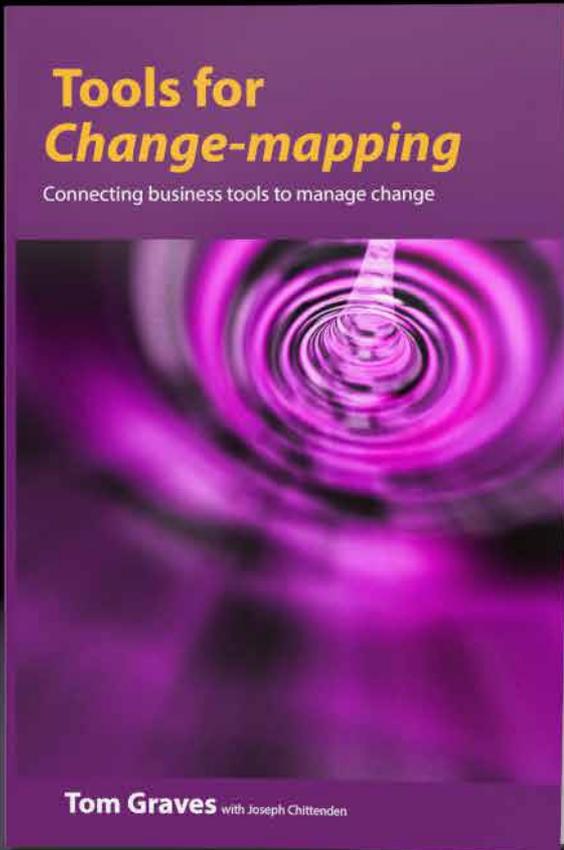


Blank Scope tool-sheets

For instructions about how to use these tools see the *Tools for Change-mapping* book



46 People Drive Consultant

How to map how an organisation functions

The Inside/Out tool

Photograph made available by CGJ Tower, Joseph Chittenden

The scenario

In this imagined scenario a Hong Kong based architecture firm has had more requests for buildings designed using a new software package. Doing this will transform how the firm functions at every level. So as part of this wide scale business transformation, the firm uses the *Inside/Out tool* to explore how they function internally and externally.

About this tool

In this example an architecture firm is considering a far-reaching digital transformation. But before embarking on this transformation they want to understand what they are doing now, to confirm that the transformation really will benefit them.

This version of the *Inside/Out* tool looks at an enterprise* from the organisation's perspective (*Inside*) and everyone else's (*Out*). This is done in five sections:

- Outside-out** looks at the enterprise as a whole, even if your organisation didn't even exist, how would it look?
- Outside-in** looks at how the enterprise views your organisation and you are seen to address the enterprise.
- The interaction journey** uses the AIDA tool to see how customers or clients interact with your organisation.
- Inside-out** looks at how your organisation sees the enterprise and what you do to address the enterprise.
- Inside-in** looks at how your organisation views itself and in relation to the overall enterprise.

*See page iv for a definition of an enterprise.

For information about how to use this tool see [overleaf](#).

inside/out tool

Mission identification

What the enterprise* values (Outside-out)			
Virtual	Relational	Physical	Aspirational

How the enterprise sees your organisation (Outside-in)			
Virtual	Relational	Physical	Aspirational

Interaction Journey

How your organisation sees the enterprise (inside-out)			
Virtual	Relational	Physical	Aspirational

How your organisation views itself (inside-in)			
Virtual	Relational	Physical	Aspirational

*See page iv for a definition of an enterprise.

This tool is adapted from a workshop by Tom Graves (<http://weblog.siradion.com/2012/06/06/inside-in-outside-out-outside-in-outside-out/>)

Inside/Out tool

Mission identification:

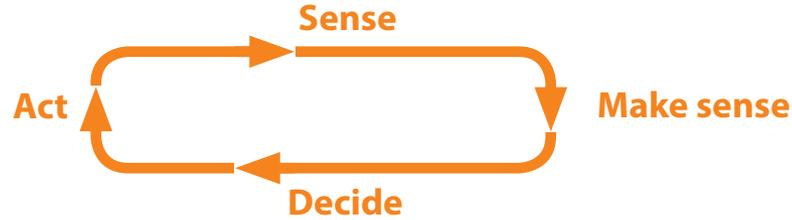


AIDA designed by Elias St. Elmo Lewis.

