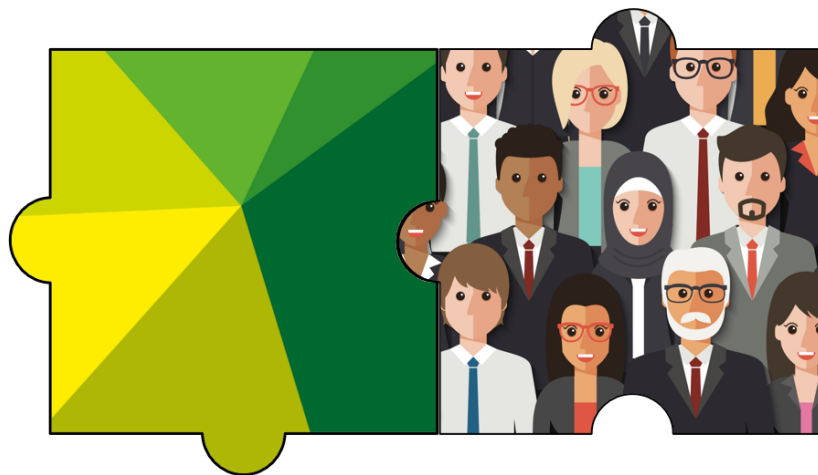


# ORGANISATIONAL DEVELOPMENT

## The Way Forward

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# INTRODUCTION

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Organisational Development (OD) is a planned process of holistic change in an organisation's culture through the utilisation of behavioural science research and theory. It is an essential process that will ensure the effective growth and longevity of your organisation, improving performance and effectiveness by developing and supporting the behaviours of the people within your organisation to achieve their optimum potential. It requires systems to be in place that will allow changes to be planned and implemented, followed by the analysis of real data to monitor progress and if necessary, to make further changes.

Objectives of OD include:

- Changing the strategy, structure or processes of an entire system, organisation, department, work group, individual role or job role to improve organisational effectiveness
- Focusing on the development and changing of organisational culture, values and behaviours to support commonly agreed goals and desired outcomes
- Managing planned change in a flexible way that allows future changes as new information becomes available
- Programming changes to ensure that they are successfully embedded and institutionalised within the organisation
- Utilising practical techniques that focus on enabling the organisation to achieve its goals and desired outcomes



# OUR OFFER TO YOU

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This high-level OD offer provides a comprehensive analysis and proposal that focuses on both short and long term plans that will impact significantly and positively on your performance and efficiency. EELGA will create and implement an OD solution that identifies and fulfils the specific needs of your organisation. Our unique ability to bring together the specialist skills and experience your organisation needs is your reassurance that we can deliver the outcomes you desire and the ongoing support you need.

## OD PROGRAMME STRUCTURE

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### **Strategic Review**

Following our assessment of your organisation we will conduct a full review covering the following areas:

#### **Purpose, Vision, Values and Behaviours**

Focussed on a cultural assessment of current purpose, values and behaviours and their contribution to organisational performance alongside a review of contributing areas such as engagement, management style, employee advocacy and organisational design.

#### **Strategic and Corporate Plan**

Reviewing strategic and corporate plans, their delivery and performance alongside reviewing the drivers for change, budget needs, operating model, stakeholder analysis and financial analysis.

#### **Organisational Performance**

Reviewing formal organisational systems alongside areas such as workforce planning, governance, and leadership effectiveness.

#### **Ways of Working**

Current approach to agile and remote working as well as a review of formal policies, digitalisation and tools, and informal team practices.

# COVID-19 REVIEW

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## Lessons Learnt and Forward Planning

While focusing on the overall strategic review it is essential that we assess how COVID-19 has impacted on the organisation.

A Key Question Assessment will be undertaken across the organisation, taking a top down and bottom up approach to search out the impact of COVID-19 and how this affects the organisation's future planning.

The approach would be modelled on an appreciative enquiry basis, focussing on the positives and issues we can control rather than the more negative and potentially detrimental thoughts. Focussed on two timeframes, the next 12 months, towards recovery and the longer term approach to renewal of the organisations.

In addition, there will be interviews and discussions to understand the entry challenges as organisations went into the crisis and the more potentially complex exit challenges as they come out.



# PEOPLE FOCUSED REVIEW

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It is clear from the research that has been conducted during the COVID-19 crisis that many of the outcomes for the future will be people focussed and operating model focussed. The way in which we deliver services to our communities and fulfil our commitments will change.

