



# Consulting Services

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**T**he consulting services of Ted Willey & Associates emphasize organizational analysis and leadership development processes. Each effort is customized to fit the specific needs of the organization.

## **Organizational Diagnosis and Change Implementation**

The purposes of organizational diagnosis include: morale assessment, analysis of decision-making within the organization, identification of possible roadblocks or dysfunctional processes, and recognition of organizational challenges and strengths. Through a carefully planned and implemented survey, management can pinpoint organizational strengths and concerns. A variety of approaches are used ranging from highly selective interviews to a broad based comprehensive opinion survey. An opinion survey may include statistical analyses of survey results, as well as systematic feedback and action planning in small group sessions. The survey is followed by carefully designed and implemented action recommendation sessions with work units of the organization. The results of this process often include improved employee morale, increased productivity, and measurable growth.

## **Building Organizational Culture**

Culture change is most effective when accompanied by an exemplary communication process between leaders and organizational members. As highly competitive and rapidly shifting markets become the norm in industry, it is increasingly important for leaders to understand the need to embrace change by addressing issues related to organizational culture. An assessment of the organization's current vision, mission, and values is examined. This process of building culture

often requires a radical rethinking of strategy, structure, work processes, and people. Ted Willey & Associates assists organizations in developing pragmatic approaches to initiating and sustaining meaningful changes in how the organization operates.

## **Organizational Learning**

The concept of organizational learning has become an increasingly critical issue for organizations and their leaders. In order to achieve maximum potential, employees must constantly acquire new information about the marketplace while simultaneously determining new ways of exceeding the expectations of customers.

Organizations and their leaders should adopt values, languages, and norms of behavior which promote a learning culture. Employees must receive support for continuous learning including performance assessment, career development, and rewards and incentives for those who pursue continuous learning activities. In order to achieve the full potential of its human resources, the organization should be willing to enhance methods of information transmission, develop new ways of problem solving, and maximize the connections among corporate communities, networks, and teams. Through this process of evaluating and implementing effective learning processes, the organization will achieve greater growth and productivity as employee time is maximized and commitment to the organization increased.

## **Strategic Planning Processes**

With the emergence of highly competitive and rapidly shifting global markets, most organizations and their leaders understand the need to embrace an effective strategic planning process. Today, organizations are

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required to rethink their strategy, structure, culture, work processes, and people practices. Successful, sustainable competitive advantage is the result of true synergy between business strategy and organizational capability.

The *Strategic Planning Process* addresses business strategy, organizational change, competency identification, and the strategic transformation processes that are aligned with the defined mission, business goals, and strategy of the organization.

A productive strategic planning process enables an organization to develop and implement organizational goals and action plans. Achieving a strategic focus requires organizations to define and develop their core capabilities. The outcome includes improved business results and operating processes.

## **Leadership Competency Analysis and Development Planning**

The *Leadership Competency Analysis* and employee development process requires an integration of performance evaluation, career counseling, and management training. Used to impact the morale and motivation of employees, the competency analysis is executed using the latest in multi-rater survey processes. Examples of core leadership competencies that are assessed include strategic thinking, building trust, enabling others, emotional intelligence, and conceptual thinking. Employee development, in this instance, means systematically increasing the knowledge, skills, and experience of employees to enable them to: (a) perform their current duties more efficiently; (b) be capable of assuming greater responsibility in their present assignment; and (c) achieve more competitive postures for future promotional opportunities.

Employee development is beneficial to the company because as employees enhance their abilities as leaders they become more valuable to the organization.

## **Employee Satisfaction Index Assessment**

The *Employee Satisfaction Index Assessment* is based on a scientifically developed and tested employee survey system. An index of employee satisfaction is an excellent tool for management.

- Benchmarking the work force allows management to know empirically where all groups of employees stand on a variety of important issues.
- Goal setting for departments and for individual managers provides a performance objective which is either an absolute score on the ESI survey or a change score based on improvement over the previous survey.
- Early detection and prevention of problems is possible because perceptions of important issues are collected from all employees in a confidential manner, thereby ensuring candid responses.

The *Employee Satisfaction Index* is also a tool for improvement.

- Feedback sessions allow employees and managers to identify, analyze, and prioritize problem areas that are obstacles to efficient operations.
- Communication is typically enhanced because information is shared between employees, managers, and senior management.



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- Teamwork often improves as issues of cooperation, group differences, job assignments, and customer satisfaction are addressed.

The *Employee Satisfaction Index* is a tool to promote involvement.

- Solutions are emphasized in which managers and employees participate together in bringing about change.
- Employees who are empowered to make decisions participate in their jobs more and need less supervision.
- Accountability is increased because work groups attain greater agreement on the job responsibilities and these results may be measured on subsequent ESI surveys.

Each questionnaire is customized to fit the needs of the client. Employee questionnaires can be translated into many languages and include questions that are divided into categories which include:

*improvement • job features  
customer satisfaction • human resources  
reward/recognition • pride  
teamwork • leadership  
communication • benefits*