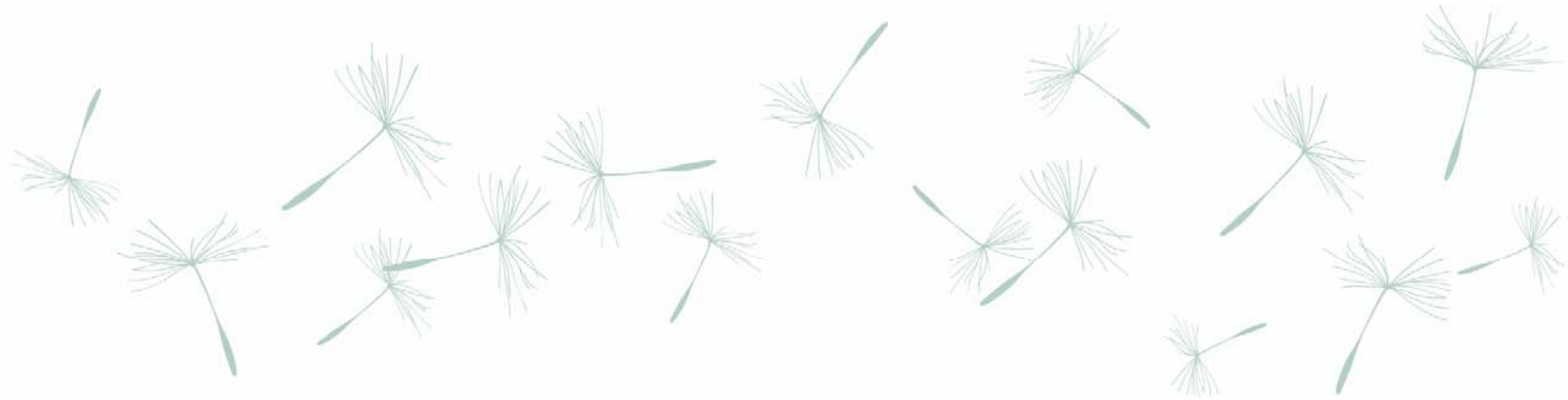
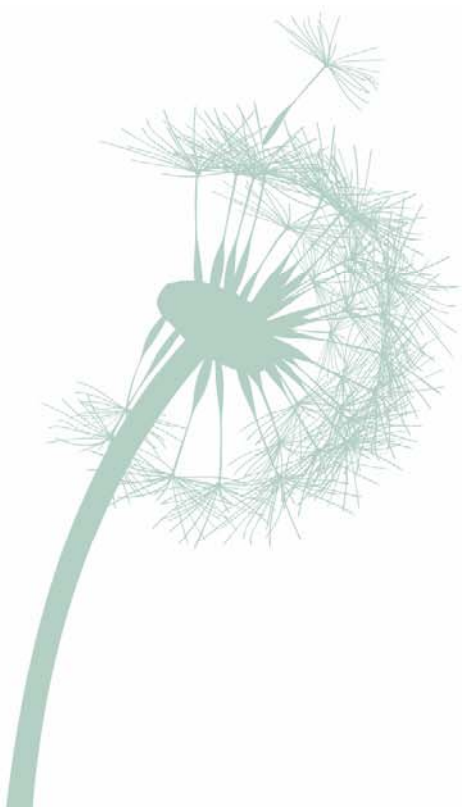


*Fit for the future analysis report
February 2013 for:*

The Example Company



castleton
castleton consulting limited

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in summary

The fit for the future process provides a platform for people to get involved in improving business performance. Information is generated around four themes:



Engagement

The emotional temperature of the organisation and the key themes relating to these emotions. Reveals the breadth of people's experience from angry and frustrated through to involved and enthused.



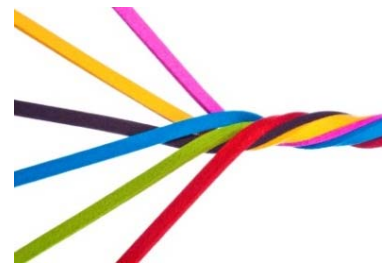
Agility

Indicates how people feel about the nimbleness of the company. Is it seen as frozen and unable to change? In chaos – trying many things and hoping something works? Or appropriately adaptive to the unfolding context?



Resilience

Indicates the balance, or imbalance, of effort in the management of multiple time horizons: operational delivery, adapting to a changing environment and identifying and seizing new opportunities



Coherence

The blend of energy and resources invested in four domains of organisational effectiveness: the strategic direction of the company; business processes and systems; the working climate and the development potential of the workforce

For companies to endure over the long term, they must get to grips with the forces of preservation, destruction and creation. Arguably, striking a good balance between these three forces is the overarching task of every member of the organisation.

Fit for the future offers a way to get everyone in the organisation to surface their ideas for working with preservation, destruction and creation and to take part in conversations to turn these ideas into committed action.

This report shows the type of information that is generated in the early - survey based - stages of the process.

The observations, interpretations, and ideas outlined are not meant as answers or claims of any sort. Many - if not all - are naïve and focused on patterns only, while some may contradict other earlier observations or interpretations – this is deliberate; its purpose is to assist groups in acknowledging the complexity, contradictions, and diversity about interpretative patterns related to stories in new ways.

Engagement

- Majority of respondents indicated that their information about the project has come from fellow team members. There are lower frequencies for project sponsor, project manager and line manager.
- Only 24% consider that communication has been just right with 34% feeling it could have been better. This is not necessarily a criticism of the quality of communication with regard to posters, events and newsletters etc. The results suggest that whilst respondents have received information from a large number of sources, the ones they value the most involve face to face interaction.

Resilience

- A very high proportion are willing to offer support to the initiative and the majority consider their manager is fully or somewhat bought into the project. This might suggest more effort needs to be focused on working with managers to get their commitment.

Coherence

- A very high proportion are willing to offer support to the initiative and the majority consider their manager is fully or somewhat bought into the project. This might suggest more effort needs to be focused on working with managers to get their commitment.

Agility

- Over 50% are aware of some of the benefits with a much smaller percentage aware of the specific targets the initiative is seeking to achieve. A small but significant proportion are not aware of any benefits and these are equally split between sales and marketing.
- Similarly when asked if they see any benefit in their job only 42% responded positively and 45% are unsure. Significantly 13% see no benefit. This is reinforced by the fact that only a small number (24%) report having experienced any benefits.

Which sector do you work in?

| | | | |
|--------------------------------------|----|---------------------------------|-----|
| Accounting/banking/finance | | Insurance/financial services | |
| Business/information services | | Law/legal services | |
| Communications/telecommunications | | Management consultancy | 183 |
| Computer/office equipment services | | Mining/oil and gas | |
| Contracting/construction/engineering | 66 | Pharmaceutical/medical products | |
| Education | | Printing/publishing/advertising | |
| Entertainment/recreation/sport | | Property/land development | |
| Farming/fishing/forestry | | Research/scientific services | |
| Food products/processing | | Social services | |
| General manufacturing | | Transportation | |
| Government (Central and local) | | Wholesale/retail | |
| Healthcare/medical services | | Utilities | 56 |
| Hospitality/travel/tourism | | Other | 47 |

Your functional area?

| | |
|--------------------------------|-----|
| Accounting/finance | |
| Administration/operations | 352 |
| Customer services | |
| Data processing/systems | |
| Distribution/fulfilment | |
| Human resources | |
| Manufacturing | |
| Marketing/sales | |
| Technical/engineering/research | |
| Other | |

Your level in the organisation?

