



**SigmaField**  
Consulting

The planning has been done...the strategic direction has been determined...the next step is to commence implementation... but...are the capabilities of the organisation of sufficient strength to implement the strategy?

Line of Sight Assessment<sup>©</sup>

# Line of Sight Assessment<sup>®</sup>

## Why undertake a Line of Sight Assessment<sup>®</sup>?

Over a number of years the principals of SigmaField have worked with clients on an on-going basis to develop their strategic plans. A number of patterns began to emerge in relation to what is critical to implementation of the strategic plan. Particular elements within the patterns have been shown to have strong correlations to an organisation's capacity to implement strategy.

The seven identified elements are:

### **Champion + Support**

The quality of the leadership driving the implementation of the strategic plan, the ability of the implementation sponsor to control and allocate resources, and the effectiveness of the support person/s focused on implementation.

### **Business Unit Alignment**

How aligned are the Business Plans of each Business Unit or Division with the overall Strategic Plan? Will the sum of the Business Unit Plans, at their current KPIs / Scorecards, equal the overall Plan and Scorecard?

### **Team Alignment**

This is the next level of alignment. Do teams' and individuals' goals and KPIs directly cascade from the Business Unit plans and will they sum to equal the Business Unit goals and KPIs?

### **Performance Management**

Are teams and individuals incentivised for superior performance and know the consequences for poor performance? Are measures in place to effectively and objectively assess performance? How effective is the performance expectation planning process and the appraisal and skills development process?

### **Collaboration**

How strong is the collaboration between Business Units, teams and individuals? Will people share knowledge and resources to achieve a group-wide outcome?

### **Project Management**

Are the disciplines of Project Management understood and practiced? Are projects properly planned, resourced and managed? Do projects come in on time and budget, achieving stated project objectives?

### **Infrastructure**

How effective is the support structure for getting things done, e.g. internet, video conferencing, shared directories and contact lists, underlying operational systems and processes, knowledge management, harmonised policies and practices?

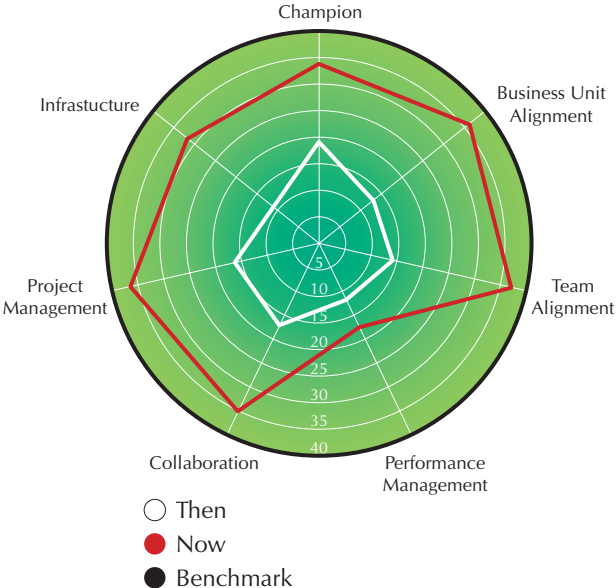
# Line of Sight Assessment®

## How is the Line of Sight Assessment conducted®?

The Line of Sight Assessment® is conducted as a series of interviews with senior management and the staff. The results of the interviews are graphed to show the perceptions of the senior management team and the staff. From this analysis the biggest gaps to benchmark are identified and decisions can be made to improve capability in those areas. The tool can be used as an ongoing measurement tool.

## An Example

The following graph demonstrates the results of a Line of Sight Assessment® undertaken over two timeframes; the white line indicates the assessed implementation capability against benchmark at the commencement of an integration of a number of organisations into one; the red line indicates the results of a second assessment undertaken after a period of 3 years.



The result provides a graphic illustration of how this sample organisation recognised the disparity at the outset and worked to address each of the critical areas. Whilst Performance Management remains an area requiring additional attention, focused actions can be put in place to improve this capability area that will ultimately be able to be translated into the achievement of the strategic objectives.

## Conclusion

Identification and recognition of areas requiring additional focus is imperative in order to achieve strategic outcomes. The Line of Sight Assessment® is a tool which provides a graphic illustration of the perceptions of implementation capability of those people whose job it is to implement the strategic goals.

## Contacting SigmaField

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