



Lime
THE LIME GROUP



Lime knowledge bite

Discovery Overview

We use a 5-step approach



Understand the business context and the driver for seeking support at this time. Be crystal clear on the goals; business and team.

Build a deeper understanding of the business functioning, team & individual dynamics, including: culture, operating rhythms, risks, mindsets, current performance, and potential leverage points,

Synthesise findings with client to align on insights, conclusions and priorities. Co-design intervention that addresses critical issues, builds needed capabilities and shifts mindsets to drive impact.

Maximize effectiveness of intervention through smart metrics and tracking, close involvement of senior leaders, direct and supportive style of engagement, and connection to critical work deliverables.

Sustain improvements beyond active program phase by building the rhythms, structures and relationships needed within and around the team to embed new ways of working. Celebrate success often.

Discovery + synthesis

Description of approach - not all elements are used in every discovery



T-up

Align with senior sponsors on objectives, initial messaging to organization, and approach to/participation in Discovery

Interviews

- 1 hour, individual interviews (optimally in person) with relevant people, including:
 - Sponsor(s)
 - Leadership Team
 - Members of the organization across areas
 - Other critical individuals
 - 3-4 Clients/ external contacts (if relevant)

Survey

- 10-15 minute online survey to:
 - Get quantifiable data to complement interview findings and for use in measurement tool;
 - Provide measurement baseline
 - Investigate alignment, focus, clarity, aspirations, working norms, areas of tension, organizational barriers, and strengths to leverage

Structured observation

- Site visits to each office
- Observe at team meetings as appropriate/ possible
- Observe other events as relevant

Document Review

- Collect and review relevant documents to gain an understanding of goals, work context, culture, typical issues and tension points, regular communications rhythms, etc.

Synthesis and planning

- Preliminary findings meeting at mid point + early recommendations
- Final findings review with Sponsors and planning session
- 1 day Discovery Gallery event with leadership team
- Event/communication to wider organization

Deliverables from discovery

You will be informed and aligned on what action to take

1. Detailed understanding of the organization's state of readiness to transform, including:
 - Description of key cultural components and mindsets (plus shifts needed)
 - Level of understanding and alignment about the transformation
 - The most critical blocks and best leverage points
 - Current communications flows, beliefs and "stories" within the organization
2. Measurement baseline for use in monitoring and measurement throughout the transformation
3. Draft of targeted measurement tool - 'pulse check'
4. Specific guidance to leadership about your role, critical action, managing organizational dynamics, how and where to focus your energy, how to shape relationships with specific people, etc.
5. A thorough plan of action about how to lead and shape the transformation going forward , developed together with leadership team
6. Emerging sense of increased confidence and energy throughout the organization

