

## Organizational Assessment Snapshot

Organizational life is complex and our vitality as a team (or many teams) is contingent upon many variables. When you are concerned about your organization's future sustainability or experiencing difficulty with your current reality, the most important question is, "Where do we begin to make the necessary changes?"

You may not have time to do an in-depth analysis, but if you are losing sleep over what's not working, you owe it to yourself to give yourself this "back of napkin" assessment. Odds are good that your instincts will be pretty accurate. A good leader will assess the overall situation, find the access point that is most open to a new approach and keep working until the whole system is revitalized.

This set of 7 questions is designed to help you get a quick "snapshot" of where your organization is struggling and where it is thriving. Our approach is based on the 21st Century business model on pages 8 to 10 in The Leadership Imperative that illustrates the components of your business in a "foundational hierarchy."

The usefulness in viewing your organizational vitality in this framework is that when you are "unhealthy" in one arena, it means you have foundational work to do lower in the pyramid. Without a strong foundation of inner wisdom and trusting relationships, it is much more difficult to improve processes and implement strategies that improve your business results. Our rule of thumb is to begin organizational change efforts at the lowest level on the pyramid that needs help, because improvements there will naturally flow upward!

Rate your team or organization on the 1 to 5 scale for each "continuum question" below:

1. Good people are leaving to find more fulfilling opportunities

1

2

3

Our people love working here and are happy in their jobs

4

5

2. We are not making budget or are just getting by

1

2

3

Our profits are sufficient to reward and reinvest as needed to be a great organization

4

5

3. Our strategy is unclear and we are working to different agendas

1

2

3

4

5

We have a clear customer driven strategy that we are executing successfully

4. Operational inefficiencies are costly and making important changes takes too long

1

2

3

4

5

We consistently find ways to improve workflow and eliminate non value added activity

5. Our people are apathetic and we do not help one another well

1

2

3

4

5

We collaborate well and creatively utilize everyone's talent to its maximum potential

6. Our people form adversarial subgroups and our distrust impedes peak performance

1

2

3

4

5

We have the trust and mutual respect to resolve differences directly and quickly

7. We do not address performance issues; our culture includes fear, animosity, and lost heart

1

2

3

4

5

We actively work from our highest principles and practice responsible self-improvement and heart-centered leadership on all levels

Place your rating here:

#1\_\_\_\_ #2\_\_\_\_ #3\_\_\_\_ #4\_\_\_\_ #5\_\_\_\_ #6\_\_\_\_ #7\_\_\_\_ Total\_\_\_\_\_

If your total score is 14 or below, your organization is in immediate jeopardy. If your total score is 15 to 20, your organization is struggling and needs intervention. If your total is 21 to 27, you are getting by and will thrive with the right assistance. If your total is 28 to 35, congratulations, your organization is thriving - keep improving!

Wherever you assess your organization today, trust that change is not only possible, it is inevitable. Things will either get better or they will get worse. The most important question is, "Will you provide the necessary leadership to create your next level of business excellence?"