



# Organization Analysis REPORT



**Lead Consultant: Rev. Ambassador Sylvia Wilks**



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# 1. EXECUTIVE SUMMARY

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Sometimes good projects are not as effective because leaders do not have a well-thought-out organizational design or fail to make the necessary changes to reflect current developments. Organizational design or redesign is the deliberate process of configuring structures, processes, reward systems, people practices, and policies to create an effective organization capable of achieving the organization's strategy (Galbraith et al., 2001). As each part corresponds or fits, the more likely the organization will be effective. An organizational analysis can indicate an organization's state that can help leaders make decisions about its strategic, technological/ structural, human resource and process components, coordination, and control systems.

As reflected in this organizational analysis report, B2M has made significant strides over the past few years. It is commendable that before making some strategic moves and integrating the developmental assets framework in its current program, B2M has decided to engage in an organizational and program analysis to ensure it has an effective organizational design and culture to foster its growth. B2M has outgrown its initial scope of one program at one high school for a group of year 11 students to two schools. The organization has decided to expand to include year nine students, students from the sister islands, and programs and events for its alumni.

The analysis showed that B2M strongly emphasizes efficiency and effectiveness goals, which are congruent with its strategy, environment, coordination, and control systems. Although the organizational structure and some portions of the human process and resources are not currently congruent, recommendations are made to improve them. The recommendation is also made to improve the coordination and control system to be efficient and effective.

## 2. BACKGROUND INFORMATION

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### **About BOYZ2MEN Cayman Islands**

BOYZ2MEN (B2M) Cayman is a nonprofit organization based in the Cayman Islands. It was launched in 2009 with three members at the John Gray High School under the direct leadership of school Counselor Mr. Christopher Murray. By 2011, the group's membership increased to 30 male students and mentors. In 2013, a curriculum was developed emphasizing diversity awareness and cultural competence. The program progressed in 2015 to include a guest speakers forum with pre- and post-assessments for self-evaluation and reflection. In 2017, the curriculum was organized and delivered under four tiers: leadership, culture, civility, and service. The signature event, the transformation dinner with mother, was introduced in 2019. With the support of Caribbean Youth Assets HQ., B2M Cayman obtained its nonprofit organization certification.

### **Organization Need**

In its strategic planning document is a proposal to expand program types, audience, and reach and develop programs and events for the alumni.

In its funding proposal, two key actions are stated under the strategic plan overview - nonprofit status and curriculum. The priority for nonprofit status is to implement strategic actions to establish B2M as a registered nonprofit in the Cayman Islands. Creating an organizational structure, job description, recruitment plan, and program budget is an activity listed to achieve this.

Caribbean Youth Assets HQ. has been contracted to develop an organizational design to reflect its current strategic direction, emphasizing creating an effective organizational culture.

## 3. APPROACH

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### **Method**

#### **Organizational Analysis Steps:**

##### *Qualitative Data Collection*

1. Interview program founders, board members
2. Review constitutional documents
3. Review program details and information
4. Review the current funding proposal
5. Review strategic plan proposal

##### *Quantitative Data Collection*

Conduct an organization analysis under four categories: strategic, technological/ structural, human resources/ process, and coordination and control systems. Utilize the organization design step-by-step approach highlighted by (Burton et al. 2015).

##### **Strategic Component**

Step 1: Assess the Scope and Goals of the Organization

Step 2: Assess the Strategy

##### **Technological/ Structural Component**

Step 3: Assess the Structure

##### **Human Resources/ Process**

Step 4: Assess Process and People

##### **Coordination and Control Systems**

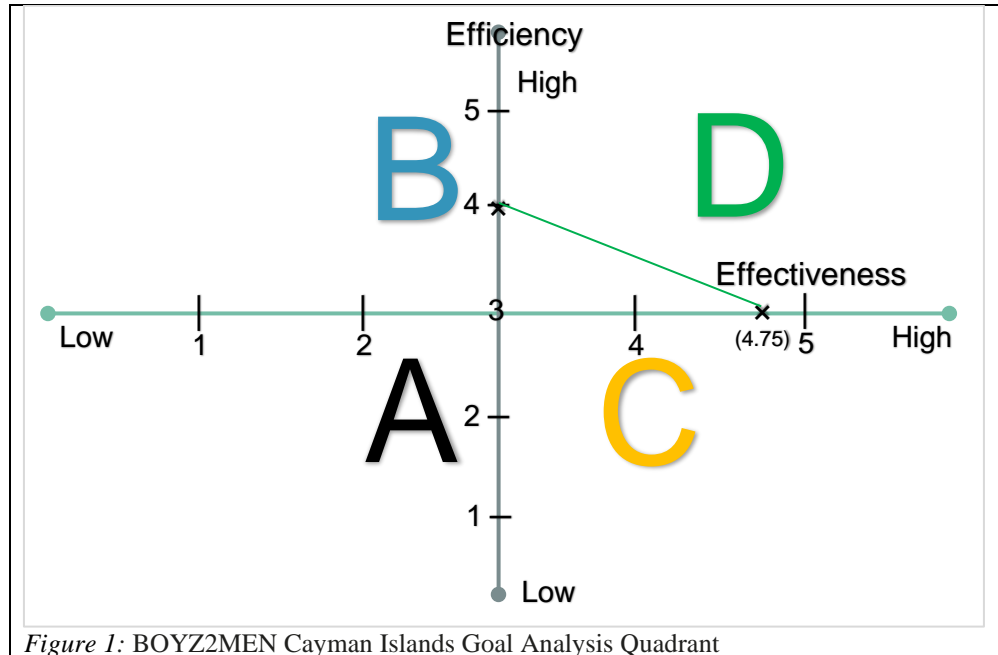
Step 5: Assess Coordination and Control Systems

