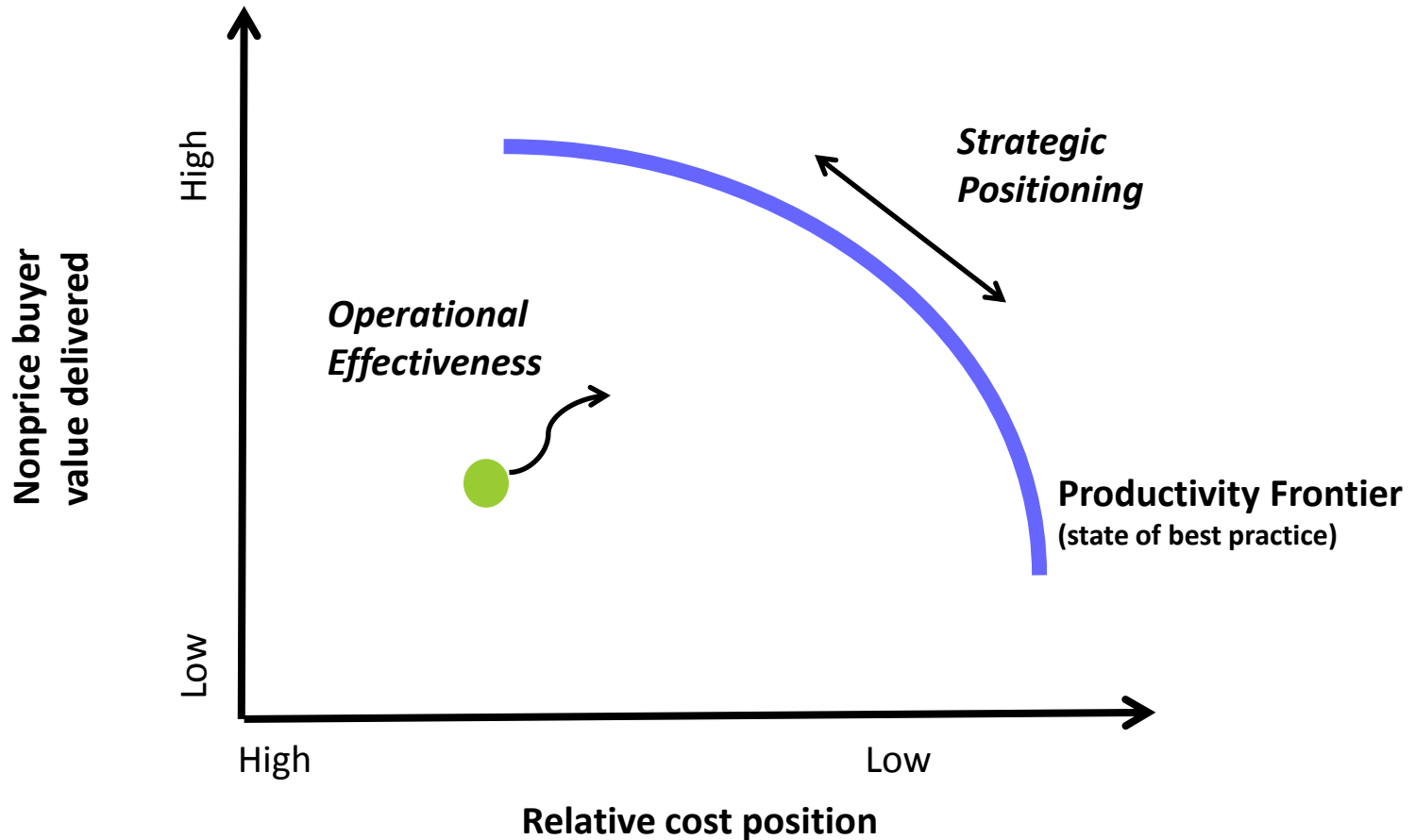


Building Advantaged Capabilities: Missing Link Between Strategy and Impact

June 2013

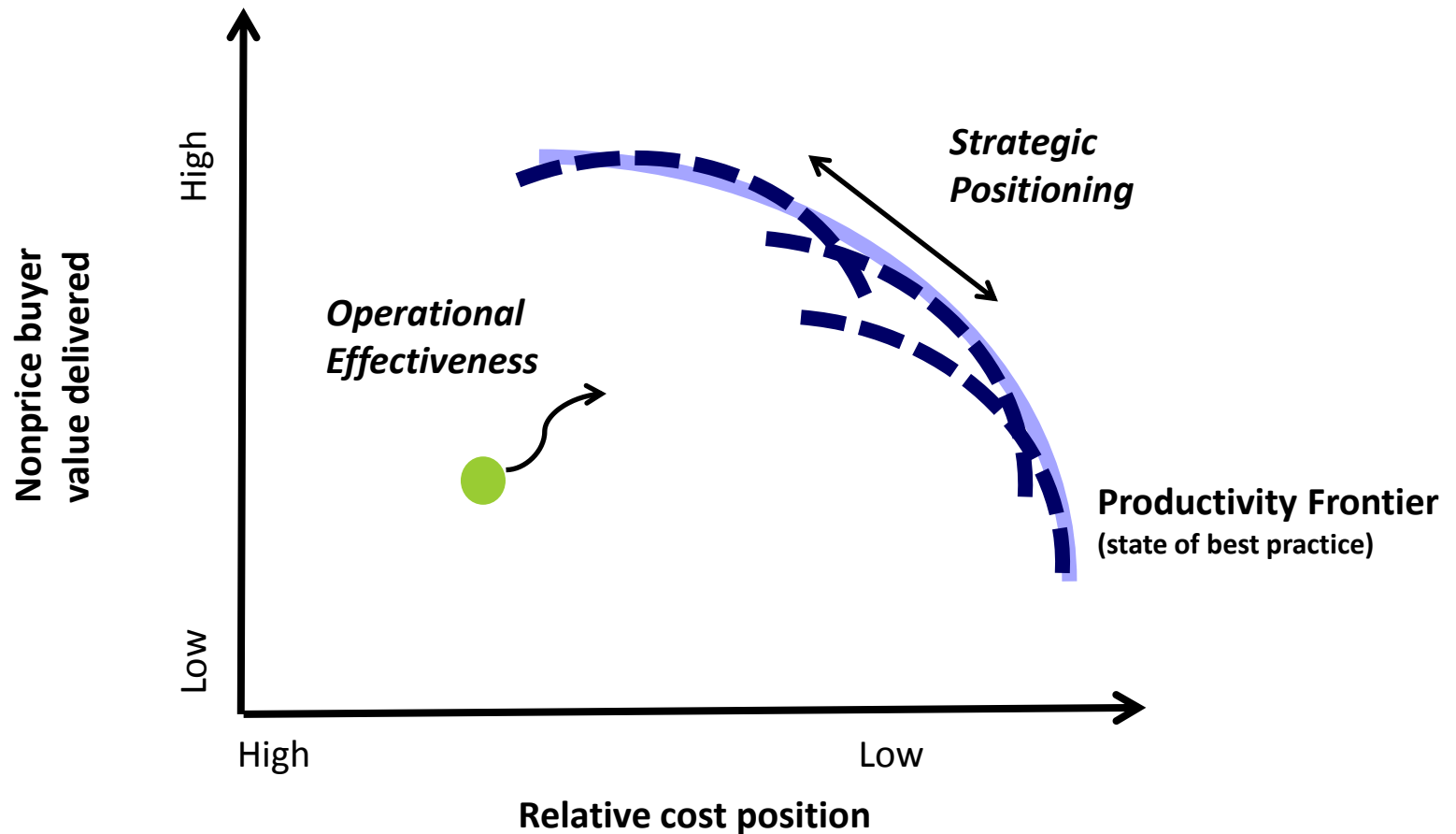
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Operational Effectiveness Versus Strategic Positioning



Source: Adapted from *What Is Strategy?*, Michael Porter, *Harvard Business Review*. November-December 1996

