

# D.I.A.L.O.G.

Diagnostic Data Indicating the ALignment of Organizational Goals

IN THIS EDITION, WE WILL  
EXPLORE THE CONCEPT OF:

## UNDERSTANDING THE DYNAMICS WITHIN THE ORGANIZATION

In response to an overwhelming call for an instrument which can be employed to measure how effective an organization is, we have developed one that meets this need and has exceeded all expectations in our beta testing.

Rather than guess at where the disconnects are within an organization, the D.I.A.L.O.G. instrument pinpoints strengths and limitations so that goal directed actions can be taken.

Read on to learn how this unique instrument can benefit your organization.

## Are We All Really Singing From the Same Sheet of Music?

### How Do We Know?

Organizations are complex entities. Effective leadership calls for developing strategy (the action taken to secure a competitive advantage) structuring the organization to achieve that strategy, ensuring that internal processes are focused on customer needs and focusing all of the people within the organization.

The larger the organization, the more difficult this job of people focus becomes. The best laid plans of mice and men are doomed for failure if everyone within the organization is not focused on the implementation of those plans.

The question then becomes:

*“How can we easily measure if the people are aligned with our strategies?”*

### The Answer is D.I.A.L.O.G.

The D.I.A.L.O.G. Organization Evaluation Instrument provides an organization’s leadership with hard data as to where there are disconnects affecting results. The source of this data is the people within the organization.

The data provides a tool for identifying specific issues that may need to be addressed as well as highlighting areas of strength which can be capitalized upon.

### The Foundation ...

for this instrument is the Malcolm Baldrige National Quality Award. The 7 Baldrige categories provide a framework that have been proven time and time again. One just has to look at the results generated by Baldrige winners.

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## Baldrige Categories

The 7 Baldrige categories which correspond to the D.I.A.L.O.G. categories are:

1. Leadership
2. Strategic Planning
3. Customer Focus
4. Measurement, Analysis, and, Knowledge Management
5. Workforce Focus
6. Process Management
7. Results



### 1. Leadership

Addresses senior management's leadership and involvement in creating and sustaining values, organizational direction, performance expectations, and a customer focus that promotes performance excellence.

### 2. Strategic Planning

Addresses how the organization sets strategic direction and how plans are put into action.

### 3. Customer and Market Focus

Addresses how the organization determines the requirements and expectations of customers. It also addresses how the organization strengthens relationships with customers and determines their level of satisfaction.

### 4. Measurement, Analysis, and Knowledge Management

Deals with the use of data and information in the organization to better understand areas for improvement and how the organization is performing.

### 5. Workforce Focus

Determines how employees are encouraged to develop and utilize their potential. It also addresses efforts to build and maintain an environment conducive to performance excellence as well as personal and organizational growth.

### 6. Process Management

Addresses the key aspects of how processes are designed, managed, improved, and their cycle times reduced.

### 7. Results

Focuses on the organization's performance and improvement in key business areas and how effectively these results are communicated throughout the organization.

These 7 categories are called the Criteria for Excellence and address the health and survival of an organization. The key benefit of the D.I.A.L.O.G. instrument is that it takes a "systems" approach to the evaluation. The "program de jour" is not the answer in today's competitive environment.

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## Frequently Asked Questions

### How is the instrument structured?

The instrument consists of 70 statements (approximately 10 in each category). The respondent indicates the degree to which he or she agrees or disagrees with the statement or checks the response: "I don't know."

In addition, the respondent indicates his or her stratification in the organization.

#### **For Paper Based Tools:**

The responses are entered onto a response answer sheet and returned to our affiliate.

The data is then tabulated and a summary report prepared. The turn around time is usually less than 10 working days from receipt of the final response.

#### **For Web Based Tools:**

The respondent will complete an online questionnaire. The data is tabulated and the report is prepared. The turn around time is the next business day following expiration of the password.

### How is the summary report structured?

The data for the entire organization is presented in color graphs and text form. All of the responses (degrees of agreement)

are translated into organizational positives and negatives.



All of the statements for each category are then listed in the order in which the organization may wish to consider addressing them as a result of the responses.

The data is then delineated according to the stratifications selected by the client. Data showing how each of the stratifications compares to the others is presented in color graph form for each of the categories.



### What to do with the data?

The D.I.A.L.O.G. data identifies for management which categories need to be addressed. Organizational resources are too precious not to be focusing on what's important now.

If the organization's business results are not meeting expectations, then D.I.A.L.O.G. is the tool of choice to identify the disconnects and what issues need to be addressed.

### Why some don't do it?

Believe it or not, there are some organizations which are afraid of hearing the truth. Without naming names (so as to protect the guilty), some have told us: *"Not interested. We really don't want to uncover issues that we are not prepared to face right now."*

Sounds strange but true. This is akin to only visiting a doctor who touches up the X-rays!

### Who should consider using D.I.A.L.O.G.?

If any of these symptoms sound familiar, give serious consideration to contacting us.

- Profitability is slipping
- Customers are defecting
- Employee turnover is high
- Marketshare is eroding
- Internal conflict is the order of the day
- You spend more time reacting to competition
- Or, the best reason of all:

***You just want to improve!***

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## WHO WE ARE

Resource Associates Corporation is an international network of highly qualified professionals, generalists, and specialists. Each member of our team has years of hands on experience and has received certification through extensive on-going training. Our professionals provide the forum, processes, structure, and expertise to assist organizations to create a profitable and competitive customer focused advantage in today's ever changing global environment.

## HOW WE HELP

- Develop strategic focus and value-driven leadership
- Create continuous improvement and customer focused growth
- Provide the structure for the implementation of Cycle Time Reduction for your processes
- Improve team effectiveness
- Develop your people's potential
- Align management and operating systems with your strategic plan
- Develop executive leadership skills
- Develop supervisor and customer service skills
- Develop your people's selling skills

## THE RESULTS COULD INCLUDE:

- Improved market share
- Increased revenues
- Reduced costs
- Increased speed and accuracy
- Improved profitability
- Increased customer responsiveness
- Improved customer satisfaction
- Increased stockholder value

## FOR MORE INFORMATION, CONTACT:



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