

# Organization Effectiveness Assessments

## Options and Outcomes

Organization assessments help when you know something's wrong but need help figuring out where to begin. They point to root causes rather than symptoms, solutions rather than quick fixes. More often than not, they fill in the gaps so people have a more complete understanding of what's getting in the way of success and why.

The choice of assessment depends on the focus for the assessment, the organizational context, the geographic span of the organization, its size, and the trust levels that exist among staff. Listed below are five of our most popular organization assessments along with a quick guide to choosing which assessment is right for your organization. Detailed descriptions of each assessment follow.

	Network Analysis	Value Network Assessment	KEYS® for Creativity	Team Performance Inventory	Collaborative, Engagement-Oriented Assessment
<b>Best for...</b>					
Complex, dynamic organizations	✓	✓	✓		
Geographically dispersed groups	✓		✓	✓	✓
Low-trust environments		✓	✓		✓
Highly analytic groups that dislike fluff	✓	✓	✓	✓	
Encouraging ownership and commitment to change		✓		✓	✓
<b>Focal Issues...</b>					
Change	✓	✓	✓		✓
Knowledge, innovation, or creativity	✓	✓	✓		✓
Mergers and acquisitions	✓				✓
Process improvement		✓			✓
Strategy	✓	✓			
Talent management	✓				
Team performance		✓	✓	✓	✓
<b>Assessment Requires...</b>					
High survey response rate	✓			✓	
In-person working meeting(s)		✓		✓	✓
Access to a web-based survey	✓		✓		



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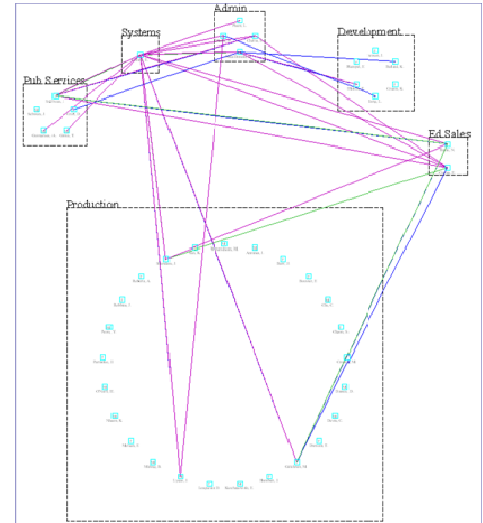
### Network Analysis

*A newly merged company needs to understand the best of both organizations and integrate two separate cultures, processes, structures, and systems into one.*

*A large pharmaceutical company needs to assess its talent pool for hidden high potentials, subject matter experts, and rising stars.*

A network assessment draws on the best thinking in the world of systems and network dynamics to identify how people collaborate, share information, solve problems, and get work done. A web-based survey gathers interaction data from employees, which is analyzed using complex algorithms to produce graphical network maps, social capital reports, and other important analyses. Clients learn:

- How the organization actually functions
- Where the organization faces risks and instabilities
- Who are the organization's high performers, rising stars, and hidden subject matter experts
- Who is under- and over-utilized



In addition, a network analysis identifies power roles: the positions that have disproportionate influence over the network as a whole. By identifying these power roles, organizations can take concrete steps to:

- Communicate efficiently and quickly with large numbers of people
- Accelerate implementation of critical projects
- Increase knowledge sharing and innovation in the organization
- Break down silos and collaborate across functional, geographic, and other barriers
- Promote the right people into the right jobs
- Develop data-based, sound succession plans

Specifically, a network analysis measures how people complete activities related to strategy, decision making, routine work, innovation, problem solving, and other aspects of organization life of interest to the client.

Network assessments are most helpful in situations in which talent, collaboration, change, knowledge, and/or innovation are hot topics.

