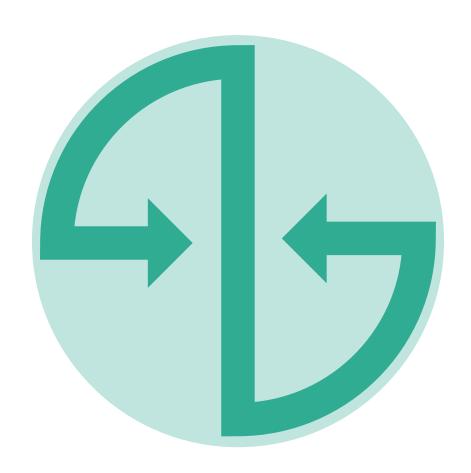# Capacity for Change

"

If you want to change the culture, you will have to start by changing the organization.

MARY DOUGLAS

What's it all about?

There is little point in having bright ideas about the future if your business or enterprise is not in a position to act on them. This tool derives from a number of big ideas from the organisational development field. It includes thinking from the likes of Henry Mintzberg, Peter Druker, Warner Burke and George Litwin. It is also supported by the experiences of a wide range of managers and leaders. To consider how your business or enterprise might take advantage of its future opportunities, you need to review and strengthen four key areas:

1. Structure

2. People

3. Processes

What's it for?

The purpose of undertaking a capacity to change review is to give you confidence that you are building on the strengths of your business. To assess your capacity to move towards your vision for the future, there are a number of guiding principles under each of the four areas that you can use.

Structure:

- Your team/s or departments are aligned with the core phases in your activities

- You have teams of manageable sizes at all levels

- Reporting lines and relationships are clear

- You have short chains of control and direction

- Managers delegate appropriately

- Activities are undertaken at the appropriate levels according to accountability

People:

- Responsibilities are clearly aligned to the business' or enterprise's mission and goals

- You have the appropriate range of management skills and experience

- You use and build on the specialist strengths of your people

- You use your team/s flexibly and appropriately

- You provide opportunities for individual development and progression (where possible)

- The enterprise has an environment that promotes effective team working

Processes:

- You have processes that provide close external relationships, for example with customers, audiences, suppliers, funders or investors

- Your processes are regularly reviewed and improved

- The enterprise has appropriate processes for effective internal communication

- Your processes ensure value for money

- Your processes ensure you are compliant with any regulatory requirements

- Your processes are balanced in terms of their priority and contribution to developing the business or enterprise

Culture:

- Your business has a successful track record in implementing change

- You are able to positively embrace change

- You are able to identify and focus on the priorities for change

Using the tool

The tool consists of a questionnaire that allows the people involved to rate your four key areas. To assess your business' or enterprise's capacity to change, work through the following steps:

1. Print out copies of the questionnaire below

2. Ask all those likely to be involved with the change to complete the questionnaire independently. Set a date for the completed questionnaires to be returned

3. Collate all the responses and compare the results

4. Note where respondents have filled in the 'disagree' or 'strongly disagree' boxes. Also note any divergent views

5. Determine the areas for improvement or change

6. Draw up an action plan, which outlines areas for improvement and the proposed programme of change

What's Next?

Think about an experience you have had of organisational change. Can you recognise some of the guiding principles in how the change happened? What do you think worked well? What elements were missing? How might it have been improved? Did the end result of the change achieve what was intended?

Quick tips

- Allow flexibility in the process. People often make the mistake of trying to over control change

- Communicate, communicate and communicate. Keep people involved

- Be honest in your review. Make sure the change is right for your structure, people, processes and culture

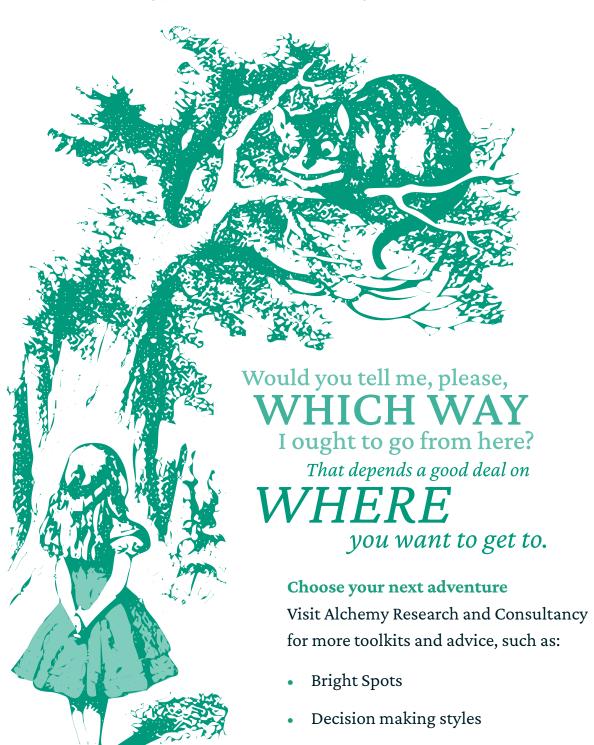- Hone your empathy. Make sure you can see the change from different perspectives

Structure	Yes	No	To a certain degree	Not sure	Comments
Our structure appropriately supports our vision and activities					
We regularly review our structure to ensure it is fit for purpose					
Our job roles are clear and well understood					
Our reporting lines are clear and logical					
We have an adaptable structure that can respond to changing needs					
We have clear and effective leadership					
Our spans of management control are reasonable (no more than five reports to a manager)					
The structure ensures we have the necessary capability at all levels					
The structure ensures we have the necessary capacity at all levels					
The structure enables cross functional working					

People	Yes	No	To a certain degree	Not sure	Comments
We have close and effective working relationships within the team					
Team members appreciate each other's contributions and capabilities					
We have the skills we need to do our jobs					
Our team members are effective listeners					
We celebrate our successes together					
Team members help one another deal with problems and resolve issues					
Our team members seek and give each other constructive feedback					
We attract and retain skilled, experienced and committed people					
Communication in our team is open and honest					
Our team enjoys working together					
Our team is proud of its achievements					
We have close and effective external relationships					

Processes	Yes	No	To a certain degree	Not sure	Comments
Information flows well within teams					
Information flows well across the organisation					
Our processes are reviewed and updated regularly					
We ensure we get value for money from all our processes					
We have a history of successfully improving our processes					
We often undertake minor changes to our processes					
We have processes for mapping our stakeholders and responding to their requirements					
We have processes for monitoring and managing workloads					
We monitor our operating environment regularly					
We address and resolve issues quickly					

Culture	Yes	No	To a certain degree	Not sure	Comments
We consistently articulate an inspiring vision of the future					
Our culture allows people to experiment, take risks and occasionally fail					
We have an organisational culture built on trust					
We ensure our core values are protected during change initiatives					
Everyone in our team is committed to organisational well-being					
Our culture values innovation and change					
We support the personal development of all our team, including our governing body					
We encourage questioning and listen to our team					
We have a history of successful change					

ALCHEMY

Alchemy was founded to help people navigate change.
We are passionate about organisational learning and
supporting people to understand change in action.

Would you tell me, please,
WHICH WAY
I ought to go from here?

That depends a good deal on
WHERE
you want to get to.

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- Decision making styles

- Change Quadrants