



Strategic Alignment & OKRs

Turning organisational direction
into measurable, coordinated action.

**We clarify the direction, strengthen the people
leading it and build the capability systems that
sustain it.**

Strategy is clear. Movement is not.

Organisations rarely lack ambition. The difficulty is converting direction into shared priorities, accountable ownership and consistent action.

01 Strategy exists but is not shaping everyday work.

02 Priorities compete or continually change.

03 Responsibility remains concentrated at the top.

04 Leadership teams disagree about direction or success.

05 Plans or OKRs exist, but ownership, review and follow-through are inconsistent.

CLEARER DIRECTION

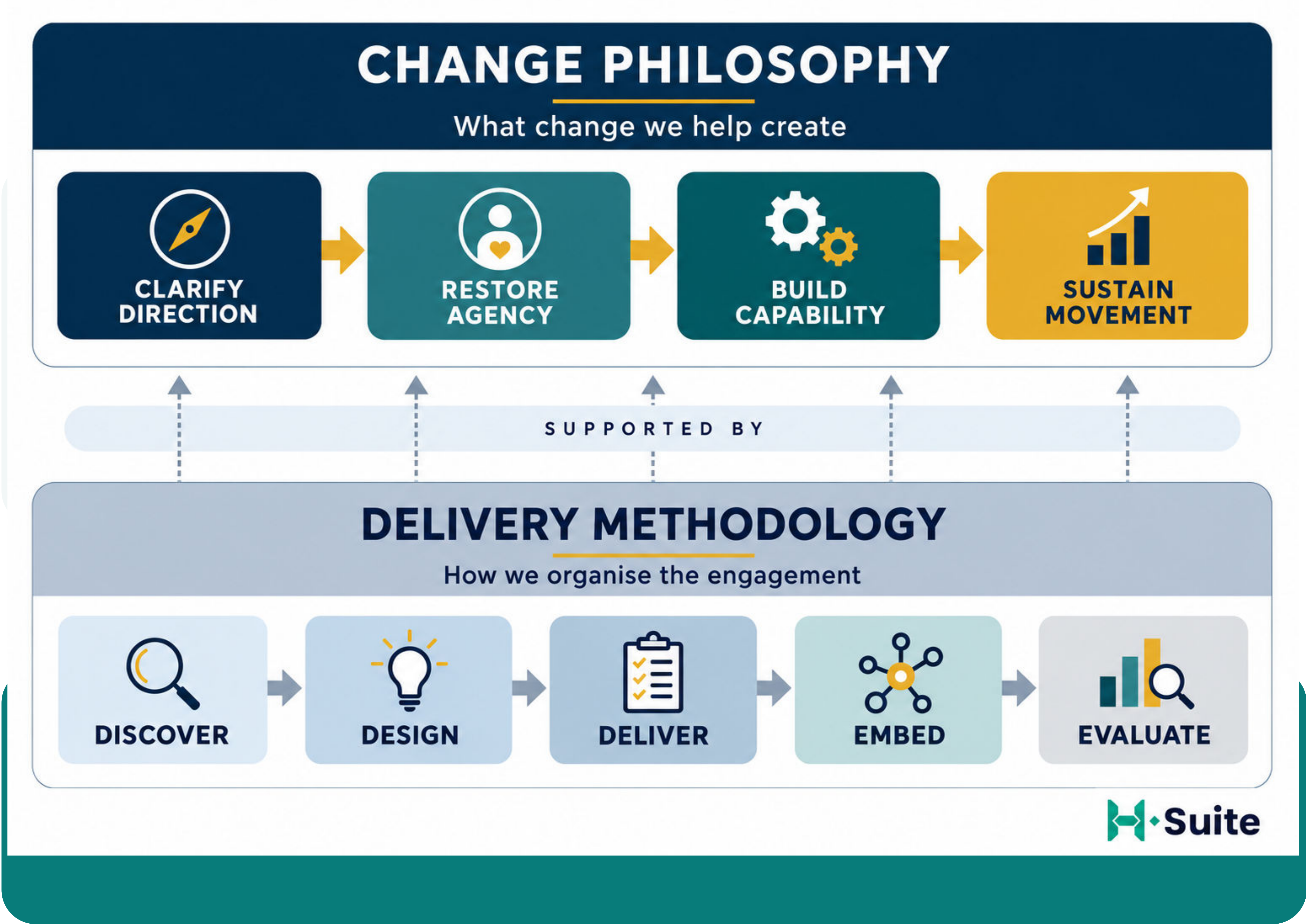
DISTRIBUTED RESPONSIBILITY

STRONGER MOVEMENT

The movement we help create.

