

# Assessing Your Organization for High Performance

## Program Objectives

- To understand and practice using the Transformation Model
- To clarify current results and how they are measured
- To understand the demands of the current business environment
- To clarify current business strategy and core ideology
- To identify the core process(es) and key process variances
- To document the current organization structure and understand how it is helping or hindering your organization
- To verify the status and effectiveness of coordination and development systems
- To clarify current organizational norms, attitudes, and behaviors
- To summarize assessment findings and plan next steps for change

## Module 1: The Transformation Model

- Define organization assessment and understand its purpose
- Learn basic principles of open systems
- Learn the purpose and uses of the Transformation Model
- Use the Transformation Model to analyze an organization case study

## Module 2: Current Results

- Review and discuss a site visit made to another organization
- Learn about important key results areas
- Review and discuss the current financial/cost structure of the organization
- Summarize your organization's key result areas and performance
- Assess the adequacy of current organization resources

## Module 3: Business Environment

- Review current market conditions and key competitors
- Identify key customer, key stakeholders, and their expectations
- Identify key suppliers and rate your relationship with them
- Identify external factors influencing your organization
- Evaluate current market conditions affecting your organization
- Review the strengths and weaknesses of key competitors

## Module 4: Current Strategy

- Define business strategy and core ideology and learn their importance
- Analyze the elements of business strategy within your organization
- Analyze the elements of core ideology within your organization
- Report findings and draw conclusions about your current business strategy and core ideology

## Module 5: Core Process

- Learn the elements of simple core process mapping
- Map the macro core process of your organization
- Identify process variances and key variances related to your organization's core process
- Determine the efficiency of your core process and identify the biggest process issues to be addressed
- Describe and analyze the computer information delivery system supporting your core process
- Determine the biggest issues regarding the computer information delivery system and how it interrelates with the core process



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## Module 6: Structure

- Learn about the building blocks of organization structure
- Analyze the nature and rationale of your current hierarchical structure
- Examine management, worker, team, and support group roles
- Identify how you are currently grouped and why (functions, departments, team, etc.)
- Identify how organizational units are currently linked and why
- Develop an “organigraph” (pictograph) of how your organization really works
- Summarize key learnings and critical structure issues to address

## Module 7: Systems

- Learn about coordination and development systems
- Verify how each system is currently working
- Identify strengths and weaknesses of coordination systems
- Identify strengths and weaknesses of development systems
- Summarize key learnings and identify most critical systems to address

## Module 8: Culture

- Survey the basic work culture and general morale in your organization
- Assess current job satisfaction
- Identify common management and worker attitudes, practices, and beliefs
- Identify organizational norms around collaboration and performance
- Identify strengths and weaknesses, and key culture learnings and challenges

## Module 9: Opportunities and Plans

- Summarize key issues from Modules 2 through 8
- Identify organization strengths, weaknesses, and alignment issues
- Identify biggest opportunities/issues to address
- Develop a list of change initiatives
- Create a sequenced initiatives time line
- Learn how to set up and manage project teams

High Performance