Sources that have inspired our approach

What...	Helps with...	Type...	Description...
Ansoff Matrix	Strategy	Model	Considers products/services in relation to the market and offers courses of action
Force Field Analysis	Strategy	Method	Framework for understanding the factors that influence a situation or potential change (driving and resisting forces)
Fish Bone Analysis	Strategy	Method	Cause & effect diagram that helps in finding the root cause(s) of the problem
Porters 5 Forces	Strategy	Model	Framework used to analyse an industrys competitive forces
Porters Generic Strategies	Strategy	Model	Describes how a company can pursue competitive advantage across its chosen market
SWOT Analysis	Strategy	Method	Assesses the internal and external factors that contribute to relative advantages and disadvantages
PESTLE Analysis	Strategy	Method	Assesses macro factors that impact organisations and their operations
Lean	Strategy	Method	Approach that focuses on optimising production processes by minimising waste
Agile	Strategy	Method	Approach that focuses on development, adaptability and end-users by breaking things down in to smaller, manageable phases
Pig Model	Strategy	Model	Represents a stakeholder view of the system (the issue is seen differently from different perspectives)
Viable Systems Model (VSM)	Org. Design	Model	Considers organisations as a complete system, which must be in balance with their environment. Useful framework for understanding and managing organisation viability
McKinsey 7S	Org. Design	Model	Framework to evaluate and improve alignment of seven key organisation elements; strategy, structure, systems, shared values, style, staff, skills
Galbraith STAR	Org. Design	Model	Framework to evaluate and improve alignment of five key organisation elements; business direction, structure, processes, reward, people
Congruence Model	Org. Design	Model	Framework to support organisational alignment and, in the process, identify when and where mis-alignment occurs. Factors considered; component tasks , interdependencies, capabilities, formal organisation, culture
Burke-Litwin Model	Org. Design	Model	Identifies three levels of changes in an organisation which are derived by 12 factors or drivers of change
Socio-Technical Systems Theory (STS)	Org. Design	Model	Organisational theory that conceptualises a given work or other system in view of its constituent social and technical subsystems
Job Characteristics Model	Org. Design	Model	Framework designed to enhance employee job satisfaction and performance by focusing on effective job design
Weisbords 6-Box	Org. Design	Model	Framework used to evaluate the performance of organisations and create competitive advantage; purpose, structure, rewards, helpful mechanisms, relationships, leadership
Four Forms	Org. Design	Model	Four forms of organisation that inculdes the personal enterprise, the programmed machine, the professional assembly, and the project pioneer—each with its own way of managing and crafting strategy
Stratified Systems Theory (SST)	Org. Design	Model	Identifies seven strata of work based on decision-making complexity measured in terms of the time span of the work involved
9 Tests	Org. Design	Method	Framework that gives guidance to managers on good, and less good, organisation design
Adkar Change Model	Org. Development	Model	Identifies the five outcomes an individual must achieve for change to be successful; awareness, desire, knowledge, ability and reinforcement
De Bono 6 Thinking Hats	Org. Development	Method	Way to separate thinking into six clear functions and roles (hats); white = facts, red = feelings, yellow = benefits, black = caution, green = creativity, blue = process
5 Whys	Org. Development	Method	Problem-solving technique that involves asking "why?" multiple times to determine the root cause of a problem
Appreciative Inquiry	Org. Development	Method	Approach that looks at organisaional change fthrough a positive and appreciative lens
Bridges Change Model	Org. Development	Model	Also known as the Transition Model that consists of an ending, neutral zone and new beginning
Kotters Change Model	Org. Development	Model	An 8 step approach to systematically and effectively implement change in an organisation; steps 1-3 Create climate for change, steps 4-6 Engage and enable the organisation, steps 7 & 8 implement and sustain the change
Conners Commitment Model	Org. Development	Model	Identifies three specific stages in the commitment process to ensure sustainable change; preparation, acceptance, commitment
Ideation Igloo	Org. Development	Model	An analogy to help organisations recognise what needs to be in place to drive commitment for change
FIRO-B	Org. Development	Method	Fundamental Interpersonal Relations Orientation - Behaviour measures an individuals interpersonal needs in three areas; inclusion, control, affection [involvement, influence, connection]
Social-Network Analysis	Org. Development	Method	The process of investigating social structures through the use of networks and graphical representation
Lencioni Model	Org. Development	Model	Identifies five behaviors that result in a cohesive team; trust, conflict, commitment, accountability, results with each behavior building upon the previous and supports the others
Whole Scale Change	Org. Development	Method	Method of facilitation that engages wholes systems to bring about positive change
Schein's Organisational Culture	Org. Development	Model	Framework for understanding the different levels of culture within an organisation; artifacts & behaviours, espoused values, underlying assumptions
Tuckman Team Development	Org. Development	Model	Depicts a series of stages that a group will go through as they develop into an effective team; forming, storming, norming, performing
Blooms Taxonomy	Org. Development	Model	Hierarchical model that categorises learning objectives into varying levels of complexity, from basic knowledge and comprehension to advanced evaluation and creation
Open Space Technology (OST)	Org. Development	Method	Group facilitation approach that begins with a purposeful lack of any formal initial agenda
ToP (Technology of Participation)	Org. Development	Method	Collection of structured facilitation methods that transform the way groups think, talk and work together
LEGO® SERIOUS PLAY®	Org. Development	Method	Methodology to unlock the full potential of employees, that through playing with LEGO® bricks, encourages everyone to participate, contribute, and commit to the solution
Theory of Change	Org. Development	Method	Creates a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context
Liberating Structures	Org. Development	Method	Collection of facilitation techniques that empower participants and foster collaboration
Rich Pictures	Other	Method	Diagrams that capture the situation of a program or initiative in an unstructured way to help open up discussion
PDCA / PDSA	Other	Method	Also known as the Deming Cycle (plan, do, check, act -or- plan, do, study, act) is a four step methodology for continous improvement and problem solving

Kozo DESIGN SOLUTIONS

Books we love...

Organisation Design by Jeroen van Bree
Value Stream Mapping by Karen Martin and Mike Osterling

The Fifth Discipline by Peter Senge
Competing by Design by David Nadler & Michael Tushman

Understanding Organisations – Finally! by Henry Mintzberg
Re-Thinking Work by Rishad Tobaccowala