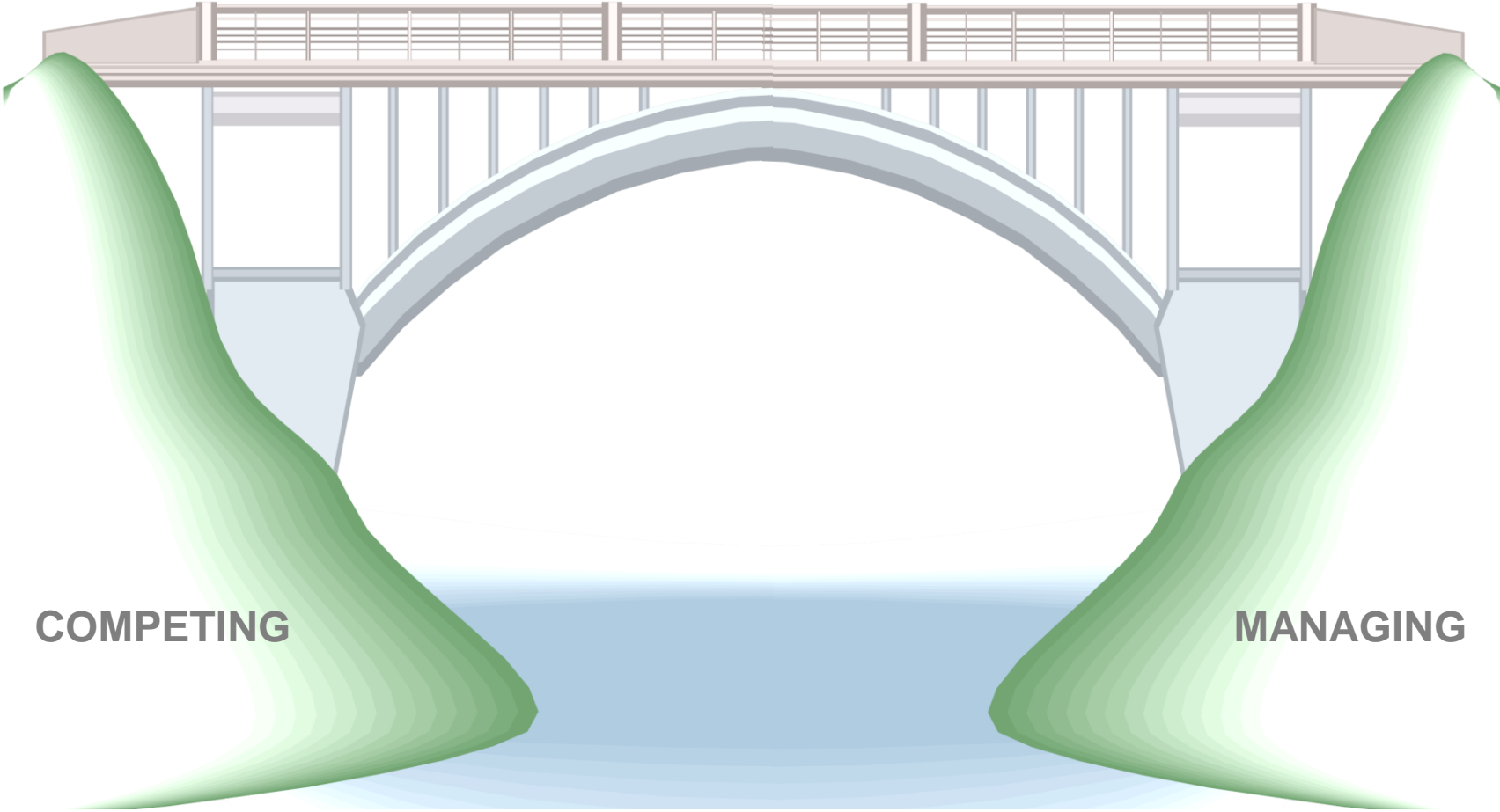
Advantaged Capabilities Underpin Strategic Position



Source: Adapted from *What Is Strategy?*, Michael Porter, *Harvard Business Review*. November-December 1996

