

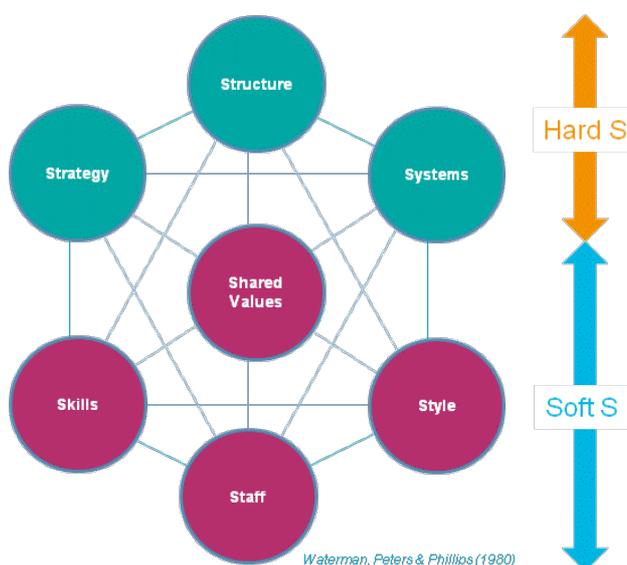


7 'S' model

Leadership Dimensions Evaluating information

The 7S model is a useful diagnostic tool that helps the management or project team think about an organisation or a change project in a comprehensive manner.

The model was developed initially in 1980 by Waterman, Peters and Phillips and combines both rational business elements [Hard Ss] and the emotional people elements [Soft Ss] that are critical for an effective organisation and a successful change project.



All Ss are interrelated and impact on each other.

Waterman, Peters & Phillips (1980)

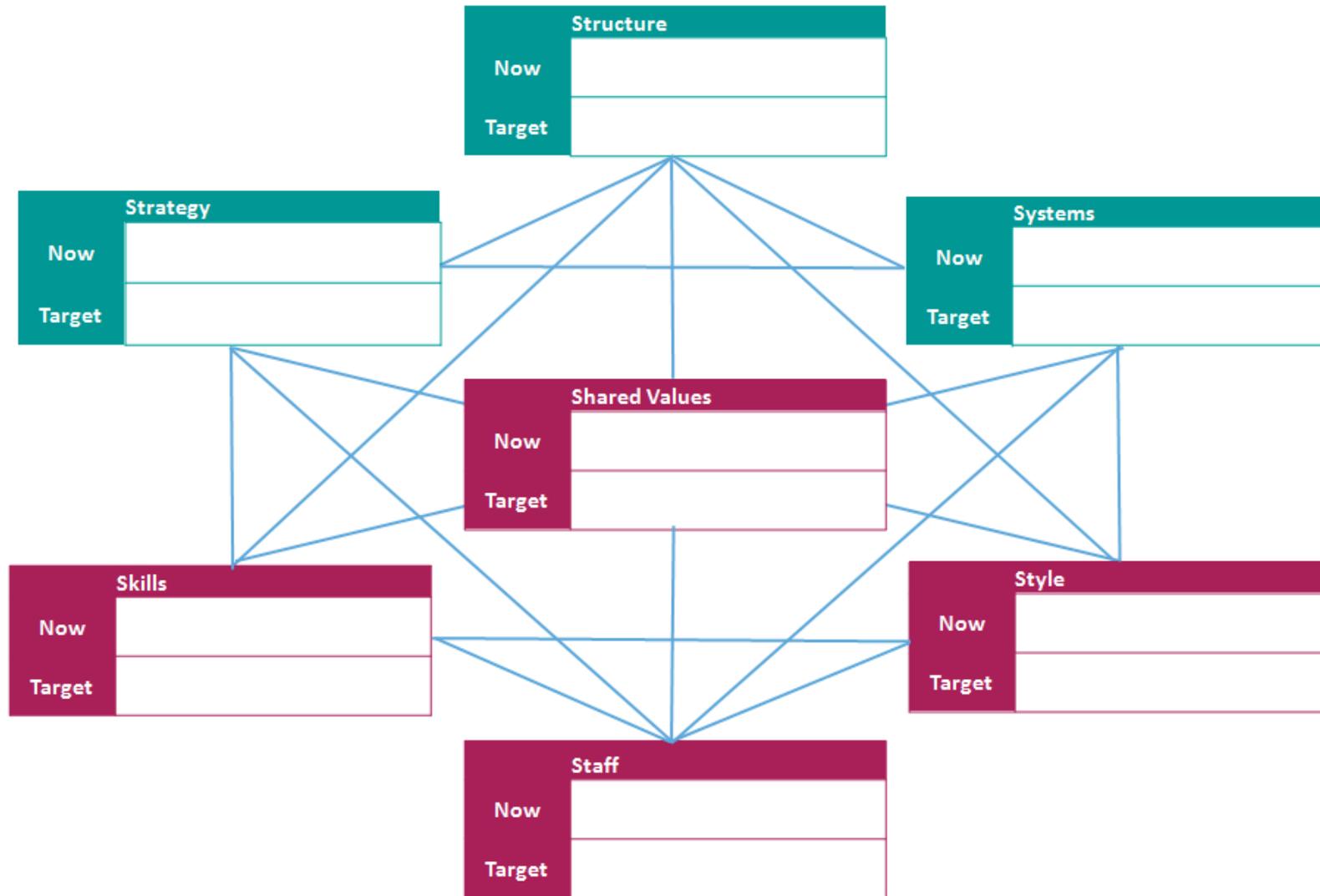
Hard	Strategy	The organisational plans to achieve key goals.
Hard	Structure	The way in which the organisation and work are organised.
Hard	Systems	The procedures, processes and systems that define how the work is done.
Soft	Style	The cultural style of the organisation and how managers behave in achieving the organisation's goals.
Soft	Staff	The numbers and types of employees within the organisation.
Soft	Skills	The critical capabilities required within the organisation.
Soft	Shared values	The key values of the organisation - what it stands for and what it believes in.

What to do - effective risk reduction requires effective diagnosis

1. Use the 7'S' Model to **analyse and define the current situation** [now] and a **proposed future situation** [target].
2. List the **gaps and inconsistencies between the now and the target situations** by comparing your now and target definitions.

By identifying the nature of the change you are targeting, you can plan to manage the associated risk.

1. For each organisational attribute, briefly describe the current situation [Now] and the proposed future situation [Target].



2. List the gaps and inconsistencies between the *now* and the *target* situations.

Hard Ss	
Element	Gap or inconsistency
Strategy	
Structure	
Systems	
Soft Ss	
Element	Gap or inconsistency
Style	
Staff	
Skills	
Shared Values	