

## The Organizational Analysis System<sup>sm</sup> (OAS)

The OAS is designed to provide decision makers with a reliable, quantifiable assessment of a work group's potential for successfully making a transition to a new way of working.

Whatever the vision of the end state of an organizational change process is, we want to know:

1. How well is the direction of the workgroup articulated and communicated to the talent in the group?
2. How much human capital exists, and how is it developed?
3. How well does the group deliver on its value proposition to its customers?
4. How close are the group's information systems to "state of the practice"?
5. How well does its planning and improvement process operate?
6. What is the availability of, and the potential to provide, appropriate physical facilities to support emerging forms of work process?

Answers to these structural questions facilitate the decision process and allow for priority allocation of assets to enhance the chance of success in the transition.

Our research shows that, in 95% of the cases, workgroups that score more than one standard deviation below national norms on three or more of the six core factors fail to make a successful transition to a new work state. On a scale of 1 to 5 (five being the highest) the norms are:

Organizational Factor	Mean Score	Standard Deviation
Direction (Operations)	3.22	1.05
Personnel	3.16	1.01
Customer Service	3.56	1.15
Planning	3.16	1.07
Information Systems	3.08	1.37
Facilities	2.91	1.09

As an added feature the OAS has been validated to produce three sub-scales of intellectual capital: human, structural, and customer capital. These scales are used as measures of work force analytics to balance current capability with future capacity.

Administration of the OAS requires two hours of a workgroup leader's time to participate in a structured interview with one of the project staff members. An additional hour of telephone conversation may be required to obtain some data not immediately available to the group leader during the initial conversation.

## Details of Factors and Underlying Assumptions

**Direction:** This scale is a reflection of an organization's mission, vision, and purpose, and its ability to infuse that across the organization. The underlying assumption is that the more clearly this direction is defined and understood, the higher the chance of success a company has in orchestrating change.

**Customer Service:** This scale is a reflection of an organization's connection to its customers. The underlying assumption is that the more closely a firm is connected to, understands the needs of and is emotionally attached to, its customers, the easier it is to spot emerging trends, correct process deficiencies, and change strategy to meet the evolving needs of those customers.

**Information Systems:** This scale is a reflection of an organization's ability to use advanced information and communications technology. The underlying assumption is that the investment in, and reliance upon, and use of continuously advancing telecommunication and computer technology facilitate a firm's ability to change quickly and uniformly.

**Personnel:** This scale provides a direct reflection of an organization's social capital. There is a direct correlation between a firm's social capital and its ability to innovate and become sustainable over time. The underlying assumption is that the more social capital you have (and the greater your investment in creating even more) the more able you are to innovate continuously, change, and become sustainable over the long term.

**Planning:** This scale is a reflection of an organization's ability to anticipate change and respond to environmental or external pressures. The underlying assumption is that a higher degree of sensitivity to, and connection with, external events, trends, and pressures enables a firm to change organizationally ahead of its competitors who aren't so well attuned.

**Facilities:** This scale is a measure of an organization's ability to plan for, utilize, and continuously modify its use of a portfolio of physical facilities to support the work activities of its talent pool. The underlying assumption is that a wider variety and greater flexibility of design will be required to support the workforce of the future, as compared to today's common practices.

For further information, or to discuss applying the OAS<sup>sm</sup> within your own organization, please contact Jim Ware at [jim@thefutureofwork.net](mailto:jim@thefutureofwork.net), or + 1 510 558 1434.