## 4. RESULTS OF THE ORGANIZATION ANALYSIS

### Strategic

#### Scope and Goals

The strategic component of the organization includes its scope, goals, strategies, and the organization's external environment. The organization's current scope is to provide programming for Year 11 students at two local high schools in Grand Cayman. However, the strategic planning document proposes including Year 9 students, extending the program to the Sister Islands, and providing a program and events for the program's alumni participants.



The efficiency goals consider the use of the organization's resources, and the effectiveness goals focus on the services provided. As seen in figure 1, the goal analysis quadrant reveals that the B2M falls within quadrant D, where both the efficiency and effectiveness goal dimensions are high. These results mean that the organization strongly emphasizes its inputs and outputs.

#### Strategy

The strategy encompasses the organization's vision, mission, and short- and long-term goals. The strategy puts forward which programs and services the organization will provide based on its vision and mission.

The organization's constitution document has a stated objective, but none of the documents have a stated vision and mission. In figure 2, the strategy analysis reveals that B2M scores high for the exploration and exploitation dimensions, resulting in the D quadrant. Being analyzers mean that B2M balances taking advantage of current opportunities and seeking new ways of doing things. (See Appendix B for the total and average scores of the strategy analysis).

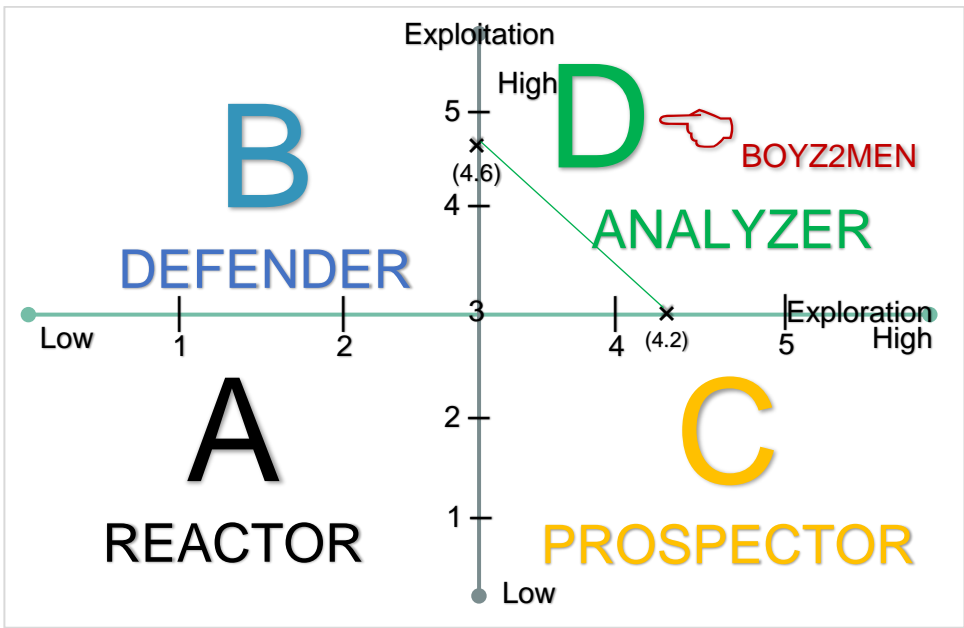


Figure 2: BOYZ2MEN Cayman Islands Strategy Analysis Quadrant

**Environment**

The environment encompasses critical factors outside the organization that affect its performance (See Appendix C). Critical factors were scored to determine the environment with two different variables – complexity and unpredictability. As seen in figure 3, B2M had high scores for both complexity and unpredictability, resulting in the D quadrant, turbulent environment. In this environment, many critical factors are interdependent and unpredictable. For example, the Human Resource Talent Pool is both complex and unpredictable as not many local individuals are familiar with or have experience with the developmental assets framework (See Appendix C)