Advantaged Capabilities: The Bridge Between Strategy and Action

ORGANIZATIONAL CAPABILITIES



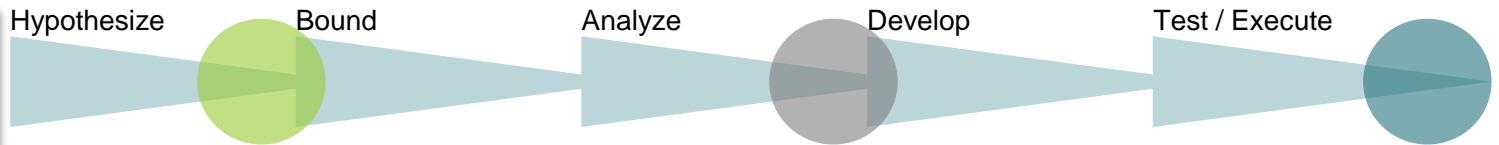
A Capability Blueprint

Desired Performance

- Price consistently within and between segments

Delivered by

Flow of Activity



Process, Decision Rights



Systems, Structures



Individual Competencies & Assets

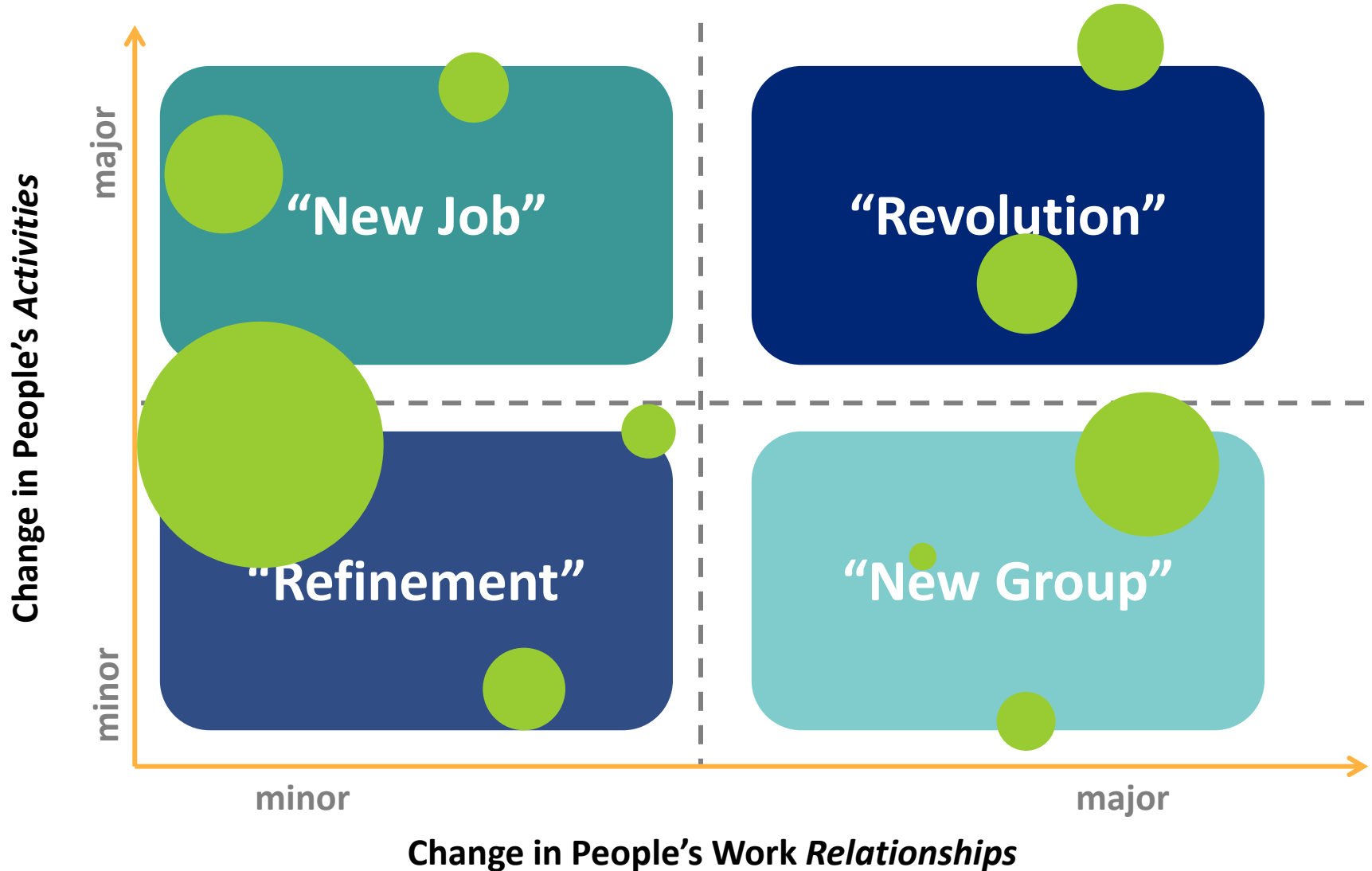


Enabling Ideas, Tools



Meeting Your People Where They Are

A new capability presents different challenges for different groups



Building Advantaged Capabilities

Identify and focus on critical capabilities

Hold to a higher standard of definition

Ensure integrated and adaptive deployment

Meet your people where they are

Leadership imperatives?



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