



# **A roadmap to success**

**A different observation over organizations**



**Analyzing the past**  
**Understanding the present**  
**Drawing the future**

**2018**



# A roadmap to success

## A different observation over organizations

### **General:**

Modern organizations constantly occupy themselves with the questions "Are we doing well?", "Can we do better?", "What should we do better?"... Using a metaphor from health issues, the organization, as it reaches maturity, should take some regular health examinations to answer the questions above. As a result of those examinations the organization should stop, analyze the past, understand the present and draw the future.

DH&A's senior team enables it to happen. The elite team, our state of the art tools, accumulated knowledge and experience and our out-of-the -box professional approach makes us world leaders in providing a clear roadmap for organizations, enabling them to examine themselves by having a "second opinion".

### **The concept:**

1. In order to create a productive and successful roadmap towards change, a preliminary stage of scanning is necessary. The scanning process is about taking a snapshot of the current situation in order to create the desired roadmap.
2. The scanning process evaluates the foundations, leadership, management, structure and the professional and general conduct.
3. The product of the scanning process is a thorough roadmap document that includes information, analysis, conclusions and recommendations, according to DH&A's approach, as for the measures needed to be taken.



**Issues scanned:**

1. Vision and missions – Is the current stated vision adequate to the current situation? Do the vision and missions support the needs and the goals of the organization?
2. Leadership –
  - a. Understanding what is needed to lead the organization in light of item 1, which personal and behavioral characteristics are needed in order to successfully lead the organization in this given situation and under the desired vision, mission and goals.
  - b. Given the findings of item 2a, what is the ability and potential of the current CxOs, EDs and directors to lead the company?
3. Structure – The capacity of the current structure to support the vision, missions and strategies of the organization. What changes are recommended to be done?
4. Professional conduct – Are the major professional areas (technology, marketing, finance etc) functioning adequately? Are they able to support the vision, missions and the strategy of the organization? What prevents them? What can and should be done?
5. General conduct – HR data: are there too many managers? What is the current directors-managers-workers ratio? Is it reasonable? What is recommended?
6. Culture – Evaluate the ability of the management to work in the local business culture and understand what is perceived by the local culture as success.
7. Intelligence – The ability of the company to evaluate market situation, threats, opportunities and translate them to strategies and work plans.

**The product – roadmap:**

The product of the scanning process is a thorough roadmap that provides the basis for the change process to follow:

1. Structure: Must support successful operation.
2. Leadership and management: Managerial issues, decision making, mutual support among EDs, conduct corresponding with strategy etc.
3. HR and administration: Conduct need to support goals and lead to success.



4. Culture: The cultural issue, understanding it and providing the means to make it an advantage.
5. General conducts: Bottlenecks, issues with inner and outer clients, team playing and mutual support, tensions, headquarter-field relations, subsidiary-group relations etc.
6. Intelligence: The road to establishing a modern business intelligence unit that can provide the needed data and analysis mined from open sources and others in order to create a corresponding strategy and being able to initiate rather than only responding. Being proactive and not only reactive.

**Measures taken on site:**

1. A thorough coordination of expectations with relevant selected officials. Understanding the mandate for operation.
2. Opening meeting with CEO. Coordination of expectations.
3. Appointing an administrative referent from the company to assist with conduct: appointing meetings, collecting data and documentation etc.
4. Conversations with board members and EDs.
5. Conversations with directors and other selected managers.
6. Gathering needed data provided by relevant personal. Data as for structure, operational conduct, financial conduct etc.
7. Conversations with directors and managers who left the company to understand working environment, criticism etc.
8. Conversations with major clients.

**Timeslots:**

1. Scanning on site takes about 10-14 days in 2-3 rounds.
2. Report and roadmap delivered 3-4 weeks from completion of scanning.
3. Pace of delivery might change due to level of cooperation.

**For further information:**

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