



COMMON *Practice*

**Strategy, Decision Intelligence,
Operating Models and Implementation.**

Canada · United States · Caribbean

*We do the strategy — and the build that strategy usually
leaves behind.*

01 — POSITIONING

An implementation-led advisory firm.

Common Practice helps governments, public agencies, development institutions, foundations, research institutions and purpose-driven enterprises choose a direction, structure the decisions beneath it, and build the operating systems required to deliver it.

We do the strategy — and the build that strategy usually leaves behind. The distinguishing strength is implementation: we connect ambition to the operating, financial and governance structures required to carry it.

Common Practice connects strategy, evidence, financial logic, operating design, governance and implementation. The work does not stop at the recommendation.

We build the structures that organizations usually discover they need after implementation has already begun.

THE QUESTIONS WE TAKE ON

- Where should the institution concentrate its authority, resources and capacity?
- What should it prioritize, and what should it stop?
- What must be built, and what decisions remain?
- How will the system work, and who carries each responsibility?
- What will it cost?
- Which assumptions are untested, and where will implementation fail?
- How should the work be sequenced, and what should be piloted before scale?
- What must transfer to the client?

02 — CAPABILITY ARCHITECTURE

Five engines, integrated.

Common Practice's core offer is the integration of five engines. Financial and resource modelling, research and evidence, programme management and capability transfer operate across all of them. Every engagement names one primary engine and no more than two supporting capabilities — the rest of the architecture is brought in only where the work requires it.

ENGINE 01

Strategy and Strategic Direction

Defining where the institution is going, what it will choose, and what it will not pursue.

ENGINE 02

Decision Intelligence

Structuring choices and modelling their consequences before commitment.

ENGINE 03

Operating Model and System Design

Defining how institutions and programmes actually function.

ENGINE 04

Policy Prototyping and Implementation Design

Testing emerging policy systems before pilot or rollout.

ENGINE 05

Implementation and Transformation

Moving approved directions into sequenced, governed delivery. No single capability is presented as the firm's complete identity.

CHOOSE THE DIRECTION → TEST THE DECISION → DESIGN THE SYSTEM → TEST HOW IT WORKS
→ CARRY IT INTO OPERATION

03 – CORE CAPABILITIES

What we are retained to do.

01 Strategy and Strategic Direction

We help institutions decide where to concentrate their authority, resources and delivery capacity. Common Practice is not a strategic-planning consultancy that produces vision statements, retreats and broad recommendations. Our strategy work is distinguished by three features.

Strategy with choices. What the institution will prioritize, what it will stop or reduce, which populations, markets or outcomes matter most, where it will invest, what role it will play, which partnerships are necessary and what risks it is willing to carry.

Strategy with financial logic. Connected to revenue and funding, costs, staffing, capital, delivery capacity, resource allocation, scenario assumptions and sustainability.

Strategy with an operating consequence. The work does not finish at strategic pillars. It establishes what the strategy requires from governance, organizational structure, programmes, partnerships, systems, data, workstreams and implementation sequencing.

TYPICAL APPLICATIONS

- Institutional and organizational strategy
- Programme and portfolio strategy
- Economic-development strategy
- Market-entry and growth strategy
- Funding and investment strategy
- Research and commercialization strategy
- Partnership strategy
- Service and delivery strategy
- Strategic plans, reviews and refreshes

REPRESENTATIVE OUTPUTS

- Strategy with explicit choices and priorities
- Financial and resource logic connected to the strategy
- Portfolio and investment direction
- Role and positioning statement
- Operating and governance implications
- Implementation sequencing and roadmap

Common Practice develops strategies with the decision logic, financial structure and operating pathway attached.

02 Decision Intelligence

We help institutions structure decisions that involve competing objectives, incomplete evidence, financial constraints, implementation dependencies and material public consequences. The work combines decision framing, evidence synthesis, scenario analysis, sensitivity testing, option comparison, risk and dependency analysis, cost and resource modelling, decision criteria, governance and accountability, and executive decision support.

