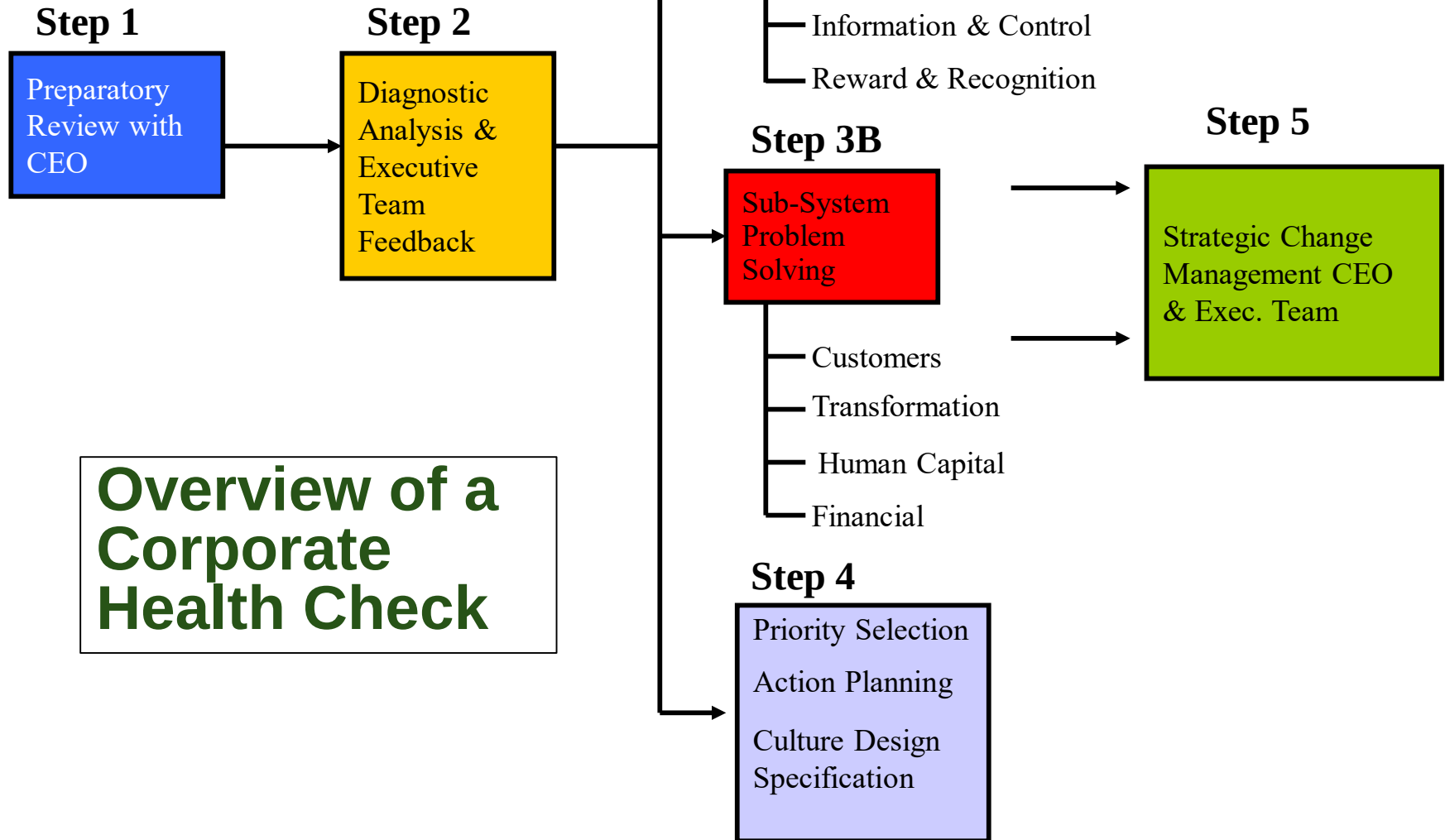




Why Organisational Diagnosis?

1. Like a normal human being, company should periodically undergo a check to determine the level of 'health' of the business in order to identify what need to be done in order to bring it to its Optimal Performance level in both the short and the long term
2. Harness conflict ~ constructive rather destructive
3. Increase the CEO's and group's awareness of their inter-dependency
4. Get people together to build a critical mass for change (buy-in after the shared picture of general wellness)
5. Create an environment of cooperation and teamwork

Does Your Business need a Diagnosis?

Rate between 0 and 10 to indicate the amount of value or need that each of the items below would have for your organization. If you believe the need would be high in your organization, score it a 10. If you believe it would be of no value, score it a 0.