| | |
|-----------------------------------|-----|
| Managing director/chief executive | 1 |
| General manager/senior executive | 1 |
| Director | 2 |
| Divisional/functional head | 4 |
| Department/unit manager | 18 |
| Supervisor/foreman | 64 |
| Professional and technical | 217 |
| Administrative and clerical | 45 |
| Other | |

who took part



Leeds office 246 participants

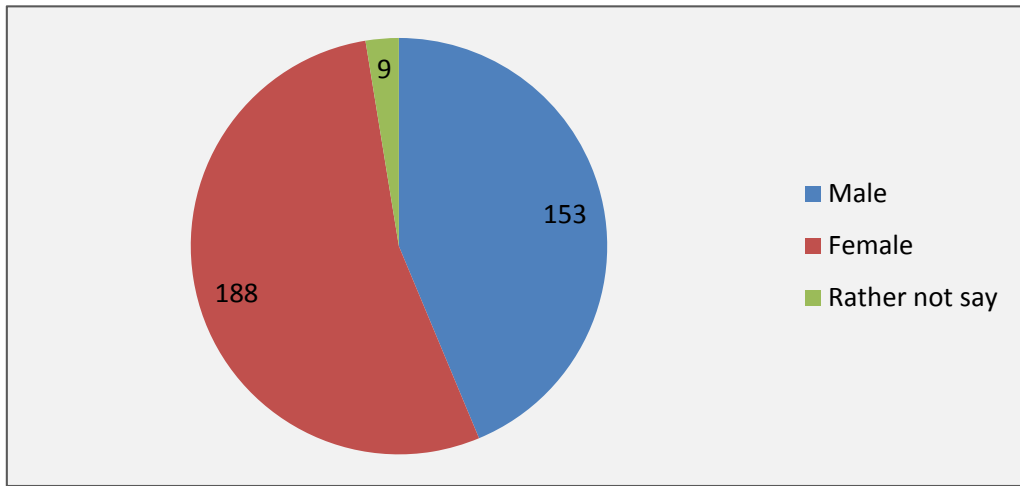


Northampton depot 65 participants

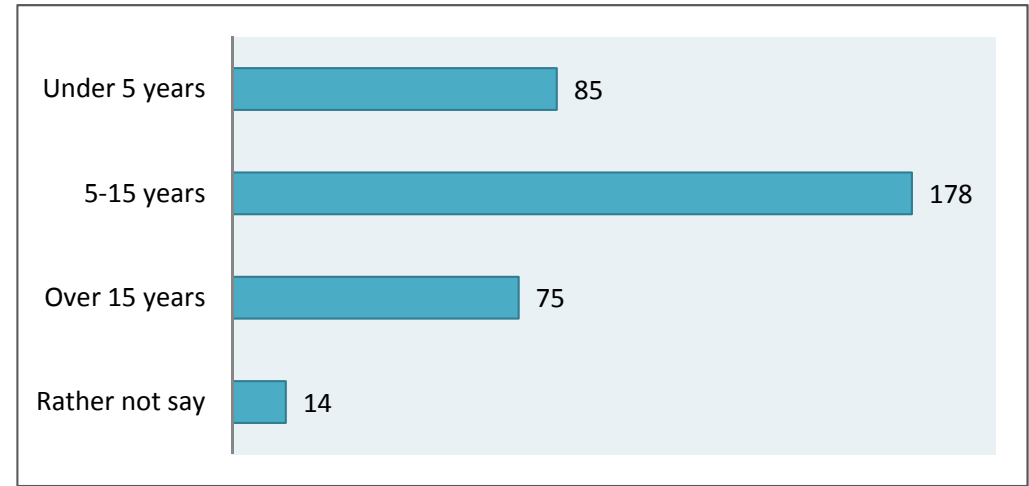


Swindon depot 41 participants

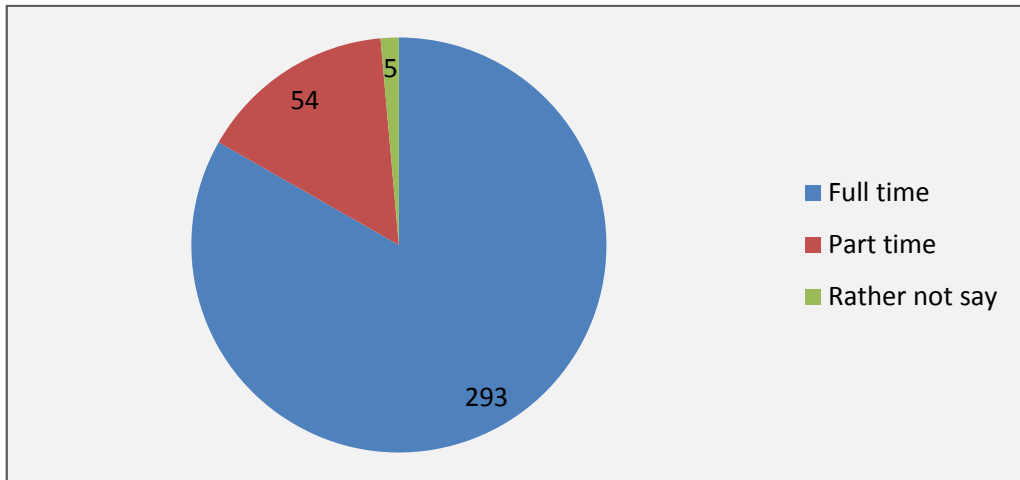
Are you?



How long have you worked here?



Are your contracted working arrangements?





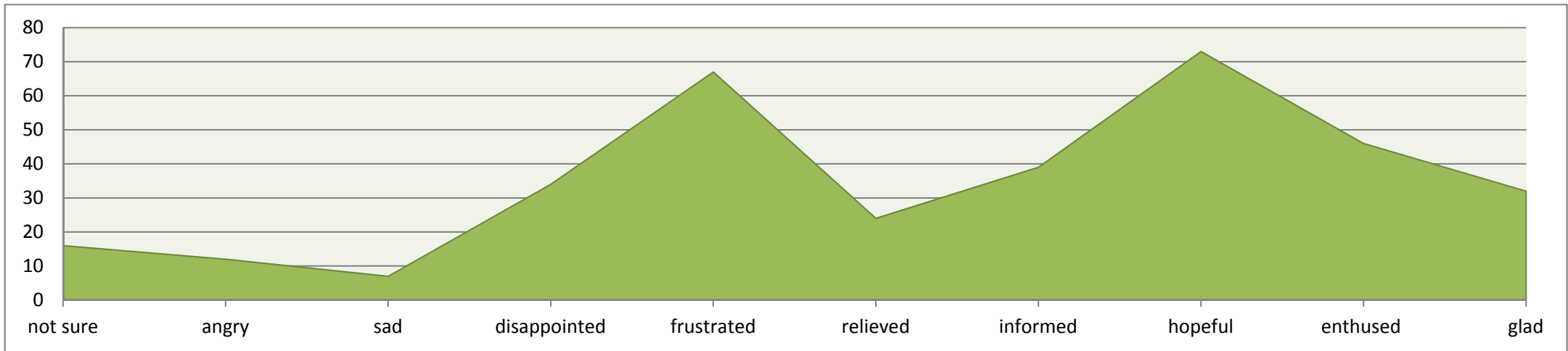
Engagement

The emotional temperature of the organisation and the key themes relating to these emotions. Reveals the breadth of people's experience from angry and frustrated through to involved and enthused.

