

Internal Due Diligence Description

What is IDD Internal Due Diligence and How does it work?

IDD or Internal due diligence is a systemic assessment of your entire business operation to constantly identify performance to plan gaps and options for discontinuous improvement and Innovation. It helps answer the following questions:

- 100 What's Wanted = What are we trying to create together? Why?
- 200 What's Working? = Action / Reinforce, Replicate & Transfer
- 300 What's Not Working? = Action / Recalibrate, Repair & Replace
- 400 What's Predicted? = Action / Possibilities and Probabilities
- 400 What's Needed and 500 Preventing us from doing it Now? = action Leading
- 600 Taking Action = Creating Value and Desired Results



IDD is a structured systems approach that targets the face to face interactions of team members as they engage in low stakes and high stakes situations such as:

1. Individual and Team performance
2. Complex Problem Solving
3. Creating Outcomes and "Things" that they envision / Achieving Aspirations
4. Model Constraint and Cross Model Conversation
5. Gaps between espoused actions and displayed actions
6. Business Planning and Modeling
7. Accelerating Team Performance, Executing on Strategic Plans and Model Building
8. Making complex issues more visible and changeable

The IDD Sequence:

You first identify the Ideal Future States / Aspirations / **What's Wanted** and code them 100 series numbering.

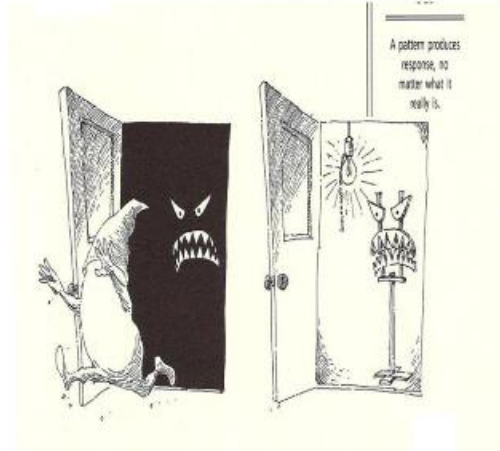
Next the Current State is described as **What's Working** series 200 and **What's Not Working** series 300.

Then, into a reverse engineering process to determine the GAPS between these two states. One way to identify the GAPS is to ask the question "**What is Preventing** us from having what we want in the future , right now," or Presentology series 500.

This GAP identification followed with a GAP closing process of **What's Needed** series 400 leads into the identification of specific **Actions** series 600

For a more complete process understanding and facilitation guide see the BOS Business Operating System Model.

IDD is an "Inside Job" and can feel threatening!

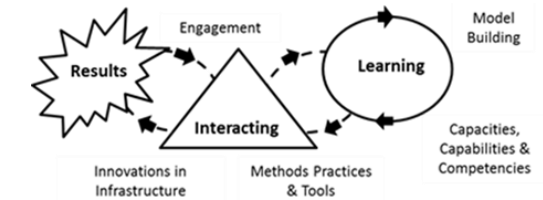


IDD is an "Inside Job" that requires deep introspection and a more systemic perspective to organizational interaction, and this can raise the stakes and be threatening to leaders and managers in many organizations.

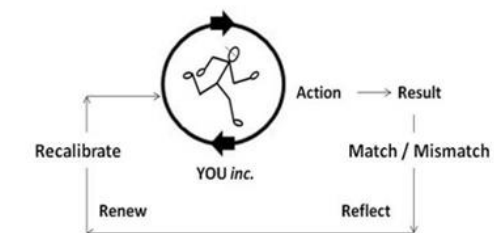
1. It can be threatening **Politically**, because it cuts across traditional boundaries of managerial accountability.
2. It can be threatening **Intellectually**, because it demands a substantial investment of time and energy to rethink implicit action models from a more explicit, and conceptual vantage point.
3. It can be threatening **Strategically**, because it continually calls into question uncertain longer-term consequences when short-term gains are more predictable. It can be threatening **Philosophically**, because it is predicated on a world view which is foreign to many people. In some organizational settings, the implication that our problems arise because of, not despite, the actions we have taken to solve them can be contrary to established ways of defining problems and developing solutions.
4. It can be threatening **Philosophically**, because it is predicated on a world view which is foreign to many people. In some organizational settings, the implication that our problems arise because of, not despite, the actions we have taken to solve them can be contrary to established ways of defining problems and developing solutions.
5. It can be threatening **Wholistically**, because to really consider doing this work requires a rather unique view of the world as being "Whole." This is unique because most of us have been taught to break things apart to analyze how the parts work and then aggregate them back together into the way we think they work. (Analysis) The world, in this model, is not constructed this way from fragmented and separate forces. To consider it otherwise makes us blind to the consequences of our actions, and as a result, to our connection to the larger world as a whole. (Synthesis)

(Note: List adapted from Peter Senge "Catalyzing Systems Thinking in Organizations")

IDD generates a learning culture that is focused on creating enterprise value & innovative results



1. Is the issue a problem = Want something to go away?
2. Is the issue a creation = Want to bring something into being?
3. What are you doing? What have you tried already?
4. Why are you doing it?
5. What are you getting?
6. What's working and what is not? (Helping and Hindering) why?
7. How are you doing it?
8. When are you doing it? (Sequence)
9. How are you implicated?
10. Who else has skin in the game? Why/ How?
11. Who is missing in action?
12. Is it low or high stakes and why?
13. Are you stuck or triggered by it? Why?
14. What will victory look like? Who else knows?
15. Why are things happening the way they are? Synthesis
16. How are they working? Analysis
17. What's needed here? Leadership



Internal Due Diligence Grid - Issue / Opportunity:

200 What's Working ?

400 What's Needed ?

100 What's Wanted ?

300 What's Not Working ?

600 Actions ?

500 What's Preventing ?

