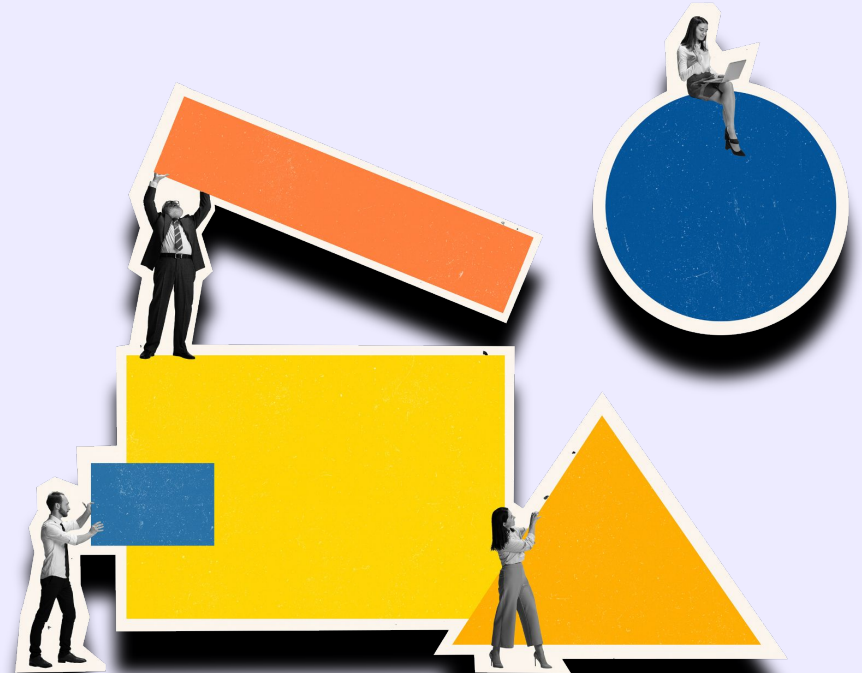


Organizational Diagnosis: Models. Processes. Use Cases

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INNOVATE HR



1

**What is
Organizational
Diagnosis?**

2

**Why do we use
Organizational
Diagnosis?**

3

**Different
Organizational
Diagnosis
Models**

4

**How and when
to use these
models**

What is Organizational Diagnosis?

How much experience do you have with organizational diagnosis?

- I have done many projects
- I have had some experience, but not a lot
- I know about it, but have never used it
- I have never heard about it



Defining Organizational Diagnosis:

Approach towards driving organizational performance...

..using a systemic and evidence-based process to understand the whole system within its context...

...to drive effectiveness (improvements), efficiency (faster) and viability (sustainable) aligned to organizational purpose...

...for all stakeholders within the organizational ecosystem.

mau ke mana?

mau ke mana?

mau ke mana?

mau ke mana?

mau ke mana?

mau ke mana?

mau ke mana?

mau ke mana?

mau ke mana?





Organizational
Diagnosis is the
process of seeing if
your car is in running
order

Why do we use Organizational Diagnosis?

Organizations in the past



Predictable and Stable

Slow to change

Organizations today



More complex and interconnected

Adaptable and ever-changing

Organizational Diagnosis helps us to understand:

- how the organization works,
- what is missing,
- the impact between different aspects of the business, and
- how we can help the business be ready to drive future success.

Changes or Conflict

Organizational Strategy

Organizational Design

Mergers and Acquisitions

What is the biggest problem your business is facing?

- Leadership
- An inefficient structure
- Lack of tools and technologies
- Availability of skills

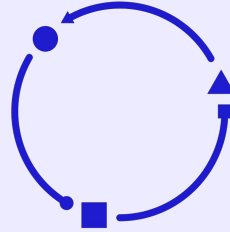


Different Organizational Diagnosis Models and when to use them

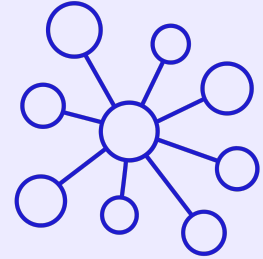
Different approaches to Organizational Diagnosis