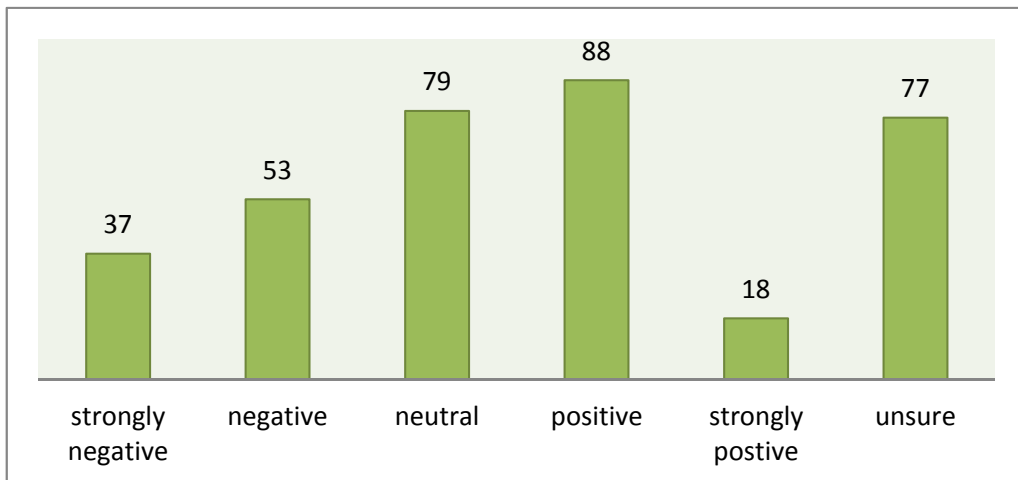
Engagement: emotional tone and business themes



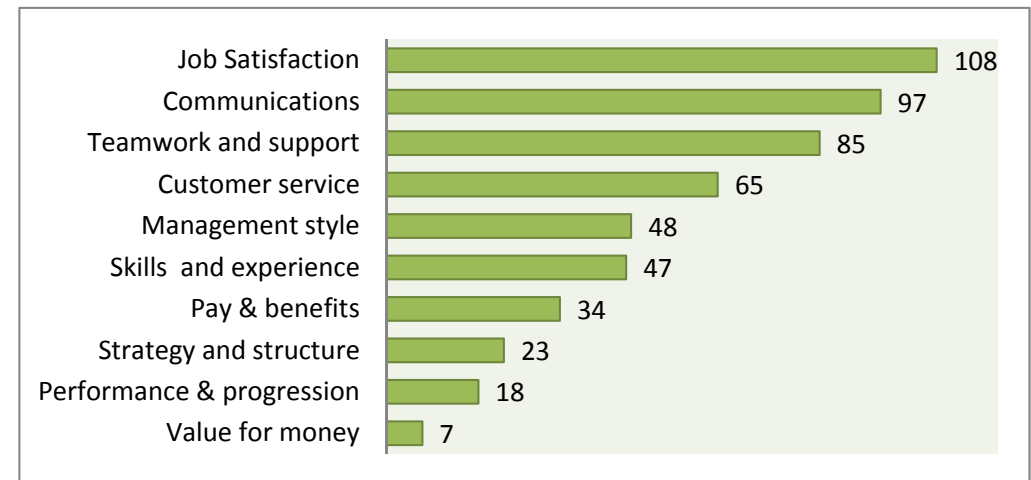
How did what you have just described make you feel?



How the experience was described



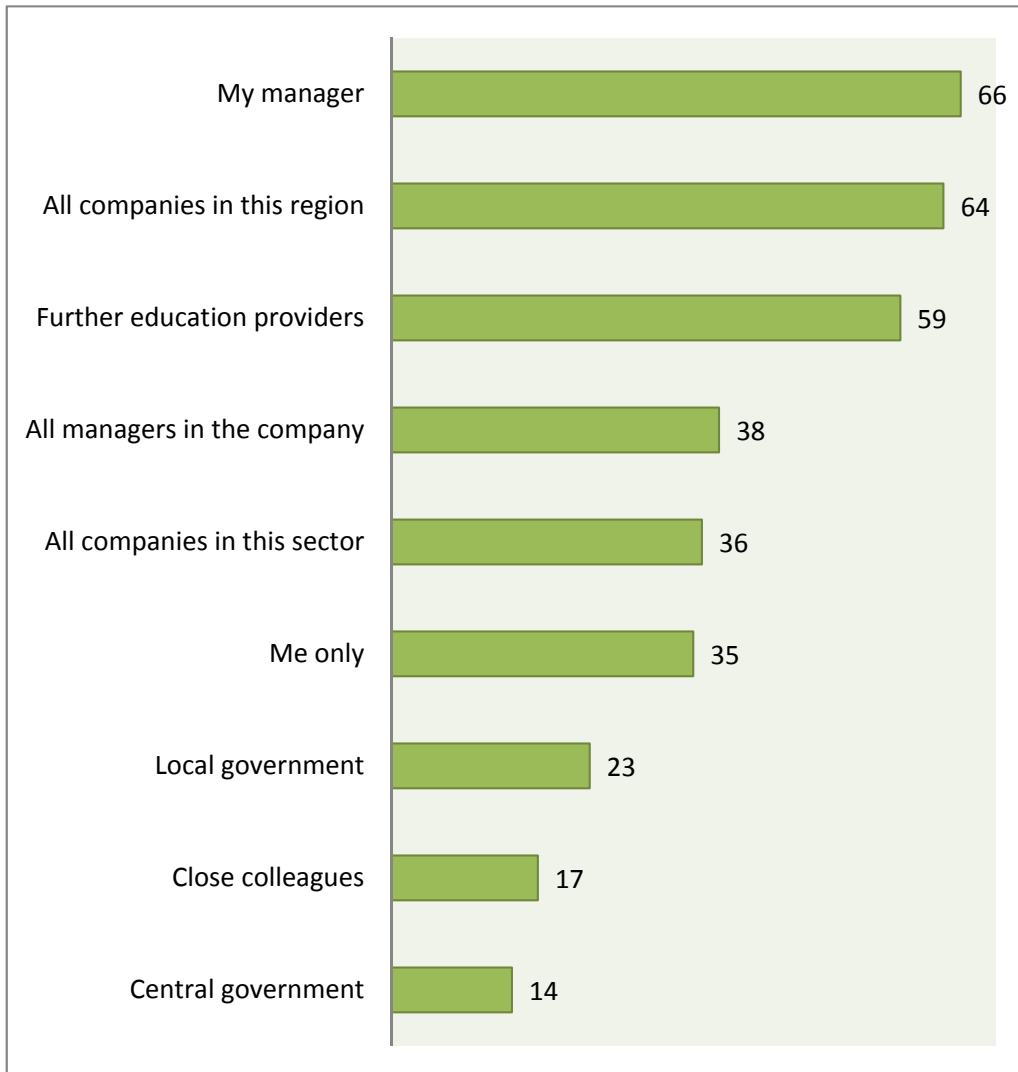
Main themes in the narrative (multiple options)



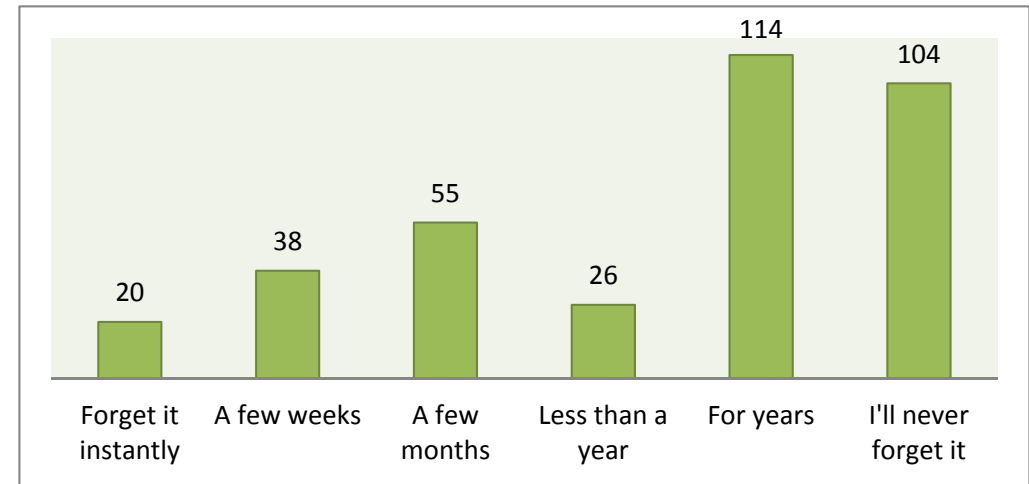
Engagement: context of responses



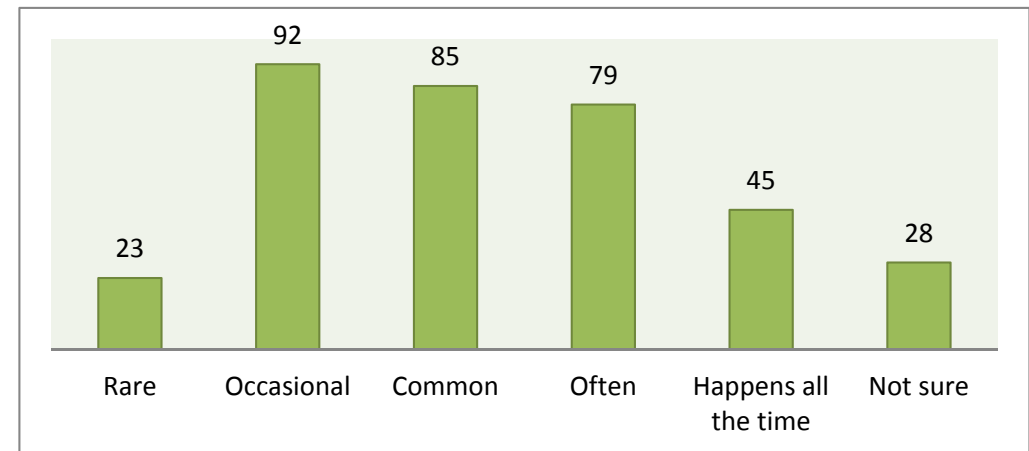
Who needs to pay attention or do something about your information?



