

DO YOU REALLY KNOW WHAT IS GOING ON WITH THE PEOPLE IN YOUR BUSINESS?

LET'S US HELP YOU FIND OUT?

StratAlign offers a range of organisational performance audits to enable your organisation to understand where the greatest potential for improvement is.

Optimising of performance in any workplace is the result of a complex set of different dimensions each of which, if positively addressed, could help and organisation more effectively achieve its strategic goals. Opportunities for optimisation may come from any or all of the following organisational dimensions:

- The quality and coherence of organisational strategy
- Alignment with and commitment to organisational strategy
- The quality of the leadership and management offered to people in the organisation
- The culture of the organisation and the degree to which it creates a climate for optimal performance
- The quality of relationships between people and structures within the organisation
- The competence and perception of leadership in the organisation
- The competency of the people involved in leadership and management

It is critical to determine which of these dimensions provides the best opportunity for the optimisation of performance.

In making this determination we use both online survey tools as well as face to face interviews with key people either individually or in groups. It goes without saying that for an intervention to be successful in optimising performance it must be carefully targeted to take advantage of the best opportunities available.

All Audits can be undertaken quickly in three phases:

PHASE ONE: Online or manual survey and collection of information. Here we design an audit questionnaire in consultation with your organisational leadership and publish the survey so that all the relevant people in the organisation can complete the survey.

PHASE TWO: Validating and deepening the results of phase one: In this phase the results of the online survey will be validated and deepened in face to face meetings with the relevant people.

These meetings happen soon after the completion of the survey and the availability of the results. The results will be discussed first with senior leadership and then with the rest of the leadership team in a configuration to be decided.

PHASE THREE: Reporting and Recommendations: The third phase will immediately follow the second phase where a report will be prepared with recommendations and presented to the Leadership of the organisation. On the basis of this report the leadership will be able to decide whether to accept and implement any or all of the recommendations.

All audits are based on research available which provides indications of how we can measure the seemingly intangible and qualitative things that have a high impact on performance in the workplace.

MORE ABOUT THE PERFORMANCE AUDITS

StratAlign has designed a set of performance audits that can be customised for your workplace to enable the easy diagnosis of opportunities for performance enhancement.

1. Strategy Coherence and Alignment audit (SCA)
2. Leadership 360 Audit (L3A)
3. Organisational Culture Audit (OCA)
4. Organisational Wellness Audit (OWA)
5. Workplace Relationships Audit (WRA)
6. Workplace Accountability Audit (WAA)

Each of these audits is described more fully below:

Performance Audit One: Strategy Coherence and Alignment Audit

Through this audit you will receive a report that covers the following issues:

The degree to which the people in your organisation:

- perceive your strategy to be effective and coherent
- believe your strategy and are committed to it
- understand their role in achieving the strategy
- believe that your organisation has the right leadership , resources and competencies to execute your strategy

The outcome of this Audit will enable leadership to determine how performance can be optimised through improving strategy or strategy alignment within the organisation.

Performance Audit Two: Leadership 360 Audit

Through this audit you will receive a report on the perceived competencies of your leadership and management in the following categories (which may be customised for your workplace or leadership model)

- Strategic Leadership Competencies
- Market Leadership Competencies
- Operational or Business Leadership Competencies
- People and Change Leadership Competencies
- Personal Leadership Competencies

The outcome of this Audit will enable the leadership of an organisation to focus its leadership development where the greatest gains are likely.

Performance Audit Three: Organisational Culture Audit

Through this audit we are able to measure any or all of the following three dimensions of culture:

- **Employee Engagement:** The degree to which employees are emotionally and rationally engaged with the organisation
- **Values Alignment:** The degree to which employees perceive their personal values to be aligned with organisational values
- **Employee Needs:** The degree to which employees feel that their needs are met in the workplace
- **Employee Satisfaction:** The degree to which employees are satisfied with their work, the environment within which they do it and whether they have all they need to perform optimally.

The outcomes of this Audit will enable the organisation to develop targeted strategies to improve the workplace culture as a significant determinant of performance.

Performance Audit Four: Organisational Wellness Audit

Through this audit we measure the wellness of your employees. Research has shown that people who live healthy, happy and well integrated lives are generally more creative and productive. This audit seeks to determine whether significant performance optimisation could result from a focus on the wellness of employees. Essentially, this audit tests the degree to which employees feel satisfied with the following

- Their relationships
- Their intellectual growth and stimulation
- Their career progression
- Their health
- Their spirituality
- Their emotional condition
- Their leisure activities - work life integration
- Their financial well being

Based on the results of this survey the leadership of an organisation can prioritise wellness initiatives that could lead to significant performance improvements amongst their people.

Performance Audit Five: Workplace Relationships Audit

Through this audit we measure the quality of the relationships within the organisation. Research has shown that a great deal of people's productivity and performance is dependent on the quality of the relationships they enjoy within the organisation. Current wisdom indicates that people do not choose to leave organisations – they leave bosses – and generally this is caused by poor workplace relationships. In addition, many managers, especially new ones are not well equipped to build quality relationships with their direct reports and thus tend to issue instructions and expect compliance rather than engage with people in participative process to achieve more sustainable performance. This issue is sharply brought into focus in unionised environments where the relationship between organisational management and organised labour is often adversarial and conflictual.

We have two types of **workplace relationship audits**.

- The first is geared towards environments in which unions are not a major factor and measures the quality of three relationships:
 - Relationships between employees and their direct reports
 - Relationships between employees and their bosses
 - Relationships between employees and their peers
- The second is geared towards a unionised environment and asks questions about all of the three relationships in the first audit but also asks about the quality of relationships between the organisation and the union or unions recognised in that environment.

Based on the outcomes of this Audit the leadership of an organisation can develop targeted strategies to improve workplace relationships as a key factor in improving performance.

Performance Audit Six: Workplace Accountability Audit.

Through this Performance Audit we seek to measure the degree to which the people and teams in a particular workplace are showing evidence of accountability. The reason why we have developed this audit is because the desire for accountability has been expressed in virtually every organisation performance audit we conduct.

This survey measures at least the following:

- The degree to which people in the workplace understand the concept and reality of accountability in their workplace
- The degree to which leadership styles and behaviours exhibit high levels of accountability
- The degree to which leadership strategies enable and encourage accountability in people and teams
- The degree to which people in the workplace feel empowered to act accountably
- What might increase people's sense of accountability in the workplace

Based on the outcomes of this Audit the leadership of an organisation can develop strategies to significantly increase levels of accountability in the organisation.

Combinations of Audits

As indicated above any combination of the above Audits can be undertaken simultaneously. In addition Audits can be tailored to meet specific needs in organisations.

CONTACT

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