



The Capability Canvas

1. Capability Assessment

2. People Capability

4. Playbook (Process/Method)

5. Organisation

7. Management System

3. Leaders

6. Technology

Date

MATURITY

POINTS

Key Benefits

The Capability Canvas

#CapabilityDevelopment

Resource • November 2023

An illustration of a hand with a light skin tone pointing its index finger towards a dark blue, rounded rectangular button. The button has white text on it. The background features soft, abstract shapes in shades of pink and light blue. The hand and button have a slight shadow beneath them, giving a 3D effect.

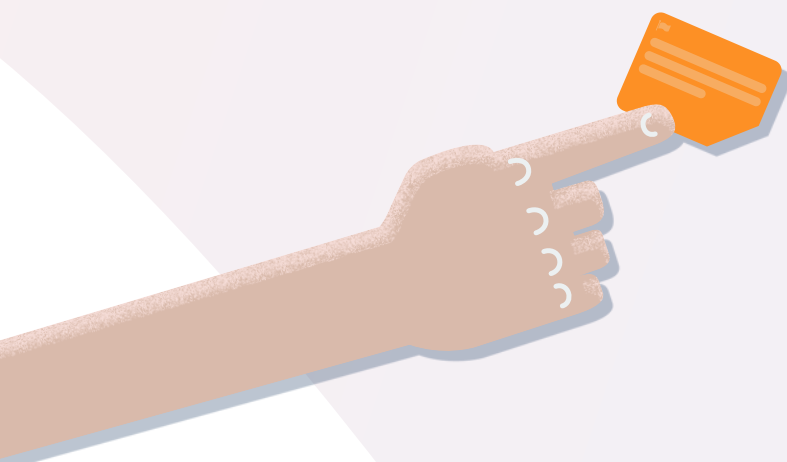
**Help teams
manage and
improve
capabilities**

Contents

1.0	Overview	4
1.1	Purpose and Objectives	5
1.2	Who is this for?	5
1.3	Where does the canvas fit in?	6
2.0	The Capability Canvas - Building Blocks	7
2.1	Capability Assessment	8
2.2	People Capability	8
2.3	Partners	8
2.4	Playbook (Process / Method)	8
2.5	Organisation	8
2.6	Technology	8
2.7	Management System	8
3.0	Guidance – How it works	9
3.1	Key Principles for Success	10

1.0 Overview

The Capability Canvas is a central component of Method Grid's Capability Development Playbook. Designed as a key resource, it aims to assist teams in designing and prioritising changes that lead to the improvement of strategic capabilities within an organisation. By following a structured and holistic approach, the canvas ensures that improvements are not only effective but also sustainable in the long term.



The Capability Canvas

Date

1. Capability Assessment

2. People Capability

3. Partners

4. Playbook (Process/Method)

5. Organisation

6. Technology

7. Management System

MATURITY POINTS

Key Benefits

This tool is particularly beneficial for leadership roles accountable for capability development, offering a comprehensive framework that aligns with broader organisational objectives. With its focus on each of the seven key building blocks—Capability Assessment, Playbook (Process and Method), Organisation, Technology, People Capability, Partners, and Management System—the canvas provides a balanced and data-driven methodology for capability development.

7.1 Purpose and Objectives

The purpose and objectives for the canvas are:

- ➔ **Holistic Design:** The canvas allows teams to view all the essential components of a capability in one place, ensuring that no critical aspect is overlooked.
- ➔ **Balanced Approach:** By covering each building block, the canvas encourages teams to distribute their focus and resources evenly, ensuring a balanced approach to capability development.

- ➔ **Sustainable Improvements:** The canvas is designed not just for one-off changes but for long-term, sustainable improvements in capabilities.
- ➔ **Elimination of Subjectivity:** The structured format helps to remove subjectivity, enabling teams to focus on data-driven insights and reach a consensus on priorities.
- ➔ **Benefit Tracking:** A unique feature of the canvas is its ability to record the benefits associated with each change, providing a clear rationale for each improvement initiative and making it easier to measure ROI.

7.2 Who is this for?

The Capability Canvas is specifically designed for individuals in leadership roles who are accountable for improving organisational capabilities. This includes, but is not limited to:

- ➔ **C-Suite Executives:** Such as CEOs, CTOs, and COOs who need a comprehensive view of organisational capabilities to align them with strategic objectives.
- ➔ **Department Heads:** Leaders responsible for specific functions like

HR, IT, or Operations can use the canvas to improve capabilities within their respective domains.

