

Developing an Organisational Vision

Why do you exist as an organisation ?

Who do you serve ?

Where is the passion ?

What is the dream,

Where is the fire,

What is the spirit ?



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Your Preferred Future Organisation

Imagine you are at a reunion of this group in 3-5 years. What change would you like to see in your organisation relative to these discussions?

<p>Characteristics of my future organisation:</p>
<p>What changes would be necessary to bring these about? What would the organisation have to:</p> <p>Stop doing:</p> <p>Start doing:</p> <p>Continue doing:</p>

Developing a Vision/Performance Mission

Visions should paint a picture, a view of where the organisation is headed towards. Statements trying to encapsulate this vision need to be brief but evocative, primarily symbolic and inspirational and motivational rather than specific, objective and factual. The details can be spelt out in objectives (and should be so done) Examples in general use would be symbolic statements such as "Encircle Caterpillar" - the vision of Caterpillar's Japanese rival in equipment production. "Creating Wealth Together" from a merchant bank - this last statement being capable of interpretation on many different levels. Lastly it doesn't matter whether the words are the same as other organisations as long as they express the reality of the hopes and aspirations of everyone in the organisation and bring together all interested parties.

Our Vision/Performance Mission

The Logic of the Three Worlds

Original World

Dominant World

Emerging World

Timeline/History

Seminal Events

Positives

Mistakes

One to One Interviews

Values

Stories

Metaphors

Organisational Analysis

Mission

Communication

Decision Making

Conflict Handling

Reward Allocation

Success Criteria

Marketplace

Competitors

Society

Governments

Hard Data

Innovation Cycles

Sales

Finance

Size

Employees

External Observers

Key Players

What has changed ?

What has changed ?

Trends

Trends

Observations

Positives

Mistakes

Possible Scenarios

Best

Worst

Visions 1/5/10 years

What might change ?

Visions 1/5/10 years

Where are we now ?

External

Market

Product Offerings
 Market Definition
 Marketing Processes
 (6Ps)
 Competitor Analysis
 Suppliers

Strengths	Weaknesses
Opportunities	Threats

Targets

Action Plans
 Milestones

Clients

Who ?
 Buying Criteria
 Ideal clients v others
 Client views of Co
 Sales Procedures
 Environmental and
 Legal Issues

Strengths	Weaknesses
Opportunities	Threats

Targets

Action Plans
 Milestones

Business Vision

Targets: Financial; Business Focus. ROI, Profit
 Added Value

Actions:

Task

Targets

Action Plans
 Milestones

Strengths	Weaknesses
Opportunities	Threats

Systems
 Quality
 Efficiency
 Resources

Production

Internal

People

Targets

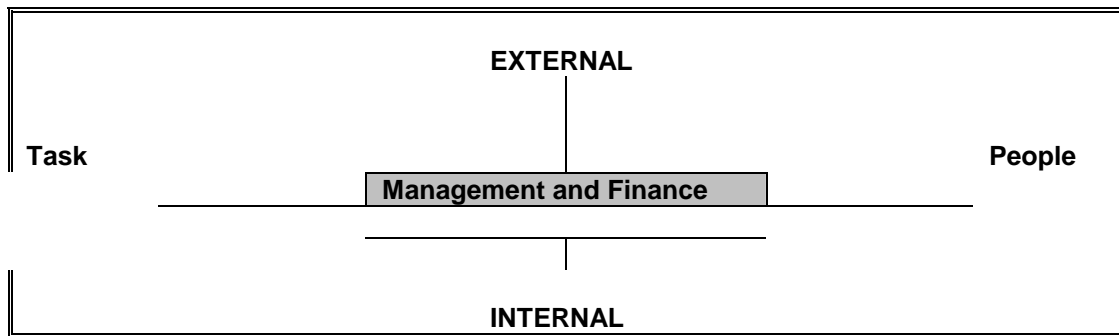
Action Plans
 Milestones

Strengths	Weaknesses
Opportunities	Threats

Organisation
 Structure
 Communications
 Morale
 Skills

Staff

Defining Goals, Success Criteria & Issues



Management

Management's tasks include setting direction (visionary) getting commitment and managing both day to day performance and change. Through the strategic management process they need to integrate the external and internal, task and people aspects of the organisation.

Checklist

1. Everyone in the organisation is clear about its values, aims and strategies?
2. Objectives are clearly spelt out with definite targets and means of monitoring results?
3. Clear feedback is given on people's performance?
4. The company is structured in a way that suits employees/and gets results?
5. Standards of performance are clearly stated?
6. Communication is good and people feel in touch with what is happening?
7. Rewards are allocated fairly and accepted as such?
8. Decision-making is carried out in a way that people find acceptable?
9. Relationships between people are positive and supportive?
10. People feel appreciated and involved in their work?

