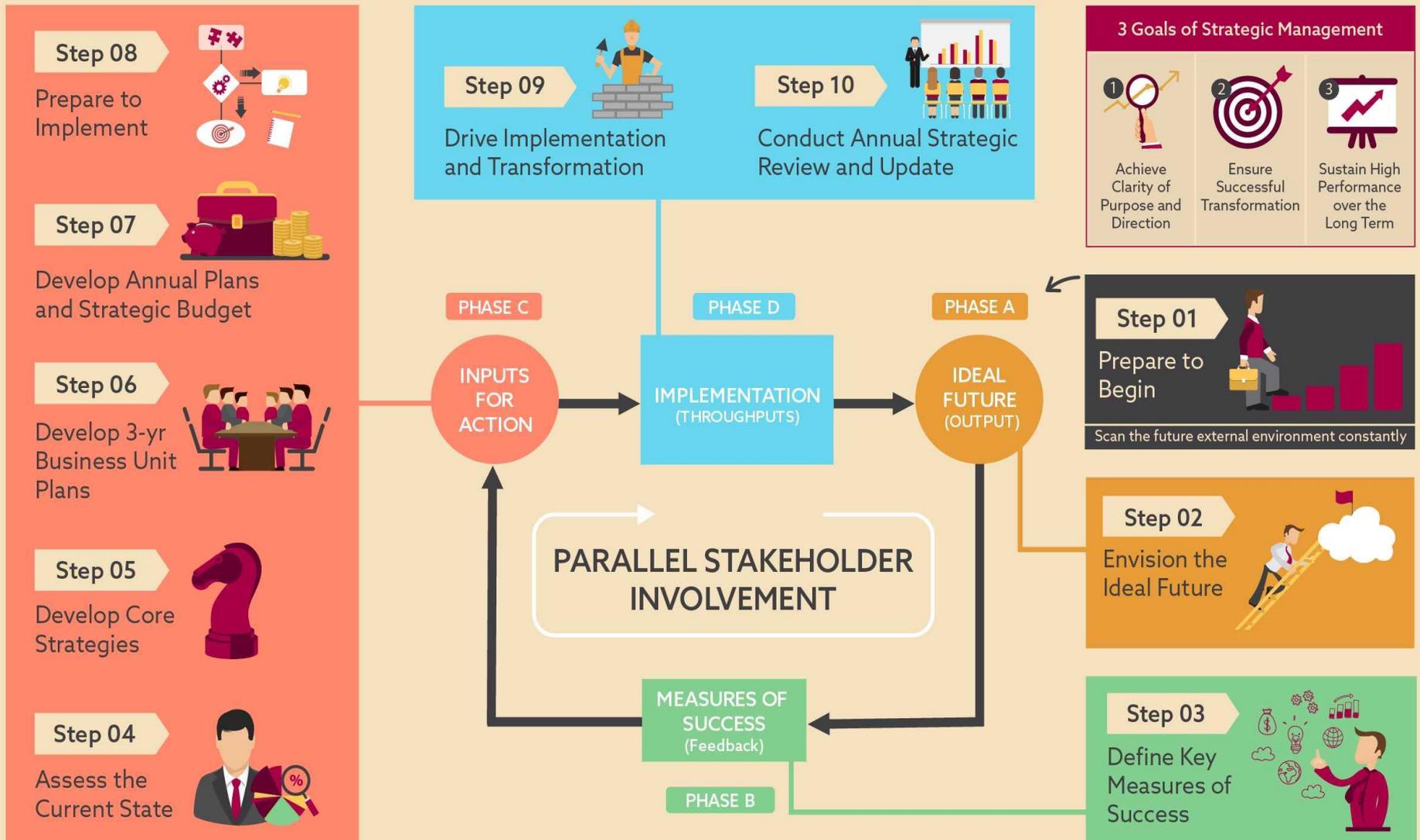


STEP 4

CURRENT STATE ASSESSMENT

Organizational development is..

