



Organisational Readiness Check

What are you ready for?

Systemic Excellence Group

Independent Think Tank for Leading Practice

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1 What are you ready for?

The Organisational Readiness Check (ORC) is the basis of any genuine and sustaining change. It is not so much about past performance or measuring a current state. It is about evaluating and improving an organisation's capabilities. It is about bringing an organisation's possibilities to life, realising a possible future, and creating the next practice. The ORC aims for excellence, building on what is technologically recommendable, politically desirable, and culturally feasible.

Do you know what your organisation is ready for? Do you know what it is capable of? Will it master the crisis? Will it proceed from good to great? Will it innovate and venture a blue ocean?

“This organisation is performing below its potential” is a sentence almost everybody almost everywhere would sign right away.

There is always this implicit knowledge within an organisation that fuels the desire for a more excellent performance. This might be all about strategy, or structures and processes, or human resources, or something else, or all of this together. Your organisation knows and deserves at least to unleash its full potential. We know that ingrained in the current practice, there is the potential for a next, a better, a more excellent practice.

The Organisational Readiness Check translates the implicit knowledge of an organisation into a viable course of action. It is all about three very basic but yet essential questions you need to ask yourself:

- ___ What can we do now?
- ___ What can we do next?
- ___ And will this be enough?



2 Getting started

The Organisational Readiness Check innovates change and you can start now. Just ask and you will realise your specific organisational capabilities. It is a systemic combination of the existing knowledge on evaluation and change within your organisation. This allows tapping all sources of an organisation's intelligence: inspiration, knowledge, energy and activity to change towards excellence.

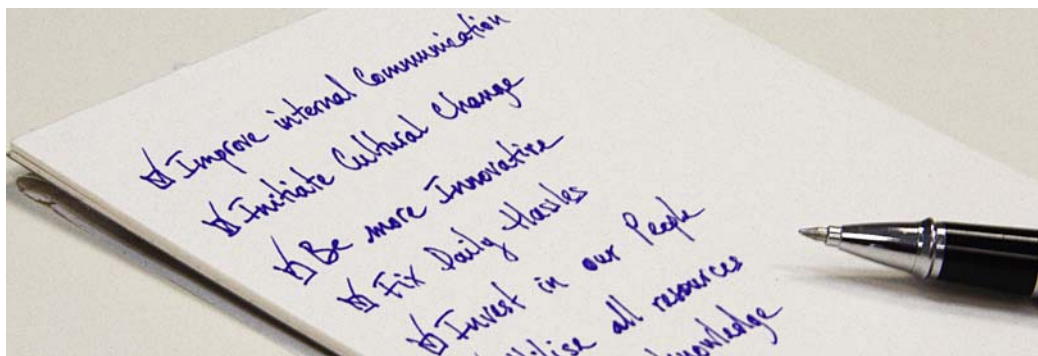
___ How does an Organisational Readiness Check work?

___ Is it a new method or a specific tool?

___ Do we need to prepare and train a lot or can we start right away?

You can mix and combine almost all methods and tools you know and you can start right away. The success lies in how you do it. We recommend doing it systemically, based on appreciation, transparency and participation. You may want to prepare an open space scenario with a Systemic Inquiry process and do the follow-up along the lines of focus groups. You may want to implement a cascade of knowledge exploration workshops from the very top of the organisation to the very bottom. You may want to launch a communication campaign to create a community of change agents. And where you know that you lack some perspectives, we will support you to obtain what you need additionally.

Whatever you choose to do, what determines your path of change towards excellence is not so much the single method or instrument, but your need to know for your organisation what is technically recommendable, politically desirable, and culturally feasible. Getting started is a question of combination and dedication. What resources can you dedicate towards change and excellence at the various moments – money, people and time? It is a question of engaging resources next to or on top of the daily business to conceive an engaging course of action. In the end, the Organisational Readiness Check enables you to innovate change, directing a viable path for sustainable results.



3 Evoke Momentum

Change needs momentum. Momentum needs engagement. To create engagement you need to meet the people where they are.

- ___ What do you need to know to engage your people?
- ___ What do you need to know to create momentum?
- ___ And how do you find out if you were successful?

Here is a selection of a few well-proven methods we bring to the table:

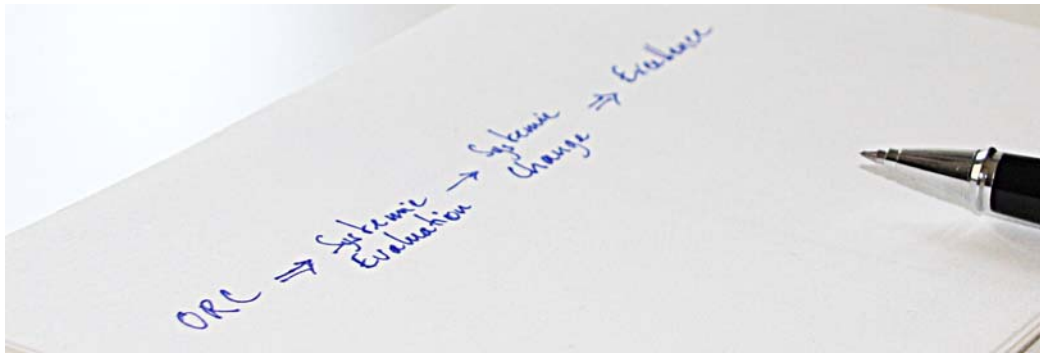
Micro Anthropology (MA) will get you useful and insightful information about your organisation's reality. You have no time at all for even a short time-out and reflection, let alone longer workshop in a Situation Room? MA explores your regular work environment and observes your practice, *gemba*, like the Japanese say. It explores the real experience, at the workplace, in the management meeting, with your customers. No extra time invest on your side, but yet a real net gain in knowledge about your organisation.

