Commonwealth Centers
FOR HIGH-PERFORMANCE ORGANIZATIONS

HPO ORGANIZATIONAL SELF-ASSESSMENT

Directions: Decide what 'organization' will mean for you in this self-assessment (e.g., the overall organization as a whole, an Office, a Division, a business area or cross-cutting them, etc.); write that organization's name here: _____; it should be several levels above you unless you are the head of the overall organization; questions near the end will focus on your own team.

1 **Performance** **of** **the** **organization** (defined as quality products/services, administrative and work process efficiency, delivery of customer value, and sound financial performance over the last year) has been objectively measured and demonstrated to be:

1	2	3	4	0
Degrading	Flat	Improving	Improving and better than our external benchmark	Don't Know or Can't Tell (lack capacity to determine)

2 **We have a fully developed and deployed** **performance** **measurement** **and** **management** **system** where all levels can trend data, monitor performance, identify issues, and take corrective action.

1	2	3	4	0
We don't have such a system	In some units	In most units	Throughout the organization	Don't Know

3 **We have** **Leadership** **Teams** *at every level* **of our organization whose** **primary** **focus** **is on strategic, longer-term issues, nesting unit strategic work to high level objectives, and ensuring that tactical initiatives are successfully supporting the achievement of strategic goals.**

1	2	3	4	0
We don't have Leadership Teams at any level	Only at the top and/or only in a few units	At the top and in many units	Throughout the organization at every level	Don't Know

4 **Our Leadership Teams** **spend** **enough** **time** (at least, 5 to 10% of each individual's total work time; maybe more if a manager) on strategic, longer-term issues to ensure we are ready for the future; these teams are disciplined about working on these items.

1	2	3	4	0
We don't have Leadership Teams at any level	Although we have some Leadership Teams, they rarely focus on the right issues, they lack the discipline to accomplish what they should, or they spend insufficient time on the issues	Most of our Leadership Teams are mostly focused on the right issues and generally spend the right amount of time working on them, but we could still improve	Our Leadership Teams are disciplined about working on the right issues and they spend just the right amount of time to ensure the strategic work is accomplished	Don't Know

5 **The** **networking/team** **skills** (facilitation, group decision-making, managing personality differences, coaching, delivering feedback, interpersonal communications, etc.) of our Leadership Teams are:

1	2	3	4	0
Poor	Adequate	Good	Exemplary	Don't Know

6 **We have an <u>overall</u> <u>strategic</u> <u>plan</u> that articulates our goals and objectives and defines the direction we need to go and the capacity we need to build; each unit/business area has a similar plan that nests within the overall plan.**

1	2	3	4	0
We don't have a strategic plan	We have a strategic plan that articulates our strategies, goals, and objectives	Our strategic plan is a 'living document' -- the goals, objectives, and tactical actions are measured and monitored for corrective action	Same as 3 plus: the goals and objectives form the basis for 'nested' plans in our units, having engaged the entire workforce	Don't Know

7 **To what extent do employees <u>at</u> <u>every</u> <u>level</u> understand the overall organization's '<u>business</u> <u>model/</u> <u>strategy</u>' (i.e., how we will efficiently and effectively produce our goods and services to meet the wants, needs, and expectations of our customers and other stakeholders) and how the business model/strategy of their unit or business area contributes to the overall organization's performance?**

1	2	3	4	0
Most don't understand our organization's overall business model/strategy or that of their unit/business area	Many don't understand our organization's overall business model/strategy but more are familiar with that of their unit/business area	Many understand our organization's overall business model/strategy and that of their unit/business area, some may not see how they 'nest' together	Most all understand our organization's overall business model/strategy, that of their unit/business area, and how they 'nest' together	Don't Know

8 **To what extent do we assess the *effectiveness* of our performance relative to our business partners (both inside and outside the organization), beneficiaries (those who directly use our goods and services), food chain (those who give us policy direction and resources), competition, others?**

