Organizational Assessment: An Essential Tool for Enterprise Transformation

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Motivation
With greater acknowledgement of the need for plasticity and adaptability in organizations, transformation processes are increasingly integrated into the strategic imperative. Organizational assessment is a crucial tool in this process, providing:

• Insights into the current state of the organization
• Identifying high priority areas for improvement, capitalizing on existing strengths
• Monitoring and measuring transformation success

Assessment Models
Existing enterprise assessment tools vary in criteria and process, as shown in the table below. For analysis, we selected enterprise-focused tools that produce numeric scores (used for analysis and insights, driving the transformation process).

Key takeaways: Because of the difficulty in showing a causal link between assessment and performance, assessment models should be selected for their alignment to key enterprise goals and transformation strategies. As long as the assessment has a commitment and buy-in throughout the organization, it will be beneficial to the transformation process.

Abridged LESAT
Reassessment is crucial for guiding, refining and updating the transformation plan. Due to the time and resource investment required to assess an enterprise, organizations often do not reassess often enough.

An abridged LESAT facilitates the reassessment process by scoring a subset of practices.

Indicative practices are chosen to minimize prediction errors. Predicted scores for all other practices are modeled based on independent equations for current, gap and desired score, and then are balanced to improve accuracy.

Predictive Formula
Parameters in the following function are minimized:

\[ y = c + \sum_{j=1}^{n} b_j x_j + \sum_{i=1}^{m} a_{ij} x_i x_j \]

References


When choosing practices, the following are important to consider:

• BAE Systems
• Boeing
• Raytheon
• Rockwell Collins
• Textron
• United Space Alliance

Thesis advisor: Dr. Ricardo Valerdi

Online LESAT
In order to improve the assessment process and enable further research, I have developed an online version of LESAT. By automating the process, the online tool ensures more consistent and complete results with a lower assessment cycle time. The online version includes extensive facilitation and analysis tools.

http://www.onlineseltas.com/