For how long will you remember the information you have provided?



How common is what you have described?





Agility

Indicates how people assess the nimbleness of the company. Is it seen as frozen and unable to change? In chaos – trying many things and hoping something works? Or appropriately adaptive to the unfolding context?

Agility: summary



| | Frozen | Adaptive | Chaotic |
|--|--------|----------|---------|
| 1. Taking the initiative in my business is | | | |
| 2. Contributing to the direction my company takes is | | | |
| 3. The vision my company aspires to | | | |
| 4. The people shaping the future of the company | | | |
| 5. The aims and objectives of my job | | | |
| 6. Thinking and planning for the future in my company is | | | |
| 7. Information about where we are going as a company | | | |
| 8. Vision in our company is best described as | | | |

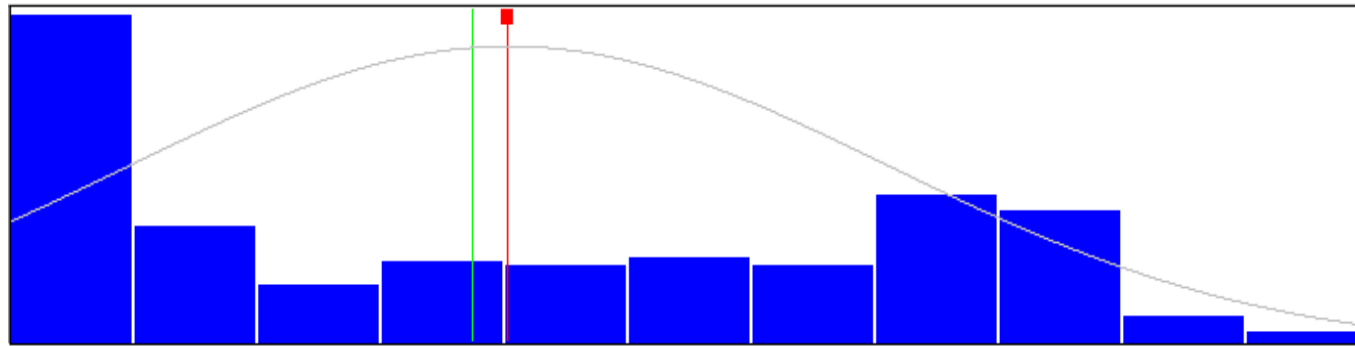
Comments:

- No disparaging personal comments were made and consequently no narrative or other information has been deleted from the survey data set.
- Response rates for staff in Northampton and Swindon were lower than the rates for Leeds.
- A number of staff declined to provide demographic information. The highest proportion was for gender, with almost 10% declining to provide this information.
- We have assumed that staff have provided all other information accurately and honestly.



1. Taking the initiative in my business is:

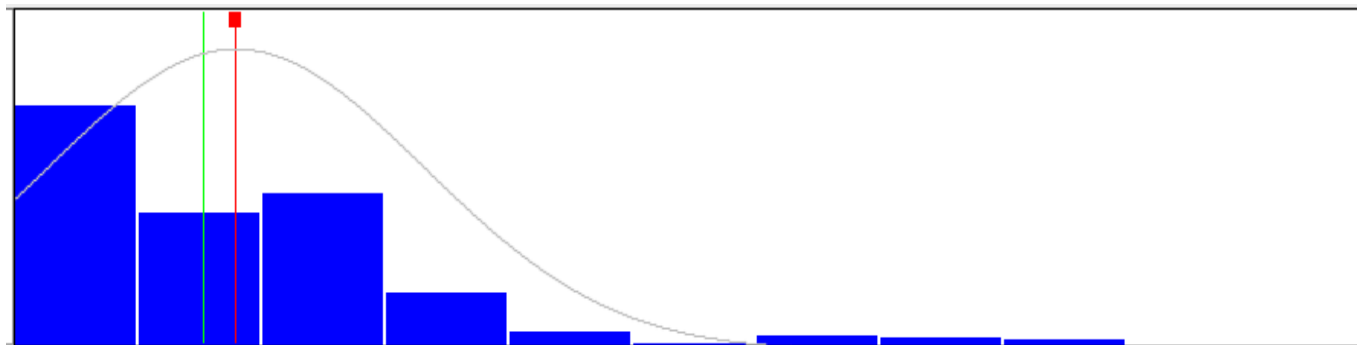
Too structured and controlled, no room for flexibility or individual thought



A free for all – people do what they want, when they want

2. Contributing to the direction my company takes is:

Pointless. Decisions have already been made and consultation is just a ritual

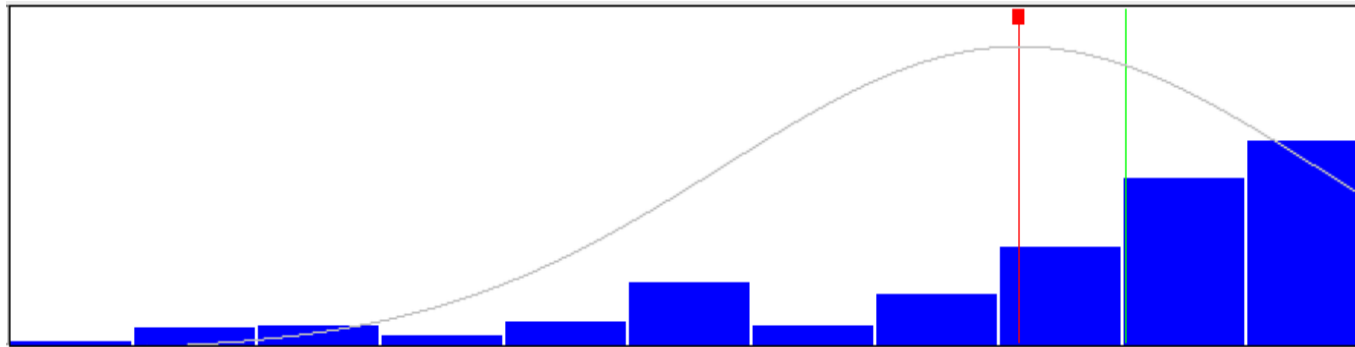


A complete mess; all opinions are accepted without challenge



3. The vision my company aspires to:

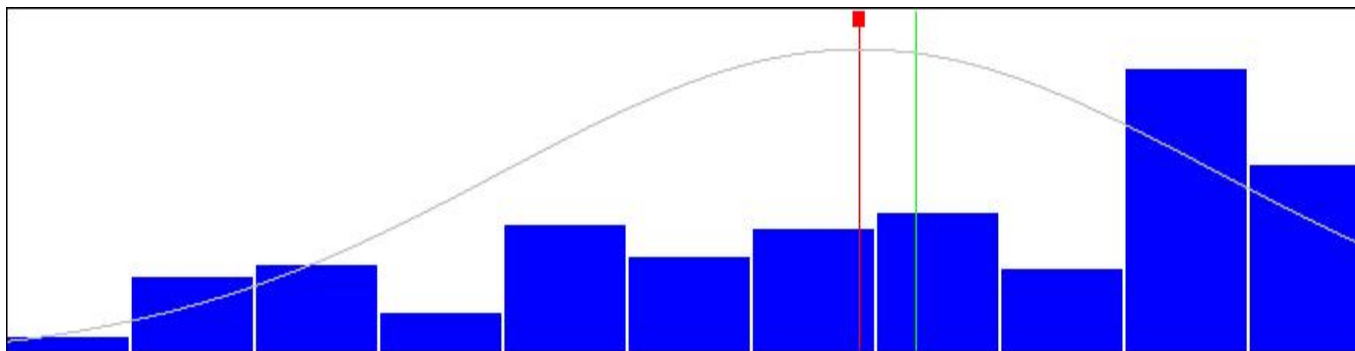
Isn't radical enough to keep up with other organisations in our sector



