

# The OS Canvas

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<b>PURPOSE</b> How we orient and steer	<b>AUTHORITY</b> How we share power and make decisions	<b>STRUCTURE</b> How we organize and team
<b>STRATEGY</b> How we plan and prioritize	<b>RESOURCES</b> How we invest our time and money	<b>INNOVATION</b> How we learn and evolve
<b>WORKFLOW</b> How we divide and do the work	<b>MEETINGS</b> How we convene and coordinate	<b>INFORMATION</b> How we share and use data
<b>MEMBERSHIP</b> How we define and cultivate relationships	<b>MASTERY</b> How we grow and mature	<b>COMPENSATION</b> How we pay and provide

Each dimension is a lens that asks you to look at your organization or team and reflect on the following:

**What are our principles in this area?** *What do we believe?*

**What are our practices in this area?** *What do we actually do?*

**Are they serving us?** Are our actions and outcomes consistent with our values?

The canvas asks teams to consider, *often for the very first time*, why they work the way they do. And this may force us to confront the delta between our assumptions, our beliefs, and our reality. *Why does this process or policy exist? Is what we say what we do? Have we considered this before?* The canvas can provoke a conversation, and that conversation can provoke a change.

**PURPOSE-** *How we orient and steer; the reason for being at the heart of any organization, team, or individual.*

- What is our reason for being?
- What is meaningful about our work?
- How does our purpose help us make decisions?

**AUTHORITY -** *How we share power and make decisions; the right to make decisions and take action or compel others to do the same.*

- Who can tell others what to do?
- How do we make important decisions?
- What is safe to try? What is not?

**STRUCTURE -** *How we organize and team; the anatomy of the organization; formal, informal, and value-creation networks.*

- What is centralized? What is decentralized?
- Within teams, how do we approach roles and accountabilities?

- How does our structure learn or change over time?

**STRATEGY** - *How we plan and prioritize; the process of identifying critical factors or challenges and the means to overcome them.*

- What are the critical factors that will mean the difference between success and failure?
- How do we develop, refine, and refresh our strategy?
- How do we use strategy to filter and steer day-to-day?

**RESOURCES** - *How we invest our time and money; the allocation of capital, effort, space, and other assets.*

- How do we allocate funds, effort, space, and other assets?
- How do strategy and planning influence resource allocation?
- How does our approach enable us to respond to emergent events?

**INNOVATION** - *How we learn and evolve; the creation of something new; the evolution of what already exists.*

- Who participates in innovation? Who has the right to innovate?
- What is the role of failure and learning in innovation?
- How do we balance the short term and the long term?

**WORKFLOW** - *How we divide and do the work; the path and process of value creation.*

- What is the relationship between our workflow and our structure?
- How do we maintain visibility across all our projects?
- How are projects initiated, canceled, or completed?

**MEETINGS** - *How we convene and coordinate; the many ways members and teams come together.*

- Does each of our meetings have a clear purpose and structure?
- How are meetings facilitated and documented?
- How do we improve or eliminate meetings that are no longer serving us?

**INFORMATION** - *How we share and use data; the flow of data, insight, and knowledge across the organization.*

- What information is shared freely?
- What information is contained or controlled?
- What tools, systems, or forums support storing and sharing?

**MEMBERSHIP** - *How we define and cultivate relationships; the boundaries and conditions for entering, inhabiting, and leaving teams and organizations.*

- How is membership (in the org or team) gained? How is it relinquished? How is it revoked?
- What do all members expect of one another?
- How do members move between teams and other boundaries?

**MASTERY** - *How we grow and mature; the journey of self-discovery and development; our approach to nurturing talent, skills, and competence.*

- What is our approach to learning and development?
- How do we give and receive feedback?
- How does competence influence the roles we inhabit?

**COMPENSATION** - *How we pay and provide; the wages, salaries, bonuses, commissions, benefits, perquisites, profits, and equity exchanged for participation in the organization.*

- What is our approach to compensation?
- What mechanisms have we put into place to reduce bias in compensation?
- How are changes in compensation triggered and conducted?