Our Change Philosophy describes the movement H-Suite helps create.
Our Delivery Methodology describes how we organise the engagement.

Together they connect strategic clarity with agency, capability and sustained organisational movement.



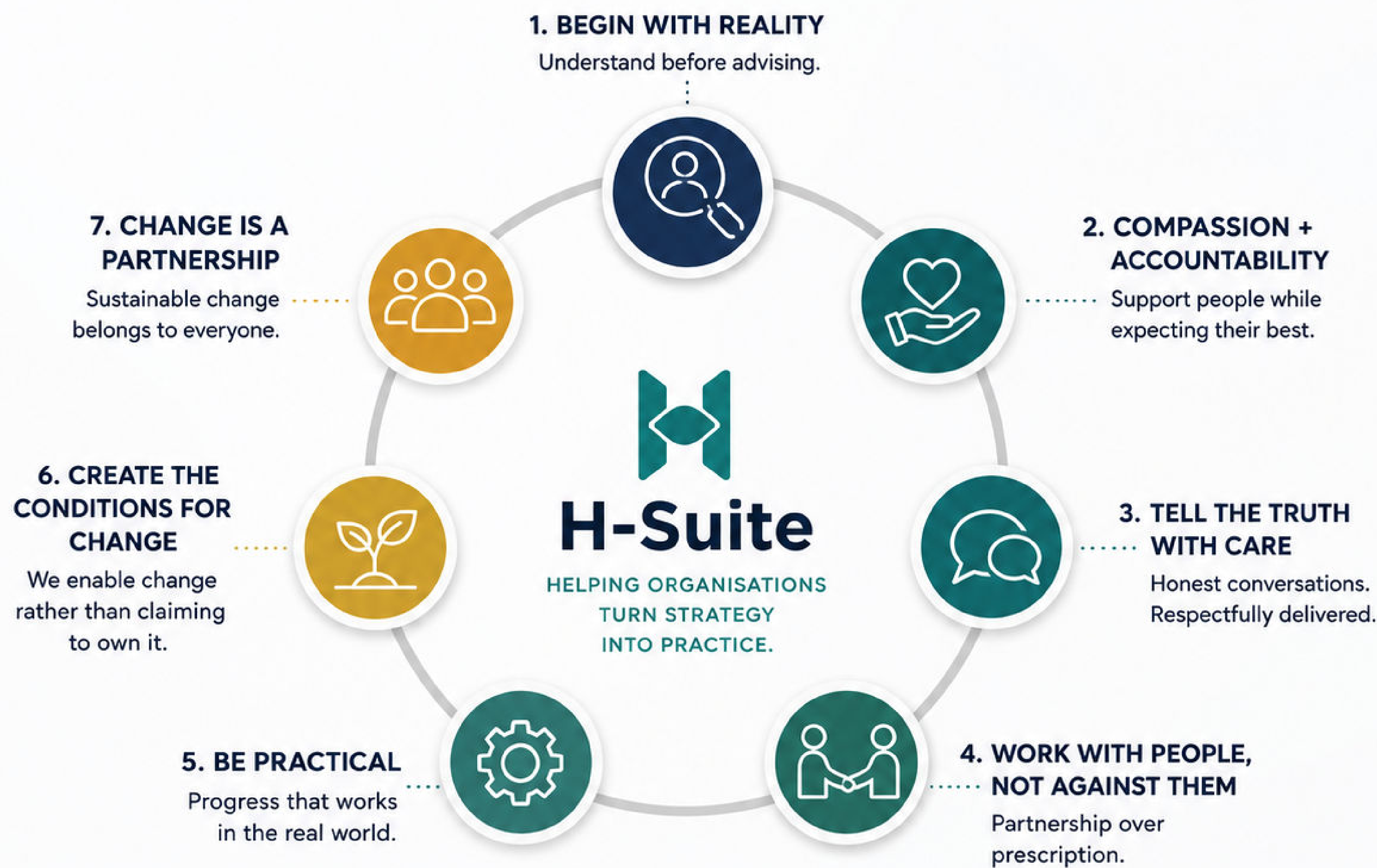
Different challenges. One consistent philosophy.