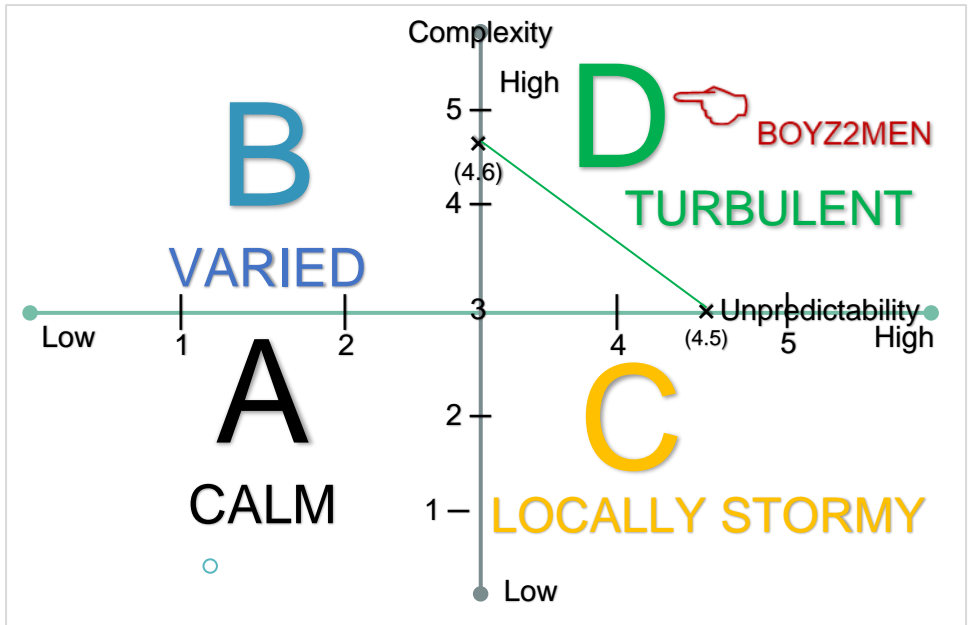


Figure 3: BOYZ2MEN Cayman Islands Environment Analysis Quadrant

## Technological/ Structural

The technological, structural component of the organization is its configuration, wherein the grouping and responsibilities of individuals are determined. As seen in figure 4, the organizational structure analysis of B2M reveals low scores for both functional specialization and service orientation. This results in the A quadrant, simple configuration as the organization is led by a board that includes the school counselors that currently arrange, schedule, and sometimes conduct the program activities. Although the school counselors and others involved have significant qualifications, they require a program coordinator with training and experience with the developmental assets framework.

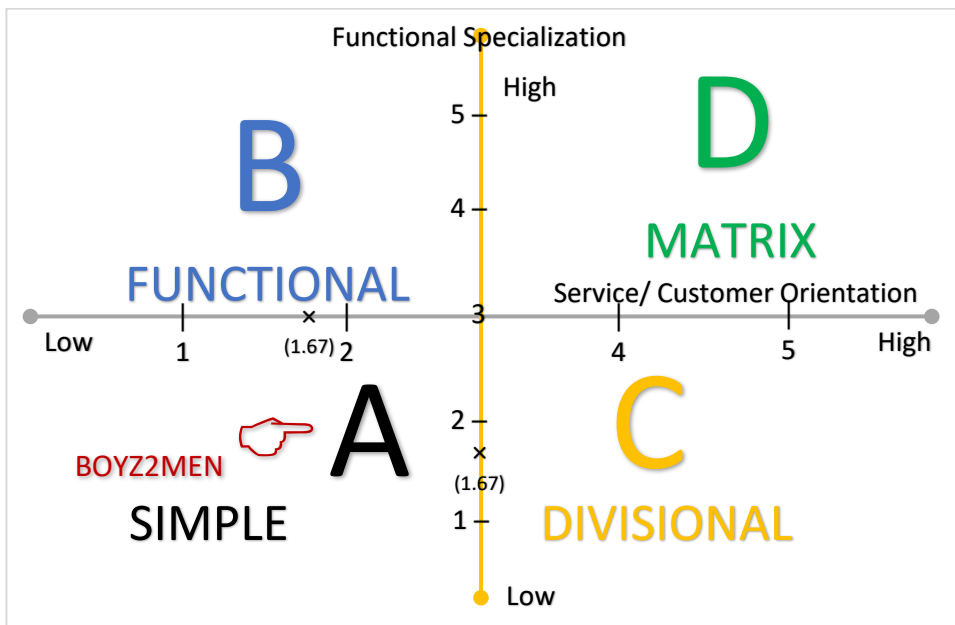


Figure 4: BOYZZ2MEN Cayman Islands Organizational Structure Analysis Quadrant

As seen in figure 5, B2M has a simple organizational chart reflective of the simple configuration. It does not have much task or depth across the hierarchy.

