

emotionalcompetitiveness

Competitiveness platform

Analyze the responsiveness of organizations

Methodology of application

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Competitive architecture

The platform of competitiveness is a system of assessment and management of internal processes that is materialized in five dimensions of analysis:

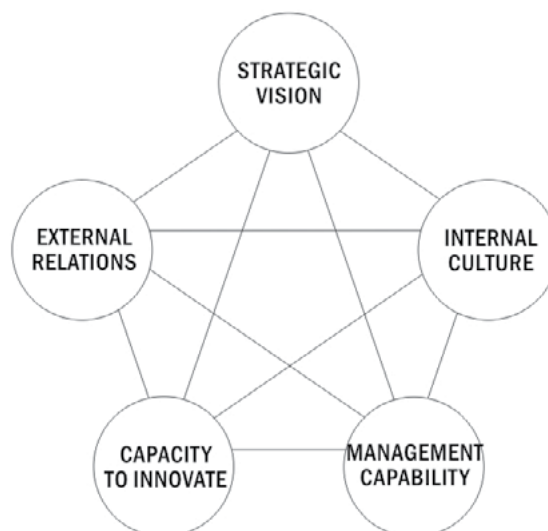
STRATEGIC VISION is the framework that sets the corporate direction and defines the organizational business model.

EXTERNAL RELATIONS is the framework that provides the management of strategic linkages with different stakeholders.

INTERNAL CULTURE is the matrix that holds the integration in the organization and involves the management of information, emotions and knowledge.

INNOVATION CAPACITY is the ability to create development alternatives and renewal processes and products to respond to the demands of the context.

MANAGEMENT CAPABILITY refers to the level of results achieved from the effective management of the productive activity of the organization.



+ Evaluation form

According to your personal criteria about the organization rate the following statements

Staments		Bad	Low	Good	High
VISION	Understanding the corporate vision				
	Importance of corporate values				
	Flexibility of organizational model				
RELATIONS	Clarity of external communication				
	Organizational public image				
	Relationship with different stakeholders				
CULTURE	Quality of internal communication				
	Quality of internal climate				
	Knowledge Management				
INNOVATION	Importance of core business				
	Ability to anticipate trends				
	Participation of people in new ideas				
MANAGEMENT	Performance Level				
	Portfolio diversification				
	Management skills				
Measurement scale		1	2	3	4

Assessment Methodology

Applying the test

Based on these five areas of development, we can evaluate the competitiveness of an organization. This assessment will give a rating for each of the dimensions. A higher score (on a scale of 1 to 4) indicates better competitive resources for interacting with the environment.



This is not a comparative study with external parameters or statistical comparisons of another unit. The purpose of this diagnosis is to achieve a symmetry development of the five dimensions that allows an organization to respond more flexibly and effectively to the challenges of the context.

The test measures subjective perceptions based on the answers. The principle that supports the test is that a higher level of perception indicates a greater integration of the dimensions.

For the purposes of evaluating the "competitive state" of a system, it is necessary to consider the following criteria:

- A score of 100% represents ideal competitive capacity
- A score above 60% or more indicates competitive development processes
- A score of 50% indicates that there are factors limiting competitive ability
- Scores below 50% indicate a critical points in the system that will collapse when organizations works under extreme demands

Calculate the percentage of each dimension (Vision, Relationships, Culture, Innovation and Management).

Add up the points of the three statements of each dimension to get the percentage. Note that 100% corresponds to 12 points (3 statements x 4).

In case of decimal numbers should take the following criteria: **a)** decimal numbers less than 0.50 remain the same whole number; **b)** decimal numbers equal to or greater than 0.50 up to a higher number.

In case of applying the test to the entire organization takes into account the following criteria:

1. **Organize groups** by areas or departments of the organization
2. **Get profiles** of each area and compare these profiles
3. **For group profiles** must calculate averages for each dimension
4. **Use the same form** statements for all areas or departments

Example Analysis

Each person marks the score for each statement. Thus, the 100% positive rating corresponds to 12 (4 points for 3 statements). For example in **Vision** dimension, if the answers are: 2 + 2 + 1 = 5, this rating corresponds to 42% of the optimum capacity (5/12).

In our example the other dimensions, have the following percentages: **External Relationships** 6/12 = 50%; **Internal Culture** 4/12 = 33%; **Innovation Capacity** 3/12 = 25%; **Management Capability** 7/12 = 58%.

Example of a completed form

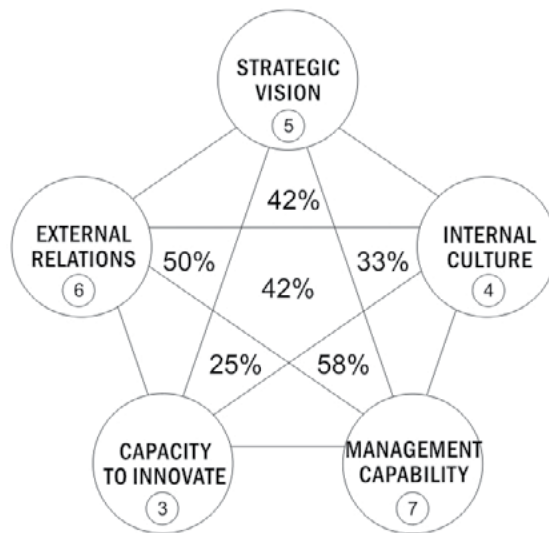
		Bad	Low	Good	High
VISION	Understanding the corporate vision		X		
	Importance of corporate values		X		
	Flexibility of organizational model	X			
RELATIONS	Clarity of external communication		X		
	Organizational public image		X		
	Relationship with different stakeholders		X		
CULTURE	Quality of internal communication	X			
	Quality of internal climate		X		
	Knowledge Management	X			
INNOVATION	Importance of core business	X			
	Ability to anticipate trends	X			
	Participation of people in new ideas	X			
MANAGEMENT	Performance Level			X	
	Portfolio diversification		X		
	Management skills		X		
	Measurement scale	1	2	3	4

Secod step

Define critical areas

After obtaining the percentages of each dimension, calculate the percentage of global competitiveness state.

An optimal score (100%) is **60 (4 points for 15 statements)**. In the example, the answers sum to 25 giving a score for the system of 42% for the general standard of competitiveness:



+ **Guide** to implement actions

Set intervention priorities to improve the competitiveness.

A. What dimensions are more vulnerable? (Score below 50%)

B. What are the critical statements? (Score BAD or LOW)

C. Strengthen these processes (Describe potential actions)

D. What are the statements in intermediate state? (Score GOOD)

E. Consolidate these processes (Describe potential actions)

F. What are the best qualified statements? (Score HIGH)

G. Hold these processes (Describe potential actions)