

Implications - So What?



How does your ideal organisation compare with your actual organisation?

In which Quadrant are there the greater differences?

What can you do about your actual organisation more like your ideal organisation?
(Assuming you want to!)

Where is your ideal position compared with colleagues?

What does this all mean? For:

The Organisation's Purpose:

Your Clients:

Interaction and relationships within the organisation:

Task Performance:

Your relationships with colleagues:

What do you need to do now?

Organisational Preferences



Organisational Preferences Questionnaire



For each of the questions below allocate a **total** of 10 points to reflect your preference for what you think organisations should **ideally be**. The points can be allocated in any way you think fit, e.g. A.0 B.5 C.3 D.2. Now cover up your scores for your ideal organisation. Next allocate a total of 10 points to what you think your organisation **actually is**, e.g. A.2 B.4 C.4 D.0. To get a meaningful result, please ensure your choices total 10 for each question (ideal and actual).

Ideal	Actual	1	VALUES - Your organisation should/does concentrate on being:
		A	Competitive and expansive
		B	Competent and confident
		C	Caring and helpful
		D	Responsive to its clients (inside and outside the organisation)
Ideal	Actual	2	PURPOSE - The organisation should/does exist to:
		A	Satisfy its customers stakeholders, shareholders and all those with vested interests
		B	Produce goods or services as efficiently as possible
		C	Be the best, the market leader
		D	Keep those who work within the organisation satisfied and well rewarded
Ideal	Actual	3	STRUCTURES - The organisational structure should be/is:
		A	Well organised but friendly and open
		B	Flexible and changing to meet different challenges in the market
		C	Clearly defined with a central leader so that people can know exactly what they have to do
		D	Open and fairly de-centralised, with loosely defined roles so customer and/or market needs can be responded to quickly
Ideal	Actual	4	PROCESSES - Work should be/is judged on the basis of:
		A	Skill and expertise in performing the task
		B	Contribution to achieve greater market share, growth, competitiveness
		C	Fitting in with, and contributing to the work of others
		D	Developing the individual's capabilities to make sure customer/client needs can be met
Ideal	Actual	5	COMMUNICATION in the organisation should be/is:
		A	Reasonably open and fairly non-hierarchical so it can respond quickly
		B	Concerned with improving personal relationships between people and building teams
		C	Governed by work considerations to maximise efficiency and quality
		D	Based on analysis of the information needs of people to achieve their goals

Making Sense of the Map



The Shape

The map gives your personal view of how you would like your ideal organisation to operate, and illustrates how closely (or otherwise) your present organisation fits with that view. If the two shapes are very similar or coincide, you probably see the present organisation as your ideal. If the two shapes are dissimilar, this means the opposite - your view of your present organisation is that it is very far from being ideal. You may have two shapes that coincide in some quadrants and are more different in others, meaning the 'fit' is good in some quadrants and poor in others.

Good and Poor fit

Look at each quadrant in turn - whether the ideal and actual coincide or not. In the quadrants where there is a good fit, what do you need to do to maintain that? What do you need to do to improve that?

- Keep doing
- Start doing
- Stop doing

Where there is a poor/indifferent fit, how can you improve the situation? What do you need to do to improve that?

- Keep doing
- Start doing
- Stop doing

Particular issues

You can also look at the differences in the scores for the individual questions, see page 4. This can give you insight into whether the fit - or lack of it - is in all the areas covered by the questions, e.g. values, purpose, structures, and so on, or whether it is only on some questions that there is a discrepancy between what you would like, and what you have. Differences in either direction of 0-2 are not significant. A difference in the scoring of 3 indicates a slight lack of fit, 4-5 shows some lack of fit, and 6+ indicates a significant/marked lack of fit.

What is appropriate?

So far you have given your view of what the organisation is like/ought to be like. Think now of its context, its market, its customers/clients, staff and processes - what would be **appropriate** in each Quadrant? For example, a retail outlet needs to be very focused on both Quadrant 1 (clients) and on Quadrant 2 (competition, market), so it would be appropriate to have a high score in these Quadrants. Perhaps it would be appropriate for Quadrant 3 and 4 to be moderate to high. So now score two things: (1) what is appropriate for your organisation, and (2) how you would rate it as present. These two scores identify the gap between where your organisation needs to be, and where it is at present.