1. Evaluate the current state of your management practices, processes and results.
2. Predict your potential for future success and identify roadblocks you are likely to encounter.
3. Surface persistent and complex problems that haven't been solved by past efforts and may not be getting the attention they deserve.
4. Identify underlying causes along with their symptoms and effects.
5. Achieve a better balance between the long and the short term.
6. Achieve critical mass so that everyone focuses on just a few priority issues rather than having everyone trying to do everything at once.
7. Improve your collective capability to work as a team.
8. Clear the air, remove barriers to communication and allow people to get things off their chest.
9. Develop a more realistic picture of what is really going on in your company that is shared by key people from all over the organization.
10. Build energy and commitment for making needed improvements.

Interpreting Your Score

Items 1-5 focus on the business itself. Items 6 – 10 focus on the key people in the business. If any single item is scored above 5, the benefits of a diagnosis are very significant. You can evaluate your overall scores as follows:

- | | |
|-----------------|--|
| 0 – 30 | = Healthy |
| 31 – 60 | = Not sick (may feel good, but is masking problems) |
| 61 – 100 | = Sick |

Team Diagnosis?

If any of your scores on items 6 through 10 is 5 or higher, or if the total for these 5 items is 20 or higher, you should seriously consider involving your management team and/or outside advisors/investors in the diagnosis.

Potential Improvement Points (PIPs)

A **PIP** is a team member's perception of any process or result, anywhere within the department and/or company, that is currently being done in a manner that is '**less than the best**' that it could be done.

PIPs, then, are a collection of everything standing between the current performance of the department and/or the company and its optimal performance.

Deliberation on the PIPs

Step 1: How to Sort The PIPs

- a) **SORT QUICKLY** – don't agonise over each PIP card. If in a group, majority decides.
- b) **IF IN DOUBT** – include it in the pile.
- c) **UNTIL THE SITUATION IS CORRECTED, IT CONTINUES TO EXIST AS A PROBLEM** – even some activity is currently underway, which is supposed to correct the situation, include it IN.
- d) Don't decide if a card is a problem or not based on whether you have solution or not, or whether you / company could afford the solution.
- e) **NOT FOR A PIP PILE** – cards that you don't understand or irrelevant to your business.

Step 2: Sorting PIPs by Causality Chain

- (a) Sort the PIP Cards by Columns - 0,1,2,3.....6 first
- (b) Then sort by boxes – example Column 3 Box 1

Column →

Box →

Pattern
A

PIP CARD

145

Our company is not actively led.

Spread Sheet
Col.
3

Box
1

Originating POC _____

Assigned POC _____

Syndag Date _____

(c). Then sort by Patterns – A,B,C,.....

