



Myria Consulting

— MANAGEMENT STRATEGY

Strategic Clarity *Framework*

How to transition complex corporate ambitions into structural operating advantages.

CONTENTS

What's inside.

01	Executive summary	p. 03
02	The challenge	p. 04
03	From ambition to architecture	p. 05
04	Organizational synchronization	p. 06
05	Target performance metrics	p. 07
06	Long-term operating models	p. 08
07	The execution playbook	p. 09
08	The framework at a glance	p. 10
09	Where to start	p. 11
10	Working with Myria	p. 12

MYRIA PERSPECTIVE

Strategy only creates value once it becomes the way the organisation actually operates.

EXECUTIVE SUMMARY

Ambition is common. Turning it into how the business runs is rare.

Most leadership teams do not lack strategy. They lack a reliable way to turn a few big choices into the budgets, structures, rhythms and measures that shape what thousands of people do on Monday morning.

The Strategic Clarity Framework closes that gap. It links ambition to a small set of structural choices, synchronises the organisation around them, and tracks progress with measures that leaders actually use to make decisions. The result is an operating model that keeps strategy alive long after the offsite.

The five chapters that follow walk through each part of the framework, show what good looks like, and end with practical first steps you can take in the next 90 days.

5

building blocks that connect ambition to daily execution

90

days to a first working version of your operating rhythm

3–5

priorities: the most a leadership team can truly steer

WHO IT IS FOR

Chief executives, executive committees and strategy leaders who need their organisation to move as one, from boardroom intent to daily execution.

THE CHALLENGE

Why good strategies stall.

When we review strategies that failed to deliver, the plan itself is rarely the problem. The breakdown happens in translation — between the leadership team and the rest of the organisation. Four symptoms appear again and again.

- **Too many priorities**
Twelve 'strategic pillars' means none of them are. Teams spread effort thinly and nothing moves decisively.
- **Structure that fights the plan**
The strategy calls for collaboration across units, but budgets, incentives and reporting lines still reward silos.
- **No shared rhythm**
Business units plan on different cycles, so decisions arrive late and conflicts surface only when it is too late to fix them.
- **Measures nobody steers by**
Dashboards track dozens of numbers, yet leadership meetings still run on anecdotes and gut feel.

WHY IT MATTERS

Execution fails at the joints of the organisation, not in its individual parts.

CHAPTER 1

01

From ambition to architecture

A strategy becomes real when it changes where money, people and decision rights go.

We start by stating the ambition in plain language and testing it against a simple question: what would we have to do differently, structurally, if we meant it? The answer is usually a short list of choices about portfolio, capabilities, structure and investment.

Each choice is written as a trade-off — what we will do more of, and what we will stop. Naming what you will stop doing is the single best test of whether a priority is real.

KEY POINTS

Ambition statement

One page, plain words, a horizon of three to five years.

Structural choices

Where capital, talent and decision rights must shift.

Explicit trade-offs

For each choice, what the business will stop doing.

Leadership commitment

Each choice has a single accountable executive.

IN PRACTICE

A regional retailer cut its 14 strategic initiatives to four structural choices — and freed 20% of its change budget in the first quarter.

CHAPTER 2

02

Organizational synchronization

Alignment is not agreement in a workshop. It is teams making compatible decisions without being asked.

Synchronisation means the parts of the business plan, decide and review on a shared rhythm. We map the key dependencies between units, then design a calendar of forums — from quarterly strategy reviews to weekly operating meetings — where those dependencies are resolved.

Each forum has a clear purpose, a fixed set of decisions it owns and the information it needs. Meetings that do not earn their place are removed.

KEY POINTS

Dependency map

The handful of hand-offs where most value is won or lost.

Operating rhythm

A calendar linking annual, quarterly and weekly decisions.

Decision rights

Who decides, who is consulted, who is informed — per decision.

Fewer, better meetings

Every forum has a purpose, an owner and an output.

IN PRACTICE

An industrial group replaced 31 recurring leadership meetings with nine, and cut the time to approve cross-unit investments from 11 weeks to 3.

CHAPTER 3

03

Target performance metrics

Measure fewer things, and make every number answer a question a leader actually asks.

For each structural choice, we define one outcome measure and two or three leading indicators that move earlier. Targets are set as ranges with clear thresholds for action, so a number turning amber triggers a conversation rather than a report.

We then build the measures into the operating rhythm: each forum sees only the metrics relevant to the decisions it owns, in the same format every time.

KEY POINTS

Outcome measures

One headline number per strategic choice.

Leading indicators

Signals that move weeks or months before the outcome.

Action thresholds

Pre-agreed triggers for escalation and course correction.

One version of the truth

A single definition and source for every metric.

IN PRACTICE

A services firm moved from a 60-metric monthly pack to 12 measures — and its leadership meeting now ends with decisions, not debates about data.

CHAPTER 4

04

Long-term operating models

The operating model is how strategy survives a change of leaders, markets or priorities.

An operating model describes how the business creates value day to day: the structure, processes, governance, capabilities and technology that hold it together. We design it backwards from the structural choices, keeping only what supports them.

We compare proven models used by leading enterprises — centralised, federated, platform-based — and help you choose the blend that fits your scale, culture and ambition.

KEY POINTS

Structure

Where teams sit, what they own and how they are measured.

Governance

How decisions are escalated and how risk is managed.

Capabilities

The skills and platforms that must be built, bought or shared.

Evolution path

How the model adapts as the business grows.

IN PRACTICE

A healthcare network adopted a federated model with shared clinical platforms, cutting duplicated back-office cost while keeping local autonomy.

