

# Leader Toolkit

## 7 S model



We are **RESPONSIBLE** leaders, **DEDICATED TO QUALITY**.

We do the right thing and focus on what matters and deliver results.

### Why use this tool

- The 7S model is a useful diagnostic tool that helps leaders or project teams 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 identifies seven elements - rational business elements [Hard Ss] and the emotional people elements [Soft Ss] - that need to be aligned if the organisation is to be effective and successful.

### When to use this tool

When planning a large project or a task which may impact many parts of the organisation and requires alignment across these parts.

### How to use this tool

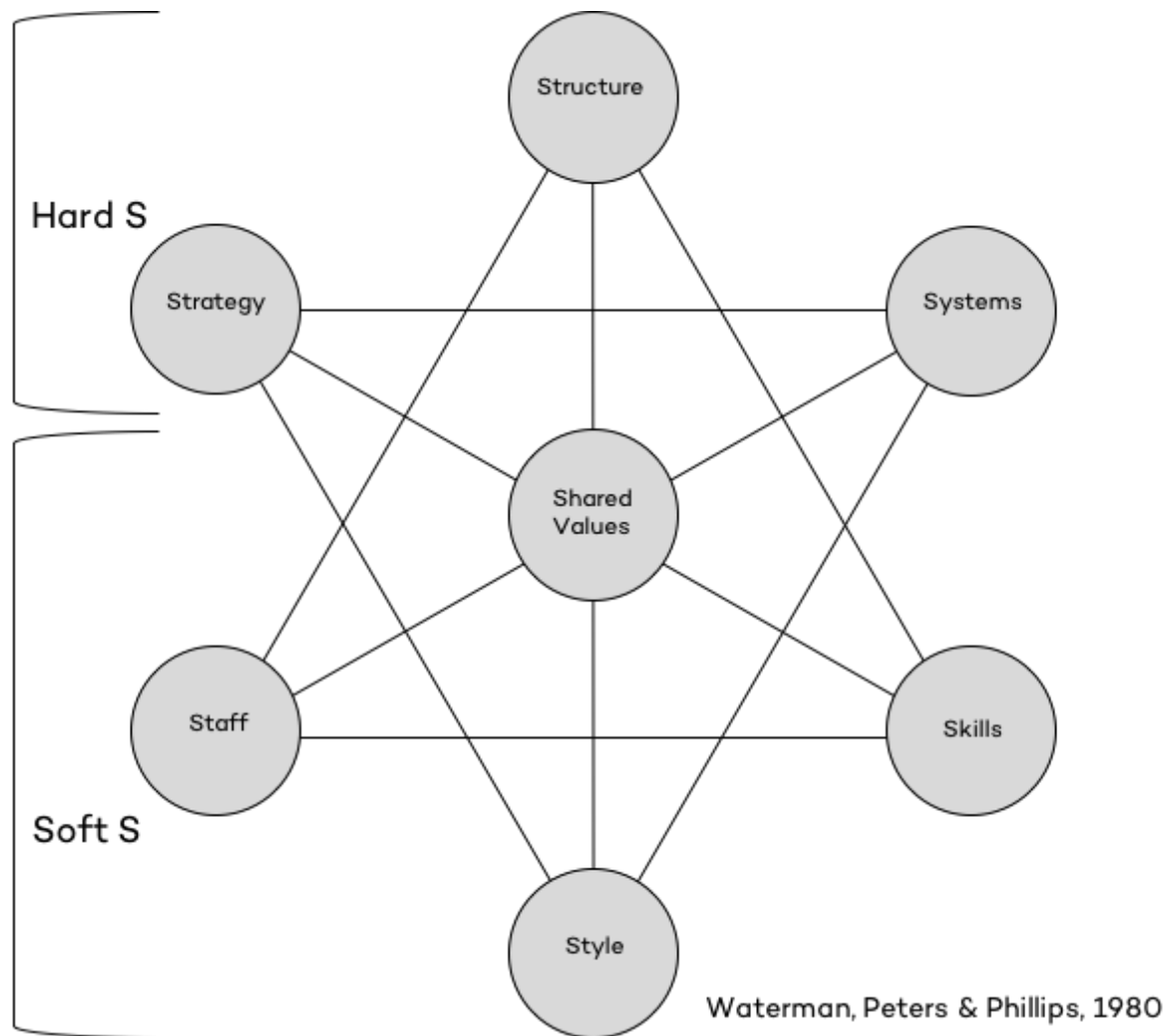
Effective risk reduction requires effective diagnosis

