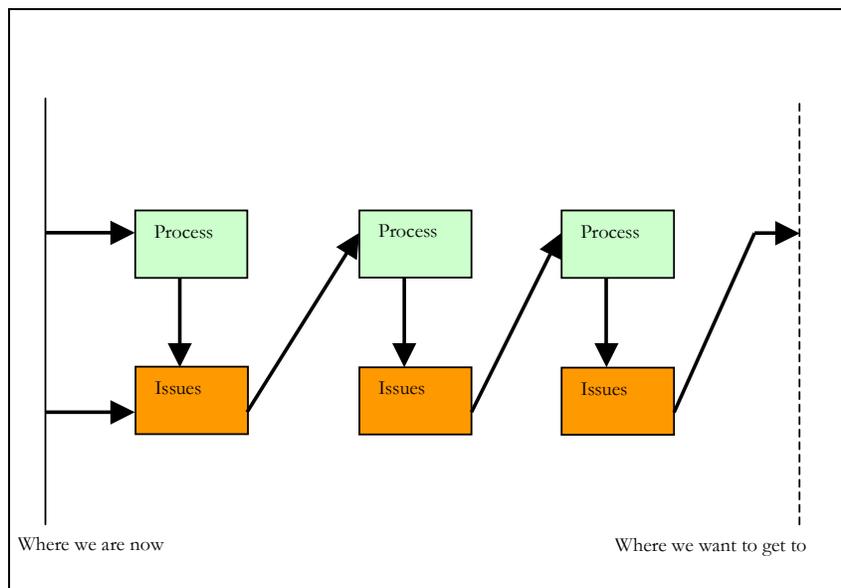


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# EEMap Process

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# How to reduce the risk of failure of any major business initiative

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Why do so many business initiatives and ventures needlessly fail to deliver the promised benefits and increases in shareholder value? Any major business initiative or venture that fails to identify and quantify the impact on those people most affected by it carries a high risk of failure. The numbers may make sense but have the political and cultural factors been assessed?

There are several reasons why this is often not addressed: first and foremost because the focus is on getting the deal done; secondly because a corporate culture is hard to see (especially if you are in it) and this is compounded by the fact that there is often more than one culture, and finally because it is hard to talk about. And yet... the price of failure comes high!

I have developed a diagnostic process called EEMap©. This process allows a company to test the impact of a proposed business initiative on those people most affected by it, to identify why it may fail and to establish precisely what has got to be done to make it a success. There are a number of key benefits to a company and its advisors in employing this approach. In summary: -

- It is low tech and simple to understand and apply
- Does not require large teams of consultants or the purchase of software licenses
- Can be applied strategically or tactically
- Involves staff at all levels and
- Enables them to articulate difficult issues in a non-confrontational way
- Will identify quickly the major “log jams” that will be faced
- Identifies, groups and categorises the issues and exposures that will be faced
- Presents recommendations in a decision-compelling format
- Can be undertaken quickly and before large sums of money are irrevocably committed to the venture or initiative

There are three phases to the EEMap process: -

**(1) Situation Analysis** – that defines a cultural frame work for the company and will also identify all of the significant subcultures within the company that will assist or resist progress towards the business objectives of the proposed venture.

This is created through sessions held with representative groups of all staff at all levels and in all entities that will be impacted by the proposed venture. Examples and previous templates are used to assist and speed up the process, which is also referenced, to vision, strategy and business objectives.

This phase is all about corporate cognition. The Culture Maps provide a common language and a structured framework to get an end result that is a shared understanding of “this is what we look like”.

**TEMPLATE EEMap - Culture Map©**

ENTITY POSITION	SUMMARY DEFINITION	EVIDENCE Characteristics of Culture	KEY ISSUES Actors & Behaviours	MAJOR FOCUS Areas of Impact
<b>Dominant Corporate Culture</b> • Where the company/programmes has come from	<ul style="list-style-type: none"> <li>Based on the evidence of the characteristics of the culture</li> <li>Demonstrated in the major focus of the key players in this entity</li> </ul>	<ul style="list-style-type: none"> <li>Power Structure Who exercises power? What are the sources of power?</li> <li>Organisational Structure Staff? Functions? Processes? Technology?</li> <li>Rewards/Incentives Financial? Non-financial?</li> <li>Controls (Measurements) How are outcomes measured &amp; monitored?</li> <li>Communications Who? What? When? How? Why?</li> <li>Environment Working routines? Style &amp; atmosphere? Myths &amp; legends?</li> </ul>	<ul style="list-style-type: none"> <li>Observable behaviours and actions that provide evidence of the key issues that result from this culture</li> <li>Observable behaviours and actions that demonstrate the real agendas of the key players in this entity (as reflected in its culture)</li> </ul>	<ul style="list-style-type: none"> <li>Major areas of impact arising from the key issues</li> <li>Those things that receive the greatest focus in this culture</li> </ul>
<b>Subversive Subculture(s)</b> • Entities undermining change				
<b>Regressive Subculture(s)</b> • Entities resisting change				
<b>Expoused Position</b> • Where the directors think the company/programme is now				
<b>Enacted Position</b> • Where it actually is now				
<b>Emergent Subcultures</b> • Entities moving forwards "unknowingly"				
<b>Aspirational Subcultures</b> • Entities moving forwards "knowingly"				
<b>Desired Position</b> • Where the directors want the company/programme to be				

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**(2) Gap Analysis** –plots the positions of key entities within the company and highlights the gaps between this and where the directors say or think the company is, and where they want to get. Then the gaps between all of the various subcultures are plotted. This is used to identify areas of “cultural dissonance” – a euphemism for friction and disconnects. The whole purpose at this stage is to create a simple pictorial representation of the different positions and the gaps between them.

This is not a hard science but a vehicle by which staff at all levels can articulate, visualise and discuss the reality of the gaps within their organisation and to do so in a unemotional and non-confrontational manner.

