

Diagnostic Exercise (Part II)

(Beyond Negotiation, Parker and Carlisle, Wiley, 1989)

Transfer your choices to the columns below by circling your answers. The columns are reversed so put your answer to the “ideal” question in the second column and your answer to “present practice” in the first. Remember, just circle your answers.

The third column is for you to put in your own reasons why you have chosen to move from one phase to another. Common examples have been inserted to guide you in this.

Domain	Present Practice	Ideal	Explanation for move to Ideal
1. Efficiency	Option A - Pioneer	Option B - Rational / Scientific	<p>Example: We need to be less reactive and have more clear systems so that we can plan and use our time better.</p> <p>Your reason:</p>
	Option B - Rational / Scientific	Option C - Integrated	<p>Example: There are too many procedures which slow things down and hinder individual initiative. We need to loosen up.</p> <p>Your reason:</p>

Domain	Present Practice	Ideal	Explanation for move to Ideal
2. Selection and Promotion	Option B – Pioneer	Option C – Rational / Scientific	<p>Example: Personal relationships figure far too high in the selection and promotion process, and there are too many square pegs in round holes. We need some clear job definitions.</p> <p>Your reason:</p>
	Option C – Rational / Scientific	Option A – Integrated	<p>Example: The whole recruitment and promotion process is far too cumbersome and slow, and often it takes months to be able to offer someone a job or to get an early promotion. We need some flexibility and new ideas.</p> <p>Your reason:</p>

Domain	Present Practice	Ideal	Explanation for move to Ideal
3. Public Relations	Option A – Pioneer	Option C – Rational / Scientific	<p>Example: We are too busy to listen to our “public” and we do not store the information properly. We need to put someone in charge.</p> <p>Your reason:</p>
	Option C – Rational / Scientific	Option B – Integrated	<p>Example: We have too much research data and no one seem to be doing much with it. Very often it just states the obvious anyway. We need to reexamine the needs out there – personally.</p> <p>Your reason:</p>

Domain	Present Practice	Ideal	Explanation for move to Ideal
4. Leadership	Option A – Pioneer	Option B – Rational / Scientific	<p>Example: Leadership is too unpredictable because it seems to be dictated by whatever are top persons' key interests. We don't really know where we are going and what the most important policies are. The need is for a corporate plan.</p> <p>Your reason:</p>
	Option B – Rational / Scientific	Option C – Integrated	<p>Example: We are led by systems, procedures and reorganisations. The executive is far too remote so they don't realise how much company politics goes on. We need some vision and excitement.</p> <p>Your reason:</p>

Domain	Present Practice	Ideal	Explanation for move to Ideal
5. Management	Option C – Pioneer	Option B – Rational / Scientific	<p>Example: The managers are spreading themselves far too thinly and are all trying to do too much. They will not tell us clearly enough what they want. There also seems to be quite a lot of open disagreement and argument at the top. We need to be less anxious and have some planning frameworks for consistent management.</p> <p>Your reason:</p>
	Option B – Rational / Scientific	Option A – Integrated	<p>Example: The managers are bureaucrats. We have endless meetings with far too many presentations requiring all sorts of data-gathering – and then a decisions is not made for a long time anyway. We need more imagination.</p> <p>Your reason:</p>

Domain	Present Practice	Ideal	Explanation for move to Ideal
6. Delegation	Option B – Pioneer	Option A – Rational / Scientific	<p>Example: Delegation is not precise enough, and it often seems based on what the boss does not like to do. So people often set things wrong, are severely criticised and have to put in a lot of extra work to put it right. We need some clear objectives and standards.</p> <p>Your reason:</p>
	Option A – Rational / Scientific	Option C – Integrated	<p>Example: People are not given any real authority. They do not seem to be trusted to do more important things. We need some new ways of doing things.</p> <p>Your reason:</p>

Domain	Present Practice	Ideal	Explanation for move to Ideal
7. Problem solving	Option A – Pioneer	Option B – Rational / Scientific	<p>Example: Too many problems are not being attended to and those that are are not being really thought out. So we are doing things which we know at times are pretty dumb. What is needed is more consultation on the real problems of customers and suppliers.</p> <p>Your reason:</p>
	Option B – Rational / Scientific	Option C – Integrated	<p>Example: All the problem solving is in the hands of the specialists and people feel alienated. There is quite a lot of bickering and infighting. What is needed is some cross-functional group work.</p> <p>Your reason:</p>

Present Practice	Ideal	Meaning
Same phase in five of your seven present practices.		If you have identified the same phase in five of your seven present practices then there is a very strong likelihood that that is the phase you are in.
Same phase in four or less of your seven present practices.		If it is four or less then you are probably in a transitional phase and lack a common culture.
Pioneer	Integrated	You are apt to be a little Utopian in your desire for quick change as the laws of development rule that an organisation must pass through successive phases.
Rational / Scientific or Integrated	Pioneer Rational / Scientific	If your ideal means moving back a phase then you are being nostalgic because the laws of development mean that regression is not possible. It is, however, a great opportunity to examine why you feel the way you do. i.e. has the organisation tried to skip a phase and caused disorientation?
Options stay the same		If your options stay the same, ideal and present practice do not differ, your organisation is stable and effective where it is.