- Organizational wide
- Planned intervention
- Managed from the top
- Aimed at increasing an organization's health & effectiveness



Important points:

1. CSA assesses current organisational performance against ideal future vision
2. We must be willing to accept honest answers/assessment
3. CSA shows us “where we are” and the gap to get to “where we want to be”
4. A SWOT assessment to work on the gap and to find out the **causes of the gap** so that we can work out the strategies and action implications (next step- Strategy Development) between where we are and where we want to be

Current State

Describe your current state or existing process. Where are you today? Be specific and use data support your statements.

Future State

Describe your ideal future state or desired outcome. Where do you want to be? Be specific in your statements.

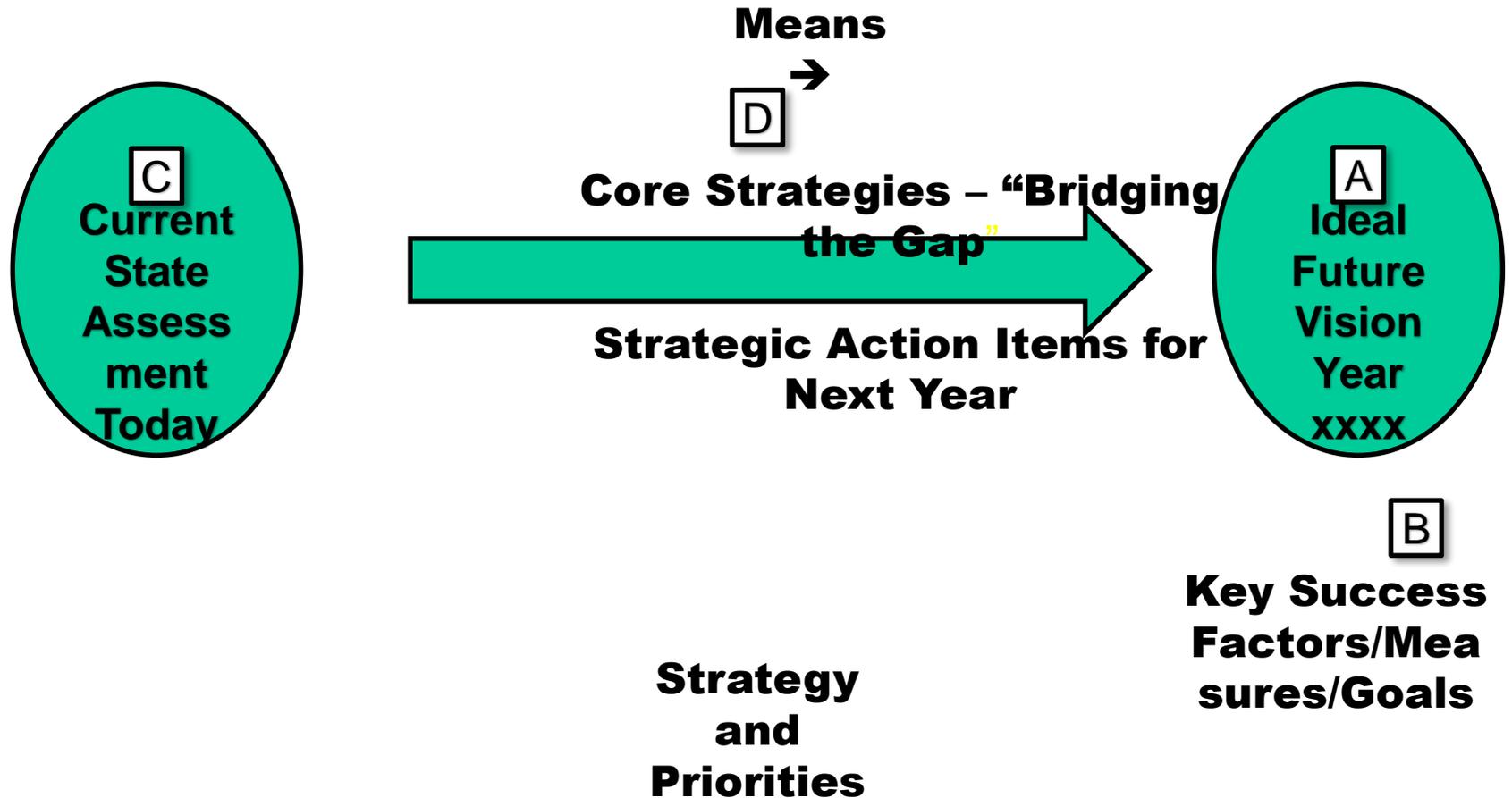
Gap

Identify the GAP between current state and future state or current process and ideal outcome. What's the gap or difference between where are we now and where we want to be?