- ➔ **Project Managers:** Those who are overseeing specific initiatives aimed at capability development can use the canvas for planning and tracking improvements.
- ➔ **Business Analysts:** Professionals who are tasked with identifying areas for improvement can use the canvas as a diagnostic tool.
- ➔ **Change Managers:** Those responsible for managing organisational change can use the canvas to plan, communicate, and implement capability improvements.

The canvas serves as a unifying framework that brings together various stakeholders, enabling a collaborative approach to capability development. Its design allows for both the breadth and depth required by leadership roles to make informed, strategic decisions that lead to sustainable improvements.



1.3

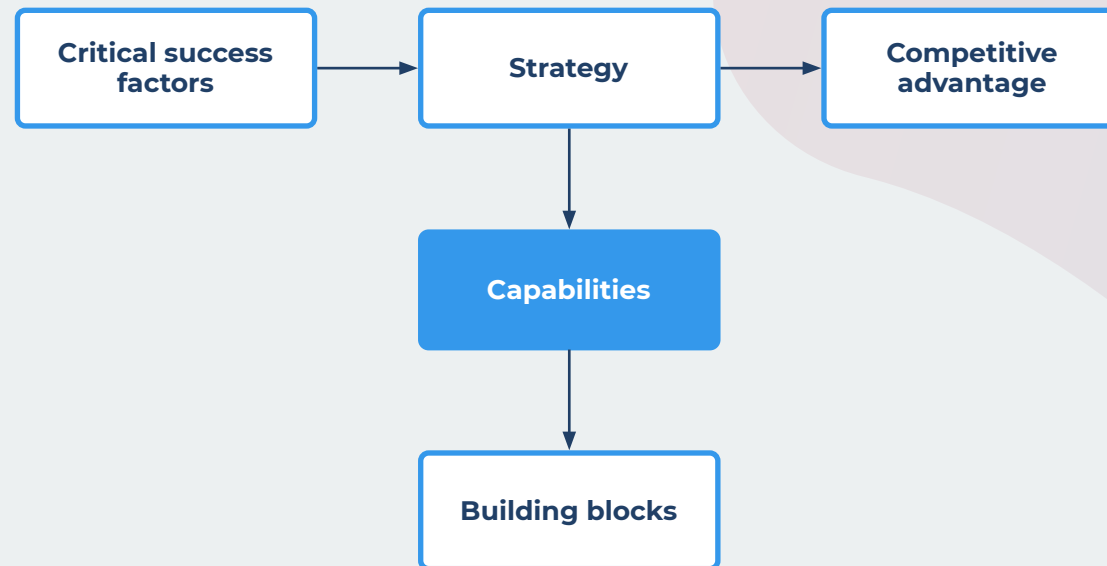
Where does the canvas fit in?

The Capability Canvas serves as a crucial bridge between an organisation's high-level strategy and the subsequent improvement or delivery of individual capabilities, and the building blocks these are composed of. Drawing from the overarching organisational strategy, the Capability Canvas enables capabilities to be aligned with strategic objectives. It acts as a lens through which the broad goals are translated into actionable components, ensuring that the organisation remains aligned with its long-term vision.

By identifying gaps, dependencies, and performance metrics, it gives operational teams the guidance they need to determine the specific methods, resources, and time-frames required for each capability. In this way, the Capability Canvas ensures a seamless transition from strategy to execution, facilitating the successful realisation of organisational goals.

