

# THE SEVEN 'S' ORGANIZATIONAL MODEL

<u>Strategy</u>	The ways in which competitive advantage will be achieved. Plan or course of action leading to the allocation of a firm's scarce resources, over time, to reach identified goals.
<u>Structure</u>	The way in which tasks and people are specialized and divided, and authority is distributed. Characterization of the organization chart. ( <i>i.e.</i> , functional, decentralized, etc.) <sup>1</sup>
<u>Systems</u>	The formal process and procedures used to manage the organization. Proceduralized reports and routinized processes. ( <i>i.e.</i> , management, information systems, training systems, succession planning, etc.)
<u>Staff</u>	The people, their backgrounds and competencies. "Demographic" description of important personnel categories within the firm ( <i>i.e.</i> , engineers, entrepreneurs, M.B.A.s, etc.) "Staff" is not meant in line-staff terms.
<u>Skills</u>	Distinctive capabilities of key personnel or the firm as a whole.
<u>Style</u>	The leadership style of top management and the overall operating style of the organization. Characterization of how key managers behave in achieving the organization's goals; also, we include the communications style and how the organization does business.
<u>Shared Values</u>	The core set of values that serve as the guiding principles for the organization and that an organization imbues in its members.

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<sup>1</sup> From *The Art of Japanese Management* by R.T. Pascale and A.G. Athos, 1981.

## Data Gathering Questions

### How to Use the Seven "S" Model to Diagnose Your Organization

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#### A. **STRATEGY**

1. Is the strategy clear for (year) and beyond?  
Unclear            1        2        3        4        Very Clear
2. Is the strategy for (COMPANY) for (year) clear?  
Unclear            1        2        3        4        Very Clear
3. How well do you understand the role each individual plays in the strategy?  
Not Well        1        2        3        4        Very Well
4. What issues could stop or limit the attainment of the strategy?
5. How could the organization be more efficient or enabled to deliver the strategy?

#### B. **STRUCTURE**

1. How well does the organization structure support the execution of the strategy?  
Not Well        1        2        3        4        Very Well
2. How well is the (COMPANY) organization functioning now?  
Not Well            1        2        3        4        Very Well
3. How clear are the decision-making lines of authority between what a business unit can take responsibility for and those decisions which must involve others?  
Not Well            1        2        3        4        Very Well
4. What are your concerns about structure?

#### C. **SYSTEMS**

1. How well do the people know how their performance will be measured?  
Not Well        1        2        3        4        Very Well
2. How well do key managers measure the performance of those who report to them?  
Not Well        1        2        3        4        Very Well
3. How well do the management systems and procedures support the flow of communications inter and intra business?  
Not Well        1        2        3        4        Very Well
4. What are your concerns about systems?



F. **STYLE**

1. How would you describe (COMPANY)'s style of operating?

Focused on...  
Profitability 1 2 3 4 Growth

Focused on...  
Relationships 1 2 3 4 Profitability

Focused one...  
Values 1 2 3 4 Profitability

2. How would you describe the style of the organization?

3. What are the major barriers to achieving any significant change in (COMPANY)?

G. **SHARED VALUES (Subordinate Goal)**

1. How clear is the vision for (COMPANY)?  
Non Existent 1 2 3 4 Very Clear

2. How clear are the operating values for employees of (COMPANY)?  
Non Existent 1 2 3 4 Very Clear

3. How well do the employees understand the two or three most important goals for (COMPANY)?  
Not at All 1 2 3 4 Very Well

4. Other comments about shared values?

H. **TRANSITION** - Other comments on transition?