REPRESENTATIVE APPLICATIONS

Capital and infrastructure prioritization · programme portfolio decisions · market-entry choices · funding and investment options · service-delivery models · institutional partnerships · procurement strategies · resource-allocation decisions.

03 Operating Model Design

We design how an institution, programme, partnership or service will function. Operating-model work may define mandate and scope, functions and workstreams, roles and accountabilities, decision rights, governance, processes and workflows, information and data requirements, financial flows, partner interfaces, performance management, escalation and exception pathways, and the systems and capabilities required.

REPRESENTATIVE OUTPUTS

Target operating model · functional architecture · governance framework · decision-rights matrix · service and participant pathways · workflow and handoff design · partner-delivery model · performance architecture · transition plan.

04 Implementation and Transformation

We turn approved directions into governed work. Implementation support may include implementation architecture, workstream design, sequencing and dependencies, delivery governance, decision calendars, risk management, procurement and partner mobilization, pilot design, delivery-office functions, performance dashboards, change control, and knowledge and capability transfer.

REPRESENTATIVE OUTPUTS

Implementation roadmap · integrated workplan · programme governance · decision and escalation protocols · risk register · readiness plan · pilot plan · delivery dashboard · transfer documentation.

LEADERSHIP AND BOUNDARIES

WHAT COMMON PRACTICE LEADS

Strategy and direction-setting; decision framing; policy translation; institutional research; operating-model design; financial and demand modelling; governance; delivery simulation; implementation planning; programme management; capability transfer.

WHERE WE INTEGRATE SPECIALISTS

Legal and regulatory interpretation; behavioural science; service and user-experience design; software prototyping; data privacy and information governance; regulated technical expertise. We do not independently provide legal opinions, regulatory drafting or certification, software engineering, actuarial analysis, powered experimental trials, or audit and assurance opinions.

05 Policy Prototyping and Implementation Design

We turn emerging policy directions into testable operating models. A prototype may include eligibility rules, applications, funding mechanisms, service pathways, administrative workflows, staffing requirements, delivery-partner roles, data, communications, exceptions, appeals, oversight and cost scenarios. Structured walkthroughs, simulations, scenario analysis and limited testing identify what must change before implementation.

TYPICAL APPLICATIONS

Grants, rebates, incentives and financing programmes · benefit eligibility and application systems · workforce and enterprise-support programmes · climate and infrastructure initiatives · procurement and supplier-development policies · emergency and recovery mechanisms · public-service and regulatory administration · multi-institution or regional delivery systems.

REPRESENTATIVE OUTPUTS

Policy prototype brief · policy operating model · decision-rule and workflow architecture · financial and demand model · prototype testing findings · implementation-readiness assessment · pilot or rollout roadmap · executive decision brief.

CROSS-CUTTING

FINANCIAL AND RESOURCE MODELLING

We make the financial and operating consequences of institutional choices visible. Models may examine demand, revenue, programme expenditure, staffing, administration, technology, procurement, provider compensation, capital requirements, working capital, operating subsidy, unit economics, sensitivity to changing assumptions, cost of transition and cost of delay.

RESEARCH AND EVIDENCE

We research to support decisions, not to postpone them: document and policy review, programme reconstruction, administrative-data analysis, stakeholder interviews, service and participant journey research, institutional mapping, comparative research, market assessment, evaluation synthesis and evidence-gap analysis — translated into operating implications and implementation choices.

Six phases, in sequence.

FRAME	Define the decision or strategic direction, intended outcome, institutional boundaries, constraints and the assumptions that must be tested.
TRANSLATE	Convert strategy, policy and evidence into operating requirements, decisions, roles, financial flows and dependencies.
ARCHITECT	Design the system: governance, functions, workflows, rules, interfaces, tools and accountability.
MODEL	Test cost, demand, capacity, risk and performance under alternative scenarios.
OPERATIONALIZE	Move the design into simulations, pilots, workstreams, systems and controlled implementation.
TRANSFER	Leave the client with the tools, documentation, governance and capability required to operate and adapt the system.