Barriers that inhibited a more flexible approach to work have diminished and there is a real appetite to develop people focussed activities in a far more progressive way.

## **A people focussed review will focus on the following:**

- The organisation's effectiveness in supporting difference in ways of working
- Redeployment - assessing the need to redeploy people with retraining rather than reducing numbers of people, including the resilience of contracts of employment and the opportunities for development
- HR priorities - a review of HR and OD Services delivered to the business to meet present and future needs and aspirations
- Talent attraction and employer value propositions
- Leadership and management needs and development
- Team development - across the whole organisation and within specific individual teams



# THOUGHT LEADERSHIP AND RESEARCH

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In addition to the focussed services that our OD approach can offer, we can also provide insight into current thinking and research in areas that directly affect organisations and can improve organisational development and effectiveness.

As part of this process we can support the acquisition of research from other organisations in a way that relates directly to how Local Government works, translating cutting edge thinking into practical insight.

## POTENTIAL OUTCOMES

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No two organisations are the same and whilst many of the areas of review and analysis are the same, the depth of review and planning needs may vary, accordingly our approach is infinitely adaptable to any brief that an authority might have.

Our initial approach involves a high-level discussion with the organisation's sponsor and key senior stakeholder, the outcome of which will lead to a bespoke proposal.

### **Initial questions will include:**

- What are your three most pressing delivery challenges as an organisation?
- How have these changed c/o Covid-19 and political developments?
- In response, do you feel you need to validate and possibly amend your corporate aims / priorities?
- What are the main political priorities for the next three years?
- What specific project outcomes are you seeking?



## **Indicative outcomes are detailed below by way of example**

### **Full organisational review and assessment:**

Producing high-level business report and high-level outcomes plan for future implementation. Discussions across the whole organisation with substantial desk research and review.

### **Top level organisational review and assessment:**

Producing a high-level business report (largely desk based and with senior stakeholders only) and indicative future plans for consideration.

### **Specific area review and assessment (i.e. operating model or people focussed activity specific):**

Producing a high-level report and outcomes plan for a specific area identified in this offer. In addition, it could be that another specific area is identified from initial discussions and that this is agreed and included within the review.

In addition to the above outcomes, this offer, alongside the overall commercial offer from EELGA can support the necessary follow on activities in order to successfully implement and embed the changes agreed through the process.

Your organisation could expect to find that many of the following outcomes or benefits apply to their organisation following an OD intervention:

- Increased employee productivity
- Improved decision making
- Financial efficiencies and/or longer-term savings
- Increased resilience in Operating Model
- Improved employee engagement
- Increased communication, feedback, and interaction across the organisation

- Increased focus on continuous improvement and collaboration
- An outcome focussed organisation, able to link the work they do to the overall purpose of the organisation
- Improvement in Leadership and Change Management
- Enhanced services delivered to communities
- Increased development of employees
- Proactive approach that embraces change

## INDICATIVE MODELS AND TECHNIQUES

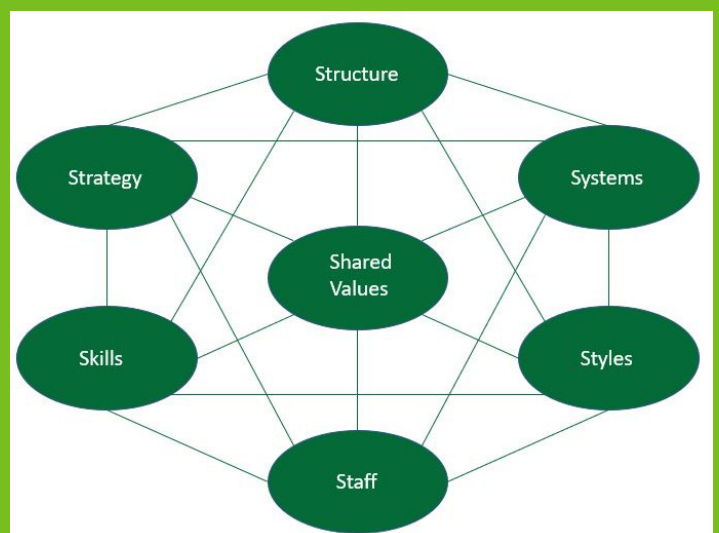
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Whilst each proposal will focus on the specific outcomes desired and therefore the specific models that would be used, below are examples of the models that might be utilised.

