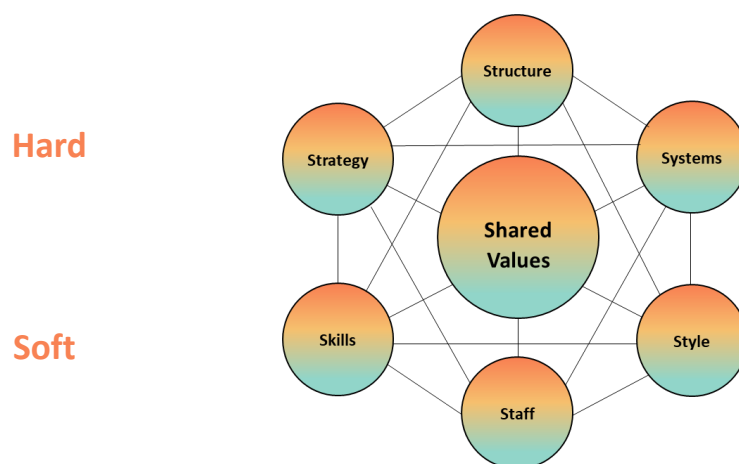


# The internal context - McKinsey 7S framework

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## Definitions:

- Strategy:** the plan devised to maintain and build competitive advantage over the competition.
- Structure:** the way the organisation is structured and who reports to whom.
- Systems:** the daily activities and procedures that staff members engage in to get the job done.
- Style:** the style of leadership adopted.
- Staff:** the employees and their general capabilities.
- Skills:** the actual skills and competencies of the employees working for the company.
- Shared Values:** the core values of the organisation that are evident in the culture & work ethic.

## Strategy:

- What is our strategy and how is this communicated to staff?
- How do we intend to achieve our objectives?
- What is our strategic narrative – does it have a past / present / future?
- How are changes in customer/student/patient demands dealt with?
- How is strategy adjusted for external issues or pressures?

## Structure:

- How is the organisation/team divided?
- What is the hierarchy from strategic to operational activities?
- How do the various departments coordinate activities?
- How do the team members organise and align themselves?
- Is decision making and controlling centralised or decentralised? Is this as it should be, given what we're doing?
- Where are the lines of communication? Explicit and implicit?

### **Systems:**

- What are the main systems that run the department / organisation?
- How does the customer/student/patient journey flow through this area?
- Where are the controls and how are they monitored and evaluated?
- What internal rules and processes does the team use to keep on track?

### **Style:**

- How participative or authoritative is the management/leadership style?
- How effective is that leadership?
- Do employees/team members tend to be competitive or cooperative?
- How engaging is the culture within this area?

### **Staff:**

- What positions or specialisations are represented within the team?
- What positions need to be filled?
- Are there gaps in required competencies?
- How effective is the local demographic for the recruitment of staff?

### **Skills:**

- What specialist skills are required within the business? How easy is it to recruit to these positions or train other staff?
- What are the strongest skills represented within the company/team?
- Are there any skills gaps?
- What is the company/team known for doing well?
- Do the current employees/team members have the ability to do the job?
- How are skills monitored and assessed?

### **Shared Values:**

- What are the core values within the company/team/department & how can they be seen or evidenced?
- What is the corporate/team culture?
- How well defined are the values?
- What are the fundamental values that the company/team was built on?

Now complete the following of each of the 7 elements of this framework:

Aspect	Score /10	What is this telling you? What needs to happen?
Strategy		
Structure		
Systems		
Style		
Staff		
Skills		
Shared Values		