Can we name, in order, the models that connect our strategy to what we actually deliver?
- Which of these models is least well-articulated at present, and why?
- Where do decisions about capability get made, and how are they reconciled with decisions about operating and funding?
- If we redesigned the operating model tomorrow, what would follow in the capability and funding models?

## Questions to ask yourselves

- Do our people understand how their daily work links back to strategy through these intermediate layers?
- When we invest in new capability, are we drawing on a maturity model, or hoping it will emerge?
- Is our funding model a driver of strategy, a servant of it, or an afterthought?
- Where, in this cascade, do most of our delivery problems actually originate?

## Red flags we look for

- An operating model that is either unarticulated or resting on legacy assumptions.
- Capability investment not underwritten by a maturity model or a plausible development pathway.
- Funding models that bear little relation to the strategy they are ostensibly serving.
- A tendency to change the organising model in the hope that underlying operating problems will dissolve.