Inward Closed Perspective



**Organization is open system
influenced by environment**



**Organization is part of a
networked ecosystem**

Galbraith Star Model

PROs

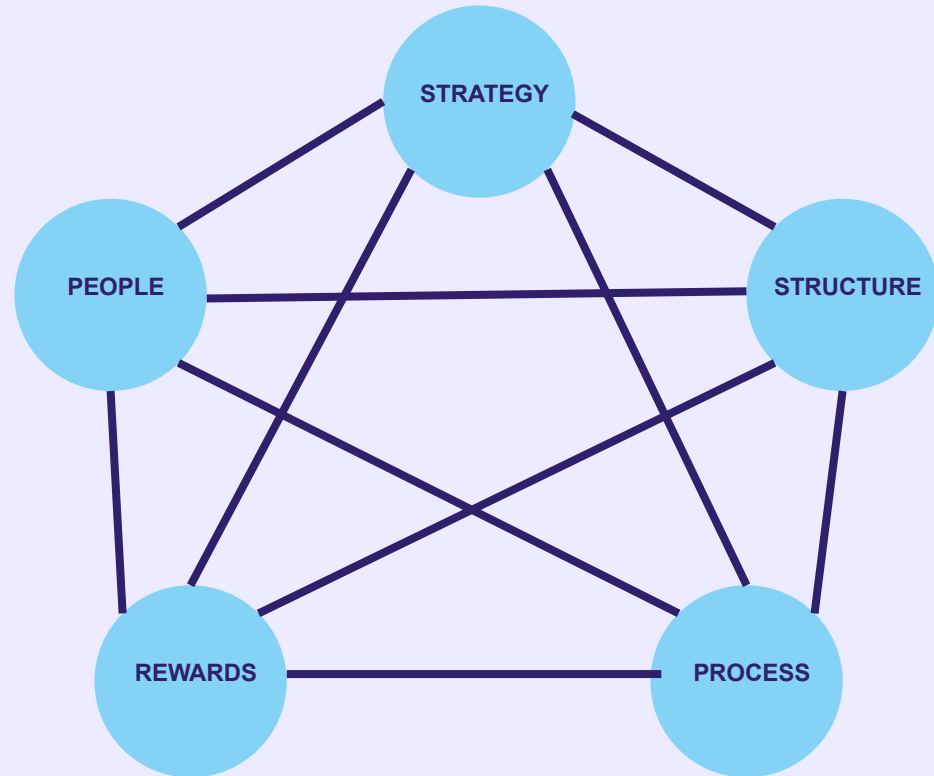
Its simplicity makes it easy to work with

Well known in Strategy circles

CONs

Not explicit on environment or technology (systems of work)

