

Organization Health Diagnostic




Measuring Organizational Adaptability and Opportunity

Is your organization equipped to survive in today's rapidly changing market? Take this short diagnostic to gauge your organization's capacity to adapt and respond to the market. The 18 questions assess key factors supporting organizational resiliency, such as market impact, customer connection, strategic clarity, organizational agility, employee engagement, and market volatility.

Please note that this is a shortened version of a longer assessment and does not cover all aspects of organizational adaptability. This short version will help you take the pulse of the organization and will indicate areas for improvement.

For a more comprehensive organization assessment, please contact us:



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Diagnostic

Take this quick diagnostic quiz to gauge the health of your organization. For each of the following statements, indicate whether you Strongly Disagree, Disagree, Agree or Strongly Agree. If you are neutral or unsure, choose N.

	SD	D	N	A	SA
1. Representatives from the company make a point of soliciting feedback from customers.	1	2	3	4	5
2. Competitors look to our company for industry leadership.	1	2	3	4	5
3. We actively use measures to gauge progress towards our goals.	1	2	3	4	5
4. Our company deeply understands our customers' needs and desires.	1	2	3	4	5
5. Employees frequently identify and implement ways to improve organization performance.	1	2	3	4	5
6. Our customers would be significantly inconvenienced if our products or services became unavailable.	1	2	3	4	5
7. People in our organization adapt quickly to change.	1	2	3	4	5
8. Employees really resonate with our company's strategies and goals.	1	2	3	4	5
9. Employees learn and adopt new processes quickly.	1	2	3	4	5
10. Customers frequently give suggestions and feedback that we act upon.	1	2	3	4	5
11. Our products or services are significantly affected by technological innovation.	1	2	3	4	5
12. Our customers are committed to our products and services.	1	2	3	4	5
13. If stopped in a hall, a random employee could explain his or her specific role towards achieving the company's strategies.	1	2	3	4	5
14. Employees share information across department, geographic, and other boundaries.	1	2	3	4	5
15. People in the organization scan for emerging market trends and take action based on their observations.	1	2	3	4	5
16. The organization is frequently affected by federal and/or state regulatory actions.	1	2	3	4	5
17. Our company is clear about the impact it wishes to make in the market and through our products and services.	1	2	3	4	5
18. New players frequently enter the market in which our company operates.	1	2	3	4	5

Tally Sheet

Transfer your responses to the tally sheet by copying the circled number from each row into the corresponding, unshaded box below. After transferring all of your responses, record the total in each column to generate your **COLUMN TOTALS**. Divide each column total by 3 to generate your **CATEGORY SCORES**.

	MI	CC	SC	EE	MV	OA
1. Reps solicit feedback						
2. Competitors look to us						
3. We use measures						
4. We understand customers						
5. Identify improvements						
6. Inconvenience to customers						
7. Adapt quickly to change						
8. Employees resonate with goals						
9. Employees learn quickly						
10. Customers give feedback						
11. Affected by tech innovation						
12. Customers committed						
13. Employees know role						
14. Employees share information						
15. People scan market						
16. Affected by regulatory actions						
17. Clear about desired impact						
18. New players enter market						
Add all numbers in each column to generate your COLUMN TOTALS						
Divide total by 3 to generate your CATEGORY SCORES						
	MI	CC	SC	EE	MV	OA

Results

Transfer your category scores from the bottom row on the previous page to the boxes below.

Market Impact (MI) = _____ **Customer Connection (CC) =** _____

The first two scales are **Market Impact** and **Customer Connection**. **Market Impact** gauges the extent to which the organization's products and/or services have integrated into customer environments.

Customer Connection examines the organization's ability to understand customer needs, desires, and spending habits; to anticipate future needs; and to build relationships with customers.

The average score for each scale is 3.0. If you scored higher than 3.0 in either Market Impact or Customer Connection, what do you believe this says about your organization? If you scored lower than 3.0 on either scale, what do you think the organization could do better? What would be the potential benefits of doing these things better?

Strategic Clarity (SC) = _____ **Employee Engagement (EE) =** _____

The second two scales measured are **Strategic Clarity** and **Employee Engagement**. **Strategic Clarity** looks at the degree to which the organization has identified, articulated, and communicated the organization's mission, vision, and goals. **Employee Engagement** examines employee motivation, initiatives, and performance.

The average score for each scale is 3.0. If you scored higher than 3.0 on either scale, what do you believe this says about your organization? If you scored lower than 3.0 on either scale, what do you think the organization could do better? What would be the potential benefits of doing these things better?

