H·Suite

Strategy-to-Capability Review

Assessing whether the organisation is ready to deliver its ambition.

A focused diagnostic assessing whether direction, roles, decision rights, capacity and capability are ready for delivery—then identifying priority changes.

DIRECTION • CRITICAL WORK • ROLES • DECISIONS • CAPACITY • ACTION

THE CHALLENGE

The strategy is ambitious. Is the organisation equipped to deliver it?

Strategy can outgrow the organisation designed to deliver it. The review examines roles, decision rights, capacity, leadership expectations and capability—without becoming an individual performance assessment.

01 **Strategic ambition has outgrown existing roles, capacity or structures.**

02 **Key decisions and responsibilities remain concentrated at the top.**

03 **Formal roles differ from how work and responsibility operate in practice.**

04 **Leadership, management or specialist capability may constrain delivery.**

05 **The organisation cannot see which gaps require development, redesign or recruitment.**

STRATEGIC FIT CLEARER OWNERSHIP CAPABILITY ROADMAP

THE H-SUITE LENS

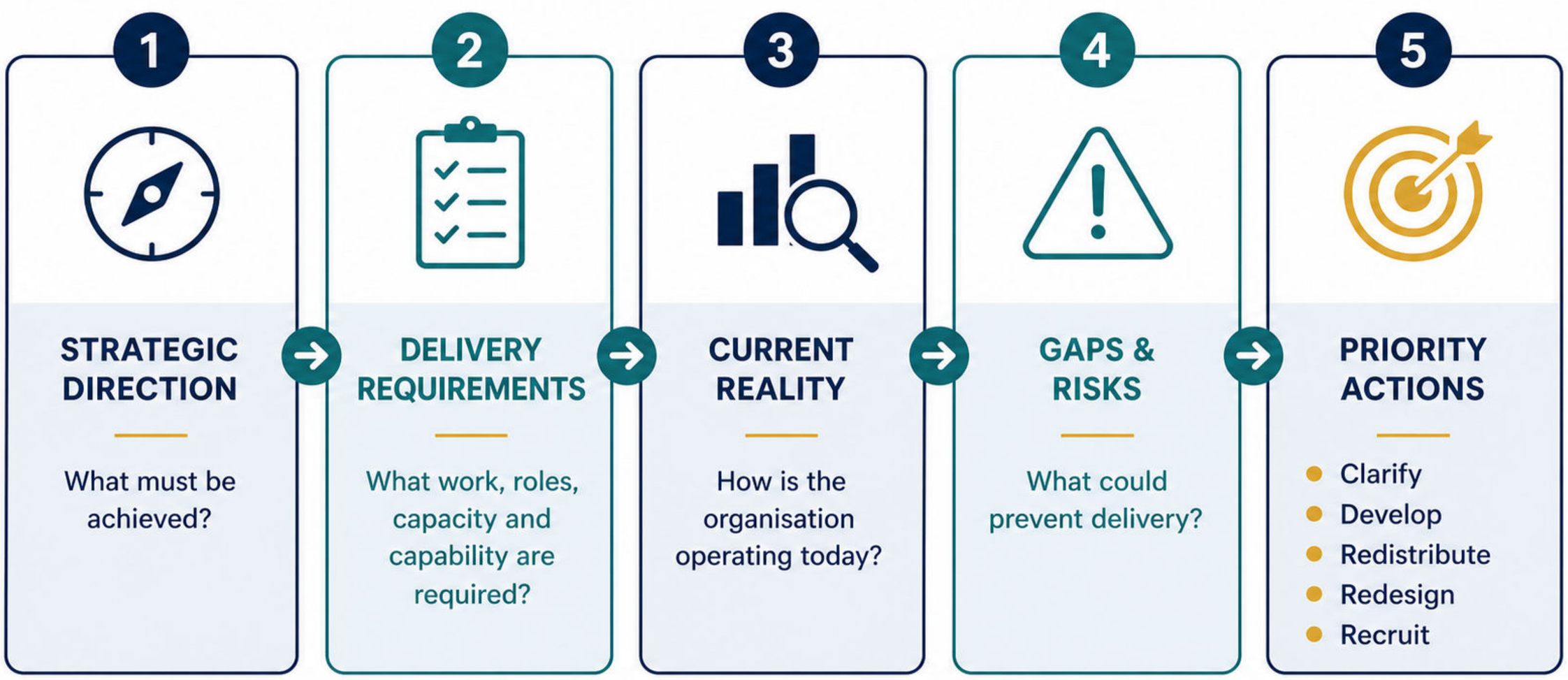
Our Change Philosophy frames the review.

It connects strategic clarity with ownership, organisational capability and the conditions required to sustain delivery.

The diagnostic on the following page then tests what this means in the organisation's current reality.

Clarify Direction • Restore Agency • Build Capability • Sustain Movement

Can the organisation deliver what it says it will?



An organisational readiness review—not an individual performance assessment.

WHAT WE EXAMINE

The organisational conditions that determine delivery readiness.

01

STRATEGY & CRITICAL WORK

What must be achieved, and which work is essential to delivering it.

02

ROLES & DECISION RIGHTS

Who owns delivery, who contributes and where authority sits.

03

CAPACITY & DEPENDENCIES

Bandwidth, bottlenecks, coordination and over-reliance on individuals.

04

ORGANISATIONAL CAPABILITY

The leadership, management and specialist capability delivery requires.

05

EVIDENCE & DELIVERY RISKS

What documents, data, interviews and operating practices reveal.

Recommendations may include role clarification, development, redistribution, redesign or recruitment. The review does not assume the answer in advance.

WAYS TO ENGAGE

The depth of review is matched to the organisational question.

01

FOCUSED CAPABILITY CHECK

For one strategic priority, function or immediate delivery concern.

Sponsor scoping, document review, focused interviews and findings discussion.

OUTPUT **A concise diagnosis of risks, gaps and recommended next steps.**

02

STRATEGY-TO-CAPABILITY REVIEW

For an organisation or leadership area requiring fuller assessment.

Evidence review, leadership interviews, role and decision mapping, analysis and validation.

OUTPUT **Findings report with prioritised organisational recommendations.**

03

REVIEW & ACTION ROADMAP

For organisations ready to turn diagnostic findings into action.

Full review plus facilitated prioritisation and implementation planning.

OUTPUT **Agreed actions, owners, sequencing and review points.**

EVIDENCE IN PRACTICE

OneTwenty: from growth ambition to organisational choices.

THE CHALLENGE

OneTwenty’s growth ambition required greater executive capacity, clearer delegation and less reliance on a small number of senior people. The question was whether the existing organisation could support the next stage.

GROWTH • STRUCTURE • EXECUTIVE CAPACITY

THE REVIEW

H-Suite connected strategic ambition with executive and senior-management contribution, examined roles, decision rights, capability, dependencies and structure, and identified priority gaps and risks.

ROLES • CAPABILITY • PRACTICAL RECOMMENDATIONS

The findings informed practical choices about role clarity, delegation, development, organisational design and future recruitment—not an individual performance judgement.

ABOUT H-SUITE

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 the strategic decision the organisation needs to make.

We explore the organisation's ambition, current structure and capability concerns—then recommend the depth of review required to create clear, practical choices for the next stage.

STRATEGY INTO PRACTICE

LEADING IN PRACTICE

CAPABILITY SYSTEMS

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

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