Is too far in the future to connect with where we are today

4. The people shaping the future of the company:

Don't have enough time or seniority to do it justice

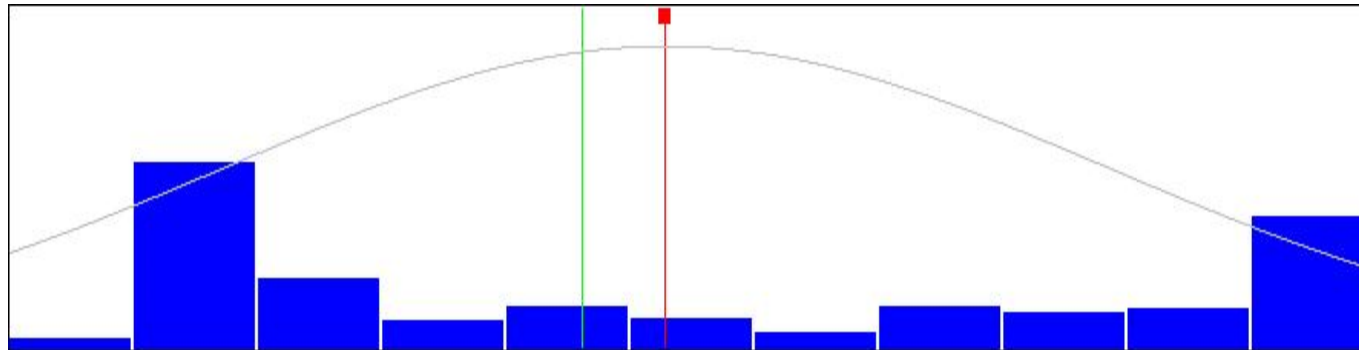


Spend too much time on day to day issues



5. The aims and objectives of my job:

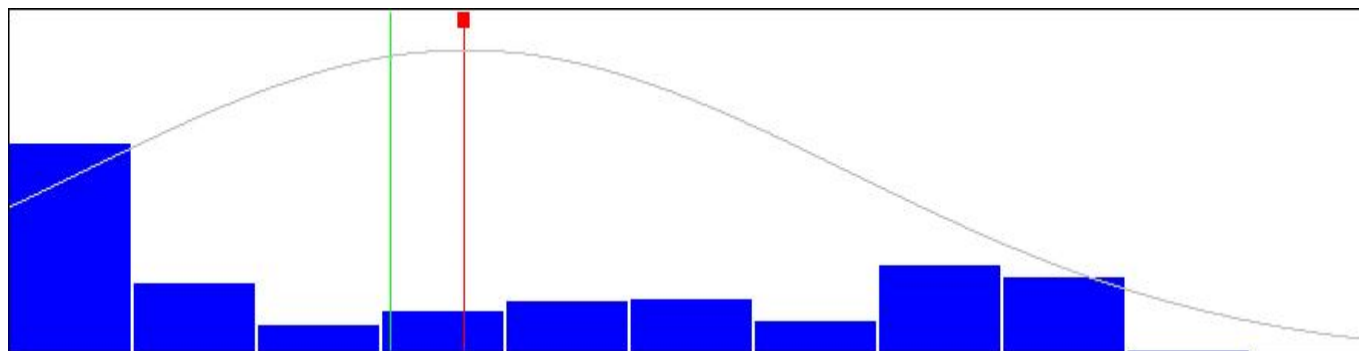
Have not been made clear to me or my colleagues



Don't keep up with the changing needs of my customers

6. Thinking and planning for the future in my company is:

Completely over the top – too much thinking and not enough action

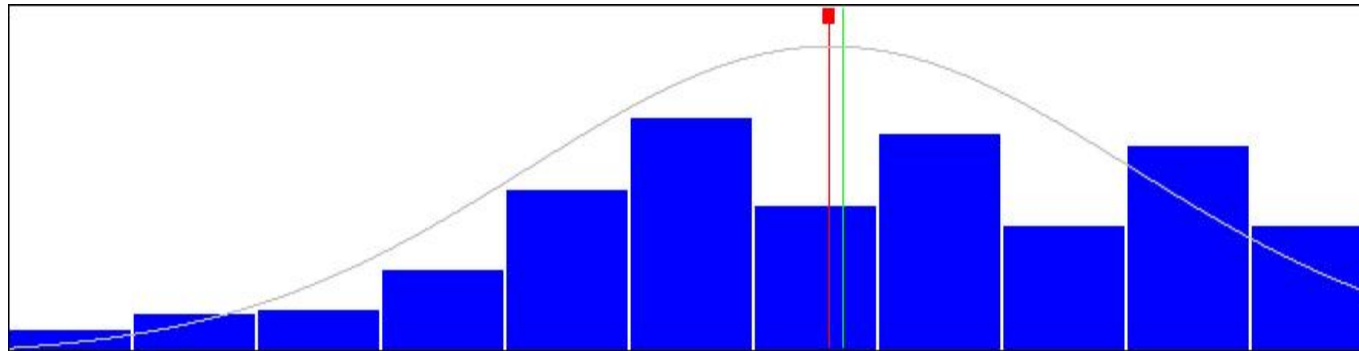


An untidy mess – new projects are kicked off without being thought through



7. Information about where we are going as a company:

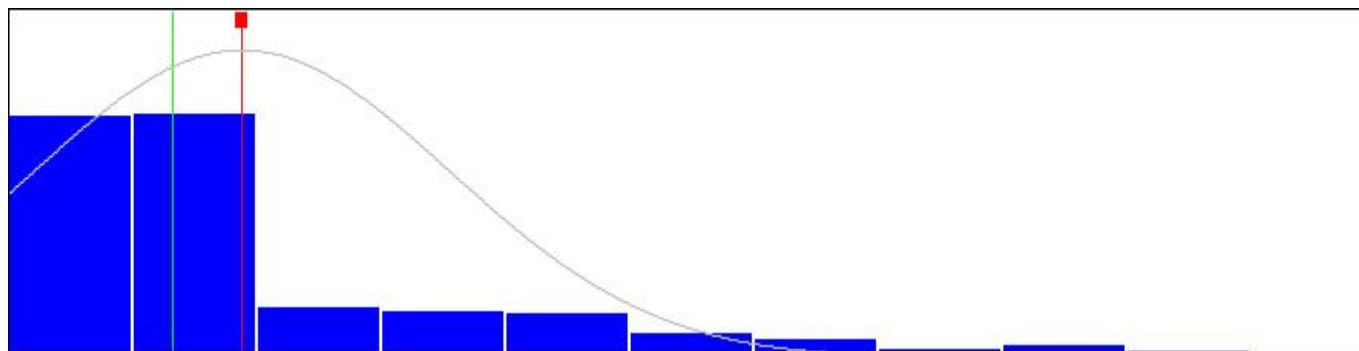
Is rammed down our throats at every meeting and posters are on every noticeboard



Is only available to the chosen few

8. Vision in our company is best described as:

A flavour of the month - keep your head down until it passes



The same today as it was five years ago



Resilience

Indicates the balance, or imbalance, of effort in the management of multiple time horizons: operational delivery, adapting to a changing environment and identifying and seizing new opportunities



Resilience - working across multiple time horizons

Any organisation chooses to invest energy and resources across multiple time horizons in order to create the conditions to ensure its commercial survival. We characterise these time horizons as follows :

Identifying and seizing opportunities. This is the capability to look into the future and identify markets, products, services and business opportunities that do not currently exist. The level of investment in this activity, and its distribution throughout the hierarchy, will be determined mainly by habit and choice. The type of change requires a willingness to experiment, and the capacity for innovation and invention.