1	2	3	4	0
We don't assess our business/stakeholder environment	We do limited or infrequent assessment	We have a systematic approach to assessment and frequently use the results	We have a disciplined approach which results in strategies to improve our effectiveness and customer value	Don't Know

9 **To what extent do we effectively <u>involve</u> <u>these</u> <u>customers/stakeholders</u> appropriately in establishing their wants, needs, and expectations and determining the appropriate level of goods and services we deliver?**

1	2	3	4	0
Not very well	To a moderate degree, not consistently	To a substantial degree, but with some variation across the units/ business areas	To a very high degree across all levels of the organization	Don't Know

10 **To what extent are we confident that we are delivering the *appropriate* goods and services to our customers/stakeholders at the *appropriate level* of features -- i.e., we are neither 'gold plating' (excessive design, features, complexity) nor failing to meet our stakeholders' basic wants, needs, and expectations?**

1	2	3	4	0
There is a low level of confidence that we are delivering the appropriate goods and services at the appropriate level to our customers/stakeholders.	There is a moderate level of confidence that we are delivering the appropriate goods and services at the appropriate level to our customers/stakeholders.	There is a substantial level of confidence that we are delivering the appropriate goods and services at the appropriate level to our customers/stakeholders.	There is a high level of confidence that we are delivering the appropriate goods and services at the appropriate level to our customers/stakeholders.	Don't Know

11 **Thinking specifically about the efficiency of our administrative/business systems (e.g., procurement, contracting, financial management, IT, HR, facilities and maintenance, legal, safety, etc.), what percentage of the total effort expended in the organization is taken up with 'non-value added' work related to these systems (e.g., excessive sign offs and approvals, unnecessary waiting for responses, having to redo a request because the requirements were unclear, failure to comply with requirements the first time, excessive requirements that go way beyond what's necessary given the risk involved, little risk assessment employed in setting the requirements, etc.)?**

1	2	3	4	0
Over 30 % is wasted effort	16 to 30 % is wasted effort	6 to 15 % is wasted effort	0 to 5 % is wasted effort	Don't Know

12 **Thinking specifically about the efficiency of our technical work processes, what percentage of the total effort expended in the organization is taken up with 'non-value added' work related to these production processes (e.g., lack of a world-class production processes, excessive wait times between steps, having to redo a process step because of an error in execution, failure to comply with specifications the first time, etc.)?**

1	2	3	4	0
Over 30 % is wasted effort	16 to 30 % is wasted effort	6 to 15 % is wasted effort	0 to 5 % is wasted effort	Don't Know

13 **To what extent is the <u>structure</u> of our organization optimized to efficiently and effectively achieve the vision, values, goals, and objectives of the organization (e.g., is 'turf' a problem, how about 'stovepiping' or 'silos', do we have effective mechanisms to handle cross-cutting initiatives, are roles and responsibilities clear, do support units integrate smoothly with line units)?**

1	2	3	4	0
Our structure is poor	Our structure is adequate	Our structure is good	Our structure is exemplary	Don't Know

14 **How <u>realistic</u> are the expectations for what people can achieve within this organization?**

1	2	3	4	0
Either too much is expected to be done in an unrealistic amount of time OR too little is expected of people	The expectations are largely unrealistic and demanding OR largely too undemanding	For the most part, the expectations are realistic	The expectations are realistic and fully appropriate	Don't Know

15 **The extent to which we have (<u>and</u> <u>have</u> <u>implemented</u>) an <u>organizational</u> <u>leadership</u> <u>philosophy</u> <u>and</u> <u>statement</u> <u>of</u> <u>shared</u> <u>values</u> that describe the values, beliefs, desired behaviors, and work culture for our organization is:**

1	2	3	4	0
We don't have one	Written and published, but not implemented	Communicated through discussion and understood and followed by most people	Translated into observable behaviors; used for performance feedback and coaching and as part of our assessment and development processes	Don't Know