Behaviors underpinning informal organization not well defined



Hard Elements

Soft Elements

McKinsey 7s Model

PROs

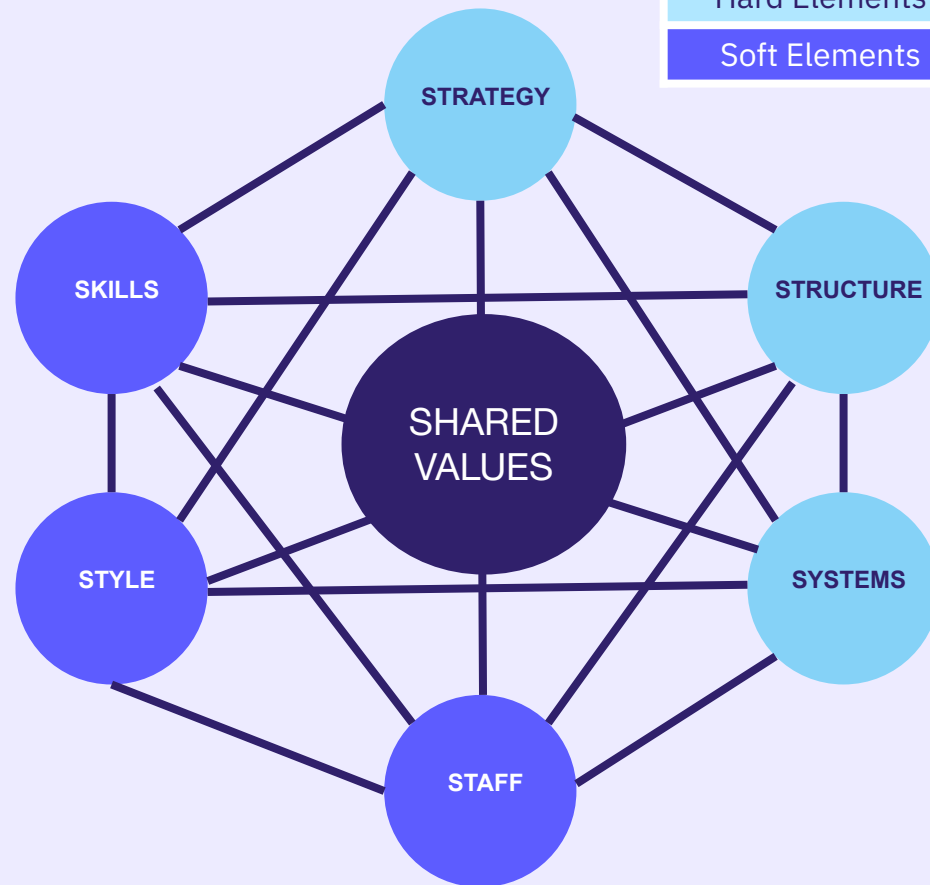
Well-known and practical to use

Scales easily to large and small organizations

CONs

External environment context is limited

Empirical evidence lacking and limited nuance in interdependencies





SCAN ME

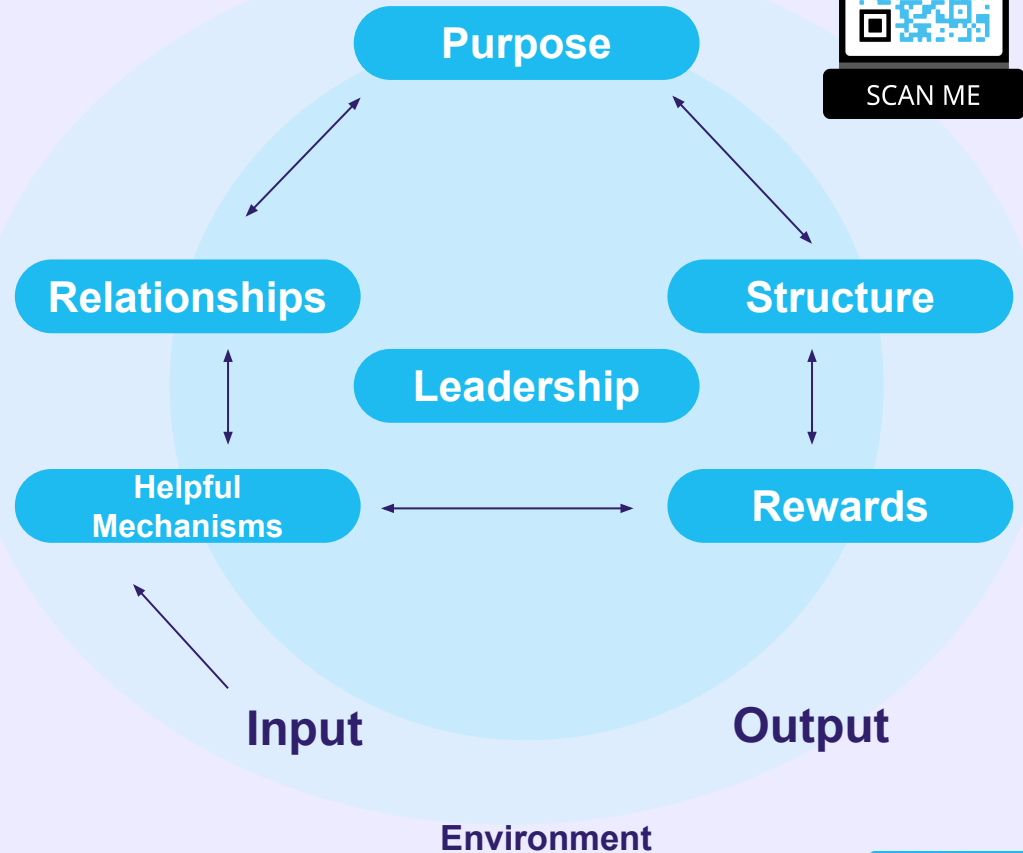
Weisbord Model

PROs

Its simplicity makes it easy to work with
Acknowledges external environment

CONS

View of interdependency is limited
Behaviors underpinning informal organization not well defined