Decision tool

Mission identification:

Task to be resolved *(How would the issue be resolved)*



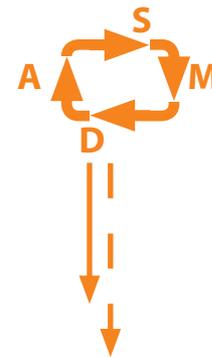
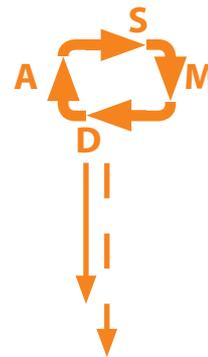
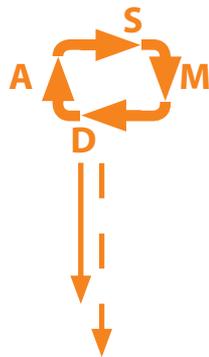
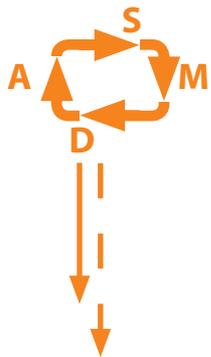
How are decisions made in the organisation?

https://en.wikipedia.org/wiki/Decision-making#Decision-making_techniques

Task to be resolved *(How will the group of decisions be made to suit all stakeholders)*

Note individual best decision outcome

Note collective best decision outcome



Mission identification:

Task to resolve an issue

Testing leadership qualities *What would the leader do under these conditions?*

Context questions

How would you establish the big-picture which surrounds the issue?

How would you establish vision, values, regulations and more while resolving the issue?

How would you establish success criteria while resolving the issue?

Scope questions

How would you establish who are the stakeholders affected by the issue?

How would you establish the scope of a project to resolve the issue?

How would you establish the requirements of a project to resolve the issue?

How would you establish the priorities of a project to resolve the issue?

How would you establish the skills required to resolve uncertainties?

How would you resolve clashes between stakeholders and staff?

This tool-sheet is continued on the next page.

Mission identification:

Plan questions

- How would you plan to resolve the task, step by step?
- How would you create communication between departments, while resolving the task?
- How would you create coordination between departments, while resolving the task?
- How would you resolve the task with a reduced budget, and no access to more funds?
- How would you resolve the task with reduced staff, and no more were available?
- How would you resolve the task with reduced information, and none was available?
- How would you resolve the task with reduced equipment, and no more was available?
- How would you resolve the task with reduced time, and no more was available?
- How would you resolve the task with less space, and no more was available?

Action questions

- How would you tackle staff panic while trying to resolve the task?
- How would you record the task being resolved, for future reference?

Review questions

- How would you compare the task's resolution against the success criteria?
- How would you support quality, skills and process improvement?
- What would you do differently if the task was repeated?

Skills learning tool

Mission identification:

What stage are you at learning your new skill?



Rate how your organisation supports skills learning.

Virtual	Relational	Physical	Aspirational

Modes tool

Mission identification:

Imagine your project was run with only *one* of these modes.

We run the project as a Scientist

"I verify the truth of things in relation to others".

"I make the unknown known and create rules".

"But I can want to continuously refine my evidence, delaying its use".

We run the project as a Builder

"I take what others have found and replicate them to resolve issues".

"I can adapt ideas to best resolve an issue through simple methods".

"But I prefer known reliable methods and I am unlikely to innovate".

We run the project as a Believer

"I follow the rules and deliver results consistently".

"I am reliable, dedicated and I stick to the plan".

"But I can become dependent on rules and without them I can become ineffective".

We run the project as an Artist

"I explore the unknown to see what's out there".

"I am highly innovative and come up with ideas that no one else could".

"But I tend not to stick to one thing and see it through".

Which combination of modes would best suit your project?

