



CI DEPLOYMENT SERIES • EPISODE 05

Ownership

The first key component of CI strategy

Not the usual theory. Hard-won from real deployments.

SWIPE →



WHERE THE SERIES GOES NEXT

Episodes 1-4 answered the questions worth thinking through **before shaping a CI strategy**

Episode 5 opens a new phase. CI strategy has several components. We will address them one by one. **Ownership** is first.

NOT BECAUSE IT APPEARS ON SLIDE ONE.

Because without it, nothing else holds. What follows depends on getting this one right.



THE MISUNDERSTANDING

Ownership is one of the most used and least examined words in business

Workstreams are owned. Functions are owned. Transformation programs are owned.

And yet, when things don't land, when change doesn't stick,
the ownership that was declared rarely accounts for what happened.

THE HONEST OBSERVATION

The label becomes currency. The accountability it carries rarely examined.



THE REFRAME

Ownership is active accountability. **At every level.**

FOR THE LEADERSHIP TEAM

A shared commitment to the CI vision

The decision to change the ways of working owned together, driven individually.

Acting on performance data. Weak KPIs are addressed, not observed.

Ownership shows up in how Leadership team prioritise and preserve company value.

FOR FUNCTIONAL MANAGERS

Knowing your strengths & weaknesses

Being open to what improvement work surfaces, not managing it away.

Giving feedback. Holding the line. Not accepting old ways of working.

Ownership shows up in how teams prepare and perform. Every day.

Ownership is not declared. It is demonstrated.



THE HEAD OF CI'S ACCOUNTABILITY

CI is, above all, **about people**

The first accountability of a skilled Head of CI is not the methodology.

It is ensuring that **ownership**, what it means, what it requires, **is understood** and **embraced** across the entire leadership team and organisation.

Not a RACI. A football team that knows **how to win together**.

CLARITY THAT ENABLES THE TEAM

Leadership & Head of CI – aligned on accountability.

Head of CI & Leadership – clear on CI mandate and contribution.



BUSINESS & HEAD OF CI

Two layers. Each essential.

The improvement happens inside the business. Its processes, its people, its ways of working.

BUSINESS

Owens the improvement

The improvement happens inside the business.

New ways of working and performance standards will be carried by the business daily.

Its accountability cannot be delegated away, regardless of who is helping to shape it.

HEAD OF CI

Owens the efficiency of the journey

The improvement is approached systematically and done right.

Head of CI sits within the leadership team without direct authority, but with the skill to see where value is generated and navigate towards the right priorities.

A strong voice. Not a framework provider.



WHAT NOBODY RESOLVES

Accountability gaps rarely sit inside functions

They live at the **interfaces** between them. Every experienced manager knows they exist. Most organizations have learned to work around them, inefficiencies accepted because “nobody knows how to address them”.

THE HEAD OF CI'S ROLE

Surface what others have normalised. Make the invisible visible.
Drive the organisation towards resolution.



THE TAKEAWAY

When ownership is right, it doesn't slow CI down. It makes it possible.

It creates the **conditions to embed CI** into how the business actually operates, not as a parallel program, but as part of how decisions are made and value is pursued.

IF THIS RESONATED

- Follow Anna Plekhanova for more on CI, transformation, and operating models.
- Save this for your next CI strategy conversation.
- Agree, disagree, or seen this firsthand? Leave a comment.
- Visit annaplekhanova.com for more of my thinking and work.