

Situation Analysis





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What is Situation Analysis?

Situation Analysis is about examining where things are now, why change is needed and how change can best be achieved.

It will help you to:

- Understand how well placed you are when it comes to achieving your current and future objectives
- Identify what and why things need to change
- Build a shared understanding of the need for change



Where does Situation Analysis fit within the change process?

This is one of the first things you need to do when you're preparing for change.

Even if your change project is very small, you'll probably still find a Situation Analysis helpful. It will ensure that:

- Your solution meets customer needs, the benefits are achieved and your employees are involved
- You don't leave anything out when you're delivering the solution



Why is Situation Analysis important?

We always need to make sure we're making the right changes, for the right reasons, in the right way.

Carrying out a Situation Analysis helps with all of that. It enables us to:

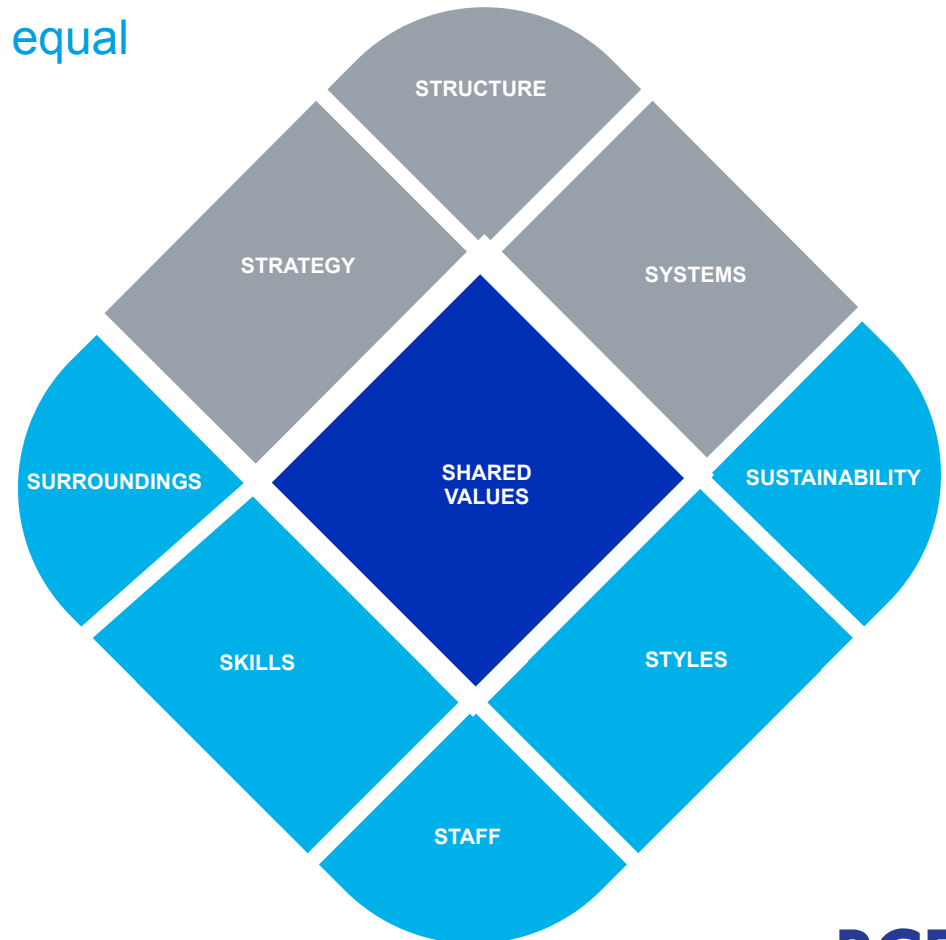
- Discover the root cause of the problems or issues
- Maintain and build on current good practices
- Create a comprehensive change plan
- Look at the wider impact of change and any knock-on effects

The 9 elements: How they all fit together

The 9 elements can be categorised as either 'hard' or 'soft', but they are of equal importance.

Those described as:

- 'Hard' are easier to define or identify and management can influence them directly
- 'Soft' can be more difficult to describe, are less tangible and could be influenced by culture





The nine elements: Strategy

This is the plan you create to maintain and deliver on your objectives – it will need to be supported and aligned to the broader TfL strategy.