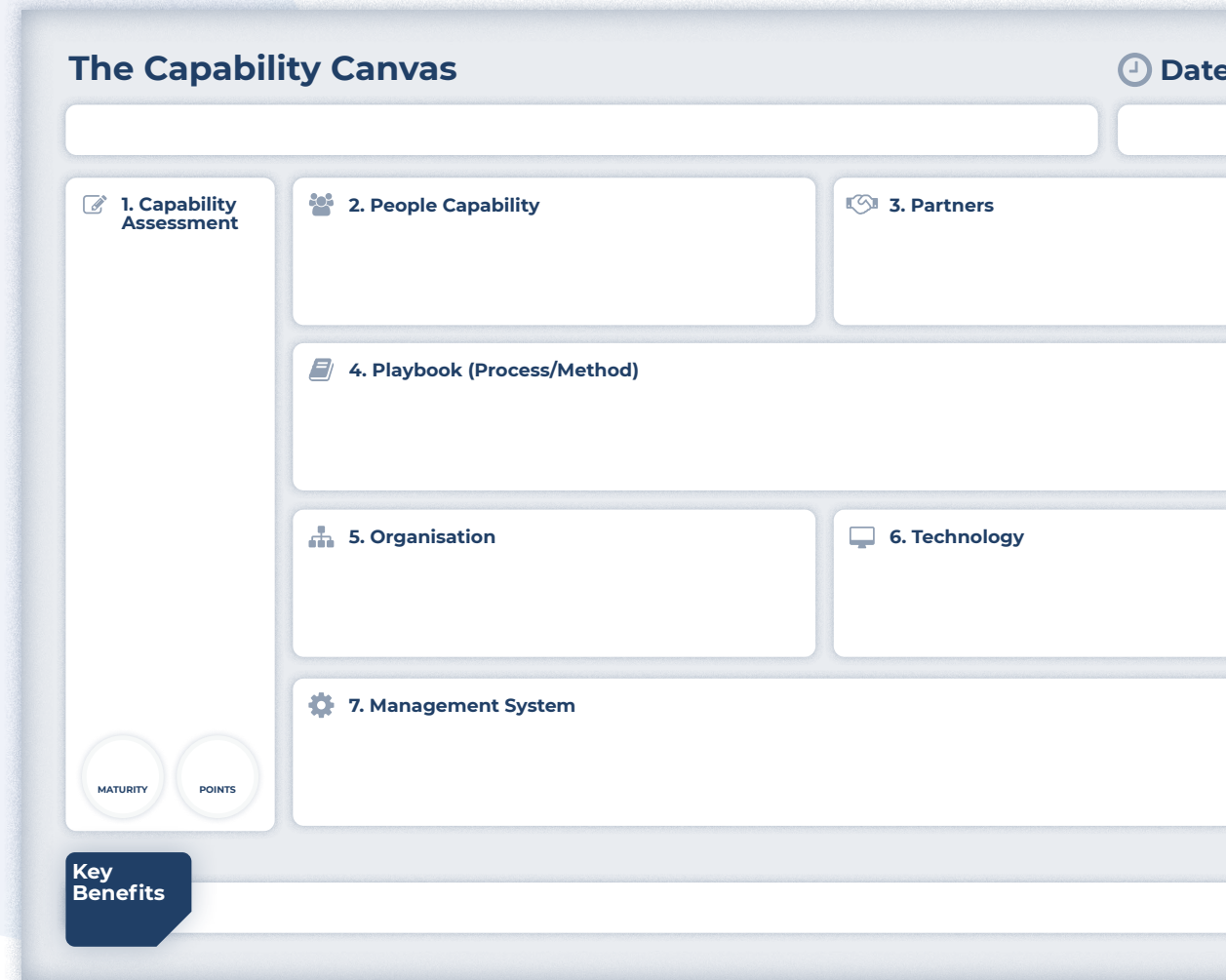
Where does the Capability Canvas fit in?

Capabilities occupy a key place in organisational effectiveness, but they must be considered in the context of the overall objectives and strategy.



2.0 The Capability Canvas - Building Blocks

The Capability Canvas is a strategic tool designed to facilitate comprehensive capability design and improvement within teams. It incorporates each of the seven key building blocks—Capability Assessment, Playbook (Process and Method), Organisation, Technology, People Capability, Partners, and Management System—to provide a holistic framework for capability development.



2.1 Capability Assessment

Capability Assessment is a structured, repeatable, and independent evaluation of the capability. Conducted at least annually by an impartial third party, this assessment serves as both a benchmark and a baseline. The key benefit is that it provides a clear starting point for capability development, allowing organisations to identify areas for improvement.

This segment provides teams with a clear visual representation of key findings, maturity levels, and assessment scores. By eliminating subjectivity, it enables teams to concentrate on and reach a consensus about their priorities more effectively.

2.2 People Capability

People Capability encompasses the roles, skills, competencies, training, and well-being of the human resources involved in performing the capability. This includes training programmes, skill matrices, and well-being initiatives that are directly linked to the capability needs. The outcome is a competent and resilient workforce, ensuring that the capability is performed by skilled and well-supported individuals.

