# PRE – PROGRAMME REVIEW & PLANNING

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

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<th>TOOLS &amp; OUTPUTS</th>
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<table>
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<tr>
<th>ENTITY POSITION</th>
<th>SUMMARY DEFINITION</th>
<th>EVIDENCE Characteristics of Culture</th>
<th>KEY ISSUES Actions &amp; Behaviours</th>
<th>MAJOR FOCUS Areas of Impact</th>
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</table>
| Dominant Corporate Culture  | - Based on the evidence of the characteristics of the culture  
- Demonstrated in the major focus of the key players in this entity |  |  |  |
| Subversive Subculture(s)  | - Where the company/programme has come from | - Power Structure  
Who exercises power?  
What are the sources of power?  
- Organisational Structure  
Staff?  
Functions?  
Processes?  
Technology?  
- Rewards/Incentives  
Financial?  
Non-financial?  
- Controls /Measurements  
How are outcomes measured & monitored? |  |  |  |
| Regressive Subculture(s)  | - Entities undermining change |  |  |  |
| Espoused Position  | - Entities resisting change |  |  |  |
| Enacted Position  | - Where the company/programme is now |  |  |  |
| Emergent Subcultures  | - Where it actually is now |  |  |  |
| Aspirational Subcultures  | - Where the directors think the company/programme is now |  |  |  |
| Desired Position  | - Where the directors want the company/programme to be |  |  |  |

**Key Issues**

**Dominant Corporate Culture**
- Where the company/programme has come from

**Subversive Subculture(s)**
- Entities undermining change

**Regressive Subculture(s)**
- Entities resisting change

**Espoused Position**
- Where the directors think the company/programme is now

**Enacted Position**
- Where it actually is now

**Emergent Subcultures**
- Entities moving forwards “unknowingly”

**Aspirational Subcultures**
- Entities moving forwards “knowingly”

**Desired Position**
- Where the directors want the company/programme to be

**Evidence**

- Based on the evidence of the characteristics of the culture
- Demonstrated in the major focus of the key players in this entity

**Key Issues**

- Observable behaviours and actions that provide evidence of the key issues that result from this culture
- Observable behaviours and actions that demonstrate the real agendas of the key players in this entity (as reflected in its culture)

**Major Focus**

- Major areas of impact arising from the key issues
- Those things that receive the greatest focus in this culture
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Culture Evolution (Examples shown below)

Now

1 Year from now

Time

Where the company / programme actually is right NOW

Entities representing a Regressive subculture

Where the directors think the company/programme is at present!

Where the directors want to be

Entities representing Emergent & Aspirational Sub-cultures

“Order Processor”

“Sales Getters”

“Customer focussed”

“Leaders & Innovators”

1 Year from now

Where the company / programme actually is right NOW

Entities representing a Regressive subculture

Where the directors think the company/programme is at present!

Where the directors want to be

Entities representing Emergent & Aspirational Sub-cultures

“Order Processor”

“Sales Getters”

“Customer focussed”

“Leaders & Innovators”
In devising an action plan, the steps and associated tasks are deconstructed into 2 lines: - the top (process) line which shows the tasks / steps / processes to be undertaken to get from “where we are now” to “where we want to be”, and the lower (issue) line which shows the implications / issues/ exposures that have to be addressed to progress to the next step on the process line. The contents of the issues line are analysed, categorised and prioritised across all functional areas impacted by the transition.