Actions to Close Gap

Identify the next actions or proposals to address the gap and achieve the desired outcome. What do we need to do to achieve the future state?

“Bridging the Gap”



1. **Honesty and self critique**
2. **Future environment scanning**
3. **Time and budget available to do CSA**
4. **Previous work / data available**
5. **Politics – Are leaders / team open to change and self-reflection**
6. **Stakeholder consideration is important for benchmarking**

I. Internal to the Organization/department (In Here)

Strengths
“Build On”

Weaknesses
Eliminate/Cope

II. External to the Organization/department (In the environment – Out There)

Opportunities
“Exploit”

Threats
“Mitigate / Manage
Risk”

Horizon/Environmental Scanning

The acquisition and use of information about events, trends and relationships in an organisation's environment, the knowledge of which would assist management in planning the organisation's future course of action (Choo, 2003)

Why do Horizon Scanning?

Scanning for emerging issues and trends helps us to evaluate potential **future** situations strategically in order to:

- reduce ‘surprises’
- identify threats and opportunities
- increase the room for adjustment

This process of horizon scanning ensures that policies and strategies are **‘future proofed’** – remaining relevant to a landscape of rapid and unexpected change.

STEEP framework



Shultz (1997)

What areas to scan?

STEEP

- ***S: Social Scanning***
Social developments include factors like demographics, lifestyles, social and cultural values, health, crime & delinquency, consumer behavior and advertising.
- ***T: Technological Scanning***
The speed of technological development is extremely rapid. New products and services hugely impact on the way we live, work and learn. Think about: innovation-biotechnology, IT, Nano, Robotics, Genetics, 3 D, transport, energy, communication, research & development.
- ***E: Economic Scanning***
Think about factors like GDP, interest rates, taxes, international trade, markets, income distribution, inflation/recession, entrepreneurship and availability of jobs.
- ***E: Environmental Scanning***
Environmental developments include ecosystem factors like global warming, clean water/air, weather, food and energy.
- ***P: Political Scanning***
Political developments can greatly influence individuals and companies. Think about govt policy & legislation, international governing bodies, war & regional conflicts, political parties, pressure groups, equality & inequality.

SKEPTIC IMPLICATIONS

BACKWARDS THINKING

TODAY – IMPLICATIONS
(Opportunities – Threats)

SPONSOR

SKEPTIC – FUTURE SCAN

List the 5-10 environmental trends – projections
Facing you over the life of your plan

		S Socio-Demographics (People/Society):
		K Competition/Substitutes:
		E Economics:
		E Ecology:
		P Political / Regulatory:
		T Technical:
		I Industry / Supplier:
		C Customers/Citizens:

Current State Assessment has 2 components:

- Internal CSA
- External CSA

1. **Organizational financial analysis**
2. **Core values analysis**
3. **Key Success Measures/Goals analysis**
4. **Strategic business design**
5. **Value-chain analysis**
6. **Management/leadership core competencies**
7. **Strategic human resource management area**
8. **Rewards for total performance**
9. **Core competencies**
10. **Technology assessment**

Management/leadership core competencies

People often talk about how “employees are our most important measures”. We disagree. Employees are certainly your organisation’s greatest assets, but only if you- as their leader – *let them be!* Being in management and leadership, you are actually the most important assets, and the only competitive edge difference in any organization over the long term (Haines S)

1. **Key Customers**
2. **Competitor analysis**
3. **Market orientation and segmentation/intelligence**
4. **Value mapping products and services (positioning)**
5. **Market share and growth rate**
6. **Organizational Life Cycle**

