WORKSHEET + WORKED EXAMPLE

Do the Parts of the Organization Fit?

A seven-part alignment map and one mismatch to resolve.

40 minutes | McKinsey 7-S · Organizational alignment

Use it in three moves

1. Choose one strategic change. Ask people in different roles how the seven parts currently help or hinder it.

2. Look for a specific mismatch: perhaps the strategy asks for cooperation while the measures reward individual output.

3. Change the connected conditions together. Agree who will act and what would show the mismatch is easing.

Strategy · The choice

What will you prioritize, and what will you stop?

Structure · Roles and authority

Who can decide across the relevant boundaries?

Systems · Daily routines and incentives

Which process, measure, or reward reinforces or contradicts the direction?

Shared values · Stated and enacted

What do decisions reveal matters here? Invite different accounts.

Do the Parts of the Organization Fit?

YOUR WORKING NOTES / CONTINUED

Skills · Capability and learning

What can people do, and what practice or expertise is missing?

Staff · Capacity and coverage

What roles, time, and access are needed? Avoid treating a headcount as interchangeable capacity.

Style · Everyday leadership behavior

What do leaders model, ask about, and respond to?

Choose a mismatch and a joined-up response

Change connected conditions together. Name owners, consultation, and review.

A question for me

Which expectation is contradicted by the system we ask people to use?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

Strategy · The choice

Resolve service requests faster by reducing handoffs, rather than expanding every channel.

Structure · Roles and authority

A service owner can set priorities, but cannot change the data team's intake rules.

Systems · Daily routines and incentives

Teams are measured on local completion counts, so they pass incomplete requests along.

Shared values · Stated and enacted

We say customer outcomes matter, but celebrate volume without checking rework.

Skills · Capability and learning

Coordinators know the requests but lack access and training for the new triage checks.

Staff · Capacity and coverage

Late shift has no backup reviewer. Cross-training needs protected time.

Style · Everyday leadership behavior

Managers ask who caused delays before asking how the handoff works.

Choose a mismatch and a joined-up response

Align intake criteria and measures with both service and data leads. Trial for two weeks, then review completed outcomes and rework.

The thinking behind it

A behavior can make sense inside a set of conflicting incentives. Change the relationship between those conditions before demanding a different attitude.

McKinsey's 7-S framework connects Strategy, Structure, Systems, Shared Values, Skills, Staff, and Style. This original activity uses all seven to explore coordination; it is not a numerical organizational-health assessment.

McKinsey · The 7-S Framework

Read You Have a Culture Problem by Nic Payne