Creating adaptability and flexibility. Having identified future opportunities energy must be invested in ensuring that the managerial and technical capability exists to convert them into actions and deliver results. At the same time the organisation must also be capable of maintaining itself by responding to changes in its political, economic, social and technical environments. The types of change emphasised here are copying, cutting, improving – which translate into personal and organisational qualities such as awareness, nimbleness and the capacity for learning new skills.

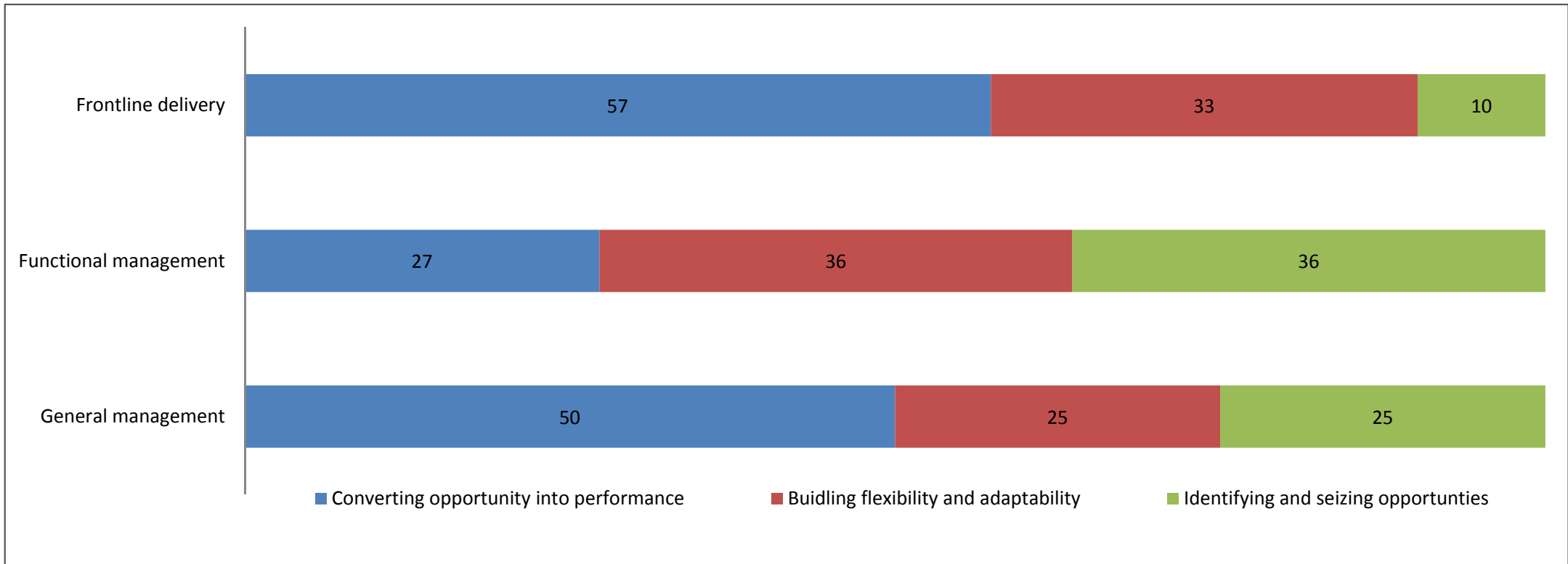
Converting opportunity into performance. This is delivery - requires the organisational capability to manage the creation of action and results. Basic concerns are efficiency and effectiveness, requiring the ability to focus energy and attention and engage committed action.

It seems as if every organisation establishes, either explicitly or implicitly, either by design or default, the overall blend of the three strategic themes deemed necessary to deliver the commitments made to stakeholders. However, the organisational blend needs translating into day-to-day reality, and this, we believe, is the central task for management – or indeed for any change creating team.





Resilience - working across multiple time horizons



Comments

- General management show almost as much focus on converting opportunity into performance as do frontline delivery
- Functional management show a greater emphasis on identifying and seizing opportunities than any other group
- Relatively little focus on identifying and seizing new opportunities from frontline delivery could suggest that people are overly focused on results today – at the expense of opportunities for tomorrow?



Coherence

The blend of energy and resources invested in four domains of organisational effectiveness: the strategic direction of the company; business processes and systems; the working climate and the development potential of the workforce



The 4Cs of organisational effectiveness

The 4Cs model describes multiple perspectives you can choose to describe the effectiveness of an organisation.

These perspectives are generated by the interaction of two views about the make up of organisations with two modes of creating change. In terms of how they are made up, organisations can be seen as collections of individuals – with theories derived from psychology used to guide understanding or they can be viewed as an entity in their own right – and so anthropology is more of a guide. Modes of change can be either behavioural, where carrot and stick incentives are used to influence behaviour or they can be structural, where behaviour is shaped more obliquely – bonus schemes often influence executive decision making for example.

In four box style this gives us four windows on the world – each one emphasising different values and beliefs, different notions of cause and effect, different choices about where best to invest your attention when influencing others and creating change:

Context - medium to long term vision, and the structures established in order to move towards it

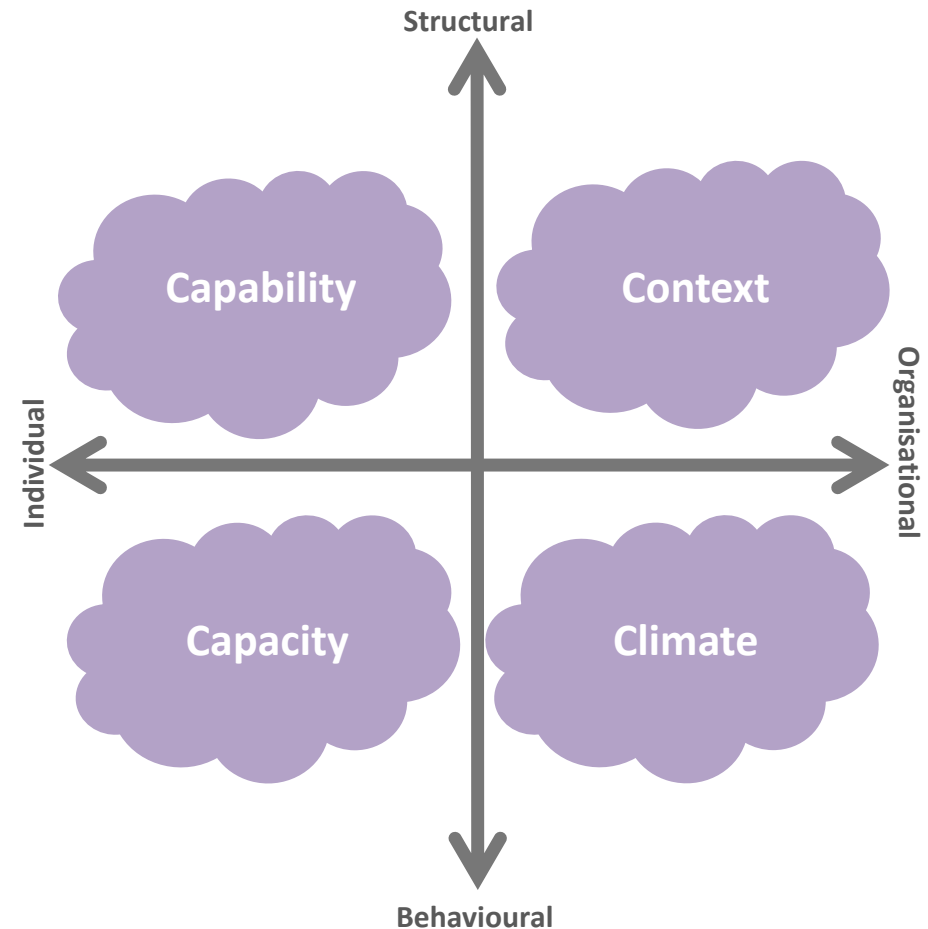
Climate – patterns of interactions and relationships, management style

