



Organisation Analysis



Organisation Analysis is a generic term that is applied to investigations and collection of data that throw light on causes of problems or opportunities for improvement. The word organisation in this context can mean a couple of things. First is the way the organisation is structured formally (the way it is pictured on the organisation chart) and the informal ways that networks develop beyond the formal structure. Secondly it refers to the way in which activities are organised in terms of processes, projects and change management.

Analysis can take various forms but the purpose is always to collect relevant data, which will facilitate sound management decisions. The first question to be answered is always “what issue is causing concern?”, and the answer will determine the kind of analysis to be used. The table below gives an overview of the kind of analyses we can do at Rainmaker, and the kind of issues for which they are most appropriate.

Method	Use
Appreciative Inquiry	Studies and records performance at its best and uses the data to proliferate and improve high performance. Will lead to a variety of decisions all of which concern uplifting performance.
Organisation Architecture	Compares current design against organisation goals and looks for areas where gaps (white space) and disconnections may cause sub-optimisation. Leads to decisions about structure and ways of managing characteristics that may potentially cause issues.
Organisation Design	Studies the way roles are structured and how they collectively meet the purpose of the function of which they are a part. Leads to decisions about job content and objective setting.
Organisation Alignment	Looks at the extent to which the organisation’s purpose and direction are known at all levels, and the extent to which each employee’s objectives reflect and contribute to that purpose. Leads to alignment decisions which will include provision of effective leadership, methods for setting and aligning objectives and review processes.
Team effectiveness	Studies the extent to which team members share common purpose and direction and are aligned. Looks at the dynamics of the team in context with its history and maturity. Leads to decisions about how to improve team performance.
Process Effectiveness	Detailed analysis of how work streams break down into discrete tasks and the issues that arise. Leads to decisions about how to organise work streams so as to optimise performance and reduce problems.

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