Our principles shape how we think, how we work and how we partner to create meaningful, lasting change.

THE H-SUITE WAY

THE PRINCIPLES THAT SHAPE EVERY ENGAGEMENT.

Our philosophy guides how we think, how we work and how we partner with leaders and organisations to create meaningful, lasting change.



DIFFERENT CHALLENGES. ONE CONSISTENT PHILOSOPHY.
HELPING ORGANISATIONS CREATE MEANINGFUL, SUSTAINABLE MOVEMENT.

 CLARIFY DIRECTION

 RESTORE AGENCY

 BUILD CAPABILITY

 SUSTAIN MOVEMENT

A simple discipline for turning priorities into measurable progress.

- 01

OBJECTIVE

A clear, qualitative statement of what the organisation or team needs to achieve.
- 02

KEY RESULTS

A small set of measurable outcomes showing whether meaningful progress is being made.
- 03

CONTRIBUTION

Teams and managers identify how their work supports the shared outcome—without mechanically cascading targets.
- 04

REVIEW RHYTHM

Regular conversations use evidence to surface progress, barriers, learning and accountability.
- 05

ADAPTATION

Priorities and activity adjust when evidence or context changes; the objective is not pursued blindly.

OKRs complement—not replace—operational KPIs. KPIs monitor ongoing performance; OKRs focus attention on the few changes or outcomes that matter most.

Three practical routes from strategic clarity to organisational action.

01 STRATEGIC ALIGNMENT WORKSHOP

For leadership teams clarifying direction, priorities or success.

Scoping, facilitated alignment, key choices and ownership.

OUTPUT Agreed priorities, outcomes, owners and immediate actions.

02 OKR DESIGN & ACTIVATION

For organisations translating strategy into measurable priorities.

Objectives define what matters; Key Results measure meaningful progress.

OUTPUT Aligned OKRs, ownership, contribution mapping and a review cadence.

03 STRATEGIC FACILITATION & IMPLEMENTATION

For complex work requiring coordinated implementation over time.

Facilitation, alignment, implementation support, manager engagement and reviews.

OUTPUT A clear narrative, accountable plan and sustained delivery rhythm.

Selected following discovery: leadership-team facilitation • stakeholder workshops • OKRs and priority-setting • accountability and role clarity • manager briefings • implementation reviews • evaluation and impact review

Strategy translated through every leadership level.

CUBIC³

H-Suite supported Cubic³ to adopt OKRs as a practical strategy-execution discipline. Work began with the Executive Leadership Team, extended through senior management and was then translated for managers—building shared priorities, measurable Key Results, clearer contribution and stronger alignment across leadership levels.

EXECUTIVE • SENIOR MANAGEMENT • MANAGERS

ONETWENTY

H-Suite developed a competency map connecting strategic direction to executive and senior roles. The work identified capability gaps, clarified expectations and informed recommendations on delegation, structure and leadership development.

CAPABILITY • ROLE CLARITY • LEADERSHIP

From executive priorities to shared understanding, measurable contribution and coordinated action across the management system.

A partner in meaningful organisational movement.

Ciarán Hourican

Managing Director • Executive Coach • Facilitator

Ciarán works with executives, leadership teams and managers to create clarity, strengthen accountability and translate ambition into practical movement. His approach combines honest conversation, thoughtful challenge and a deep commitment to sustainable organisational change.

THE NEXT STEP

Begin with a focused strategic question.

We explore the organisational context, the outcome required and where progress is becoming difficult—then recommend the right level of support to create meaningful, sustained movement.

STRATEGY INTO PRACTICE

LEADING IN PRACTICE

CAPABILITY SYSTEMS

**Clarify Direction • Restore Agency • Build Capability
• Sustain Movement**

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