

What is 'Phase 2' Diagnose?

'Why guess when you can assess?' goes the popular saying. In this phase we do two things. We establish the key 'levers' you need to seize to make an opportunity work and/or we find the root cause/barriers to overcoming your business challenges.

In both cases our aim is to work out the minimum of transformation we can get away with for the maximum benefits. We are really careful in this phase to check that in the proposed transformation we do not 'throw the baby out with the bathwater' by damaging or handicapping people or processes that are currently making you successful.

What answers will this provide me with?

At the end of this phase we will have answered four questions:

- What needs to change?
- What should it be transformed to?
- Who needs to change in what way?
- What is the best way to carry out the transformation?

How does it work?

Depends on how much effort you wish to expend on this stage and the degree to which you want your stakeholders to be involved. The main stages are numbered and we've added, for illustration, typical activities which might occur:

1. Gather background information - Understand your goals, strategy and history, Review of your specification.
2. Validate information and identify levers or root cause barriers to change - Phone or face-to-face Interviews, on-line HealthChecks, Customised Assessment Questionnaires



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3. Build a 'map' of the situation - Identify Structural Levers via a BubbleDiagram™ (our approach is about ten times as fast as conventional methods in accurately pinpointing focus areas), GapLeap™ Workshop with your executives/managers to share the ownership of the Diagnosis
4. Identify key populations and criteria for participating - Develop Constituency groupings (Optional: Assess capability Aptitude tests, Psychometric Tests)

If you are certain that you have the answers to any of the stages we will be able to skip that activity and move forward faster and cheaper.

Are there any alternatives?

Yes, there are. The most common ways to approach this phase is either as a Training Needs Analysis - which is usually an audit of current Competences or via a Consultancy audit in which a small army of consultants descends on the organisation to interrogate the executives to produce a fat report at great expense.

Is there anything I can look at?

Why not try one of our open access HealthChecks? It will give you a feel for what we will do. Although you must be warned that the level of feedback and analysis on these free HealthChecks is much lower than we will provide to you.

<http://www.pentacle.co.uk/healthchecks.htm>

Have a look at a couple of BubbleDiagrams™ we've produced for real life clients. The bubble diagrams are anonymous but will give you a good feel for the depth of detail we go into.

http://www.pentacle.co.uk/developing_people_and_organisati.htm#why

What things do I have to worry about?

Background Material

You will need to collect information to enable us to be up to speed as quickly as possible.

Access to Stakeholders

You will need to identify the most appropriate stakeholders who we will work with in this phase and get their attention and buy-in

Communicating the results of this phase back to your stakeholders

You will need to plan when and how the results of this phase will be shared with the project stakeholders.

What will you produce?

We will produce a very short report (Design Brief) which will list

- What has to change? i.e. root-cause barriers and levers to seize
- What to transform to? i.e. outcomes of the transformation topics or themes to address
- Who needs to change in what way? i.e. constituency population
- How the transformation should be approached. i.e. design strategy - Modular course, Business Growth Project, Conference, Policy change, Personnel change proposed style, duration of transformation

How much will it cost?

We will estimate a cost which will be provided on a separate project brief. We will not bill you for resources or costs not incurred so often you will be pleasantly surprised.

We charge all 'bought in' items, e.g. hotels and photocopying at cost, occasionally charging for administration if significant.

What if I don't want to go to Phase ③ Design immediately?

You will be able to use the Design Brief for tenders with other suppliers, continue to work with Pentacle or as a valuable place to pause the project.

What next?

Please contact Susan Ross on +44 (0) 1494 678 555 or susan_ross@pentaclethevbs.com to arrange how we progress.

We look forward to working with you.



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