Pattern

Pattern No.	PATTERN CARD
B	
Column 0	
Box 2	
Originating POC	

Assigned POC	

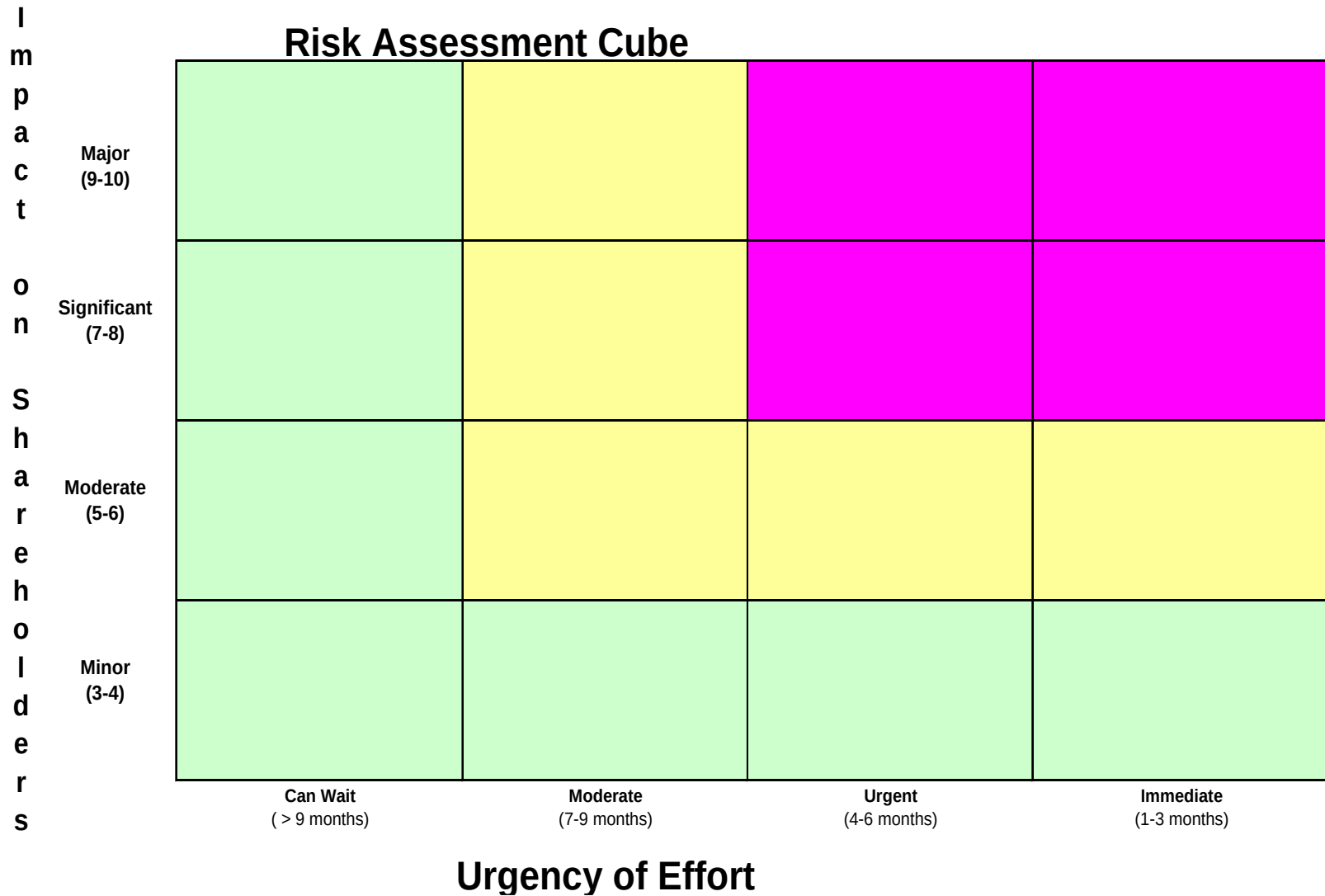
Date _____	
	Influenceable

Organisational Diagnosis Spreadsheet

Causality Chain →

External Causes	System Organizational Causes			Subsystem Symptoms	Systemic Manifestations
Non-controllable	Values	Structure	Process	Organizational Functions	Short Term Consequences
0	1	2	3	4/5	6
0.1 Non-influential	1.1 Climate	2.1 Horizontal Structure	3.1 Planning	4.1 Client Interface	Grave
		2.2 Vertical Structure	3.2 Information & Control	4.2 Transformation	Significant
0.2 Influential	1.2 Individual Styles/Attitude	2.3 Reinforcement / Rewards	3.3 Corrective Action	4.3 Human Factors	Minor
				4.4 Financial Factors	

← Solution Chain



Step 3:

For treatment of column 6, all the sorted PIPs and patterns are further categorised into:

- i) **Grave** – very serious and the cost/investment of doing something is less than cost of not doing anything or inaction (benefit > cost).
- ii) **Significant** – cost or investment is equivalent to the cost of inaction.
- iii) **Minor** – Investment or cost of action is greater than inaction.

PA strategies should necessarily be taken on ‘Grave’ PIPs and/or Patterns.

Step 4:

Now, move along the Solution Chain – from right to left to Column 4/5 and prioritise Patterns for actions using the Risk Assessment Screen and/or the Portfolio Analysis where a tool called Coefficient of Effort is used.

Step 5:

Patterns in Columns 3 and 2 ,which are longer term opporthreats, will be resolved by top Management team after determining their urgencies and priorities.

Step 6:

We cannot address the Climate and Attitude PIPs and Patterns by PA or EI strategies and setting up taskforces or improvement teams to remove them. Only by improving and/or removing the causes in Columns 6, 4/5, 3 and 2, will we see noticeable improvements in these two boxes.

Regular monitoring is the Key word.

NOTE: If a PIP can be assigned to an individual to resolve – then complete the back of the PIP for a PA (what and how) assignment

PA ASSIGNMENT

P = What → What /What Not

A = How → How

I = Who → Who

A = When → Date

Assignment Invalid Unless This Person Agrees To It

By When To Accomplish

Date Completed

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The form is titled "PA ASSIGNMENT" and is enclosed in a black rectangular border. It contains several input fields represented by rounded rectangles. On the left side, outside the form's border, are four labels in bold red text: "P = What", "A = How", "I = Who", and "A = When". Each label has a horizontal arrow pointing to a specific field within the form. The "P = What" label points to the "What /What Not" field. The "A = How" label points to the "How" field. The "I = Who" label points to the "Who" field. The "A = When" label points to the "Date" field. Below the "Who" field, the text "Assignment Invalid Unless This Person Agrees To It" is written. Below the "Date" field, there are two more fields: "By When To Accomplish" and "Date Completed". At the bottom left of the form, the copyright notice "© Adizes Institute 1994, 1999, 2004" is printed.

ORGANIZATIONAL DIAGNOSIS KIT

- 1. One set of 300 PIP Cards**
- 2. One set of 72 Pattern Cards**
- 3. Blank 25 PIP cards**
- 4. Power-point Presentation Materials**
- 5. Organization Diagnosis Spreadsheet**
- 6. Risk Assessment Cube Chart**