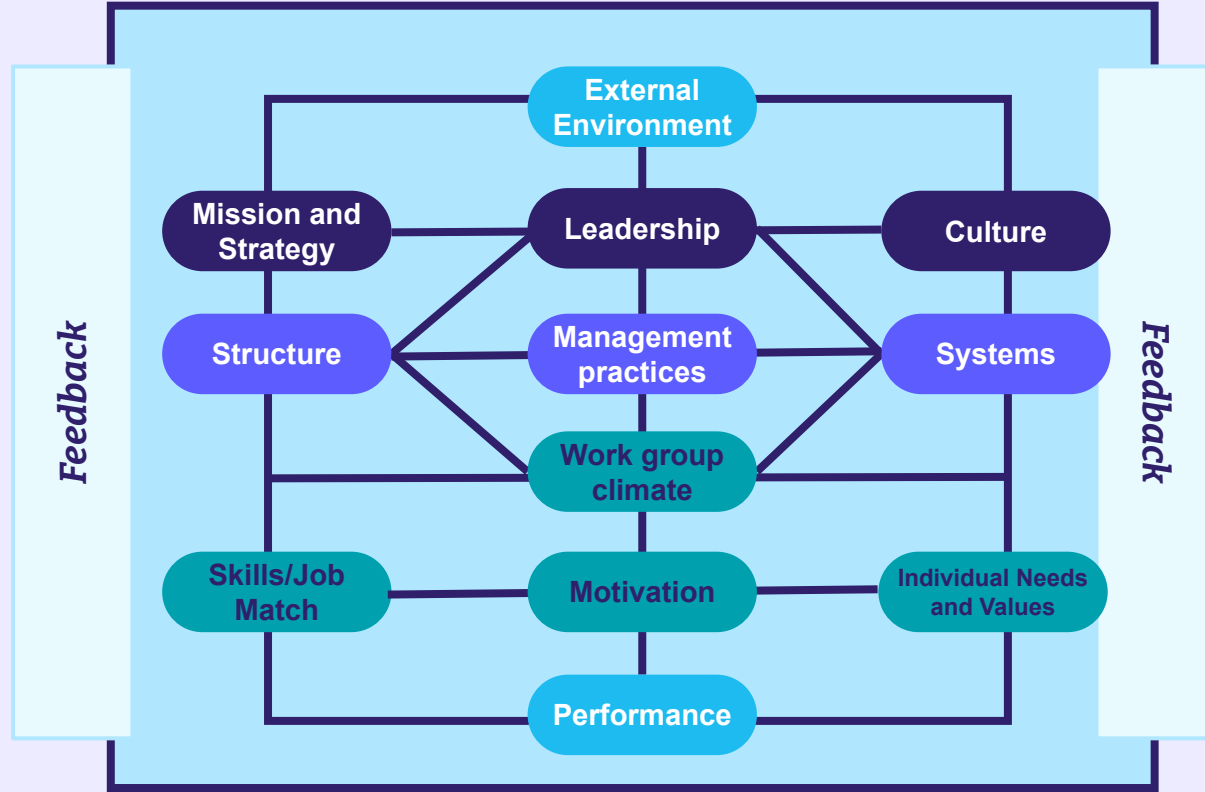
Burke Litwin Model

PROs

Balances transactional and transformational elements
Open systems model

CONs

Can become overwhelming
Causal relationships not always clearly considered



Selecting the right model for your initiative:

1

Inward vs Outward

2

Complexity of System

3

Maturity of Organization

Guiding criteria to determine which model is a best-fit

What is the question you are trying to answer?