SEMPER tool

Mission identification:

Context questions	C1	C2	C3	C4	C5
Scope questions	S1	S2	S3	S4	S5
Plan questions	P1	P2	P3	P4	P5
Action questions	A1	A2	A3	A4	A5
Review questions	R1	R2	R3	R4	R5
Total out of 125					

- C1:** Our organisation's vision, values and purpose includes social and global concerns.
- C2:** Our organisation's vision, values and purpose inspire personal commitment by members.
- C3:** Our organisation's vision, values and purpose are clear, simple and easy to apply in practice.
- C4:** Our organisation's vision, values and purpose provide clear guidelines to manage change.
- C5:** Our organisation's vision, values and purpose anchor all aspects of the enterprise.

- S1:** Relationships support business purpose within our organisation.
- S2:** Personal element of relationships is supported within our organisation.
- S3:** Relationships and trust are easily created, supported and maintained within our organisation.
- S4:** Relationships are grounded in balanced 'fair exchange' within our organisation.
- S5:** Relationships and 'feel' help to bring everything together within our organisation.

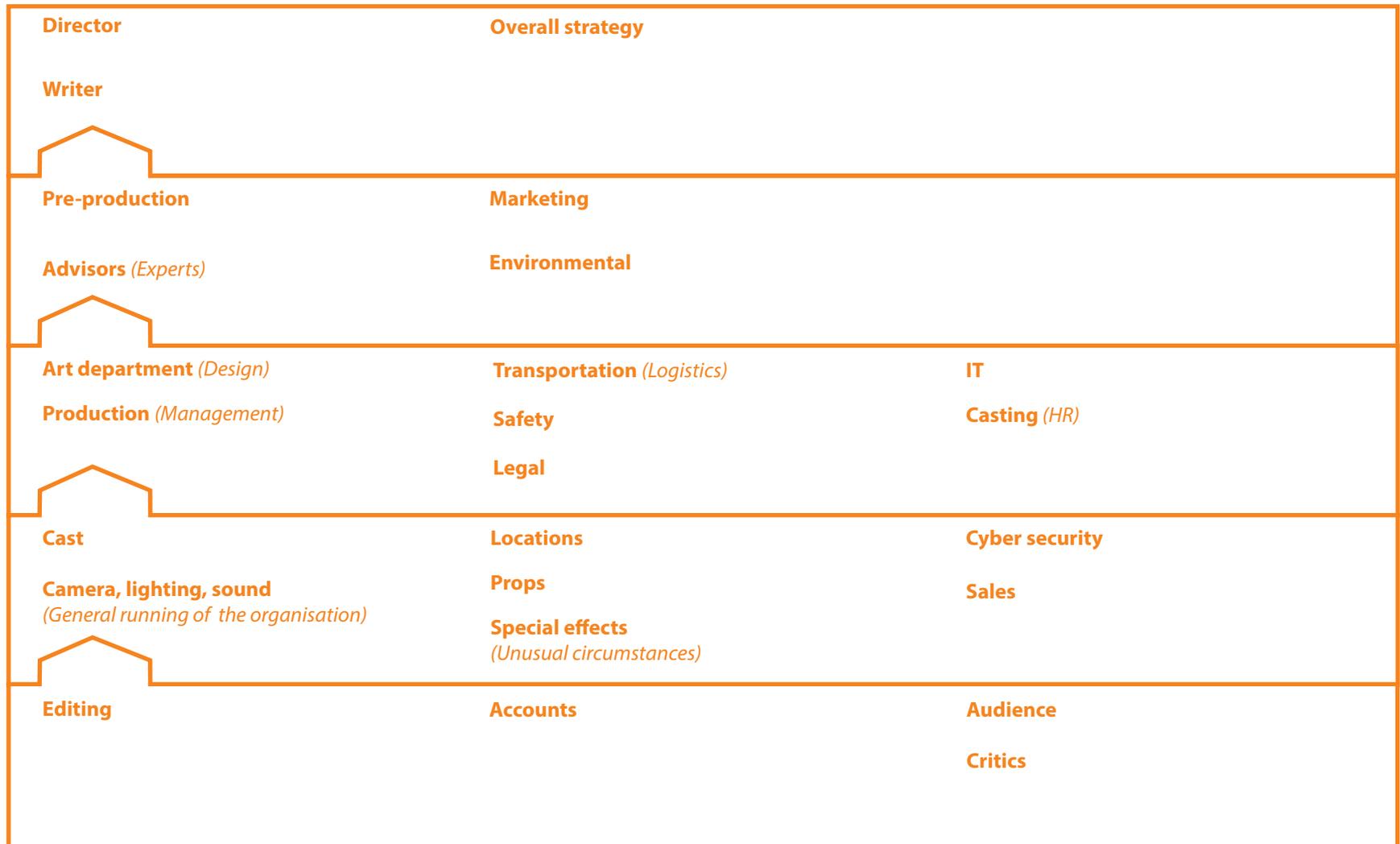
- P1:** Knowledge and beliefs support business purpose within our organisation.
- P2:** Personal knowledge is recognised, supported and shared within our organisation.
- P3:** Support is provided for innovation, creativity and development of skills within our organisation.
- P4:** Knowledge provided is available, accurate and complete within our organisation.
- P5:** Knowledge supports the whole enterprise within our organisation.

