# Organizational analysis

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| Who and what are we now? | Business | Church |
| Keywords  Elicited or commonly used words associated with your organization or types of results that you want to see. | Innovation, marketing  Growth, management, leadership | Evangelism, missions  Discipleship, social justice, charity  Education |

## Baseline

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| Who and what are we now? | Business | Church |
| Assets to use  Skills, roles, activities and values you want to incorporate while performing the tasks due to past successes or faith in future outcome. Projects will leverage these.  SWOT strengths. | People |  |
| Recognized weaknesses  Personal or corporate guidelines you want to not use due to lack of effectiveness, training, or belief. Projects will minimize these.  SWOT weaknesses. |  | Personal wisdom |
| Areas for future value  Types of results that you want to see. Mixed real-world desired solution areas of interest from brainstorming. Projects will expand the business domain here.  SWOT opportunities. |  |  |
| Constraints  Things we can’t be or do that are constant and unchangeable, especially legal and environmental.  Physics, weather, federal and state legislation, asset availability. |  |  |
| External change causing risk  Areas that are creating stress and problems. Projects will try to mitigate or solve these.  SWOT threats. |  | Worldliness |

## Motivation

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| Why? (Strategy) | Business | Church |
| 1 Beliefs  The core values that guide your life or organization.  Philosophy, politics, culture, creed. | Fairness | Loving God and your fellow man  Faith in God |
| 2 Traditions  The set of past events based on values that have proven their value over time. | Corporate culture |  |
| 3 Vision  The focus that provides the leadership with motivation and understanding for right now. Constrained by domain of application. Senior executive leadership.  Beliefs that imply action. | To serve the church by maintaining a strong business organization | To provide a place of worship, a house of prayer, and to support people who love God and each other. |

## Decisions

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| How? (Decisions) | Business | Church |
| 1 Principles  The vision applied to general scenarios to understand how to apply it. Executives.  Guidelines for decisions. |  |  |
| 2 Policies  The general way or a set of rules to implement principles in a domain. Senior management.  Decision frameworks |  |  |
| 3 Rules  The application of a principle to a functional or non-functional area. Management.  Decisions. |  |  |

## Actions

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| What do we want to do? (Operations and tactics) | Business | Church |
| 1 Missions  How leadership interprets the vision to provide high level strategic value assessments for management to create projects from which customer/members can perceive. Often seen as a how.  Strategy, scope. Theater operations. | To provide and encourage innovative ways to survive in a post-Christian world.  To communicate the message of the church. | To bring the gospel to the community.  **To learn and grow as a Christian.**  To encourage one another to good deeds. |
| 2 Goals  A set of related business values that could be wrapped into a large project.  Epic. Campaign. | Sound financial accounting.  Marketing | Hold weekly educational groups. |
| 3 Processes  Achievable business value to capture. State independent.  Problem statement to solve, project, value. Battle. | Monthly accounting reports | Solicit leaders  Promote meetings  Select materials  **Hold meetings** |
| 4 Objective  Repeatable and measurable outcomes which lead towards the objectives. Can be state dependent.  Use case, user story, recipe. Engagement. |  |  |
| 5 Milestones  An intermediate measure of the progress of a process that allows a measurement to be taken.  Target based on KPIs, partial use case. |  |  |
| 6 Tasks  The lowest level activity to be performed.  Step, instruction, statement. Strike, attack, action. |  |  |

## Outcomes

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| How should we guide processes? | Business | Church |
| 1 CSFs  Output categories selected by providing the best results for the vision.  Success conditions. Ethics. | Sustainable business model  Innovative techniques | Active participation |
| 2 KPIs  The kinds of intelligence that need to be interpreted to be able to know if the CSFs are being controlled.  Informational summaries. Dashboards. | Positive operational cash flow  Net cash flow = Income - Expenses | Church growth  Increase of people over last year |
| 3a Metrics  The measurement description used to provide data to an analyst for creating a combined value as a KPI.  Collecting and reporting units | Dollars per week | People attending 90%+ of duration  People attending three+ consecutive times  People attending at least three times  Date person attended  Number attended  Name of person  Home group attended |
| 3b Measurements  The quantitative dataset used to consolidate into KPIs and designed by metrics.  Raw data. | Expenses = admin, purchases, etc.  Income = donations, offerings, etc. | Home group weekly data  Worship service data |