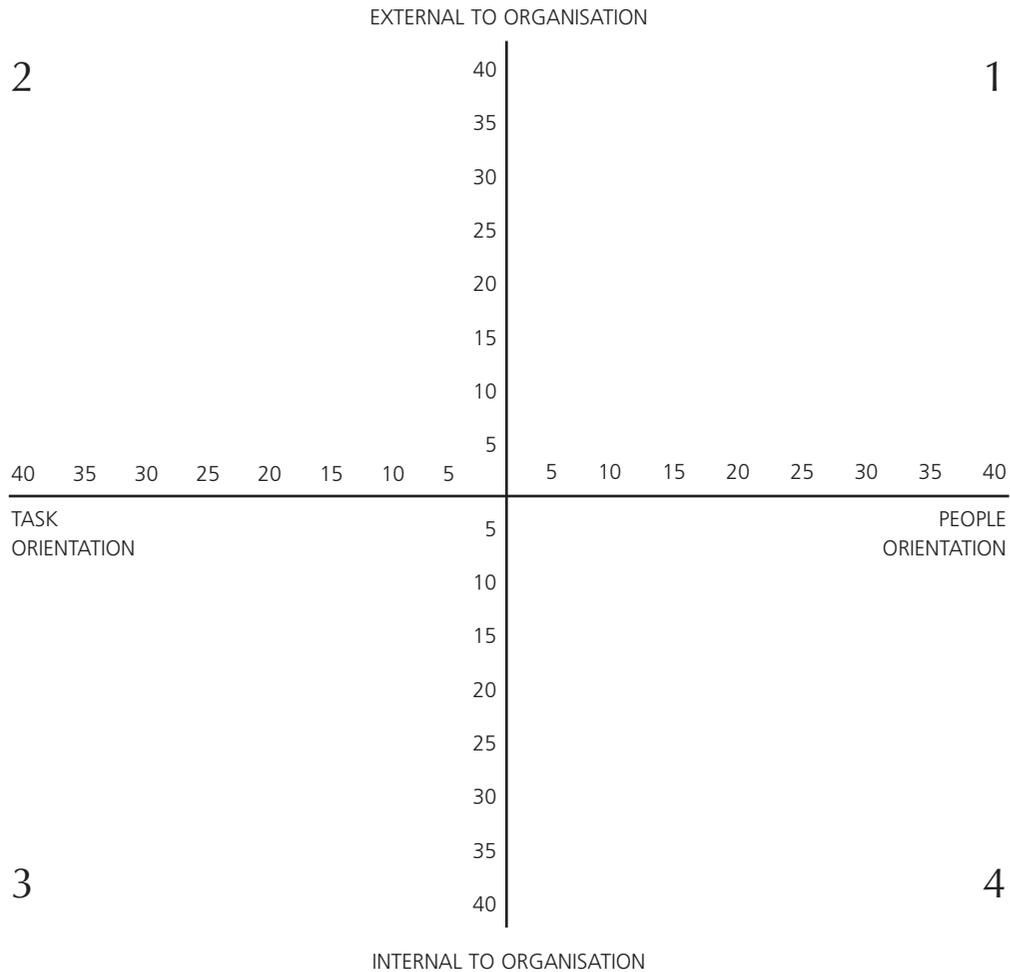
The next step

You have had a chance to score and analyze your own views about the organisation, now you can ask other people for their views. Talk about your map and the fit between your ideal and actual organisation. Do they agree with your views? If not, how do their opinions differ? What will or can you do about the differences? What about the gap between what is appropriate and present reality?

Organisational Preferences Map



Plot scores for your ideal organisation and your actual organisation, e.g. if you get 19 for Quadrant 1, plot 19 on both the external and people dimensions, and put a cross at the point where they intersect. Plot and connect all your ideal scores, then plot and connect all your actual scores. We suggest you use the contrasting colours of red for **ideal** and black for **actual**, so you can easily read the two shapes.