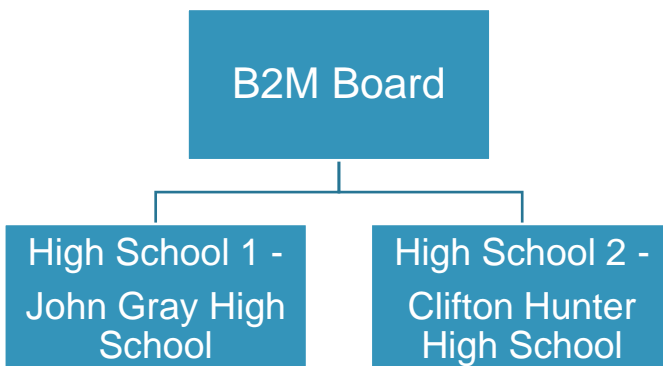


Figure 5: BOYZZ2MEN Cayman Islands Organizational Chart

## Human Resources/ Process

The human resource component of the organization includes the task design, the people that implement the goals and objectives, and the leaders who head the entire process.

### Task Design

As seen in figure 6, the divisibility and repetitiveness of tasks are neither high nor low. B2M does not fall into any of the quadrants. Currently, decisions are made mainly by the counselors within their role and responsibility as counselors at the school.

### People (Staff)

As seen in figure 7, the number of people is low (1), but professionalization is high (4). (See Appendix E). B2M falls within the C quadrant, laboratory. In this setting, very little directive/coordination is needed, and work is mostly autonomous.

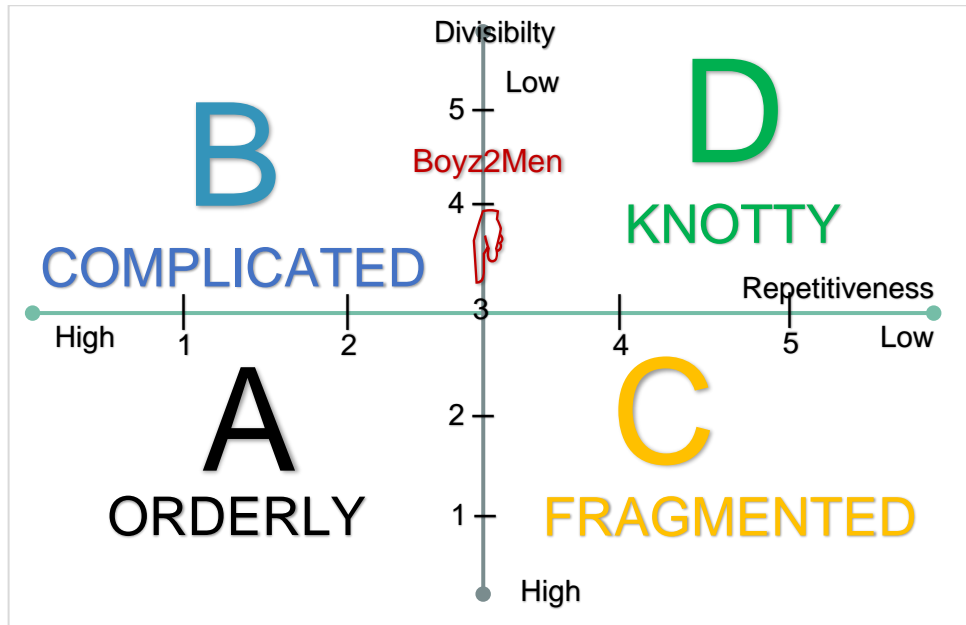


Figure 6: BOYZ2MEN Cayman Islands Task Design Analysis Quadrant

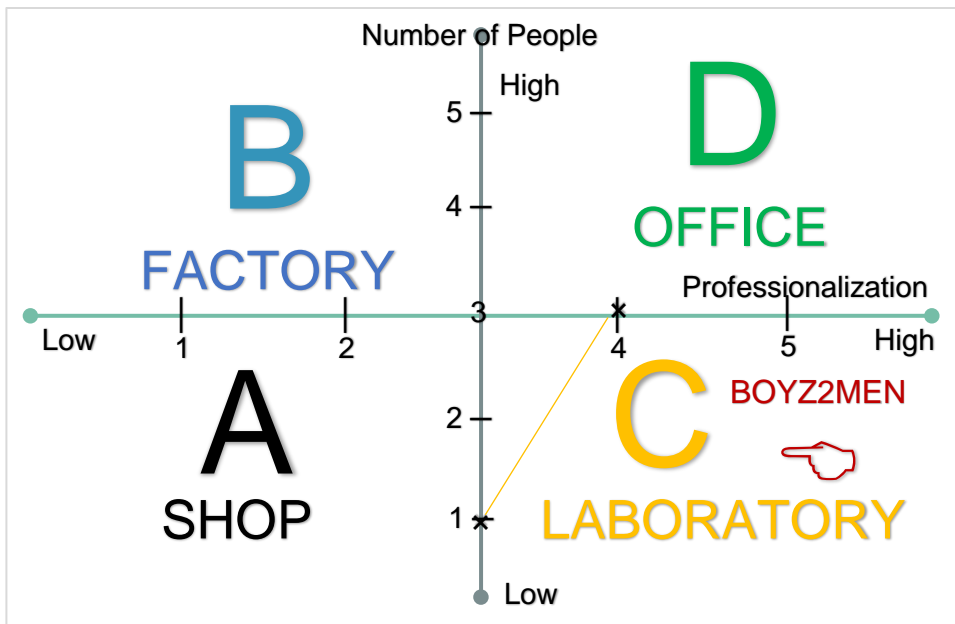


Figure 7: BOYZ2MEN Cayman Islands People Analysis Quadrant

**Leadership**

As seen in figure 8, the leaders of B2M are producers, as the leadership score falls within the D quadrant. There is a dual focus on efficiency and effectiveness, an eagerness to expand services, and the expressed need for a program coordinator to delegate.

