

Starfish Capability Statement

Strategic Leadership

We help our clients improve the performance of their organisations by creating an umbrella under which business leaders devise appropriate strategies and create value.

We do this by focusing on the wider set of organisational core competencies.

What are Organisational Core Competencies?

Organisational Core Competencies are the collective capabilities that an organisation needs to execute its business strategies, i.e. the unique mixture of people, processes, culture, structures, assets and measures. Successful leaders harness the power of these competencies to drive towards and achieve strategic outcomes for their organisations.

Organisational core competence is hard to replicate and is one of the factors that gives one organisation in an industry sector a strategic advantage over another. It may take years for competitors to catch up once core competence is established. Copying the parts does not mean you have captured or copied the competence.

Organisational core competencies are relevant only if they are required to execute strategy. If the strategy of the organisation changes, certain competencies may become less important, others may have to be developed and entirely new ones may have to be identified. Failure of strategy can in many cases be traced to the absence of specific organisation competencies required by the strategy.

Successful companies are able to transform generic processes into specific competencies that are directly linked to their strategy and value drivers. The competencies must be specific, as they are the means for translating strategy into action.

Starfish approach to development of Organisational Competencies

An Organisational Competency Framework is the end product of an analysis process which clarifies:

- What critical competencies and capabilities are required to execute the business strategies
- How important they are to execute the strategies
- Whether the company has sufficient talent and resources to create and sustain the core competencies
- How the organisation's people and key stakeholders will work together
- A high level action plan to close the gaps between existing and desired competencies.

The competency and capability planning process is a very effective way to begin to adjust organisation-wide competencies to match the strategy (new strategy, shift in strategy, lack of focus with regards development, absence of a total system focus).

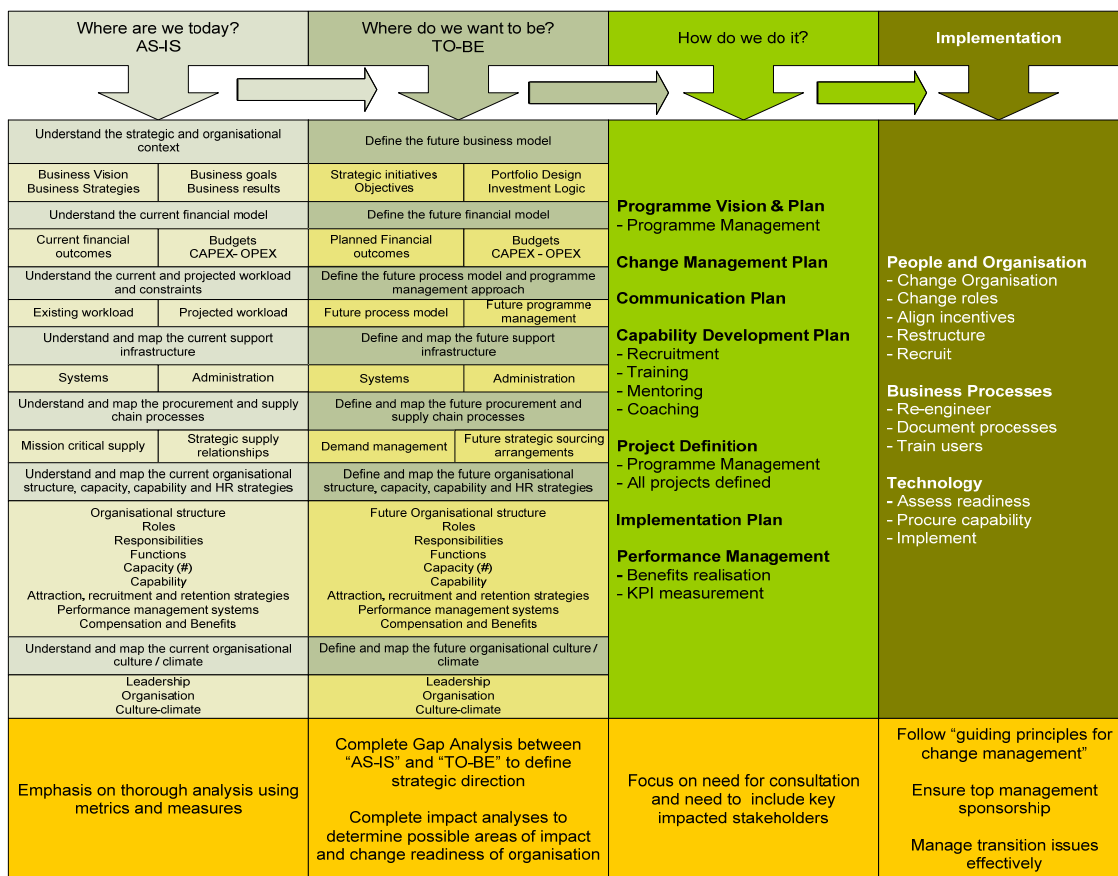
A high-participation planning process is an effective way of building understanding of, and commitment to, strategy through the organisation.

It provides management with a holistic perspective (total system) on the capability required by the strategy, translated into:

- specific actions; and
- accountabilities.

Organisational Capability Methodology outline

- Understand where the organisation is today (AS-IS)
 - Understand the key existing strategies of the organisation and the political, economic, social, technological, legal and environmental factors that impact on those strategies
 - Understand and map the key capabilities and capacity of the organisation
 - Understand the culture of the organisation and its ability to change to meet strategic imperatives
 - Review every activity to reveal its original intent and to expose its current status
- Define where the organisation wants to be (TO-BE)
 - Define future strategies and business model
 - Define and map the future structure, capability and capacity requirements
 - Understand and map the future organisational culture
- Plan how the TO BE can be achieved
- Implement



Starfish capability in the development of Organisational Competencies

Starfish Consulting has a team of experienced and leading business practitioners and advisors who apply their strategic management and planning skills to advising clients on how to develop the full suite of organisational competencies. We have experts in the development of organisational strategies, financial strategies, supply chain and procurement strategies, human capability and organisational culture strategies.