

PURPOSE
What are we here to do?

WHAT

- What unique difference do we exist to make in the world?
- If our organisation didn't exist and no other existed to fill its place, in what ways would society lose?
- 'What' not 'How'
- The opposite is not true, so don't include it
- The Ron Seal test

WHAT MATTERS

- What matters to us about how we deliver this purpose?
- What kind of organisation do we want to be and how do we want to be together and with others?
- What are the values and behaviours we hold dear?
- Necessity Check
- Sufficiency Check

STAKEHOLDERS
Who cares about how and how well we do it?

WHO

- Who are the internal and external stakeholders in what we do and how we do it?
- Materiality Check

NEEDS

- What are the needs of each stakeholder?
- What would keep them awake at night and cause them anxiety?
- What would cause others to pay unwanted attention to them?
- Necessity Check
- Sufficiency Check

STRENGTHS

- What does self-actualising look like to each stakeholder?
- What do we have the opportunity to support them to achieve?
- Appetite check

CORE CAPABILITIES
What are the things we do that directly deliver our purpose?

WHAT

- What are the things we need to be great at that **directly** deliver our purpose?
- Work backwards from 'purpose achieved'
- 'What' not 'How'
- Necessity Check
- Sufficiency Check

WHAT MATTERS

- For each Core Capability, what would be true if everything went perfectly?
- Clean In/Through/Out
- Necessity Check
- Sufficiency Check

SUPPORT CAPABILITIES
What else do we need to be great at?

WHAT

- To maintain a healthy organisation that can deliver our Core Capabilities well (& better every day) what else do we need to be great at?
- Is there anything else we need to do to meet the needs/build the strengths of our stakeholders?
- 'What' not 'How'
- Necessity Check
- Sufficiency Check

WHAT MATTERS

- For each Support Capability, what would be true if everything went perfectly?
- Clean In/Through/Out
- Necessity Check
- Sufficiency Check

SENSE
How will we know how well we are doing, spotting opportunities and issues?

WHAT

- What mechanisms will we use to make SENSE of how we are doing, continuously understanding how close to perfect we are?
- How will we use them?
- Necessity Check
- Sufficiency Check

- DIRECT OBSERVATION?
- DATA?
- REPORTS?
- ROLE RESPONSIBILITIES?
- COACHING?
- REFLECTIVE PRACTICE?
- ESCALATION?
- MEETINGS?
- EXTERNAL SUPPORT / CHALLENGE?

WHAT MATTERS

- Are there specific principles or practices that we expect these mechanism to abide by? What does 'good' look like for each mechanism?
- Necessity Check
- Sufficiency Check

RESPOND
How will we ensure we take effective action to stay on track and get better every day?

WHAT

- What mechanisms will we use to ensure that SENSE making translates into effective RESPONSES?
- How will we use them?
- Necessity Check
- Sufficiency Check

- How will we:
- Make decisions and agree actions?
 - Ensure clarity about who is responsible for what?
 - Establish, maintain and review priorities?
 - Maintain visibility of actions and progress?
 - Evaluate impact?

WHAT MATTERS

- Are there specific principles or practices that we expect these mechanism to abide by?
- For example, what does 'good' look like for each mechanism?
- Necessity Check
- Sufficiency Check

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