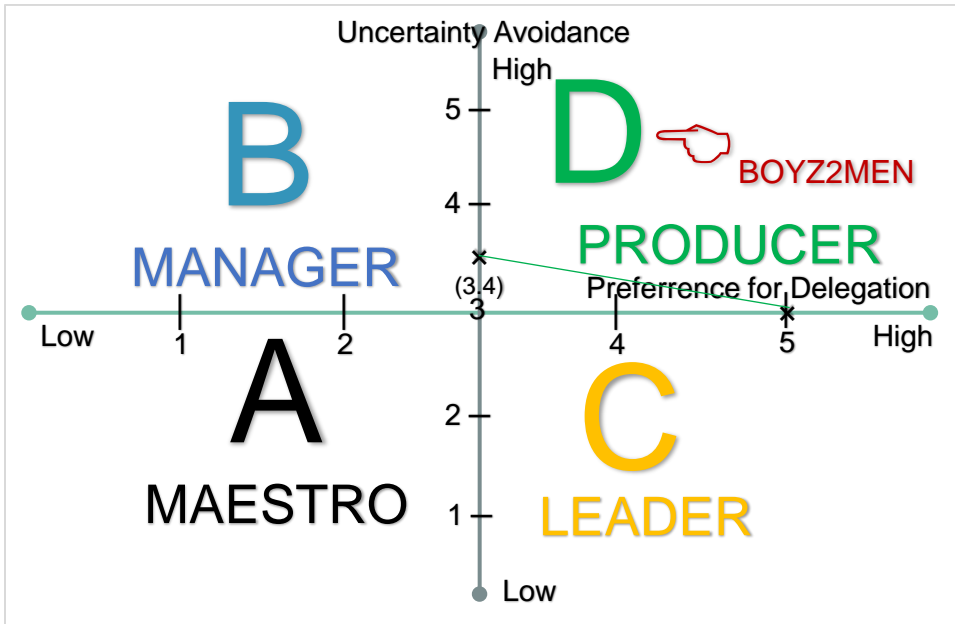


Figure 8: BOYZ2MEN Cayman Islands Leadership Analysis Quadrant

**Organizational Climate**

As seen in figure 9, B2M has a developmental, organizational climate.

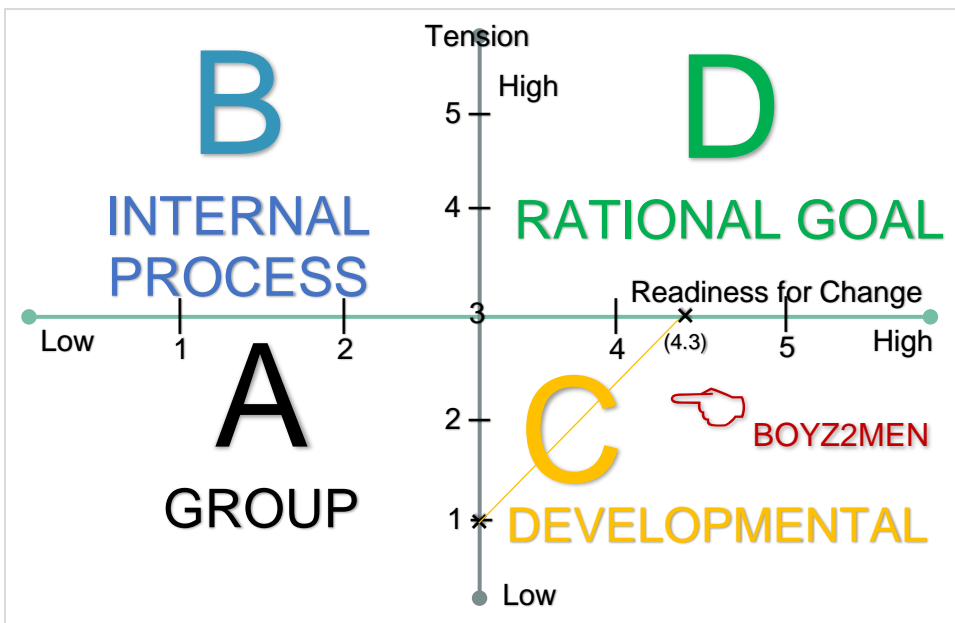


Figure 9: BOYZ2MEN Cayman Islands Organizational Climate Analysis Quadrant

## Coordination and Control

What is valued, the prevailing leadership styles, the language and symbols, the practices and routines, and the definitions of success that are particular to an organization all reflect the culture of that organization (Cameron & Quinn, 2011, p. 32). "The most obvious manifestation of culture is the explicit behavior of members of the culture. In an organization, this is how people interact" (Cameron & Quinn, 2011). Also, "cultures tell their members who they are, how to behave toward each other" (Schein, 2017, p. 22). Coordination and control systems are critical to the organizational culture as they "monitor and measure the performances of sub-units and people" (Burton et al., 2015).

