COMPASS INSIGHTS™ 001 · EXECUTIVE PERSPECTIVES ON STRATEGY, LEADERSHIP & ORGANIZATIONAL PERFORMANCE

Your Vision & An Organization Built To Deliver It

Connecting Business Strategy to an Organization Designed to Deliver

Steve Kopecky · Strategy & Performance Architect · Compass Performance, Inc.

November 2026 · 4-minute read

Growth changes the work. The strategy that brought your organization here may still be right—but the organization built to deliver it may need to change.

Scaling, entering a new market or delivering an investment thesis changes the decisions an organization has to make, the capabilities it needs and the processes that carry the work. When the design does not keep pace, the signs are familiar: decisions slow, functional priorities compete and resources scatter across too many good ideas.

None of this means the strategy is wrong or the team is falling short. **The issue is alignment between strategic intent and execution**—whether the organization has been deliberately designed to deliver what the leadership team has chosen to pursue.

Five questions that connect strategy to results

Every growing organization eventually has to answer five questions, and answer them as one connected chain rather than five separate conversations:

1. **Where are we going?**
   Strategy
2. **Where should we compete?**
   Market, customer & product choices
3. **How should the work be organized?**
   Operating design
4. **Who owns the outcomes?**
   Ownership & leadership cadence
5. **How will we know we're succeeding?**
   Measured results

Strategy sets the direction. Market, customer and product choices decide where to compete. Operating design turns those choices into work, structure and flow. Ownership and a leadership cadence make the commitments real. Measured results show whether it is working—and feed the next round of decisions.

An illustrative example: entering a new market

ILLUSTRATIVE — A HYPOTHETICAL COMPANY, NOT A CLIENT CASE

A profitable company decides to serve a new market segment. If the decision stays on the strategy slide, little changes. Designed through the whole chain, the same decision changes:

- **Customer choices** — which customers and products to prioritize first
- **Capabilities** — what the organization must newly be good at
- **Process flow** — how orders, service and delivery move
- **Investment** — where people, capital and time go, and stop going
- **Decision rights** — who decides what, and how fast
- **Measures** — the few indicators the leadership team reviews

An architecture for the whole chain

Compass Architecture™ gives each of the five answers a place, so the design holds together as the organization grows. Four dimensions work together; two delivery disciplines run through all of them; and one loop keeps the whole design learning.

FOUNDATION™ builds trust, shared values and leadership alignment. **SIMPLIFY™** removes complexity and focuses the organization on value. **LEAD™** sets decision rights, cascading goals and a disciplined cadence. **GROW™** builds the capabilities and operating systems that sustain growth.

Two disciplines are active in every dimension rather than as a step of their own: **Change & Transformation™** carries the human side of the change—sponsorship, communication, readiness and adoption—and **Program & Project Management™** carries the delivery—scope, dependencies, resources, decisions and governance. Across all of it, **ARC™ — Analyze, Refine, Commit** — keeps the design learning from its own results.

Front-to-Back 80/20™

Most complexity is created outside before it is felt inside. Front-to-Back 80/20™ connects the external choices—markets, customers and products—with how the internal work and resources are designed, so effort is concentrated where the organization creates the most value for the customers it has chosen to serve.

Leaders own the vision

The vision belongs to the leaders who carry it. Compass provides the architecture and the advisory partnership. The organization delivers the results—and keeps delivering them as the strategy evolves.



Is your organization designed to deliver the strategy you're pursuing today—or the strategy that brought you here?

ABOUT THE AUTHOR

Steve Kopecky is Strategy & Performance Architect at Compass Performance, Inc., working alongside leaders and leadership teams on the design that delivers their strategy.

Your Vision & An Organization Built To Deliver It

Explore Your Leadership Challenge

Choose your leadership perspective at **compassperformanceinc.com/insights/001**