A strategic direction is not yet a functioning institution, programme or service. Common Practice makes the choices explicit and builds the operating system between direction and delivery.

05 — REGIONAL DELIVERY

The method transfers. The solution is local.

Common Practice uses a consistent method across regions and develops a jurisdiction-specific strategy and operating solution. Legal authority, administrative structures, financial conditions, institutional capacity and the delivery ecosystem are locally validated in every engagement.

CANADA

Institutional and programme strategy · federal, provincial and municipal programme delivery · public-benefit and grant eligibility · climate, energy and building-retrofit incentives · workforce and economic-development programmes · housing and community infrastructure · public-service modernization · community and nonprofit delivery partnerships · intergovernmental implementation.

UNITED STATES

Economic-development and workforce strategy · state and local programmes · federal funding implementation · economic-development incentives · community-development and public grant programmes · small-business support · climate and infrastructure funding · procurement and supplier development · municipal service redesign · benefit and eligibility administration.

CARIBBEAN

Institutional and economic-development strategy · MSME support and financing · disaster recovery and business continuity · climate resilience · public utilities and infrastructure · workforce and skills development · tourism and economic diversification · procurement and supply resilience · social-assistance delivery · development-finance programmes · regional and multi-country initiatives.

06 – ENGAGEMENT TYPES

How the work is bought.

Strategy and direction-setting**BEST FOR**

An institution, funder or enterprise that must decide where to concentrate authority, resources and delivery capacity. Focus: priority and stop/continue choices; role and positioning; portfolio and investment direction; financial logic; operating and governance implications; implementation sequencing.

Decision and scenario model**BEST FOR**

Leadership choices involving multiple options and material implementation consequences. Focus: decision criteria; evidence synthesis; financial and resource scenarios; risk and sensitivity; option comparison; decision memorandum; implementation implications.

Operating model and implementation build**BEST FOR**

An approved strategy or programme that must be converted into a functioning delivery system. Focus: target operating model; roles and decision rights; workstreams; financial and resource requirements; implementation sequencing; governance; performance systems; capability transfer.

Policy-to-operation prototype**BEST FOR**

A policy direction likely to proceed but requiring substantial operating and financial design. Focus: the complete six-phase method; institutional and stakeholder research; operating prototype; scenario and financial modelling; testing; governance; implementation readiness; pilot roadmap.

Delivery office**BEST FOR**

Multi-partner or multi-workstream initiatives requiring coordination without a large permanent programme-management structure. Focus: portfolio architecture; milestones; dependencies; partner accountability; risk and decision management; executive reviews; change control; delivery dashboard.

07 — QUALIFICATION

Where we are the right firm.

Common Practice is suited to assignments requiring a combination of strategy, policy understanding, institutional analysis, financial and scenario modelling, operating design, programme implementation and stakeholder coordination. We are especially valuable where:

- the institution must decide where to concentrate resources and what to stop
- the direction is clear but the operating model is not
- several institutions must deliver together
- leadership must choose between competing implementation options
- programme rules may create unintended exclusion or administrative burden
- financial assumptions have not been connected to delivery capacity
- a strategy or recommendation must become a roadmap, pilot or functioning system

SELECTED SECTORS

Government and public administration	Economic and workforce development	Climate, energy and infrastructure
Housing and community development	Procurement, supply and logistics	Foundations and institutional funding
Research and innovation systems	Public health and community services	Purpose-driven enterprise

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We do not stop at the recommendation. We connect the strategy to its choices, the decision to its assumptions, the financial model to implementation, and the prototype to institutional capability.

CONTACT

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REGIONS

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Caribbean

DOCUMENT

Capabilities Statement
2026