A good strategy should be:

- Clear on how we can achieve our objectives
- Communicated to – and understood by – the team
- Flexible enough to adapt to changes beyond our control or changing customer needs
- Aligned to others within the department and the wider business



The nine elements: Structure

This is about how your department or team is structured, and who is responsible for what.

The structure needs:

- A hierarchy that allows effective decision making
- Well-coordinated activities across different departments and teams
- Team members who make decisions in the interests of the wider team and department
- Clarity on who is responsible for what
- Clear lines of communication



The nine elements: Systems

These are the systems and processes that we use on a day-to-day basis.

Strong, successful systems are:

- Consistent, cohesive and fit for our needs
- Controlled, monitored and evaluated
- Used by everyone, with the rules and processes for operating them always followed



The nine elements: Shared values

This refers to TfL's core values and behaviours, and to the culture within the department or team.

To be successful here, we need:

- Team behaviour that's consistent with the TfL values and behaviours
- A culture that enables new ways of working
- Everyone to have a voice (and to make sure individuals don't dominate the culture)
- Our customers to be able to see our values and behaviours in action



The nine elements: Style

This is about the visibility of our leaders, and making sure we have good working relationships at every level.

We need to make sure that:

- Our management/leadership style encourages change and focuses on the goals that can be achieved
- Employees and team members are cooperative
- Teams are functioning well and fully integrated



The nine elements: Staff

To be successful, we need to have employees who are informed, engaged, flexible and able to handle their responsibilities.

That means making sure that:

- We fill any specialist roles within the team – and any key roles
- Staff are willing to change and adapt
- We have a resourcing plan for the future
- Our team is diverse

The nine elements: Skills

It's important that everyone who works for us has the skills they need to do their job well – and that we make the most of people's different abilities.

So we need to ensure that:

- The team has the skills to meet current needs – and future ones
- Core skills are respected outside of the team as well as within it
- We regularly monitor skills in the team
- We have a structured and clear approach to skill development



The nine elements: Surroundings

We need to be aware of the factors that affect our organisation now – and those that could affect us in the future.

We need to:

- Be aware of political pressures
- Be able to identify all of our customers
- Understand our customer demands and get their feedback
- Make sure our legislative obligations are met



The nine elements: Sustainability

There are lots of factors that affect our sustainability and the way we embed changes.

We have to make sure that:

- Business as usual is manageable, and that any changes can be implemented without adversely affecting it
- Any new solutions or visions can be implemented in the timescales, and properly embedded
- We have a process for tracking the measures of success

Situation Analysis

The 9 elements help us to understand where we need to be in order to operate successfully.

- But before we can introduce and manage change, we need to understand how things currently stand
- We've created a series of statements that can be used as a Situation Analysis questionnaire or survey that will help you to assess all nine elements
- This questionnaire can be found under "Things to do" in this phase



How can you carry out a Situation Analysis?

The statements each have a score assigned to them, and space for people to add their thoughts about any specific challenges.

- The lower the score and the greater the challenges, the more we need to introduce and implement change or drive improvement
- You'll also be able to see how similar or divergent the views are of your change team or senior managers. Any differences in opinion could be something that you need to address.



How can you carry out a Situation Analysis?

Whilst you won't have a specific solution in place at this point, encourage people to complete this activity with the future in mind.

- Initially, ask your senior managers or change team to give you their responses to the statements
- Send the statements out in a questionnaire format or use an online survey – your HR Business Partner will be able to help
- Or use the statements to structure a meeting or workshop

Focus groups and workshops

Focus groups and workshops are a great way to involve your senior managers and employees in identifying the current problems, challenges and reasons to change.

- Structuring the session around the 9 elements, you can ask attendees to think about the opportunities and what the next priorities should be
- We have created a Situation Analysis focus group tool to help
- This activity is best undertaken once you've had the opportunity to reflect upon – and hopefully agree – the key elements that need to be changed



How does this fit in with the other phases of the BCF?

You'll be able to use the information you gather to construct your Vision for Change.

- You can then share that with all your employees to build a common understanding of why there's a reason to improve and what the improvement might look like
- In the Design phase you'll be able to take the information gathered from your Situation Analysis to generate Solution Options and Key Areas of Focus