- A1:** Tasks, skills, facilities and resources support purpose within our organisation.
- A2:** Skills and resources are of suitable quality for each task within our organisation.
- A3:** Work-processes are efficient and support enterprise performance within our organisation.
- A4:** Skills, resources and environment support consistent results within our organisation.
- A5:** Work-processes provide a focus for the whole enterprise within our organisation

- R1:** Metrics indicate when the enterprise is effective and 'on purpose' within our organisation.
- R2:** Integration supports diversity of skills, background and experience within our organisation.
- R3:** Beliefs and business models support overall integration within our organisation.
- R4:** Everyone is involved in system-wide feedback and reflection within our organisation.
- R5:** Appropriate metrics support overall integration within our organisation.

NOTES tool

Mission identification:



See *Tools for Change-mapping*, page 64 for instructions.

This tool is adapted from a log written by Tom Graves:
<http://weblog.tetradian.com/2013/06/10/notes-actors-agents-extras-in-enterprise/>

Knock-on effects tool

Mission identification:

Potential general knock-on effects of _____			
<input type="checkbox"/> Roll one dice, note result			
01. Effects on air quality	03. Effects on delays	05. Service effects	
02. Climate effects	04. Effects on sus*	06. Effects on time	
<input type="checkbox"/> <input type="checkbox"/> Roll two dice, note result			
02. Climate effects	05. Service effects	09. Effects on managers	
03. Effects on delays	06. Effects on time	10. Effects on clients	
04. Effects on sus*	07. Effects on costs	11. Effects on leadership	
	08. Effects on staff	12. Effects on revenue	
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Roll three dice, note result			
03. Effects on delays	07. Effects on costs	12. Effects on revenue	17. Effects on pollution
04. Effects on sus*	08. Effects on staff	13. Effects on security	18. Effects on waste
05. Service effects	09. Effects on managers	14. Effect on DR**	
06. Effects on time	10. Effects on clients	15. Effects on IT	
	11. Effects on leadership	16. Effects on environ.***	
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Roll four dice, note result			
04. Effects on sustainability	10. Effects on clients	16. Effects on environ.***	22. Information effects
05. Service effects	11. Effects on leadership	17. Effects on pollution	23. Effects on tech.
06. Effects on time	12. Effects on revenue	18. Effects on waste	24. Effects on world
07. Effects on costs	13. Effects on security	19. Effects on H&S****	
08. Effects on staff	14. Effect on DR**	20. Effects on values	
09. Effects on managers	15. Effects on IT	21. Effects on freedom	
Potential general knock-on effects of _____			
<input type="checkbox"/>	which leads to		*Sustainability
<input type="checkbox"/> <input type="checkbox"/>	which leads to		** Disaster recovery
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	which leads to		***Natural environment
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	which leads to		****Health and safety

See *Tools for Change-mapping*, page 68 for instructions.