



The Capability Risk Playbook

A practical guide for leaders who need to know whether their organisation can deliver its strategy.



Why capability risk matters

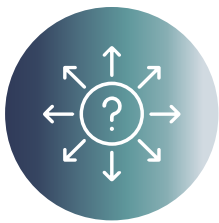
Most strategies do not fail because they are unclear. They fail because the organisation is not ready to deliver them.

When capability gaps are hidden, leaders end up making decisions with partial information. That creates avoidable risk in structure, staffing, and delivery.

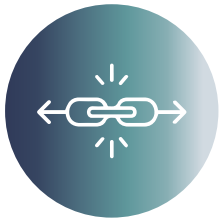
What we mean by capability risk

Capability risk is the gap between what is needed to deliver a strategy and what the organisation can actually do today. It's a measure of organisational readiness.

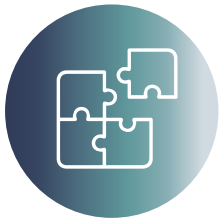
It shows up when:



Roles are unclear.



Skills are stretched.



Structures no longer fit the work.



Leaders are forced to guess instead of decide.



Map the capability

Before you can close a gap, you need to see it.

Ask:

- What does this strategy depend on?
- Which capabilities are essential?
- Where are we already strong?
- Where are we exposed?

Quantify the risk

Not every gap creates the same level of risk.

Ask:

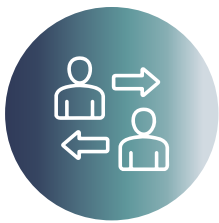
- ⦿ What happens if this capability is weak?
- ⦿ How visible is the risk to leadership or boards?
- ⦿ Is this a minor issue or a delivery threat?
- ⦿ What is the cost of not acting?



Align the organisation

Once the risk is visible, you can make better decisions.

Ask:



Do roles need to change?



Does the structure still fit the strategy?



Are we investing in the right capability areas?



What needs to shift first?



Signs capability risk is already showing up

You may already have a problem if:

- ◎ Strategy is clear, but roles are not.
- ◎ Teams are busy, but delivery is inconsistent.
- ◎ Restructuring is happening without a capability view.
- ◎ Leaders are making workforce decisions with limited evidence.
- ◎ Boards or donors are asking questions the organisation cannot answer well.

What it looks like when capability and strategy are aligned

When the gap is visible and managed well:

- Leaders make faster, better decisions.
- Structure and staffing support delivery.
- Change feels more coherent across teams.
- Workforce conversations become more strategic.
- Delivery risk is reduced before it becomes a crisis.



A simple self-check

Ask yourself:



Can we clearly name the capabilities our strategy depends on?



Do we know where the organisation is most exposed?



Are people decisions linked to strategy?



Can leadership explain the risk clearly?



Do we have a practical roadmap for action?

If the answer to most of these is no, capability risk is probably already affecting delivery.



What to do next

Start with one conversation:

- ⦿ Map the capabilities your strategy depends on.
- ⦿ Identify the highest-risk gaps.
- ⦿ Decide what needs to shift in roles, structure, or resourcing.
- ⦿ Align your leadership team around the most urgent action.

Want a clearer view of capability risk?

Let's talk.

contact@thejbconsultancy.com

Book a discovery call

No pitch. Just a focused conversation about what you are navigating.