1. Exploitative Auto-cratic ('master/serf'): people are seen as basically lazy and avoid responsibility thus requiring close, constant supervision and control; you motivate them by applying strong negative sanctions when they don't perform; managers/ supervisors keep tight control of the decision-making process; 'it's my way or the highway;' work needs to be broken into small pieces and closely supervised; manager is controller; can feel abusive/disrespectful; workforce is likely to be disengaged	**2. Benevolent Auto-cratic ('parent-child'):** people can be fairly productive if properly managed, but they require direction and supervision; people can be fairly productive if properly managed, and are provided with the appropriate external motivators ('carrots and sticks'); managers try to promote a feeling of openness but maintain control of the decision-making process; managers take care of things so first line workers don't have to 'worry about them'; the workforce is seen as somewhat technically competent, but requires frequent supervision and direction; may feel condescending/belittling; workforce may be somewhat disengaged	**3. Consultative Adult-Adult:** most people want to do a good job and can be productive; at times the manager/ team leader needs to help focus their efforts; people are generally self-motivated when presented with interesting, challenging work, personal develop-ment, and participation in decisions that affect them; managers/ supervisors seek the opinions and views of others, but can also be decisive when needed: 'if we can't agree, I'll use your valuable input and decide -- and I'll explain my reasoning;' work is seen as complex, involving networks of people working together to reach collaboratively established goals. management's role is to create a consultative work culture; workforce is mostly engaged	**4. Participative Adult-Adult:** people have an inherent desire to achieve and make a positive contribution and will deliver beyond expectations in an engaging, supportive, and mutually beneficial environment, especially when presented with interesting, challenging work, personal develop-ment, and participation in decisions that affect them; embers of the workforce understand the principles of collab-orative action and effectively share the decision-making pro-cess; work is seen as complex, involving networks of people working together to reach collaboratively established goals: plus teams are responsible for task/technical, managerial, and leadership functions; workforce is highly engaged	**0. Mixed or Absent:** We don't seem to have a strong or consistent belief about the nature of people or work; it seems to be OK for managers/ supervisors to adopt any of these styles or to 'just be absent'

16 Thinking about the <u>behavior</u> of <u>managers/supervisors</u> <u>overall</u> in this organization, what percentage of managers/supervisors do you think fall in each of the categories described above:

%'s must total 100%	**1. Exploitative Auto-cratic ('master/serf'):**	**2. Benevolent Auto-cratic ('parent-child'):**	**3. Consultative Adult-Adult:**	**4. Participative Adult-Adult**	**0. Mixed or Absent:**
	_____%	_____%	_____%	_____%	_____%

17 Based on the way our <u>administrative/business</u> <u>systems</u> treat us overall (e.g. the HR, IT, Purchasing, Finance, Facilities, Legal, etc.), the <u>statement</u> <u>that</u> <u>best</u> <u>describes</u> the organization's beliefs about people and work is:

1	**2**	**3**	**4**	**0**
Use the descriptions above, substituting 'administrative/ business systems' for 'managers'	Use the descriptions above, substituting 'administrative/ business systems' for 'managers'	Use the descriptions above, substituting 'administrative/ business systems' for 'managers'	Use the descriptions above, substituting 'administrative/ business systems' for 'managers'	Use the descriptions above, substituting 'administrative/ business systems' for 'managers'

18 **Based on the way our <u>technical</u> <u>work</u> <u>processes</u> treat us overall (e.g., how we do our work, production processes, technical support services like engineering, laboratory tests, etc.), the <u>statement that best describes</u> the organization's beliefs about people and work is:**

1	2	3	4	0
Use the descriptions above, substituting 'technical work processes' for 'managers'	Use the descriptions above, substituting 'technical work processes' for 'managers'	Use the descriptions above, substituting 'technical work processes' for 'managers'	Use the descriptions above, substituting 'technical work processes' for 'managers'	Use the descriptions above, substituting 'technical work processes' for 'managers'

