



G-Cloud 15

Digital Strategy and Systems Thinking

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Service Definition

Digital Strategy and Systems Thinking

Introduction

We can help you define a digital strategy grounded in systems thinking, organisational priorities and the needs of your users. We will help you think through your operating model and help build a plan to get you where you want to be.

What do we offer?

Working collaboratively with you, we will dig deep into the priorities and challenges your organisation and your users face. We will help you understand how to address your most complex problems, or how to take advantage of your greatest opportunities. And we will help you be clear about the role of digital in addressing these problems.

We will provide you with a digital strategy that takes account of the needs of your organisation, your teams and your users. This will help you set up purposeful and measurable digital projects.

What does it involve?

All strategy and systems thinking projects **begin with a kick-off session**. We would run a kick-off session with your leadership team to reconfirm the priorities and expectations for the work. We will use this to plan the engagement, agree ways of working and also explore your 'red lines' regarding what's in scope to change.

We will tailor our approach based on what you need, but a typical project would incorporate the following:

1. **Analysis of demand** . We will develop a full picture of where demand comes into your operation. We'll examine root causes of 'failure demand', to give you levers to reduce predictable problems. We'll also talk with you about what the demand can tell you about your purpose in the eyes of users

2. **Review of users and their needs.** We will identify the key users (or potential users) of your services. We will help you identify their needs at a high level, and will help you understand their expectations.
3. **Assessment of interactions.** We will study the work to identify ways where hand-offs can be improved, including assessment of stakeholder dynamics and root causes of issues. Through this, we will help your team find their way through tricky politics or expectations.
4. **Mapping out the capability of the system in which you operate.** We will think through the wider context in which you operate, both inside and outside of your organisation. And we will create maps that show you how things currently work.
5. **Analysing inefficiencies and waste.** We will identify where things are not working as well as they could be, for example where progress stalls or where work gets repeated unnecessarily. We will carry out a root cause analysis of 'system conditions' to better understand what is happening and why.
6. **Assessing and complementing your measures.** We will review how you currently assess how well you meet your purpose, and where there are gaps, we'll suggest alternatives. We will consider metrics in terms of variation using control charts that can provide useful, three-dimensional feedback on the effectiveness of interventions.
7. **Establishing a sense of purpose and getting buy-in.** We will support you to establish a clear sense of purpose that can help digital teams better understand what they need to achieve and why. And we will work with your leadership team to understand their role in getting buy-in from their teams. Finally, we can help your teams learn more about systems thinking, and how to make use of it.
8. **Reviewing roles & structures.** We will review how your teams are currently structured, and if needed we will recommend changes. For example if we believe that you need to strengthen a particular discipline, or if you need to bring different subject matter experts closer together.
9. **Turning strategy into a deliverable programme of work.** We will help you set up a digital programme of work, with well defined priorities and measures.
10. **Coaching.** We can offer individual support at all levels aimed at transforming the individual thinking that culminates in your culture
11. **Guided experimentation.** Once we have a clear picture of your system, we can guide your colleagues in trying out radically more effective methods for delivering against your purpose. These would have clear measures of impact, and are the most effective way to buy in people at all levels into true transformation

How do we work?

Collaboratively. We create an environment where everyone is valued and everyone has a voice. We establish teams where diverse ways of working can thrive together.

Straightforwardly. We build trust by working transparently and with integrity. We will tell you what we think.

Pragmatically. Every team, organisation, or problem is different. We adapt our tools, methods, and approach to suit the situation.

Curiously. We always have more to learn and discover, and we don't see any questions as silly.

Purposefully. We care about our impact. We want to make things better. We work collaboratively.