

Værktøj til valg af forandringsstrategi

- Instruktion -

Udfyld spørgeskemaet for én virksomhed. Først individuelt.
Dernæst diskussion i gruppen indtil enighed.

Giv følgende point:

- +1 = Agree
- + ¾ = Partly agree
- 0 = Neither nor
- ¾ = Partly disagree
- 1 = Disagree

Beregn "fit" for hver approach efter nedenstående former. Alle tal i formlerne svarer til et spørgsmålsnummer i spørgeskemaet.
Tallet "2" bruges dog kun til at angive en fordoblet vægt:

BPR-strategi

$$(+4 - 2*5 - 18 - 19) / 5 * 100$$

4	-2*5	-18	-19
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Tilvalgs-strategi

$$(+11 + 12 + 13) / 3 * 100$$

11	12	13
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Socialiserings-strategi

$$(+12 - 16 + 24 + 25) / 4 * 100$$

12	-16	24	25
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Specialistdrevet strategi

$$(+2*7 - 14) / 3 * 100$$

2*7	-14
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Udforskende strategi

$$(+3 - 6 + 28) / 3 * 100$$

3	-6	28
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Ledelsesdrevet strategi

$$(+20 + 22 + 26) / 3 * 100$$

20	22	26
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Medarbejderdrevet strategi

$$(+2*10 + 2*15 + 27) / 5 * 100$$

2*10	2*15	27
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Lærende strategi

$$(+24 + 29) / 2 * 100$$

24	29
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Målingsdrevet strategi

$$(-3 - 21 + 31 + 2*32) / 5 * 100$$

-3	-21	+31	2*32
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Producerende strategi

$$(-3 + 8 + 23) / 3 * 100$$

-3	8	23
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Eksempel:

Producerende strategi

$$(-3 + 8 + 23) / 3 * 100$$

-3/4	1	3/4
-3	8	23

Svaret på spørgsmål 3 er partly disagree, dvs. at vi skriver “-3/4” i det første felt. Svaret på spørgsmål 8 er agree, dvs. at vi skriver “1” i det andet felt. Svaret på spørgsmål 23 er partly agree, dvs. at vi skriver “3/4” i det tredje felt.

Beregningen lyder nu:

$$\begin{aligned} & - - \frac{3}{4} + 1 + \frac{3}{4} \\ & = 2,5 / 3 * 100 \\ & = 83\% \text{ fit} \end{aligned}$$

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Kun til brug ifm bogen ”Robust Organisationsforandring”

Alle rettigheder forbeholdes

Må ikke kopieres eller distribueres

Assertions / Statements	Agree	Partly agree	Neither nor	Partly disagree	Disagree
The Organization and Context					
3 - The organizational context is very dynamic and demands frequent changes					
4 - Too little is happening here - we have grounded to a halt					
5 - The organization is doing well and earning a lot of money					
6 - There is need for coordination across the organization					
7 -The work here is quite complex and dependent on specialized knowledge					
8 - We have knowledge and skill that could be used in a more optimal way through economics-of-scale and uniform processes					
The Employees					
10 - The best ideas for changes comes from the bottom of the organization					
11 - Our employees are self aware and always have an opinion					
12 - We have very knowledgeable employees that knows their area well					
13 - There are vast differences between what one and another employee do					
14 - We are dependent on knowledge and specialists from outside					
15 - Organizational changes often happens without our (managements) contribution but with our accept					
16 - We have unhealthy power struggles and signs of bad chemistry between people					
Change in the Organization					
18 - We often makes changes					
19 - The changes we initiate always succeed					
20 - Right now we need change to happen fast					
21 - Right now there is a lot of disagreement about what needs to be changed and what direction we should take					
22 - It is primarily organizational structures that needs to be changed					
23 - It is primarily complex workflows that needs to be changed					
24 - It is primarily attitudes and social relations that needs to be changed <u>in the future</u>					
25 - <u>Until now</u> it is the work with social relations that has created change					
26 - In the past we have had success in requiring or dictating change					
27 - The results of change is much more important than the change process					
28 - We have a specific (and separate) part of the organization that takes care of exploring new things					
29 - We always gets experience and "best practices" diffused to new employees and new projects					
Metrics					
31 - We have a metrics program today - and we use the results					
32 - It is completely possible to measure the outcome or result of change					