19 **How strong is the <u>climate of trust, teamwork, and mutual commitment</u> between the first level of the organization and senior management?**

1	2	3	4	0
Very weak	Somewhat weak	Somewhat strong	Very strong	Don't Know

20 **The extent to which our Human Resource (HR) systems require individuals to <u>demonstrate leadership, management, and team skills</u>, in addition to technical skills, for identification of development opportunities, promotion, rewards, and retention?**

1	2	3	4	0
Not at all	Slight extent	Considerable extent	Completely	Don't know

21 **The extent to which our current set of managers, supervisors, and team leaders, as a whole, have the required <u>knowledge of the technical area</u> for which they are responsible be successful?**

1	2	3	4	0
Not at all	Slight extent	Considerable extent	Completely	Don't know

22 **The extent to which our current set of managers, supervisors, and team leaders, as a whole, have the required <u>leadership, managerial, and people/team skills</u> to be successful in our organization?**

1	2	3	4	0
Not at all	Slight extent	Considerable extent	Completely	Don't know

23 **The extent to which we have <u>aligned our Human Resource (HR) systems</u> (beginning with the interview and hiring process, through our development, assessment, and retention systems) with our Values, Vision, Mission, and Strategic Plan?**

1	2	3	4	0
Not at all	Slight extent	Considerable extent	Completely	Don't Know

24 **We use *organizational* assessment instruments (e.g., USOPM's Federal Employee Viewpoint Survey, CCHPO's *Performance Diagnostic Questionnaire*, CCL's Keys Instrument, or locally designed work culture surveys) as well as interviews, focus groups, benchmarking/best practices studies, etc. to assess the overall 'health' of the organization.**

1	2	3	4	0
No such assessments are used	Only when they are imposed on us from above; we may do something occasionally to see if we're making progress on an effort	We do regular assessments in a variety of forms and use them to prioritize our improvement efforts	We do regular assessment in a variety of forms and communicate the results to the entire workforce to focus and prioritize all of our efforts	Don't Know

25 We use *individual* assessment tools to provide members of the team with competency and values/behaviors based feedback (e.g., CCHPO's *Leadership Philosophy Questionnaire*, OPM's Leadership 360, CCL's Benchmarks 360, Lominger's VOICES, or something of our own design).

1	2	3	4	0
No assessment tools are used	When they are a part of the larger organization's development policy or in special cases to gather data for potential personnel actions	When they are a part of the larger organization's development policy or on a voluntary basis for those who want feedback and coaching	On a regular basis to form the basis for feedback, coaching, and developmental assignments	Don't Know

26 Describe the <u>process</u> <u>improvement</u> <u>efforts</u> in the organization in recent years (e.g., Lean, Six Sigma, Theory of Constraints, etc.)? Is everyone skilled in the tools of process improvement and engaged at their level in significantly reducing the waste in our administrative and work systems and processes, while improving our overall efficiency, effectiveness, and productivity?

1	2	3	4	0
No, little, and/or ineffective effort	Mixed efforts and results; less than expected	Mixed results; toward the positive	We have significantly improved our performance	Don't Know

27 We have highly trained and effective <u>internal</u> <u>change</u> <u>agents</u> <u>/</u> <u>organizational</u> <u>development</u> <u>professionals</u> to support the organization at every level.

1	2	3	4	0
None are available	Less than one for every 1,000 people in the organization	One for every 300-1,000 people in the organization	More than one for every 300 people in the organization	Don't Know

28 How much <u>negative</u> <u>energy</u> (destructive competition, protecting turf, hording resources or information, etc.) is there within the organization?