### Coordination and Control Systems

Formalization is "the degree to which the organization specifies a set of rules or codes to govern how work is done." Decentralization is the degree to which decision-making authority and responsibility for coordination and control lie in the sub-units of the organization and individual managers rather than one specific level of the hierarchy. As seen in figure 10, B2M falls in the D quadrant. Reflected by the scores, B2M leans more towards decentralization which is more on the mosaic side of the D quadrant than the clan side. This means that there is "heterogeneity (rather than similarity) of systems" (Burton et al., 2015).

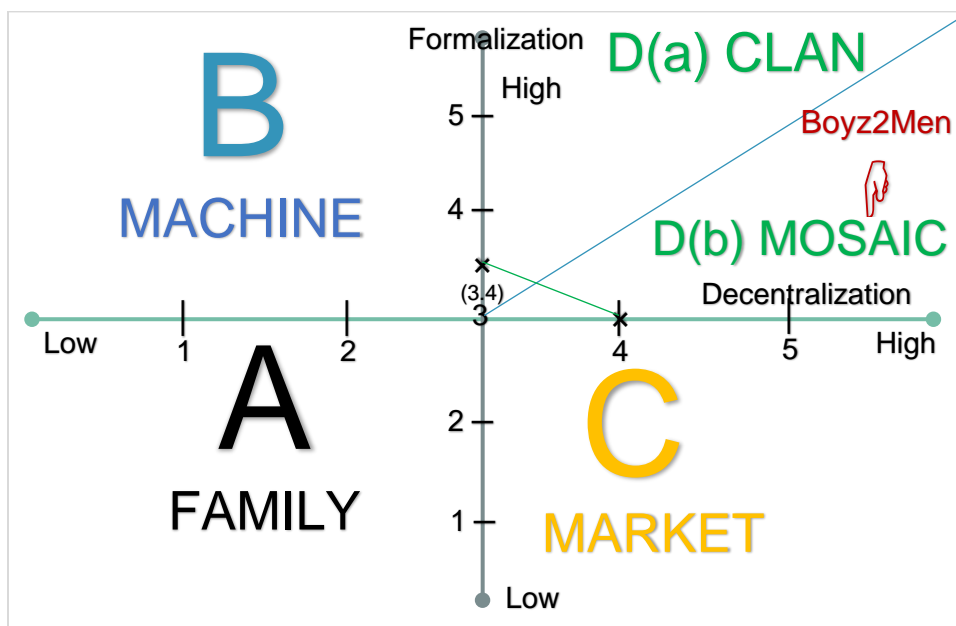


Figure 10: BOYZ2MEN Cayman Islands Coordination and Control Analysis Quadrant

## 5. SUMMARY AND RECOMMENDATIONS

### Strategic

The strategy sets the direction and operationalizes the efficiency and effectiveness of the organization (Burton et al., 2015). The analysis shows that B2M strongly emphasizes how efficiently it will use its resources-inputs to achieve its services-outputs (Burton et al., 2015). Strategically positioned as analyzers in a turbulent environment fits with the goals. Stemming from the goal, strategy, and environment analysis, consider the following: -

- Develop a strategic plan with a complete SWOT analysis and environmental scan to inform the organization's mission and vision.
- Recommended strategies:  
 Efficiency Goals – HR Strategy: Recruit, hire and train qualified/ experienced staff  
 Effective Goals – Program Strategy: provide effective programs with developmental assets framework, Fundraising Strategy: Develop major giving and donor retention. PR/ Outreach Strategy: promote the organization to increase visibility, recruit potential partners, and offer an opportunity for collaboration with other agencies.

### Technological/ Structural

The organizational structure is the means to achieve the organization's goals and strategies (Burton et al., 2015). The analysis shows that B2M currently has a simple organizational structure. To maximize the strategic emphasis, consider the following: -

- Change organization configuration from simple to matrix to comply with the information in constitution documents, recommendations in funding, and strategic plan proposal. This configuration also fits with the goal, strategy, and environment quadrants and is more conducive to organizations emphasizing efficiency and effectiveness.
- Update the organizational chart to reflect proposed changes (See figure 7).

