

Cushy Armchair Strategic Alignment and Change Structured Analysis



Environment	1. What important changes apparently are taking place in the industry with consumers and competitors?
Performance	2. How is Cushy Armchair currently performing?
Strategy	3. What is Cabletronica's new strategy and how is it implementing it?
Structure	4. How is Cushy Armchair structured?
Organizational Culture	5. How would you characterize the organizational culture of Cushy Armchair?
Task	6. What is the new "task" or work system that Alison wants to implement?
Task and People	7. Who has power in the current system and why? To whom do the design, sales and purchasing managers currently report?
Evaluation & Reward Systems	8. On what basis are the divisions likely evaluated and rewarded?
Misalignments?	9. Potential barriers to Alison's plan identified?
The "Problem"	10. What was Alison's definition of the problem facing Cushy?
A "Re-defined" Problem	11. How might you now define the problem(s) facing Cushy?

Item	Yes?	No?	Action required to change to “yes”?
Phase 1 Appraising the readiness to change			
Visible need or crisis?			
Top management sponsorship or support?			
Capable change agent or team? <ul style="list-style-type: none"> • Power? • Motivation? • Skills? 			
Have the <i>full range</i> of target group(s) been identified?			
Can they? <ul style="list-style-type: none"> • Knowledge? • Skills? • Resources? 			
Will they? <ul style="list-style-type: none"> • Culture? • Attitudes? 			
Phase 2 Initiating the change			
Believe in positive outcome? <ul style="list-style-type: none"> • Communication plan? • Education plan? 			
Ability to perform the new behavior? <ul style="list-style-type: none"> • Training? • Selection? 			
Phase 3 Reinforcing the change			
Pilot project?			
Realignment			