Capacity – the tapped and untapped potential of the workforce

Capability – the ability to build shared knowledge and skills

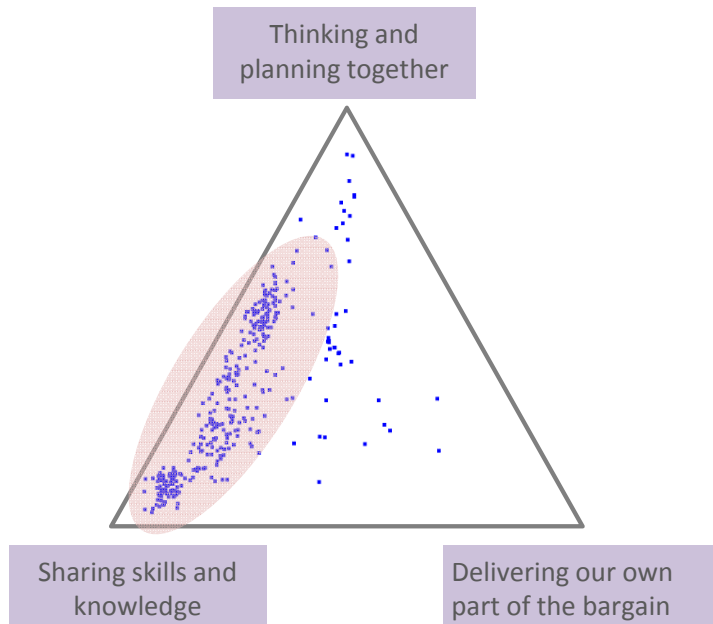
Interpreting the triangles:

- The points represent the positions where people placed the dots in the survey.
- The patterns formed by the points can be interpreted to help understand how people in the organisation feel about a particular question.
- Where obvious ‘clusters’ of points are evident, they have been highlighted.
- Different views, outliers, weak signals and emerging patterns can be identified.





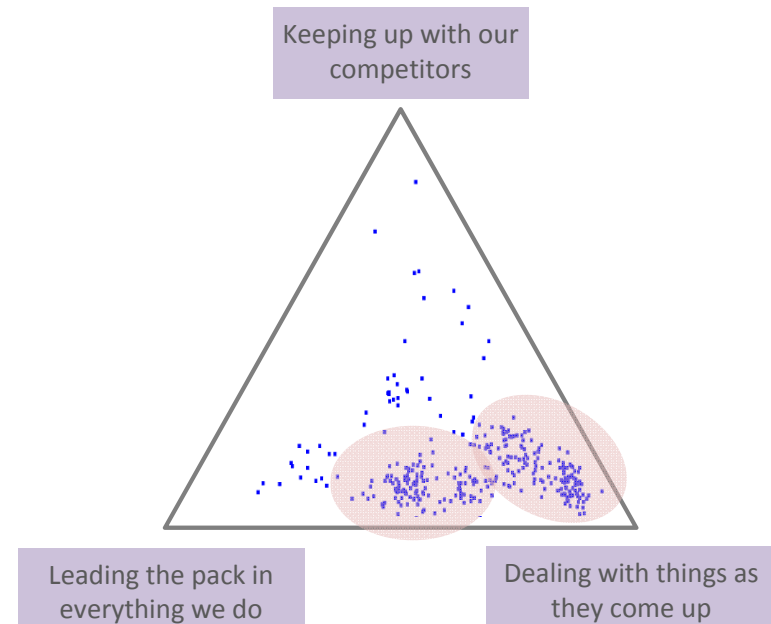
1. How would you characterise the relationship you have with your suppliers and customers?



Comments

- The main cluster ranges along the axis between “sharing skills and knowledge” and “thinking and planning together”
- Replies are away from the apex showing delivering our part of the bargain.

2. The way we make progress in this company is by:

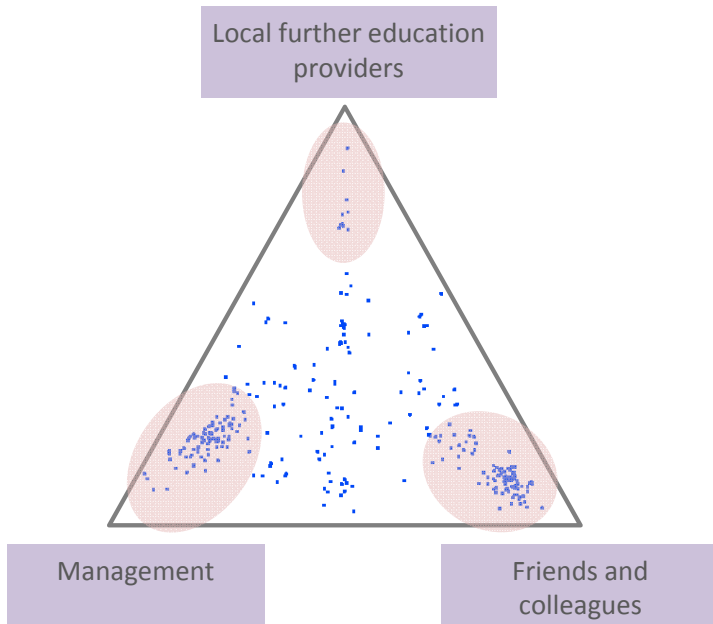


Comments

- There is a clear cluster very close to “dealing with things as they come up” and a secondary cluster midway between here and “leading the pack in everything we do” - does this suggest a fairly improvisational approach to change?



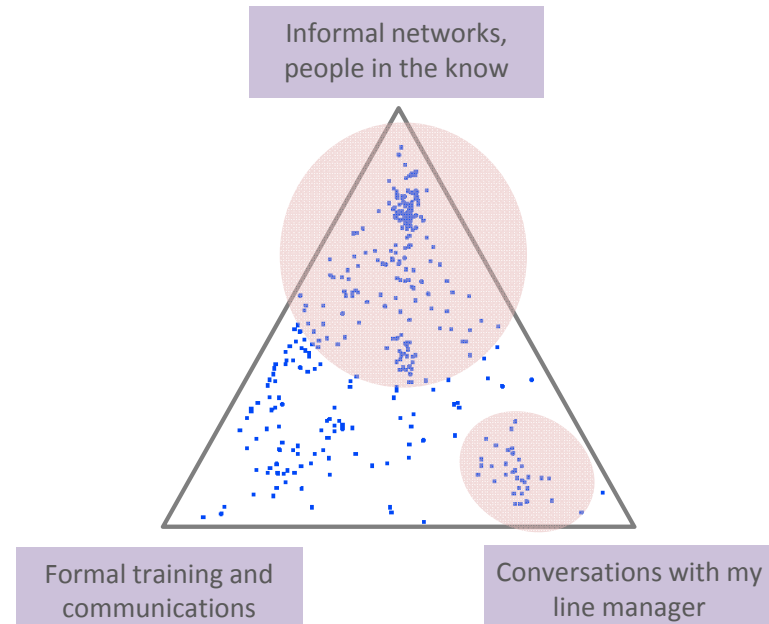
3. For support in dealing with difficult business situations I turn to:



Comments

- Each point of the triad has attracted its own cluster of responses suggesting there a range of relationships and support resources to call upon. Of the three options “local further education providers attracted the smallest amount of support.

