

# Exploring Organization Assessments

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# Agenda

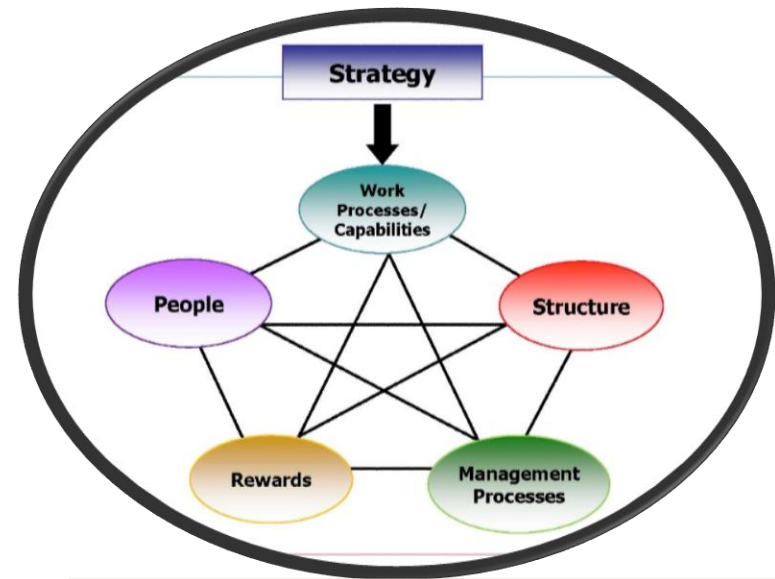
- Overview
- STAR Model & Line of Sight
- Key Themes from other Models
- What models have you used? Why do you love them?
- Closing Thoughts

# Overview

- Application of STAR model in a global organization
  - Common theme in assessments
  - Group discussion of best practices and your favorite model

# STAR MODEL

- Starts with really understanding the strategy
  - 50% of my time spent here
  - Makes everything else easier
- Design Criteria & Trade-offs
- Getting the right people on the team
- Applies to global and regional organizations
- Flexible approach – non linear
- Integration with Change Management makes it *really work*



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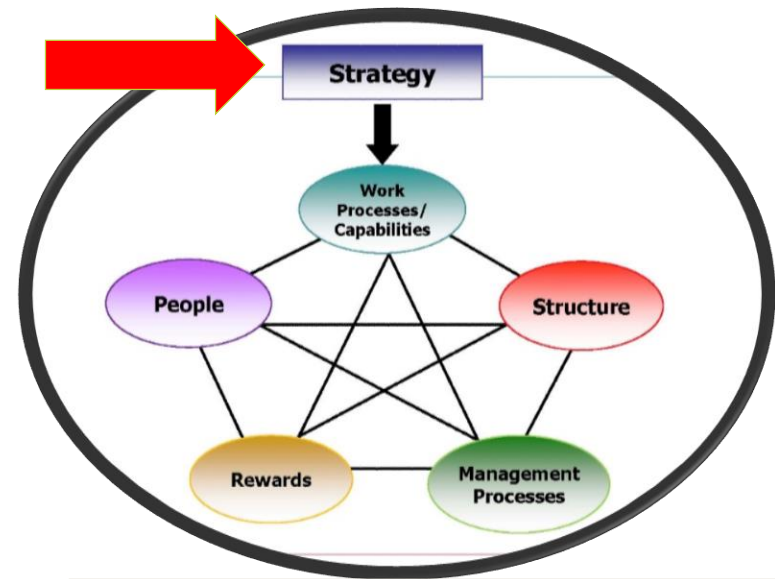


# Strategy

- Take your TIME here.....
- *Don't assume*
- Bring in the right people
- Test your assumptions with larger groups

## Key Benefits:

- Alignment
- Understanding
- Objective measurement
- Trade off



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## *My Experiences:*

- *Global Org – adding a new Marketing Focus*
- *Global Redesign from Regional to Product*

# Line of Sight - Keys to Strategy Execution™

## The **Line-of-Sight™** Measures:

- ✓ Do employees confidently understand the strategy?
- ✓ Do leaders focus on strategy execution with conviction?
- ✓ Are metrics linked to strategy?
- ✓ Do employees focus on the right activities?
- ✓ Are employee capabilities aligned with strategy?

*29 Question Assessment  
9 minutes to complete*



# Key Themes

- Researched multiple models and found:
  - STRATEGY is always the starting point
  - Large organizations will have multiple layers of strategy and culture
  - Senior leadership involvement is essential
  - Design team needs to include cross-functional approach
  - Process, people, leadership and structure are all common critical elements



# Your Turn.....

- What models have you used?
- How & When have you used assessments?
- What have you learned?



# Summarize

**Effective EXECUTION is hard to find:**

It's estimated that more than 60% of strategies are not successfully implemented and only 14% of employees understand their company's strategy and direction.

*American Management Association, 2014, Forbes, 2012*

Our value add.....clarity and design around the STRATEGY!!!

# Thank You



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