Where does the data lead you?

When and how to use these models?

Step to follow:

1. Define Need

Data
Collection

2. Hypothesis
Development

Interpretation

Validation of
Insights

3. Findings

4. Recommendations

Step to follow:

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Contract with client and create research boundaries and statement

Positioning of role and methodology

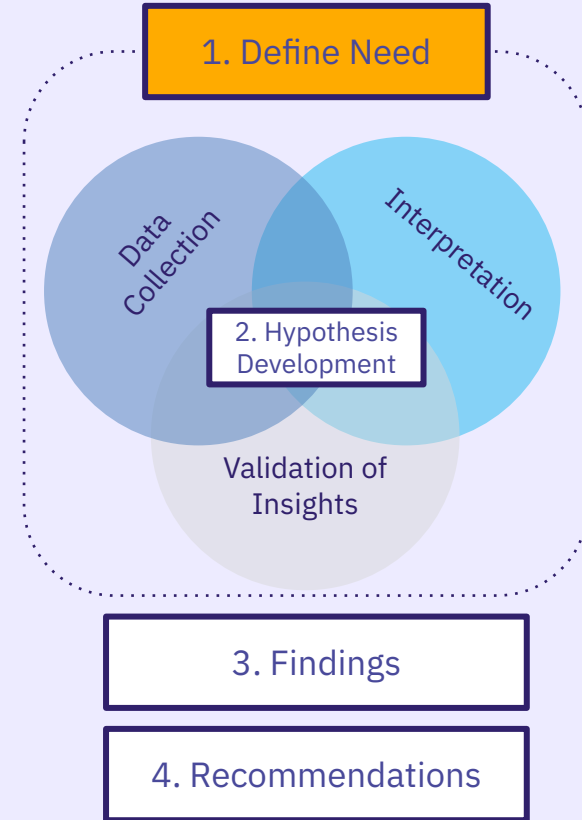
Identification of key stakeholders to be involved

Communication to organization on purpose of the process

Client Case: Playball

Media Broadcaster that received concerning feedback from an employee engagement survey regarding fairness, equity and favoritism.

They were also expanding and growing significantly, had opened a new head office, expanded into a new continent and had been significantly impacted by a change in labor legislation regarding utilization of fixed term contracts for freelancers.



Step to follow:

1. Define Need

Industry analysis and desktop review of all available data points
(strategy documents, target operating models, processes, surveys)

Data
Collection

Interpretation

2. Hypothesis
Development

Interview with sample of stakeholders (at different levels)

Validation of
Insights

Focus groups and Observations

3. Findings

Surveys

4. Recommendations

Client Case: Playball

On the Job
discussions and
observations of
the end to end
process

Stakeholder
interviews

Process Mapping
sessions

1. Define Need

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Collection

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Step to follow:

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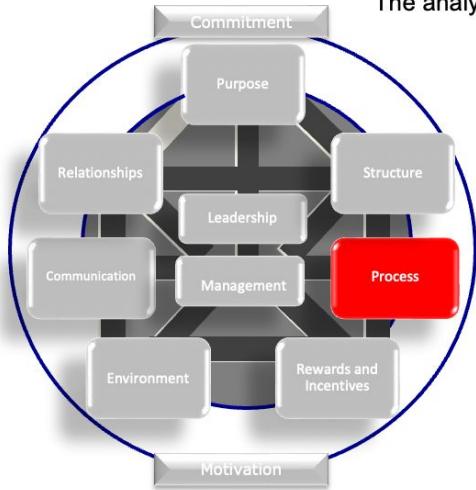
4. Recommendations

Utilization of different data analysis techniques

Triangulation of insights

Client Case: Playball

The analysis findings will be discussed in terms of the following framework:



Area of Strength
Area of Development
Area of Risk

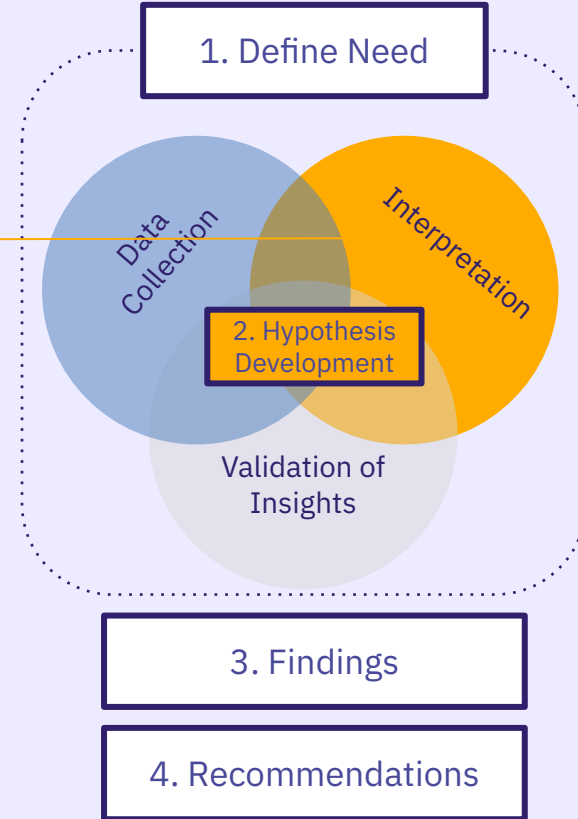
Observation

- Policies are not well entrenched within the organisation
- The business growth was not enabled through processes and policies and as such they have become outdated and irrelevant
- The scheduling process needs serious attention in order to be better structured and more predictable

	SD	D	A	SA
We have the relevant processes and policies to help us achieve our goals	31%	24%	39%	6%
Processes and policies are fairly applied to all employees	49%	37%	11%	3%

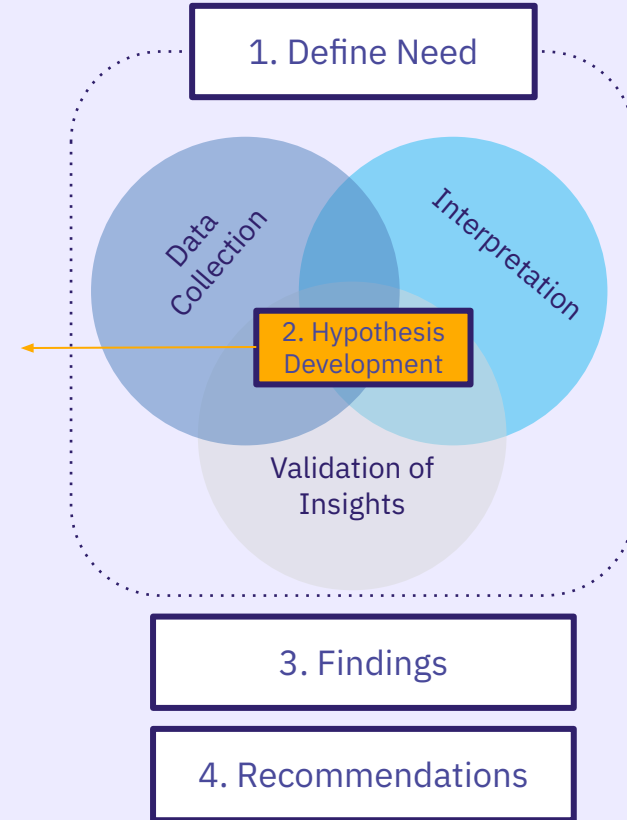
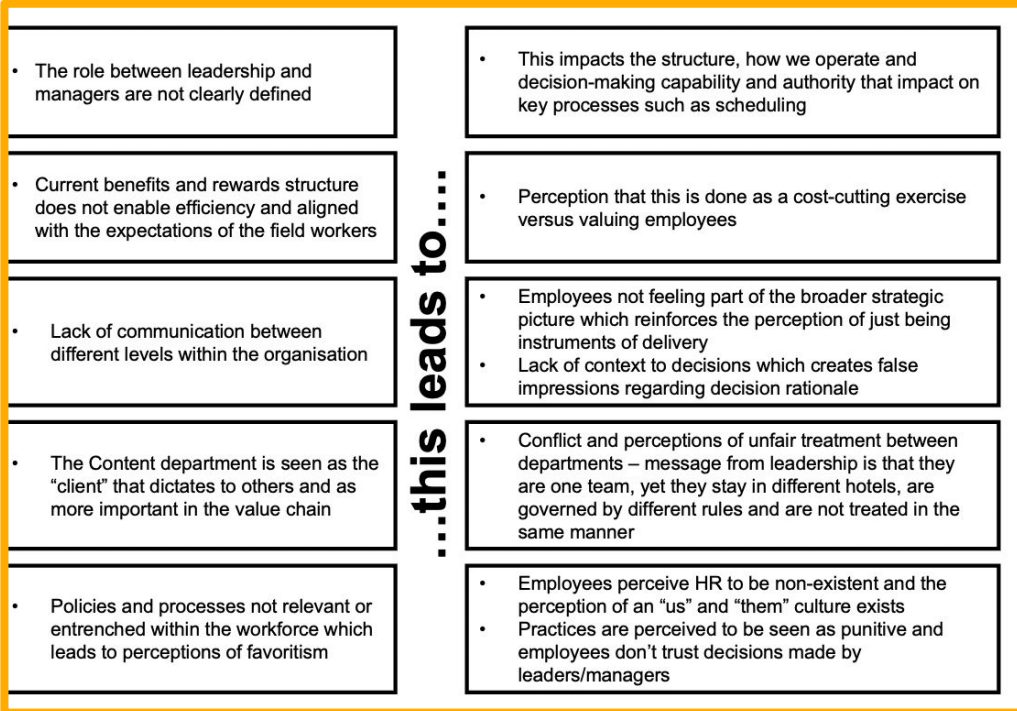
Qualitative Data