CHAPTER 5

05

The execution playbook

Launch small, learn fast, and make the new way of working the default.

The playbook turns the design into a sequence of moves. We begin with one or two pilot units, run the new rhythm for a full quarter, and refine it based on what leaders and teams experience.

Roll-out follows in waves, supported by simple tools, short training sessions and Myria's AI advisors, who help prepare reviews, spot risks early and keep everyone working from the same facts.

KEY POINTS

Pilot first

Prove the rhythm in one unit before scaling.

Quarterly reviews

Adjust choices and measures with fresh evidence.

Enablement

Templates, coaching and AI support for every forum.

Ownership handover

Your team runs it — Myria steps back.

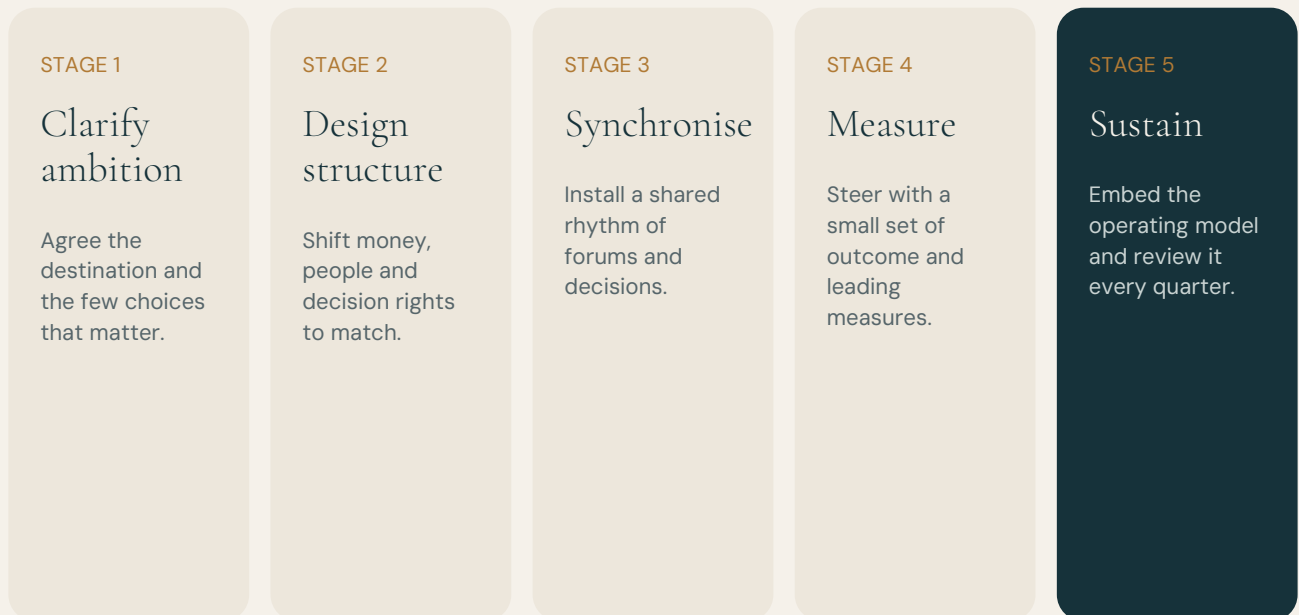
IN PRACTICE

Most clients run their first full strategy review on the new rhythm within one quarter of starting.

THE FRAMEWORK AT A GLANCE

Five building blocks, one continuous loop.

The framework is a loop rather than a project. Each quarter, evidence from the operating rhythm feeds back into the structural choices, so the strategy keeps adjusting without losing direction.



HOW TO READ IT

Read the stages left to right the first time through. After that, the loop runs every quarter: what you measure informs which choices to sharpen, and the operating model evolves with them.

WHERE TO START

Your first 90 days.

You do not need a two-year transformation to see results. A focused 90-day start builds momentum and gives leaders evidence that the new way of working pays off.

DAYS 1–30

- Interview the leadership team and map today's priorities, forums and metrics.
- Draft the ambition statement and a first list of structural choices.

DAYS 31–60

- Agree trade-offs and accountable owners for each choice.
- Design the operating rhythm and the core set of measures.

DAYS 61–90

- Run the first quarterly review on the new rhythm in a pilot unit.
- Refine the design and plan the wider roll-out.

QUESTIONS TO ASK YOUR LEADERSHIP TEAM

- *If we could only achieve three things in three years, what would they be?*
- *What are we prepared to stop doing to make room for them?*
- *Which numbers would tell us, early, that we are off track?*

WORKING WITH MYRIA

Human judgment and specialist AI, in one shared space.

Myria pairs senior management consultants with a virtual team of specialist AI advisors. You get the judgment of people who have sat in the room when hard calls were made, and the speed of analysis that used to take weeks. Engagements are shaped around the decision you need to make.

01

Clarity sprint

Six weeks to define your ambition, structural choices and trade-offs with your leadership team.

02

Operating rhythm design

We design and pilot the forums, decision rights and measures that keep strategy on track.

03

Myria OS

A shared space where your team and Myria's AI advisors prepare reviews and track every decision.

04

Advisory retainer

On-call senior advice when a decision cannot wait for the next planning cycle.

NEXT STEP

Every engagement starts with a 45-minute conversation about the decision in front of you — not a sales pitch.



The clarity to move from *ambition to action.*

Talk to a Myria advisor about putting these ideas to work.

info@myriaconsulting.com

<https://myriaconsulting.com/>