2.3 Partners

Partners involve external organisations that contribute to delivering the capability. This includes contracts and service level agreements that are complementary to the organisation's capability. The outcome is an extended capability reach, leveraging external expertise and resources for enhanced performance.

2.4 Playbook (Process / Method)

The Playbook outlines the standardised procedures and methodologies required to deliver the capability effectively. It includes step-by-step guidelines, templates, and best practices, and is adaptable to specific organisational needs. The outcome is a streamlined and effective capability delivery process, ensuring consistency and quality in execution.

2.5 Organisation

Organisation refers to the structural arrangement of business units, functions, and people essential for operating the capability. This includes organisational charts, role descriptions, and

workflows that are directly aligned with the capability needs. The outcome is efficient and effective capability operations, optimising resource allocation and responsibilities.

2.6 Technology

This building block focuses on the technology platforms, tools, and systems required to deliver the capability. It includes software, hardware, and technology platforms tailored to support the capability. The outcome is enhanced capability delivery, providing the necessary technological tools for effective execution.

2.7 Management System

The Management System includes governance structures, control mechanisms, and Key Performance Indicators (KPIs) integrated with the organisation's overall governance. This assures the effective delivery of the capability, providing oversight and assurance for sustained performance.



3.0 Guidance – How it works

The Capability Canvas Playbook is available in the Method Grid platform

The Capability Canvas serves as both a planning tool and a communication aid, ensuring that everyone on the team understands the what, why, and how of each capability improvement initiative. By providing a structured yet flexible approach, the canvas is an invaluable asset for any team committed to achieving sustainable capability improvement.

Recommended Steps:

- 1. Initial Assessment:** Teams start by filling in the current state of each building block, often using data from the Capability Assessment.
- 2. Identify Gaps and Opportunities:** The canvas helps in visualising where the gaps and opportunities lie within each building block.
- 3. Prioritise:** Using the canvas, teams can easily identify and agree on which changes are most critical and should be prioritised.
- 4. Design Changes:** Teams then brainstorm and design changes, improvements, or new initiatives for each building block.
- 5. Record Benefits:** For each proposed change, the canvas has a section where teams can record the expected benefits, whether they are financial, operational, or strategic.
- 6. Action Plan:** Finally, the canvas can be used to develop a detailed action plan, assigning responsibilities and timelines for each change. Changes should be implemented within 12 weeks.
- 7. Review and Iterate:** Post-implementation, teams can revisit the canvas to assess the effectiveness of the changes and to plan the next set of improvements.



3.7

Key Principles for Success

The following principles serve as the cornerstone for achieving a comprehensive and sustainable capability improvement. They provide the guiding philosophies that should inform your approach to enhancing organisational capabilities:

- 1. Growth Mindset:** A commitment to continuous improvement, always striving for perfection through a cycle of benchmarking, improving, and repeating.
- 2. Independent Assessment:** The use of impartial, empirical evaluations to assess capabilities, thereby eliminating subjectivity and focusing on actionable insights.
- 3. Manage as a Project:** Treating each capability initiative as a distinct project, with clear objectives and timelines, and incorporating leadership oversight for strategic alignment and accountability.
- 4. Holistic Approach:** Balancing all seven building blocks to ensure a well-rounded and sustainable capability improvement, preventing overemphasis on any single area.
- 5. Repeatable Habit:** Integrated Process, Knowledge and Quality Management to minimise variations in capability performance.
- 6. Asset Based Thinking:** Viewing every element involved in capability, from processes to people, as an asset that can be built upon, improved, and optimised.
- 7. Capability Confidence:** The confidence to share, collaborate, and build capabilities in such a way that they can be left behind to benefit others. This fosters a culture of innovation, adaptability, and communal growth.

By understanding and implementing these key principles, organisations can aim for a holistic and sustainable capability improvement, ensuring long-term excellence and adaptability.

Book a discovery
appointment with Pip

Or find out more at
www.methodgrid.com



Pip Morpeth

Pip is our Head of Professional Services at Method Grid and provides leadership and direction to our team. He brings 20 years of P3M, PMO, business architecture delivery and capability development experience.

Pip's passion is helping organisations reduce the risk of project failure by improving delivery capability.





World-class Playbook

method
GRID

AI-empowered
knowledge
and project
management

