

Assessing Your Organization A Program of The Beckley Group

Many organizations fail to adequately understand their current problems and capabilities before jumping into aggressive new change plans. In their zeal to move quickly, some leaders forget, or learn the hard way, that diagnosis and understanding must precede change if it is to be deliberate and effective. You must know how your organization is working before you can effectively develop change plans to address critical organization problems and the strategic demands of the future.

Assessing your organization is a process designed to help you understand how your organization operates, what works and doesn't work, what your strengths and weaknesses are, how the pieces fit together, and whether they are aligned to the strategy and direction of the organization. Using the seven Assessment Elements (The Transformation Model) as a framework, the process is designed to evaluate and understand the critical elements of the organization:

Assessment Elements:

- ✓ **Results**
- ✓ **Business Environment**
- ✓ **Strategy**
- ✓ **Core Process**
- ✓ **Structure**
- ✓ **Systems**
- ✓ **Culture**

A cross-section of the company is brought together to assess the whole organization, piece by piece, in a systematic and step-by-step process. As you complete the assessment learning process, you will be better able to consider change solutions which address improvement of individual parts, as well as the whole organization. This learning will make change decisions easier, and ensure that future change initiatives are focused, necessary, and effective.

It has been said that knowledge is power, bringing focus and confidence to those who possess it. We have seen organization assessment bring this same power to organizations, as leaders confirm their collective knowledge of how the organization works and clarify the most difficult and pressing issues to be addressed. This process focuses people and brings a confidence, a commitment, and a sense of urgency that is difficult to achieve any other way. We are confident that if you take time to analyze and understand the key elements of your organization, it will empower you to move forward with focus and commitment as you advance to the next level of performance.

Creating a High Performance Strategy A Program of The Beckley Group

Most organizations face stiff challenges in today's marketplace. Changing demographics, new technologies, aggressive competition, and sophisticated consumers demand that organizations change the way they do business, or face extinction.

Too many organizations respond to these challenges by trying to do what they have done in the past. Those that thrive welcome change and renew themselves by aligning with current and future realities.

Core Strategic Decisions:

Strategy is defined as the way an organization meets the challenges and opportunities presented by its environment. It consists of a set of conscious choices about how it will deliver value to its customers and distinguish itself from its competitors.

By participating in this program, you and members of your organization will:

- **Understand the challenges and opportunities present in your external environment.**
- **Identify assumptions about the future.**
- **Clarify a mission and reason for being that motivates and inspires.**
- **Identify the principles by which people will conduct themselves.**
- **Define your future customers and how you will deliver value to them.**
- **Identify core organizational competencies needed to succeed in the long run.**
- **Create a long-term business focus that distinguishes you from your competitors.**
- **Set short-term performance goals.**
- **Establish performance initiatives and a master plan to manage your organization's long-term development.**

The program can be delivered in a modularized format (Eight 3 hour sessions spaced over time) or in a 2 to 3 day retreat format.

An Imperative:

Formulating a clear and compelling strategy is among the most important work that leaders of an organization can accomplish. It is not something that would be "nice to do" when they have more time, but is essential to their survival.