Market Volatility (MV) = _____ **Organizational Agility (OA) =** _____

The third two scales measured are **Market Volatility** and **Organization Agility**. **Market Volatility** identifies the degree of turbulence in the environments in which the organization operates. **Organization Agility** looks at the organization's ability to shift and change in response to market forces while maintaining a strong focus and drive.

The average score for each scale is 3.0. If you scored higher than 3.0 on either scale, what do you believe this says about your organization? If you scored lower than 3.0 on either scale, what do you think the organization could do better? What would be the potential benefits of doing these things better?

How does your organization rate?

The next several pages provide descriptions of typical combinations of scores on this assessment. Every organization is unique and every person completes quizzes differently. If the description doesn't seem to fit your organization, go back to the survey and the tally sheet. Review your responses to see why you scored as you did. You can also ask a colleague to complete the assessment in order to see how your perceptions compare.

Market Impact: Customer Connection

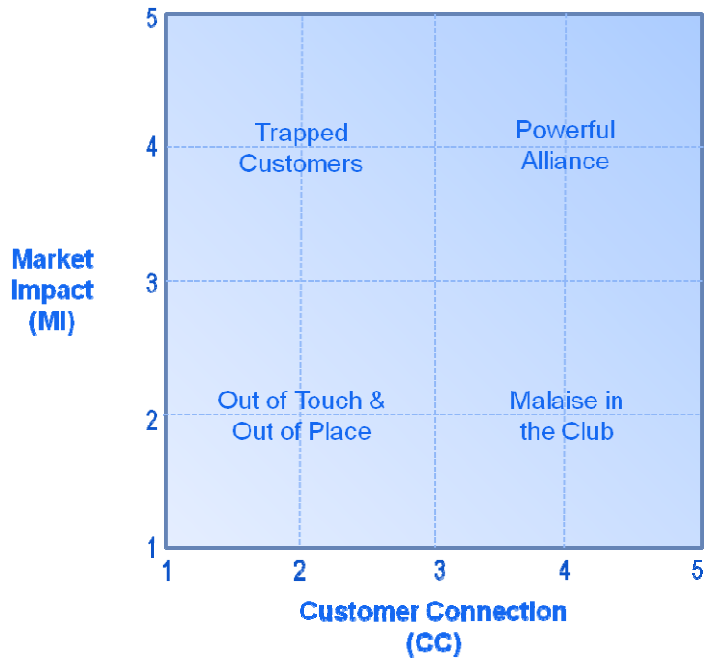
Transfer your Market Impact and Customer Connection scores from page 3 to the box below.

Market Impact (SC) = _____

Customer Connection (OA) = _____

Graph your scores on the grid to the right to find the category that best fits your organization's scores. If your scores fall in the middle (for example, a 3 on Market Impact and a 3 on Customer Connection), read through each description to see which best fits your organization.

Circle that category and then read the description below.



Out of Touch & Out of Place

Scores: 1 – 3.4 on Market Impact and 1 – 3.4 on Customer Connection

The organization is out of touch. Customer relationships are weak. It's unclear whether staff understands the needs, desires, and drivers influencing customer buying patterns. The market response reflects this lack of clarity in its tepid stance towards the company. The organization struggles to build on past successes and posts disappointing results. The good news: there is lots of opportunity to improve. Consider these approaches:

- Customer focus groups and/or surveys
- Market research
- Branding initiatives
- Strategic roadmaps
- Product and/or service portfolio reviews

Trapped Customers

Scores: 3.5 - 5 on Market Impact and 1 – 3.4 on Customer Connection

Organizations in this space may have a captive market, but customer may resent feeling trapped. These organizations have the opportunity to avoid a disaster in which customers leave as soon as another viable option presents itself. Without relationship building, the strong market impact enjoyed by the

organization could soon dissolve. The organizational imperative: get out of the office and listen to customers. What do they want? What would thrill them? What do they like about the company's products and services? And, honestly, what is it about the company that drives them nuts? To get at these issues, consider:

- Customer focus groups and/or surveys
- Market research

Powerful Alliance

Scores: 3.5 - 5 on Market Impact and 3.5 - 5 on Customer Connection

The organization is riding high. Strong relationships and knowledge of the customer, combined with success in the marketplace, create a formidable power. The challenge for organizations in this space is to continue improving and growing. Approaches include:

- Market scans for disruptive changes and trends
- Customer focus groups and/or surveys
- Continuous process improvement to fine tune performance

Malaise in the Club

Scores: 1 – 3.4 on Market Impact and 3.5 - 5 on Customer Connection

The good news: the organization knows its customers and has strong relationships with them. The bad news: the organization hasn't translated that strength into solid results. Organizations in this space need to do some serious assessments of where and how they're falling down. Approaches to consider include:

- Product and/or service portfolio review
- Product development
- Collaborative design
- Market research
- Opportunity analysis
- Cross-functional task forces

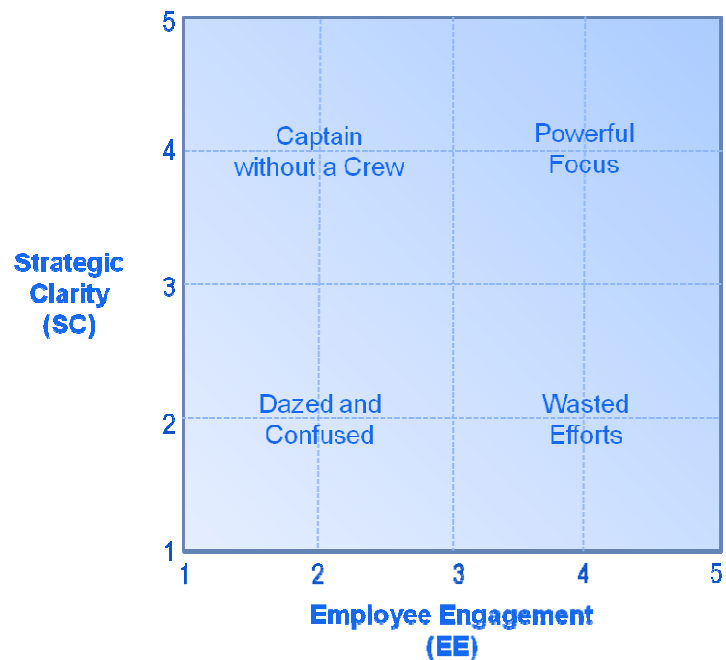
Strategic Clarity: Employee Engagement

Transfer your Strategic Clarity and Employee Engagement scores from page 3 to the box below.

Strategic Clarity (SC) = _____ **Employee Engagement (OA) =** _____

Graph your scores on the grid to the right to find the category that best fits your organization's scores. If your scores fall in the middle (for example, a 3 on Strategic Clarity and a 3 on Employee Engagement), read through each description to see which best fits your organization.

Circle that category and then read the description below.



Dazed and Confused

Scores: 1 – 3.4 on Strategic Clarity and 1 – 3.4 on Employee Engagement

Organizations in this space haven't effectively identified, articulated, or communicated the organization's mission, vision, or goals. Employees have settled into routines and are minimally motivated to make change. The results: people going through the motions, mediocre results, and apathy for the organization. Organizations in this space have a clear imperative: get leadership together to develop strategic roadmaps and engage employees. Approaches to consider include:

- Leadership development
- Leadership coaching
- Strategic planning
- Cascading goals
- Communication strategy

____ Captain without a Crew

Scores: 3.5 - 5 on Strategic Clarity and 1 – 3.4 on Employee Engagement

These organizations have identified and articulated their mission, vision, and goals. Many have tried to engage employees through communication. Yet, these efforts have fallen short. There's a lack of energy

and enthusiasm among employees that diminishes efforts to build and grow the organization. Leaders fight an uphill battle; change is difficult. The lesson: captains cannot sail their ships alone. Think about how to engage employees, perhaps through:

- Employee involvement initiatives
- Stretch goals
- Employee focus groups
- Continuous process improvement
- Innovation councils
- Communities of practice

--- Powerful Focus

Scores: 3 - 5 on Strategic Clarity and 3.5 - 5 on Employee Engagement

Organizations with strategic clarity and employee engagement are well positioned for success. There is a powerful focus in these organizations: leaders have identified and articulated the mission, vision, goals, and strategies and employees have embraced the direction. Moreover, employees are committed: they solve problems, identify improvement opportunities, and share information. To take the organization to the next level, consider these questions:

- Is our focus the right one given changing markets and customer needs?
- In what other areas might our powerful focus benefit the company?
- What's the next "big thing" for our company?

