



## The AMERIN OD Diagnostic Tool

**A state-of-the-art Organisational Development Diagnostic Tool that isolates the HR factors for creating a culture of engagement, continuous innovation, and productivity**

### **The HR Dilemma**

Picture this: you're in a senior management meeting and the CEO asks you, "what are the HR factors that are making the biggest contribution to our performance? Is it the coaching program? What about our work-life balance initiatives? And what productivity impact is the new performance management policy having?" "They're all costing us a fortune", quips the CFO.

Sound familiar? This situation creates a dilemma for many HR managers because most HR investments involve expenditure on intangibles, which are very difficult to justify using common financial metrics such as Return on Investment (ROI).

So what advice is to be given to the CEO about which HR factor is the biggest contributor to business performance? How does a HR manager isolate, from the plethora of available HR programs and initiatives, the HR factors that lead to, (and don't lead to), sustainable high performance?

These questions are of particular concern to the HR profession because in a world of increasingly scarce resources and intensifying competition, senior management does not often consider activities that fail to make a tangible contribution to business performance improvement.

### **The AMERIN OD Diagnostic Tool**

In conjunction with internationally renowned social scientist, Dr. Merrelyn Emery of the Fred Emery Institute, AMERIN has developed a state-of-the-art OD diagnostic tool that is designed to:

- ❑ ***Identify which HR factors in a particular organisation are encouraging people to work together for mutual learning, and the achievement of high employee engagement and retention, motivation and productivity; and***
- ❑ ***Identify the factors that foster, as well as inhibit, the growth of creativity, systemic innovation and a healthy knowledge-sharing culture***

Underpinning the AMERIN OD diagnostic tool is a small survey questionnaire that can quickly indicate the state of health of an organisation's culture and its effect on business performance.

In the current highly competitive and unpredictable business environment it is now recognised that systemic innovation has become a matter of corporate survival. Within this context the AMERIN OD diagnostic survey has been designed to isolate an organisation's HR factors that lead to a culture of employee engagement, continuous innovation, and productivity.



The survey is also important in the development of talent strategies because it will identify what organisations can do to provide better conditions for their people, and in the process, improve their competitive advantage by attracting and retaining high calibre personnel.

The survey can be administered online or via a paper-based questionnaire. It is anonymous and secure. Individual respondents are not identified.

### **AMERIN OD Diagnostic outputs**

The AMERIN Organisational Development diagnostic tool provides an organisation with two confidential levels of analysis and reports associated with the survey.

The first level presents in table form the key findings about an organisation in the areas of knowledge creation and sharing, learning and innovation, and organisational performance, and the enabling conditions for them. Also, an organisation's average score will be compared with that of all other organisations in the database.

The second level of analysis is much more detailed and involves analysing all the innovation, knowledge sharing, learning, and organisational performance dimensions in the first level, but this time incorporating contextual information consisting of demographics and personal behavioural preferences.

The first analysis pinpoints immediate or short-term courses of action to improve overall organisational performance in the broad spectrum of an engagement, continuous innovation, and productive culture.

The more detailed and strategic analysis of the data identifies which factors cause what outcomes, highlights starting points for longer term strategic interventions, and pinpoints the best means for achieving an organisation's goals.

Please note that each organisational report will feature the following:

- ❑ All results will include full statistical reporting, which allows independent evaluation;
- ❑ Full discussion of results is provided;
- ❑ All reports will include recommendations for action; and
- ❑ Follow up discussions re recommendations are welcomed and encouraged to make the most well informed decisions for continuing organisational improvement.

### **Customisation**

Although not part of the above diagnosis and analysis, it should be noted that all these reports can be customised to answer particular employee engagement and retention, knowledge creation and sharing, learning, innovation or productivity queries an organisation may have of the data. If an organisation:

- ❑ Has reason to suspect that motivation and productivity varies between males and females or between managerial and non-managerial staff, this will be analysed and reported.
- ❑ Wishes to find out which factor is making the biggest contribution to a particular outcome, this too can be investigated and reported.
- ❑ Wants to trial a new policy or program, a form of the questionnaire can be used to test some of its consequences on other basic factors within the organisation.
- ❑ Requires periodic monitoring of a change management program, a modified questionnaire that gives statistically meaningful results over time, can be developed to specifically meet this need.
- ❑ And if an organisation requires both a detailed, statistically written report together with a laymen's language report, this too can be delivered.

### **Want to know more about the AMERIN OD Diagnostic Tool?**

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