Harvard Business Review

Organizational Transformation

Design Your Organization to Match Your Strategy

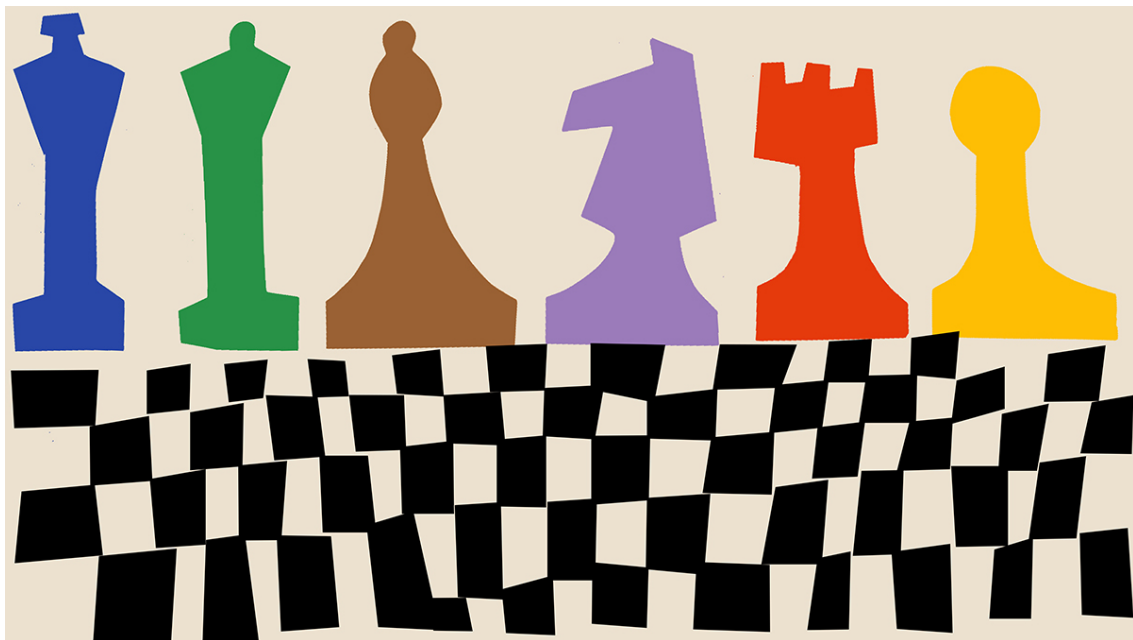by Ron Carucci and Jarrod Shappell

June 06, 2022

Illustration: Lucy Jones

Summary. An organization is nothing more than a living embodiment of a strategy. That means its "organizational hardware" (i.e., structures, processes, technologies, and governance) and its "organizational software" (i.e., values, norms, culture, leadership, and employee skills… **more**

Strategy execution is commonly fraught with failure. Having worked with hundreds of organizations, we've observed one consistent misstep when leaders attempt to translate strategy into results: the failure to align strategy with the organization's design.

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