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?		

Phase 1 Appraising the readiness to change Visible need or crisis? Top management sponsorship or support? Capable change agent or team? • Power? • Motivation? • Skills? Have the full range of target group(s) been identified? Can they? • Knowledge? • Skills? • Resources? Will they? • Culture? • Attitudes? Phase 2 Initiating the change Believe in positive outcome? • Communication plan? Ability to perform the new behavior? • Training? • Selection? Phase 3 Reinforcing the change Pilot project?	Item	Yes?	No?	Action required to change to "yes"?
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