Finance

1. Are all the accounting systems effective in delivering key information?
2. Is information available for planning, decision-making as well as historical data?
3. How well is the organisation doing financially? i.e.

Return on investment

Profit margin

Asset turnover

Fixed asset turnover

Stock turnover

Value added per employee

Debt Ratio

Interest Cover

Quadrant 1

Customer Service

This quadrant is about dealing with all those outside the organisation who are interested in its performance. This obviously must include, first and foremost, customers but it will also include liaison with the media, governments, schools and other sectors of society. Emphasis is on promoting two-way communication between the company and these groups and monitoring developments.

Stake Holder Analysis

1. Who are the principal people outside the organisation who are concerned with its performance? What is the nature of their involvement?
2. What do they want from the organisation? How do they feel about the way the organisation is responding to their needs?
3. How effective is the two-way communication between the stakeholders and the organisation?
4. What can be done to improve liaison? How effective are the various types of media being used?

Buyer Profiles

5. Who are the customers?
6. What are their characteristics? Economic? Positional?
7. Why do they buy the products? Economic, functional or psychological reasons?
8. What are the differences between best customers and other customers?
9. What are the differences between ours and the competitors' customers ?
10. How do the customers see the organisation? What changes would they like to see?
11. How satisfied is the buyer with:
 - o The salesperson's understanding of their needs?
 - o The quality of the product?
 - o Delivery times?
 - o After-sales service?
 - o Administrative procedures?
12. How would they rate the organisation in comparison with its competitors?

Quadrant 2

Marketing

Marketing is that part of the managerial process which attempts to identify, anticipate and supply the consumer's requirements, effectively and efficiently. As such it is also concerned with the flow of goods and services between the organisation and the environment.

Market Product Analysis

There are a number of ways that the product/market mix can be assessed. The best known is probably the Boston Consulting Groups matrix, others include the General Electric Business Screen and The Product/Market Evolution.

1. How can the market be defined? Segmented?
2. What stage of evolution is it in? What size and growth is it?
3. How is it changing? What opportunities are there?
4. Price sensitivity? Promotions? Brand loyalty? Elasticity of demand? Product differentiation?
5. What issues are there with respect to competitors? How effective is the organisation in its interaction with the market, in terms of distribution, information gathering, meeting the market's needs?

Competitor Analysis

1. Who are the present competitors in each market or market segment?
2. What are their key strengths and weaknesses, corporate and business strategies? (use strategic analysis as for own organisation)

Quadrant 3 Production/Systems

The production function is concerned with the efficient transformation of materials and services into finished products. It is the backbone of the organisational system and needs to look at aspects such as the use of raw materials, labour, technology and machinery and quality issues. It also needs to examine product development.

Product Review and Costings

1. Product Design: Has a feasibility study been carried out looking at:-
 - o shape, style and styling of product
 - o intended use
 - o specified standards of performances and quality
 - o times required for prototypes, samples and full production
 - o type of market aimed at
 - o probable price range
2. Supplier safeguards: Have supplies been checked out?
3. Have stock levels, ordering and lead times been examined for most efficient usage?
4. Have the sequences of operations required for production been planned?
5. Have the most effective means of production methods been used? i.e. new technology, machinery, work methods been examined?
6. Has a Value Analysis been carried out, looking at such things as:
 - o costs of raw materials?
 - o quality of performance, appearance?
 - o ease of manufacture?
7. Have the motivations and skills of the labour force been examined?
8. Has Quality been considered?
9. Has a standard costing system been set up for each product? i.e.
 - o standard labour costs
 - o raw materials
 - o allocated overheads
10. Is there a control system to look at variances on standard costs?

Supplier Analysis

1. Which critical items are now, or may be, in short supply?

Type of Supply	Amount Needed	Amount Available	Actions Needed
Raw Material			
Purchased Parts			
Capital Equipment			
Expertise			

2. For each critical item what are the characteristics and trends in:-
 - o the market?
 - o current suppliers
 - o alternative suppliers?

Quadrant 4

Employees/Organisational Culture

HR is concerned with individual and organisational issues that relate to the people within the organisation. For example their motivation and skill levels, rewards and effective communication. Hence training and development issues, pay and conditions of service are all in this quadrant.

Career management is seen by many as the hub of HR - it is vital that organisations have clear policies on these and on manpower planning and competencies levels.

1. Are people involved in decision making?
2. Are they continually informed of what is happening?
3. Are they recognised and rewarded appropriately?
4. Are their skills continually up-dated?
5. Are surveys carried out to measure their views?
6. Are self-managing teams encouraged?
7. Is career development taken seriously?
8. Are HR policies appropriate to their needs?
9. Do people feel happy working in the organisation?
10. Is the culture supportive?

Are employees treated as "internal clients"?