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Organizational Fitness Profiling (OFP)

Organizational Fitness Profiling (OFP) is both an intervention tool and research approach. It unfolds over a series of employee meetings that promote an open, fact-based dialogue within senior as well as junior management. OFP unearths the root cause of barriers to strategy implementation. In other words, it helps identify the silent killers of strategy.

OFP is a five-step process.

1. **Statement about direction:** A concise statement is developed for the strategic and organizational direction. It articulates the links among the competitive environment, performance goals, business strategy, and organizational and cultural changes. This statement is used to communicate the strategy and its logic to the entire organization. It also contains information from employees about implementation barriers.
2. **Data on barriers and strengths:** A task force of a cross-section of well-respected managers is appointed to conduct interviews about specific management practices that hinder strategy implementation. The task force selects a sample of individuals to be interviewed. A select number of top managers are also interviewed about their views on barriers to strategy implementation and their effectiveness as a team. The task force meets to analyze the information collected from the interviews and identifies the main themes.
3. **Integrated plan for change:** An intensive three-day feedback and planning meeting is organized for the benefit of top management, during which they are subjected to a candid account of the organization's functioning. With the help of a comprehensive analytical framework, top management analyzes the root cause of strategy barriers and develops a broader vision for redesigning the organization. In other words, top management redefines its role, responsibilities and decision-making process. They also develop an implementation plan that integrates previous initiatives with the additions. Projects that will improve business performance, coordination, managerial competence and employee commitment gain significance. These projects are run by cross-functional teams and are periodically reviewed by the senior management team.
4. **Refining the plan:** Top management reviews and refines the proposal with the employee task force. It is a reality check for the adequacy of top management's plan. This enhances the cross-functional partnership for better strategy management and learning.
5. **Implementation:** The implementation process sees the members of the task force donning leadership roles. Top management periodically champions and reviews the overall process. The task force can repeat the process every year or two.



TenStep Supplemental Paper

OFP can not only help an organization diagnose the reason for its strategy going haywire, it can provide the organization with tangible solutions to set the organization going in the right direction.