

Strategy-to-Systems Alignment Canvas

Purpose

Translate a strategic outcome into required business capabilities and expose where the operating and technology systems do not support execution.

How to use this tool

Complete the canvas with business and technology leaders in the same working session. Start with one strategic outcome. Describe required capabilities before discussing solutions. Record evidence of alignment and friction, then sequence changes by constraint, dependency, value, and reversibility.

1. Strategic outcome

Outcome to improve: _____

Affected customers, employees, partners, or business units:

Decision horizon: _____ Accountable executive: _____

Business measures that would demonstrate progress:

2. Required business capabilities

Required capability	Decision or work it enables	Current strength	Gap to close	Accountable owner

3. Alignment canvas

Dimension	What the strategy requires	Current condition and evidence	Alignment gap	Decision or intervention
Current operating model				
Process alignment				
Data alignment				
Platform alignment				
Integration alignment				
Delivery readiness				
Ownership and governance				
Value measurement				

4. Friction and dependency map

Friction condition	Capability constrained	Root-cause hypothesis	Dependency	Consequence of no action

5. Investment coherence

Current or proposed investment	Capability supported	Strategic outcome connection	Continue, change, sequence, or stop	Rationale

6. Sequenced alignment roadmap

Sequence	Business change	Technology change	Owner	Dependency	Value signal
Now					
Next					
Later					

Executive alignment check

- [] The strategic outcome is measurable and owned.
- [] Required business capabilities are explicit.
- [] Process, data, platform, and integration gaps are supported by evidence.
- [] Operating-model and delivery capacity are included.
- [] Investments are tied to capabilities rather than technology alone.
- [] The roadmap sequences business and technology change together.