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

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## The 7 S Model



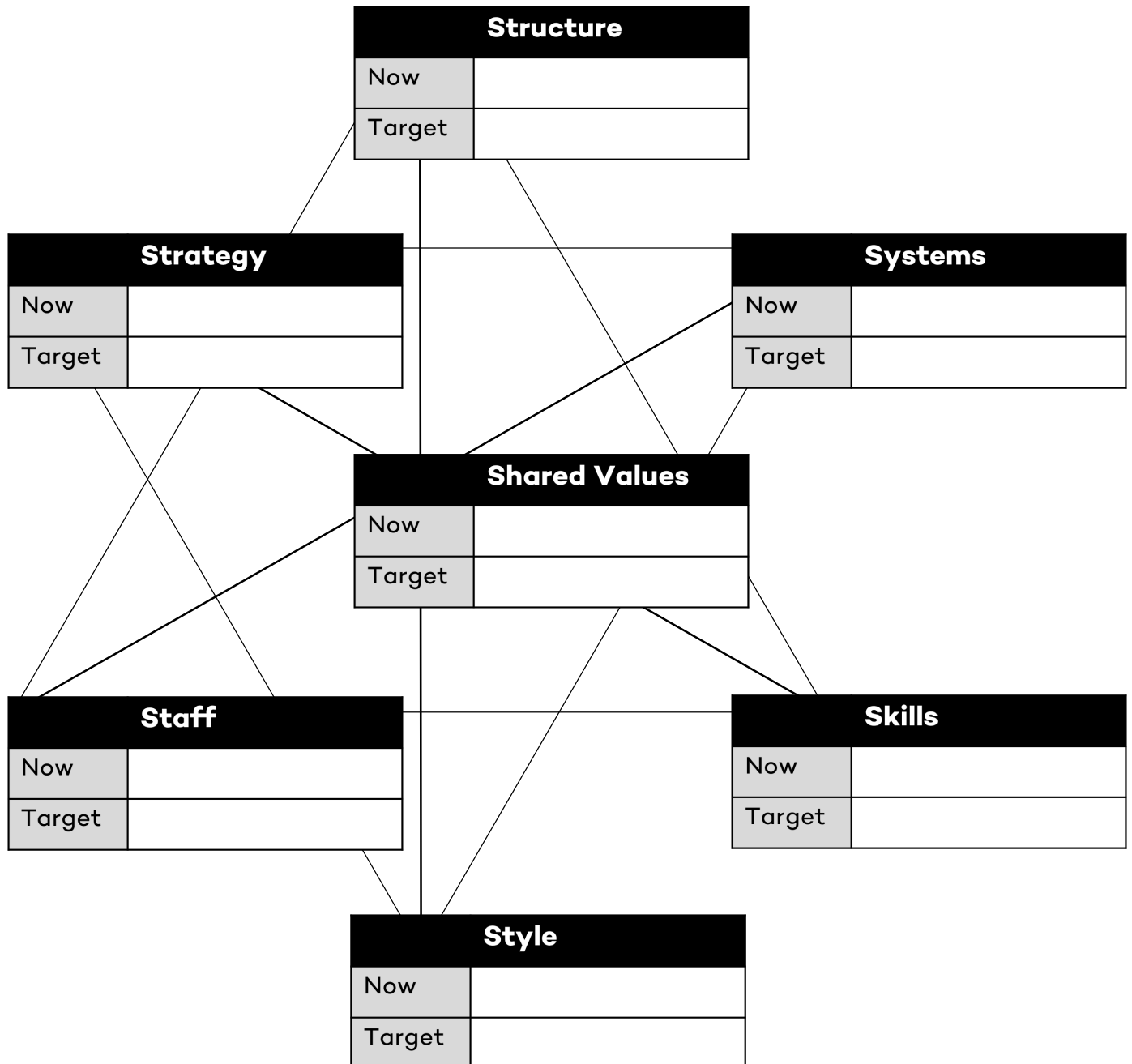
|      |               |   |
|------|---------------|---|
| Hard | Strategy      | The organisational plans to achieve key goals.  |
| Hard | Structure     | The way in which the organisation and work are organised.   |
| Hard | Systems       | The procedures, processes and systems that define how the 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.                      |



# 7 S model



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



# 7 S model



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 |                      |

