PRE – PROGRAMME REVIEW & PLANNING

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

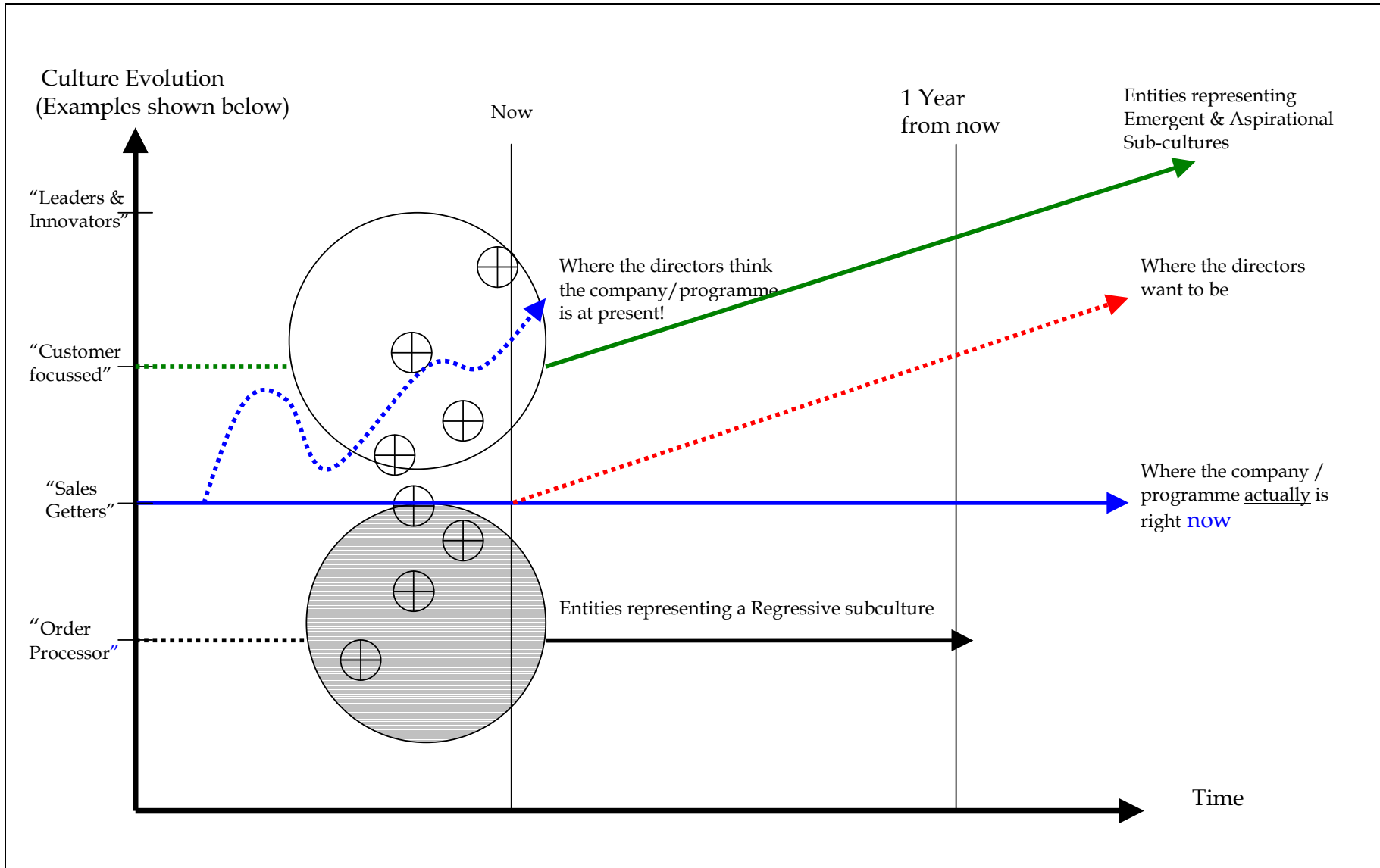|	PROCESS		TOOLS & OUTPUTS
SITUATION ANALYSIS	(1) HISTORICAL CONTEXT	Where have we come from?	**Culture Map ©** • Referenced to vision / programme objectives • Referenced to examples • Evidenced in past/present/future actions & behaviours • Define cultural framework – to show "this is what it looks like"
	(2) PRESENT SITUATION	Where are we now?	
	(3) DESIRED POSITION	Where do we want to be?	
GAP ANALYSIS	(4) GAPS	Where are the gaps?	**Gap Map ©** • Identify positions of key entities • Identify areas of "cultural dissonance"
RESOLUTION	(5) STEPS	What steps are needed to close the gaps?	**EEmap©** • Show the tasks / steps / processes to be undertaken to get from "where we are now" to "where we want to be" • Show for each step the implications /issues/ exposures that have to be addressed to progress to the next step
	(6) IMPLICATIONS	What are the implications of this?	
	(7) CHANGE & TRANSITION	How do we manage the transition?	• Analyse, categorise and prioritise issues across all functional areas impacted by the transition • Action plan devised and implemented, by director's resource unit, against defined and agreed milestones
	(8) MEASUREMENT	How do we know how we're doing?	

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ENTITY POSITION	SUMMARY DEFINITION	EVIDENCE Characteristics of Culture	KEY ISSUES Actions & Behaviours	MAJOR FOCUS Areas of Impact
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	• **Based on the evidence of the characteristics of the culture** • **Demonstrated in the major focus of the key players in this entity**	• **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? • **Communications** Who? What? When? How? Why? • **Environment** Working routines? Style & atmosphere? Myths & legends?	• **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 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

Entities representing
Emergent & Aspirational
Sub-cultures

"Leaders &
Innovators"

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

Where the directors
want to be

"Customer
focussed"

"Sales
Getters"

Where the company /
programme actually is
right now

"Order
Processor"

Entities representing a Regressive subculture

Time

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PROCESS	PROCESS	PROCESS

ISSUES	ISSUES	ISSUES

Where we are now

Where we want to be

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