--- Wasted Efforts

Scores: 1 – 3.4 on Strategic Clarity and 3.5 - 5 on Employee Engagement

Organizations in this space have what others would envy: committed, energized employees. The only problem is the lack of clarity about what those employees should be doing. As a result, employees devote time and resources to produces and services that may not have strategic value. Leaders in these organizations need to step up: identify the mission, vision, and goals; reconnect with employees; and focus employees on what really matters. Approaches to consider include:

- Employee focus groups
- Visioning
- Goal development
- Organization value proposition
- Strategic thinking
- Leadership development
- Leadership coaching

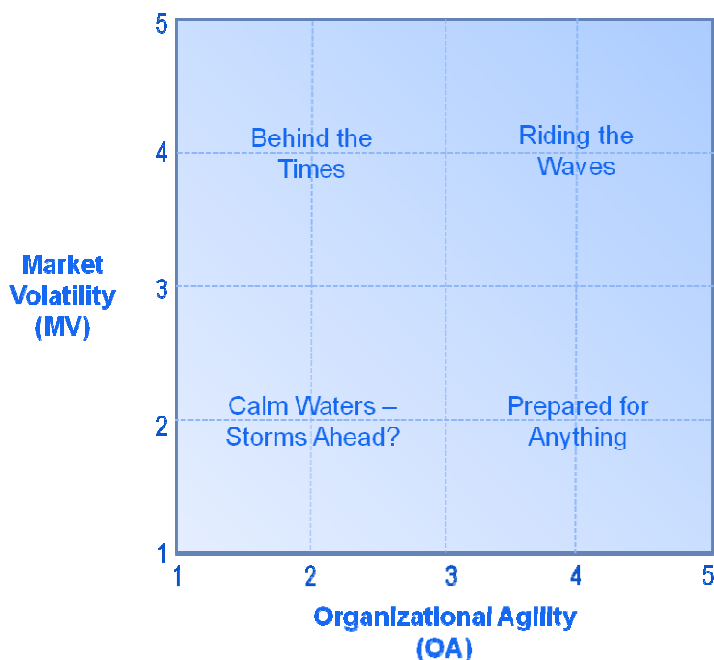
Market Volatility: Organization Agility

Transfer your Market Volatility and Organizational Agility scores from page 3 to the box below.

Market Volatility (MV) = _____ Organizational Agility (OA) = _____

Graph your scores on the grid to the right to find the category that best fits your organization's scores. If your scores fall in the middle (for example, a 3 on Market Volatility and a 3 on Organization Agility), read through each description to see which best fits your organization.

Circle that category and then read the description below.



Calm Waters – Storms Ahead?

Scores: 1 – 3.4 on Market Volatility and 1 – 3.4 on Organization Agility

Organizations in this space function in a stable market. This could be because the market is mature, regulated, or dominated by a few key players. Often, employees in these organizations have grown comfortable with the status quo. They've developed deep knowledge of their product, service, or process. For the time being, this may be fine. However, stay alert: many companies have been caught off-guard by rapid change. Consider these approaches:

- Market scans for disruptive changes and trends
- Customer focus groups and surveys
- Continuous process improvement to fine tune performance
- Competitive intelligence to monitor potential competition

Behind the Times

Scores: 3.5 - 5 on Market Volatility and 1 – 3.4 on Organization Agility

The market is volatile, but the organization isn't as adaptive as it should be. Organizations in this space may be surprised by change or may be in an industry in which stability had been encouraged. In any case, employees aren't learning, sharing knowledge, or adapting as quickly as they should in order to be

successful. It's time to bring change inside the organization in order to boost energy, focus, and innovation. Consider these approaches:

- Customer focus groups and surveys
- Continuous process improvement to find tune performance
- Market scans for disruptive changes and trends
- Business education
- Innovation initiatives
- Organization learning
- Leadership coaching

Riding the Waves

Scores: 3.5 - 5 on Market Volatility and 3.5 - 5 on Organization Agility

The organization can change quickly, which is important since this market is in constant flux. Sometimes, it may feel like it's too much and that people can't catch their breath. How to handle this? Many organizations choose to embrace the adrenaline drive of working in this environment and enjoy it. However, it's important to make the time and space to separate the signals from the noise. Is the organization really responding to what's important or has it gotten so used to reacting quickly that it doesn't differentiate between the critical and the extraneous? Organizations in this space recharge and refocus by spending time on these activities:

- Purpose, values, and goals affirmation
- Goal measurement and tracking
- Employee engagement to bring focus
- Evolving measurement systems
- Process "pruning" (identifying and cutting unwieldy or irrelevant processes)
- Leadership coaching

Prepared for Anything

Scores: 1 – 3.4 on Market Volatility and 3.5 - 5 on Organization Agility

Organizations in this space are adaptive: eager and responsive to change, curious and interested in learning, open with information. This is all good news. Even though the environment is not volatile, the organization is well prepared for change. The challenge: to keep the energy, enthusiasm, and commitment to change despite the calm in the marketplace. This would be a good time to look ahead to innovation, emerging opportunities, and new products and services. Consider these approaches:

- Innovation initiatives
- Competitive landscape analysis
- Organization learning
- Cross-departmental collaboration

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