Workshops are the classical format of collaboration work off daily business in especially designed frameworks. Concerning the resources needed, they range from small groups like leadership teams to entire departments. You probably have some experience of workshops yourself. Let's gear that towards desirable change.

Focus Groups are facilitated group discussions on specific topics that are of special interest. Focus Groups can be realised once for exploration purposes, but also as a series, which raises its impact and results when continuously working on the shared knowledge base in-between the Focus Group events.

Systemic Inquiry is a format based on an interview series, examining the authentic self-image of organisations via storytelling of its members. It analyses foci of attention, gathers ideas and conceives a viable course of action.

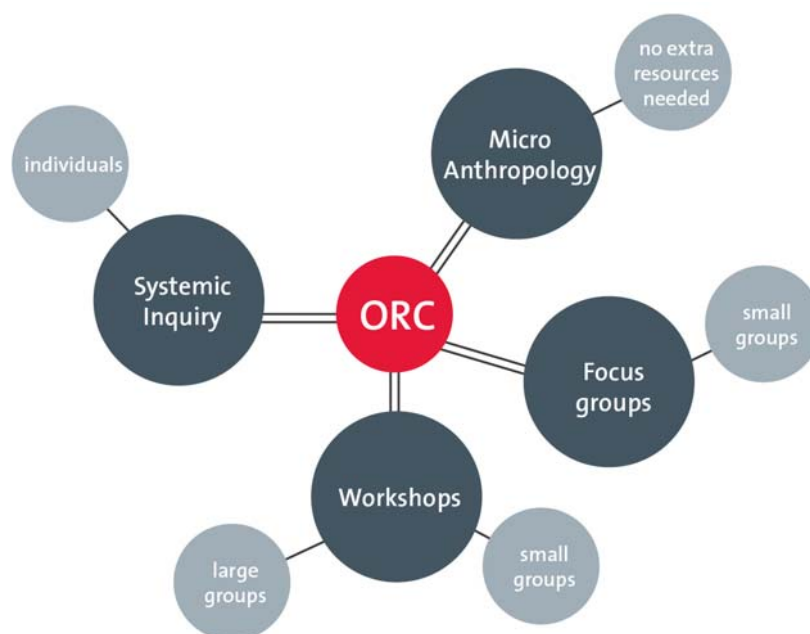
Situation Room is the most ambitious format to induce change. Gather the relevant participants in one well equipped room that provides all means of facilitation, creativity and visualisation, and then wait for the white smoke. This is the most intensive way to get to an innovative and creative course of action.



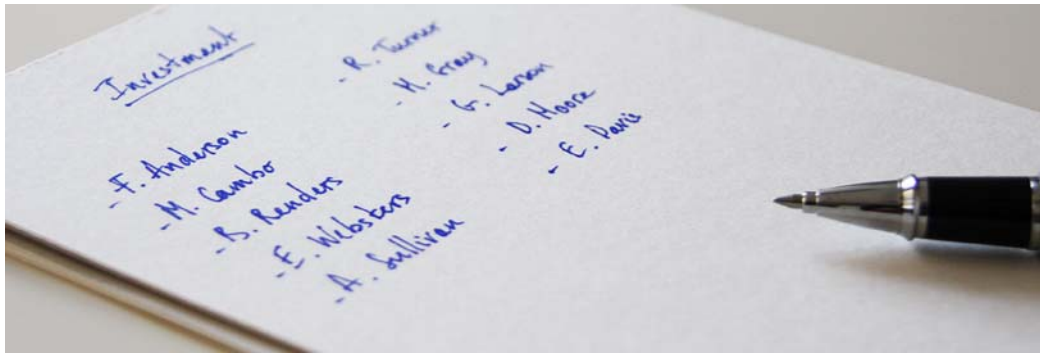
4 Innovate Change

Successful change management innovates change. It takes the impact of change on all organisational levels into account. It combines various change models, methods and instruments like a creative chef combines various ingredients to cook up something new and delicious. Sometimes innovating change feels like chemistry itself combining change elements to change molecules with the most desired qualities.

The Organisational Readiness Check allows for change innovation. The ORC explores the conditions and possibilities for innovation and genuine change. It allows focusing attention and resources. And the ORC can be a change molecule in itself.



The Organisational Readiness Check being a change molecule in itself.
(See further: SEgroup workshop and working paper “Innovate Change”)



5 What do you invest?

Investment is about all resources you dedicate towards change; it is about time, people and money. However, organisations often refer to money as the central resource for any endeavour. So what can you expect for a given budget? Start with the Organisational Readiness Check and see some examples from our practice:

Small investment – trigger change

On a small, budget investment you can explore your organisation and trigger change. Several Micro Anthropologies of your current practice or the realisation of a focus group setting with your leadership team will do. The result is, next to the concrete findings, an implicit change trigger, for you cannot not intervene into a system: any observation in itself is already an intervention.

Medium investment – harvest the easy pickings

For a medium sized basic investment you can expect a deeper exploration that in extension to a small approach could also include personalised Systemic Inquiry interviews – interviews that reflect the chosen topic by exploring your organisation's practice and actual state. You can also expect first explicit change measures on the basis of the results of the exploration, the "easy pickings" like result workshops to prepare for next development steps, etc.

Large investment – transform the organisation

With a larger, full-grown investment you can truly realise sustainable change. This is to build a solid ground for any change effort by employing a widely engaging exploration phase, combining exploration tools (MA, SI-interviews and Focus groups), and designing and executing an appropriate change process to your organisation's needs, utilising all capabilities and opportunities at hand – yours and ours – in a fruitful mode of co-creation.

6 Contact

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