4. I get the information I need to do my job from:

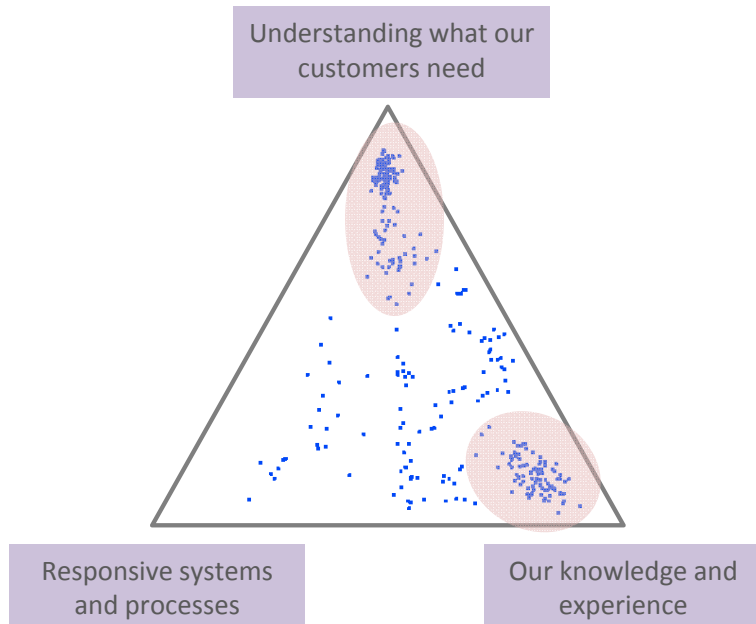


Comments

- The large cluster of responses weighted towards “informal networks, people in the know” combined with the smaller cluster near “conversations with my line manager” give an indication of the contribution that relationships – both formal and informal - make to organisational life



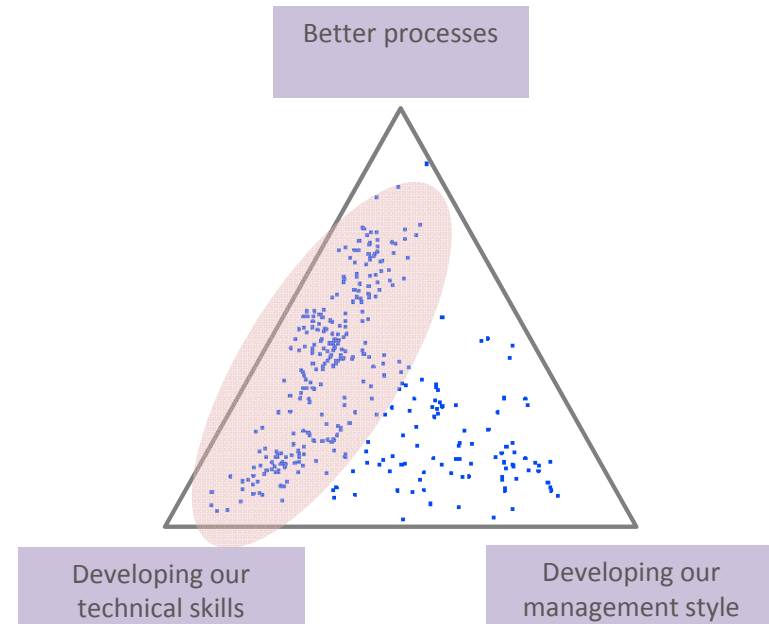
5. What differentiates us from the competition is:



Comments

- There are two main clusters: “understanding what our customers need” and “our knowledge and experience”.
- “Responsive systems and processes” gets the least support suggesting that this is an area for uncovering improvement opportunities

6. The path to success in our company is through:

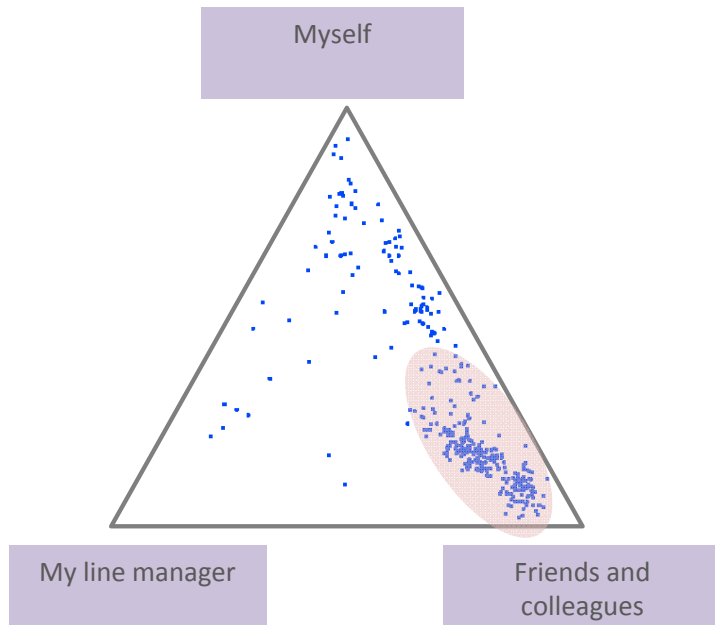


Comments

- The overall weight of responses is along the axis connecting “better processes” and “developing our technical skills”
- In relation to the other two points of the triad “developing our management style” attracts fewer responses – is there something to explore here?



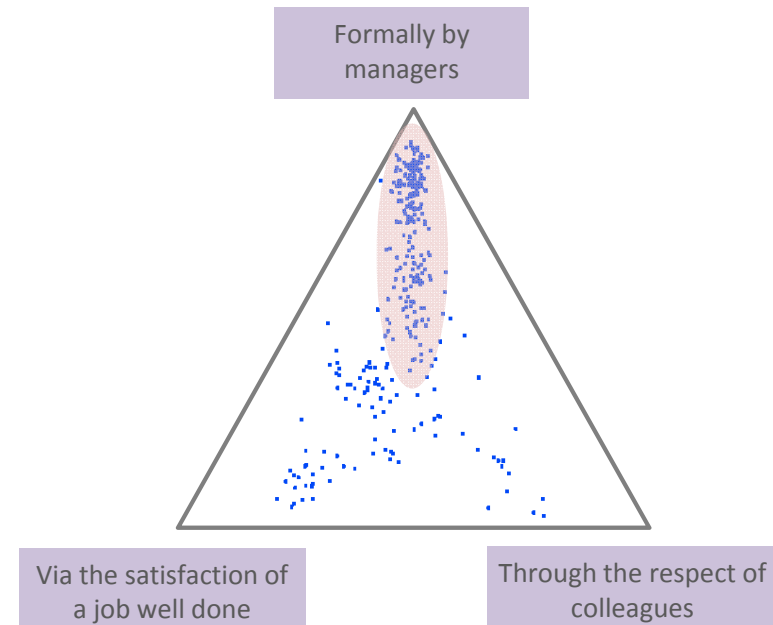
7. When dealing with tough colleague situations I can trust:



Comments

- Responses are towards “friends and colleagues” suggesting the informal network is a thriving resource for the organisation.
- Interesting contrast with the relative lack of responses for turning to “my line manager” when compared with triad 3.

8. People’s positive contributions are recognised:



Comments

- One clear cluster ranged near to recognition primarily coming “formally by managers” – again interesting to compare and contrast these responses with triads 3 and 7.

The overall findings provide confidence that the training, communication and engagement strategy has been successful in communicating the initial high level, messages with regard to the initiative. However, it also clear that there are still some parts of the business such as HR which appear to have a relatively superficial understanding and awareness and that further efforts to engage with them are required. Similarly central sales have not been involved in the survey and it is felt that these should be invited to take part on the next one.

A consistent theme is that of embedding and sustaining sub-initiatives and outcomes. For example many respondents still do not have a clear sense of how all of this impacts on their job and are sceptical about whether initiatives associated with lean, value and quality will translate into enduring practice. This would indicate that the enabling strategies must focus on providing support to embedding, sustaining and

anchoring new ways of working with regard to behaviours and processes etc. and that this must also be a key focus of the engagement teams over the next few months.

This implies more than a simple communications exercise, it will require a coherent and multifaceted strategy with regard to creating an infrastructure which will enable the changes to be embedded and will cover such things as the role of managers as coaches in the areas of lean, value and quality, the role of problem finding teams in embedding their initiatives, methods of initiating and embedding significant process change and the role of senior managers in leading and empowering others to make changes.

The strategy will also need to include and account for the need to swiftly turn attention to supporting and enabling communities such as team leaders and project managers to adopt and reinforce the new ways of working as we progress.

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