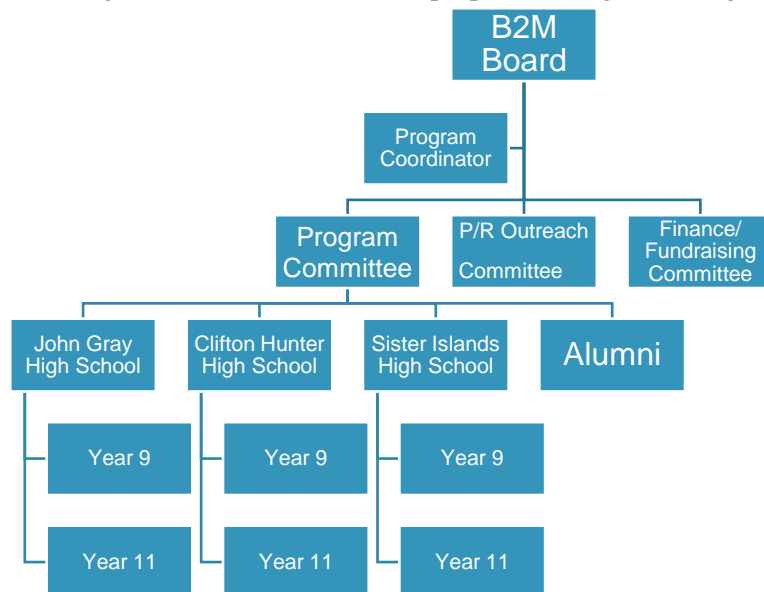


Figure 7: BOYZ2MEN Cayman Islands New Organizational Chart

## **Human Resource/ Process**

The processes and people are the coordinating mechanisms that bring together the right people to create opportunities, respond to challenges, and solve problems. Human resource practices create the organizational capability of the organization, and the reward systems align individual behaviors and performance with the organizational goals. The analysis shows that B2M currently has a neutral task design (Fig.6) in a laboratory setting (Fig.7) because the professional staff is small. Also, it shows a producer leadership (Fig.8) in a developmental organizational climate (Fig.9). To maximize the strategic emphasis and organizational structure, consider the following: -

- Move from a neutral task design to Knotty. This configuration fits with the majority of other quadrants that have an emphasis on both efficiency and effectiveness.
- Recruit a professional, quick starter that can work autonomously and with little supervision
- Assess current talent system and leadership architecture to ensure alignment with organizational competencies and plan for sustainability

## **Coordination and Control Systems**

Superior performance for the chosen strategy is contingent on how well policy decisions and practices are aligned with the requirements of a specific strategy (Olson et al., 2005). Leaders must develop an organizational system that works best with the strategies chosen. To maximize the strategic emphasis, organizational structure, human process, and resources, consider the following: -

- Work towards clan culture as it has a higher degree of consistency that results from the formalization of rules and procedures that lead to high efficiency and effectiveness (Burton et al., 2015).

## APPENDIX

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### A. Goal Analysis Results

Table 1: Goal Analysis

	Efficiency		Effectiveness	
	1. Does the organization discuss the relation between the input of resources and the output of services; does the organization want to utilize its resources well?	4	1. How close does the organization want to be to its members; does it meet the members needs precisely, present and anticipated?	4
	2. Does the organization discuss and value the relationship between the effort spent by workers and what they produce; does the organization want to make good use of the workers skills?	4	2. How close does the organization want to be to social demands, including its regulators; does it want to meet environmental needs present and anticipated?	5
	3. Does the organization support worker skills development learning for enhancing productivity?	4	3. How close does the organization want to be to suppliers and outsourcers? Does it want to relate to supplier needs and concerns present and anticipated?	5
	4. Does the organization's leadership articulate its concern for a strong relationship on the above?	4	How close does the organization want to be to its finances and stakeholders; does it value its relationship with owners, banks, and financial institutions present and anticipated?	5
Total Score		16		19
Average Score		4		4.75

## B. Strategy Analysis Results

Table 2: Strategy Analysis

	Exploitation		Exploration	
	1. What is the organization's degree of process innovation?	4	1. How innovative are the organization's services?	5
	2. What are its prices compared to the competition?	5	2. What is the price compared to the value of the service?	4
	3. What is its quality in terms of its standardization and reliability?	5	3. What is the price level compared to the quality level?	4
	4. What is the number of services the organization has compared to its competitors?	4	4. How frequently does the organization develop new services?	3
	5. What are the barriers to entry in its industry?	5	5. How difficult is it for other organizations to develop related services?	5
Total Score		23		21
Average Score		4.6		4.2

## C. Environmental Analysis Results

Table 3: Environmental Analysis

	Critical Factors	Complexity	Unpredictable
	1. Access to administrative office	5	5
	2. HR Talent pool	5	5
	3. Political condition and government relations	5	4
	4. Sustainability of program (funding)	5	4
	5. Maintaining a positive community perception	4	4
	6. Visibility and promotion of services	4	4
	7. Collaboration and partnerships	4	5
	8. Program assessment tools	5	
Total		37	36
Average Score		4.625	4.5