### 7S MODEL

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The '7S Model' (McKinsey) includes seven internal aspects of an organisation that need to be aligned and mutually reinforced to achieve success. It proposes that an organisation is not just a structure, but consists of 7 interdependent factors which can be broken into two groups:





Hard Factors	Strategy	The 'how' i.e. the organisational plan, and should detail the actions the organisation plans to take either in response to or in anticipation of changes in its external environment
	Structure	The way the organisation is structured in terms of reporting, often strongly influenced by its size and diversity
	Systems	The daily activities and procedures staff undertake to get the job done, whether formal systems such as Finance and IT, or informal systems such as communication processes

Soft Factors	Style	The culture of the organisation, the way people behave and comprising two elements: 1. Organisational Culture and 2. Management Style
	Staff	The people, their skill sets and their levels of capability; it also encompasses talent management and staffing plans
	Skills	The ability to do the organisation's work; it should reflect overall performance of the organisation - what it does well, how it shifts and develops to exceed in new areas
	Shared values	The set of traits, behaviours, and characteristics the organisation believes in. Placed in the middle of the model to emphasise their importance being central to the development of all other elements

# SWOT

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The purpose of a SWOT (strengths, weaknesses, opportunities, and threats) analysis is to help develop a strong business strategy by making sure all of an organisation's strengths and weaknesses are considered, as well as the opportunities and threats it faces.

## STRENGTHS

Internal, positive factors

Strengths describe the positive attributes, tangible and intangible, internal to an organisation. These are within the control of the organisation.

## WEAKNESSES

Internal, negative factors

Weaknesses are aspects of an organisation that detract from the value offered or place it at a competitive disadvantage. Organisations need to enhance this area in order to compete with your best competitor.

## OPPORTUNITIES

External, positive factors

Opportunities are external attractive factors that represent reasons an organisation business is likely to prosper.

## THREATS

External, negative factors

Threats include external factors beyond the control of an organisation that could place the strategy, or the business itself, at risk. Organisations can benefit by having contingency plans to address threats if they should occur.

# AS-IS ASSESSMENT

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As-is assessment is a deeper dive into the current constructs of the organisation. There are several possible techniques for conducting as-is assessment. Below are three key techniques that have been identified as providing the basis of a good practice organisational as-is assessment

## As-is Assessment Techniques:

### 1) Spans of Control and Organisational Layers Analysis

- A review of the current organisation structure through review of relevant data and supporting survey results/interviews
- Assessment of the current spans of control
- Assessment of the organisational layers and grades

Key output: Is the organisation the right shape?

### 2) Governance and Decision Making Assessment

- Assessment of the current governance structures through review of relevant material available
- Assessment of the style and effectiveness of decision making through review of relevant material and survey results/interviews

Key output: Are decisions being made efficiently and effectively?

### 3) Benchmarking

- Analysis of specific metrics using people and financial data available
- A comparison of the as-is assessment results with internal or external comparator groups, including understanding of circumstances that may impact results e.g. culture, environment

Key output: How do we compare with other entities?

## Change Readiness Assessment (CRA):

### What does this involve?

- The Change Readiness Assessment is a quantitative measurement of an organisation's willingness to take on a specific change which is conducted pre new OD implementation
- A CRA can be done using a variety of approaches including surveys, focus groups and interviews
- The CRA usually focuses on the core aspects of the change approach (change vision, reasons for change, change leadership, communications and engagement, training and benefits achievement) but it can be tailored if required

### Why is this a valuable exercise to perform?

- Provides an indication of an organisation's willingness and ability to take on change
- Highlights areas of commitment and also areas of possible resistance so that mitigation efforts can be planned
- Is a means of involving stakeholders by gathering their feedback about how change can be managed
- Provides an engagement opportunity to build awareness and understanding of the overall project

### Key dependencies (where relevant)

- Stakeholder identification
- Case for change
- Change roadmap
- Change dashboard
- Change impact assessment

### What does this mean in practice?

- Current status analysis: questions are asked to indicate experiences of change, so that successes can be repeated and improvements can be made where necessary
- Identifies barriers: builds a view of implementation risk relating to how the planned change might be received/accepted
- Prioritises action: stakeholder feedback can indicate their top priorities providing valuable insight for the project team to focus change activities
- Routine monitoring: allows for a regular "pulse check" throughout the change programme and enable consideration of activities to enhance readiness for change
- Willing and able: it tests and may inform the organisation's understanding of what is about to happen and their ability to make it happen

Contact us for more information on  
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