- Scheduling process is causing unhappiness due to lack of ability to plan personal lives
- Lack of a leave process is causing a disconnect between time off versus leave taken which results in scheduling changes
- Policies are not applied consistently nor are they applicable to the environment
- Policies are not committed to in writing or available for all to see – they are deemed to be punitive measures utilised as and when required by managers to “punish” employees
- The performance process is not currently functioning optimally – “you get told what your objectives and ratings are”



Client Case: Playball

Hypothesis



Step to follow:

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Validation of
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3. Findings

4. Recommendations

Development of patterns and causal relationships

Defining root cause of observed behaviors

Feedback from a representative sample of population

Refinement of insights

Client Case: Playball

Validation Focus
Groups

SME Validation
Sessions

Executive
Sessions

1. Define Need

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Step to follow:

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Summary Report detailing key findings
with substantiated evidence

Usually utilization of risk or priority profile
(*High, Medium, Low*)

Client Case: Playball

Findings

- Dpt 2 and Dpt 1 still operate as if they are two separate companies that are not governed by the same policies, processes and structures
- Producers/Directors take end to end responsibility for quality of a production but not involved in the resourcing process
- The skills competency matrix is not utilised as a decision-making tool either due to its lack of depth or credibility for Dpt 2 to trust the skill level of an individual based upon the matrix

Implication

- We manage resources differently in terms of shifts, meal allowances, leave, overtime and other people practices
- Perception of favoritism of producers/directors as well as last minute changes in schedules which leads to immense disruption
- No consistent view regarding available talent pool within different disciplines and levels

1. Define Need

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Step to follow:

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Recommended interventions

Action planning

Implementation

Client Case: Playball

Recommendation 1

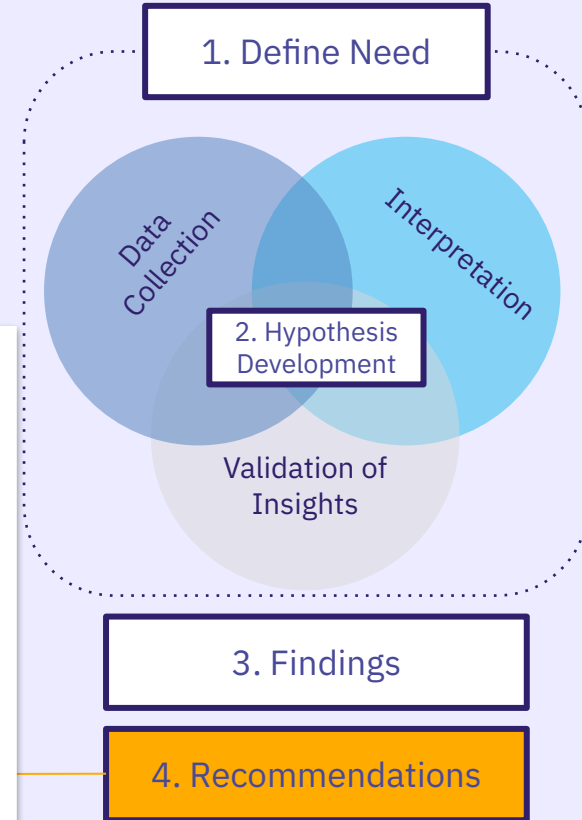
- Relook at the structure to enable the following:
 - Different roles of leadership and management and the decision-making processes that impact on scheduling
 - Enable all departments in the value chain to feel equally valued
- Audit current skills to confirm suitability of current leadership/management expertise
- Capacitate where required

Recommendation 2


- Relook communication channels to include tools that are accesible and easy to use regardless of where employees are – look at technology such as apps for communication to employee smart phones
- Enable direct line of managers to take ownership of communication

Recommendation 3

- Relook key policies and processes that impact on field workers in order to build a conducive environment e.g. S&T, Leave, Performance



Some Reflections



Organizational Diagnosis can be compared to being a Detective in a murder case – always searching for evidence and not trusting anything at face value

Never become part of the system. This becomes very difficult when you are within the system permanently, but then you need to manage your boundaries in an appropriate way

Do not try to show how smart and thorough you were – balance your information to show credibility and trustworthiness but rather try to inspire action – less is more

You have to stay curious during the process, until such time when you believe you understand the system well enough to have a validated view or an opinion

A large crowd of people is shown from a low angle, with many of their hands raised in the air, suggesting a concert or a large gathering. The scene is dimly lit, with warm, golden light illuminating the crowd. The background is dark, and the overall atmosphere is energetic and celebratory.

How could you use Organizational Diagnosis in your organization?

Wrapping up

What is Org Diagnosis?

Approach towards driving organizational effectiveness...

...using a systemic and evidence-based process to understand the whole system within its context...

...to drive effectiveness (improvements), efficiency (faster) and viability (sustainable) aligned to organizational purpose...

...for all stakeholders within the organizational ecosystem.

Why do we use Org Diagnosis?

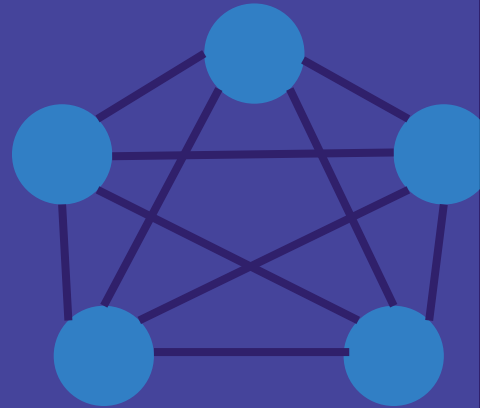
Change

Org Strategy

Org Design

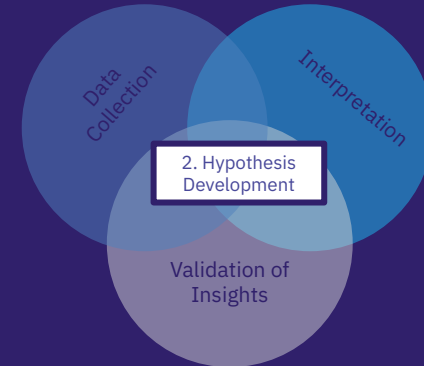
Mergers and Acquisitions

Different Org Diagnosis Models



How and when to use these models

1. Define Need



3. Findings

4. Recommendations