Ideal _____
Actual _____

Ideal	Actual	6	INDIVIDUALITY - in the organisation should be/is:
		A	Respected but subordinated in order to do the job required of that person
		B	Developed within the framework of the team and other personalities
		C	Encouraged and developed as a matter of principle
		D	Seen in the wider context of the organisation's overall purpose
Ideal	Actual	7	REWARDS - should be/are allocated on the basis of:
		A	Performance and competency
		B	Achievement of objectives: no matter how they are reached
		C	The person's seniority or position within the organisation
		D	More or less socially just and fair distribution but allowing for individual flair and/or needs
Ideal	Actual	8	DECISION MAKING - should be/is on the basis of:
		A	Fully detailed and objective analysis of the facts
		B	Careful sounding out of the views and opinions of those concerned
		C	An appraisal of alternative potential options
		D	Individual insight and judgement. How it affects customers and our broader community responsibilities
Ideal	Actual	9	RELATIONSHIPS - in the organisation should be/are:
		A	Fairly impersonal and work orientated
		B	Personal, friendly and helpful
		C	Open enough to facilitate exchange of views and information
		D	Whatever individuals want them to be
Ideal	Actual	10	THE CRITERIA - for judging the success of the organisation should be/are:
		A	Its market share
		B	Its return on assets
		C	Its concern for individuals and people in general
		D	How well it serves society and clients

Please note that profitability has been excluded because it can be used as a measure of a number of very different things.

Finally, please complete the following sentence in not more than 5 words. Write anything you like.

My Ideal organisation is: _____

Ideal Organisation



Think of an organisation where you have enjoyed working very much. Describe it: e.g. its name, its location, how many people it employed, and when you worked there.

What did you enjoy most about working here?

What was its purpose?

How did it do its work?

How did people get on with each other?

Which of the above would you like to see in your organisation now?

In what ways does your present organisation differ from the other organisation?

What would your ideal organisation be like?

Organisational Preferences: Scoring



The questionnaire measures your preferences on the two dimensions from the Organisational Quadrant model: the EXTERNAL/INTERNAL and TASK/PEOPLE. It will help you see your orientation and whether you think your organisation has the same or similar orientation or not. If it widely different you may find it difficult to work happily within its culture. For each question put your score for the corresponding letter in the table for both your ideal and actual organisations. Add up each column and enter the total in the appropriate Quadrant on the chart.

Quadrant 2					Quadrant 1				
QU.		IDEAL	ACTUAL	DIFF.	QU.		IDEAL	ACTUAL	DIFF.
1	Values	A			1	Values	D		
2	Purpose	C			2	Purpose	A		
3	Structure	B			3	Structure	D		
4	Processes	B			4	Processes	D		
5	Communic.	D			5	Communic.	A		
6	Individ.	D			6	Individ.	C		
7	Rewards	B			7	Rewards	D		
8	Decisions	C			8	Decisions	D		
9	Relations	C			9	Relations	D		
10	Criteria	A			10	Criteria	D		
Totals Quadrant 2					Totals Quadrant 1				
1	Values	B			1	Values	C		
2	Purpose	B			2	Purpose	D		
3	Structure	C			3	Structure	A		
4	Processes	A			4	Processes	C		
5	Communic.	C			5	Communic.	B		
6	Individ.	A			6	Individ.	B		
7	Rewards	A			7	Rewards	C		
8	Decisions	A			8	Decisions	B		
9	Relations	A			9	Relations	B		
10	Criteria	B			10	Criteria	C		
Totals Quadrant 3					Totals Quadrant 4				

Quadrant 3

Quadrant 4

Consider your major ideal preference areas. People with preferences for each quadrant usually prefer different organisational environments, for example:

- | | |
|----------------------|--------------------------------|
| 1. (External/People) | Flexible, artistic, responsive |
| 2. (External/Task) | Power, control, competence |
| 3. (Internal/Task) | Stable, impersonal, detached |
| 4. (Internal/People) | Receptive, tranquil, social |