## D. Organizational Structure Analysis Results

Table 4: Organizational Structure Analysis

	Functional Specialization		Service Orientation	
	1. Extent organization create some units based on specialties or skills	2	1. Focus of activities on internal operations of organization versus more focused towards services	2
	2. Orientation towards specialization of functions and clear definition of jobs	2	2. Extent organization form subunits to organize work around students	2
	3. Extent organization have clearly defined roles and responsibilities for various subunits	1	3. Extent organization formed subunits to organize work around the organization services	1
Total Score		5		5
Average Score		1.666666667		1.666666667

## E. Task Design Analysis Results

Table 5: Task Design Analysis

	Divisibility		Repetitiveness	
	1. Does the organization divide its big task into sub-tasks that are independent of one another (high), or are the sub-tasks connected, requiring a large amount of coordination (low)?	3	1. Does the organization treat each work task as unique (low)?	3
	2. Does it manage the task as a set of specialized independent functions (high) or as a process flow (low)?	3	2. Does it execute the task today much as it did yesterday (high), or is there a good deal of variation (low)?	3
	3. To what extent are the units that perform the sub-tasks free to design their work as they wish (high) rather than as instructed (low)?	3	3. To what extent does it standardize the task (high) rather than customize it (low)?	3
Total Score		9		9
Average Score		3		3

## F. People Analysis Results

Table 6: People (Staff) Analysis

Number of Individuals		Capabilities	
≤ 100	1	0 - 10%	1
101-500	2	11 - 20%	2
501-1000	3	21 - 50%	3
1001-2000	4	51 - 75%	4
2001+	5	76 - 100%	5

## G. Leadership Analysis Results

Table 7: Leadership Analysis

	Uncertainty Avoidance		Preference for Delegation	
	1. To what extent does the board (top management) concern itself with the "big picture" (1), rather than the detail (5), in decision-making?		1. To what extent does the board (top management) maintain control themselves (1), or encourage others to take on responsibility for managing work tasks (5)	
		3.5		5
	2. Does the board tend to be aggressive (1), or cautious (5), in its decision-making?		2. To what extent does top management allow its direct reports to make important decisions and take actions for the organization	
		3		5
	3. How risk-embracing (1), versus risk-avoiding (5), is the board?		3. Overall, for your unit of analysis, what is the board's preference for delegation?	
		3.5		5
	4. To what extent is the board control-oriented in the management of its direct reports: low (1) or high (5)?			
		3.5		
Total Score		13.5		15
Average Score		3.375		5

## H. Organizational Climate Analysis Results

Table 8: Organizational Climate Analysis

	<b>Tension</b>		<b>Readiness for Change</b>	
	1. What is the level of distrust in the organization, low (1) or high (5)?	1	1. To what extent do people prefer old ways of thinking and doing things (1) versus embrace new ways of thinking and doing things (5)	4
	2. What is the level of conflict in the organization, low (1) or high (5)?	1	2. To what extent do people tend to shift direction or adjust their work habits to meet new, unanticipated challenges, low (1) or high (5)?	4
	3. To what extent do people perceive rewards not to be equal across employees, low (1) or high (5)?	1	3. Overall, what is the organization's level of readiness to change, low (1) or high (5)?	5
	4. To what degree do people question the credibility of the organization's leaders, low (1) or high (5)?	1		
	5. What is the level of scapegoating, or blaming, of people for problems, low (1) or high (5)?	1		
Total Score		5		13
Average Score		1		4.3333

## I. Coordination and Control Analysis Results

**Table 9: Coordination and Control Analysis**

	<b>Formalization</b>		<b>Decentralization</b>	
	1. To what extent does the organization rely on rules, codes, or policies to manage how work is done?	5	1. To what extent are sub-unit decisions and actions directed by corporate headquarters or another sole authority (1) versus managed independently by the sub-units (5)?	4
	Are there precise job descriptions to describe who does what and how?	3	2. To what degree does the top management leave control of operational decisions or others in charge of those operations?	4
	Are there well-known expectations about what is "correct," "acceptable," or "expected" of employees?	3	How much discretion do sub-unit managers have in establishing their budgets?	4
	Are there well-known penalties for violating rules or not meeting expectations of on-the-job behavior?	3	How much discretion do sub-unit managers have in determining how their units will be evaluated?	4
	To what extent are employee actions monitored, recorded, and/or provided as feedback to either the workers themselves or to managers?	3	How much discretion do sub-unit managers have over how work exceptions are to be handled?	4
<b>Total Score</b>		17		20
<b>Average Score</b>		3.4		4

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Rev. Ambassador Sylvia Wilks is from the Cayman Islands. An avid learner, Rev. Wilks has a Bachelor in Theology with a Minor in Guidance Counseling, Masters of Science in Marriage and Family Studies. Rev. Wilks has 30+ years of experience working with young people, has worked in youth residential, is founder of several non-profit organizations and has worked on several national projects, targeting youth, family and community. As a consultant, Rev. Wilks has knowledge in culture and values, leadership theory, human resource development, leadership communication, global leadership and organization strategy and design. She is a Maxwell Leadership Certified Coach, Trainer and Speaker and has worked on organizational culture analysis, leadership analysis, strategic leadership team analysis, and succession planning projects.