1	2	3	4	0
A great deal of negative energy across the organization	Quite a bit of negative energy across the organization	Some negative energy across the organization	Virtually non-existent	Don't Know

29 How much <u>cynicism</u> is there in this organization concerning efforts to improve organizational performance?

1	2	3	4	0
There is a great deal of cynicism within the organization	There is some commitment to improving performance, but there is also much cynicism within the organization	For the most part, there is commitment to improving performance, with only pockets of cynicism	There is a strong sense of mission and a high level of commitment to improving the performance of the organization, with little or no cynicism	Don't Know

30 The percentage of the workforce that is 'fully engaged' in the organization (note: fully engaged employees work with passion, feel a profound connection to the organization, drive organizational innovation, and move the whole organization forward) is:

1	2	3	4	0
Less than 20%	20-49%	50-66%	67% or more	Don't Know

For the following questions, rate the Leadership Team **THAT YOU CONSIDER TO BE YOUR PRIMARY TEAM** (write name of team/unit here: _____) according to the following scale:

| 1 = Never | 2 = Rarely | 3 = Sometimes | 4 = Often | 5 = Usually | 6 = Always |

31 The members of the team have a shared interest, which they can't achieve on their own.

      1   2   3   4   5   6

32 There are champions for cross-cutting projects and organizational structures.

      1   2   3   4   5   6

33 An open, credible process exists to bring the various parts of the organization together as a team.

      1   2   3   4   5   6

34 Clear roles and responsibilities have been established within the team, across the organizational units represented by members of the team, and within cross-cutting projects.

      1   2   3   4   5   6

35 There are adequate resources for these projects.

      1   2   3   4   5   6

36 The members of the team want to work together and are willing to contribute something to the effort.

      1   2   3   4   5   6

37 The appropriate people are at the table.

      1   2   3   4   5   6

38 There is transparency among members of the team; no behind the scenes decision making.

      1   2   3   4   5   6

39 We share accurate, timely information, both when requested and when others on the team need to know, even if not requested.

      1   2   3   4   5   6

40 We feel a connection for being part of something larger than ourselves and our own units.

      1   2   3   4   5   6

41 We think systematically and can easily see the connections to the larger purpose.

      1   2   3   4   5   6

42 We have successfully created an environment where openness and vulnerability about our individual strengths, weaknesses, mistakes, and need for help are the norm. Team members have confidence that their peer's intentions are positive and that thee is, therefore, no need to be protective or careful around other members of the group.

      1   2   3   4   5   6

43 We have successfully created an environment where passionate and open discussion around important and difficult topics is the norm. We engage in unfiltered conflict around ideas and issues in order to identify the best possible solution for the team and the organization. Because the heated debate is focused on ideas and issues rather than personal attacks, we emerge with no residual feelings or collateral damage.

      1   2   3   4   5   6

1 = Never	2 = Rarely	3 = Sometimes	4 = Often	5 = Usually	6 = Always

44 **We have successfully created an environment with clear direction and priorities; we commit to common objectives and take advantage of opportunities faster than others. We learn from mistakes and move forward without hesitation.**

      1   2   3   4   5   6

45 **We have successfully created an environment where team members are willing to call their peers on performance or behaviors that might hurt the team, even when this causes interpersonal discomfort. We have difficult conversations, rather than avoiding them.**

      1   2   3   4   5   6

46 **We have successfully created an environment where we relentlessly focus on our results; we value collective outcomes more than individual recognition, personal ego and power, or attainment of personal status/career development. We have developed effective performance measurement systems to aid in our outcome focus.**

      1   2   3   4   5   6

47 **All the members of our Leadership Team see this team as their 'primary team;' we are able to represent our unit while maintaining our focus of success on the organization as a whole (i.e., 'stewardship of the whole' is the norm on the team).**

      1   2   3   4   5   6

COMMENTS/NOTES:

Note: Questions 32-42 are from Russell M. Linden, *Working Across Boundaries: Making Collaboration Work in Government and Nonprofit Organizations* (Jossey-Bass: 1994;questions used with author's permission). Questions 43-48 are adapted from Patrick Lencioni, *The Five Dysfunctions of a Team* (Jossey-Bass; 2002).