

## Tools for LARGE Businesses

### Level 3 Question 12: How well does the organisation support the strategy?

<b>Title</b>	Strategic Organizational review - Linking business and organisation
<b>Why</b>	Making sure that your organization is ready for scaling and other challenges can be hard to determine from the top of the organization. Hence, you need to set up a system to collect information from the organization on how well it is prepared for your strategic goals.
<b>What</b>	A strategic organizational review takes both overall business objectives and challenges and internal capabilities into consideration, by asking functional leaders to assess the organization and then escalating the results to senior management for review.
<b>How</b>	<ol style="list-style-type: none"> <li>1. Prior to the organizational review, Identify in the senior leadership team, Major business challenges and organisational implications for the next 1-3 years</li> <li>2. Ask your functional leaders to present a status on the main organizational development activities they have done in the last year (what, why, how and outcomes)</li> <li>3. Ask then your functional leaders to assess, how well they feel they are prepared to meet the Major business challenges with their current organization. Ask them to specifically consider <ol style="list-style-type: none"> <li>i. Whether their area has the right organisational structure, competencies and manning.</li> <li>ii. In this context it is important to apply a global perspective for the organisation they represent (where relevant)</li> <li>iii. Describe any organisational development implications in their area. What needs to be done? Short term and longer term?</li> </ol> </li> <li>4. Internal challenges in each function Ask them to describe if they encounter challenges/dilemmas for their area of responsibility in performing their responsibilities as a functional area. <ol style="list-style-type: none"> <li>i. Do they have sufficient decision making power and impact?</li> <li>ii. Does their organisation have the necessary resources in regard to competencies and skills?</li> <li>iii. Ask them to Describe organisational development needs necessary to address challenges/dilemma; short term and longer term</li> </ol> </li> </ol>

	iv. Ask them about the outcomes of the latest Employee Engagement Survey, and how the intent to meet any issues raised by the employees.