#### What You Get

- *Organization Network Maps:* Online, password-protected graphical displays of communication patterns, information flows, bottlenecks, and risks
- *Diagnostics:* An assessment of organization health based on network statistics
- *Formal Report:* Text report explaining findings, recommendations
- *Talent Assessment (optional):* Lists of hidden subject matter experts, high performers, and covert high potentials along with suggestions about how to leverage them

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### Value Network Assessment

*A software company needs to gain an understanding of how to improve its product development and delivery processes.*

*A nonprofit organization wants to assess how well it provides and coordinates services with other institutions in the area.*

Every organization exists to provide something of value to a client or customer. Whether the products and services are valued by the customer, and whether the organization creates this value efficiently and effectively, are different matters.

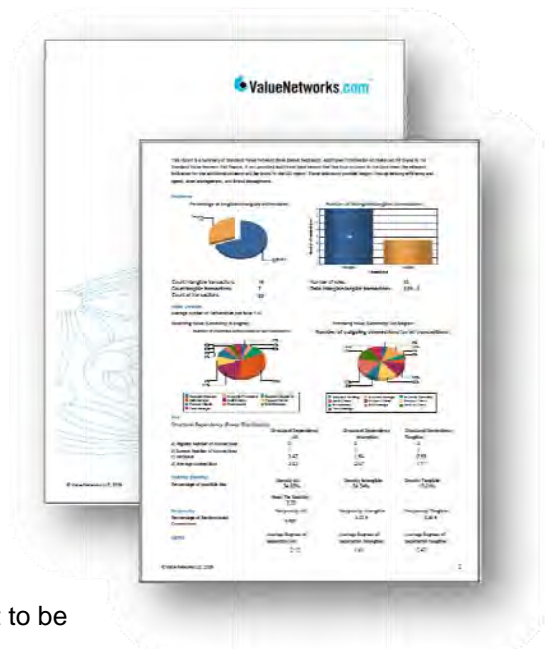
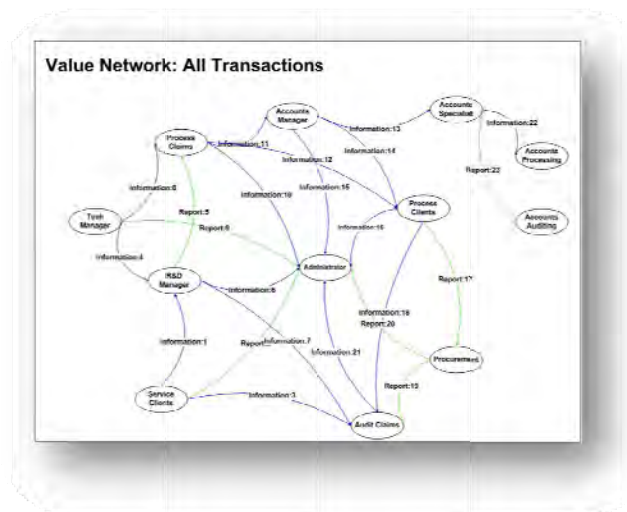
Value network analysis, developed by Verna Allee in the 1990s, shows how an ecosystem, industry, organization, department, or process is produces value. It shows the flow of transactions—both tangible and intangible—through roles in the system and to customers. The analysis is drafted in a participative workshop and then supplemented through interviews, surveys, and mathematical analysis of the value network.

Clients learn:

- How work actually gets done
- The kind of value the organization is really creating
- How efficiently the organization converts resources into value for the customer
- Where there are failure points in the value creation process
- How customers perceive the value received from the organization

Specifically, Value Network Analysis looks at performance indicators such as asset management, brand management, role contribution, and ease of asset conversion into value.

Value Network Analysis is best for complex organizations in which collaboration, relationships, and knowledge-sharing are necessary. While it is well suited for assessing individual contributions, most find it to be more valuable when it focuses on internal systems and complex ecosystems.



### What You Get

- *Value Network Maps:* Visio- and PowerPoint-based network maps that allow for easy “what if” analysis
- *Analytics:* Statistics about network health and effectiveness, such as speed, resilience, agility, stability, channel management, and asset management
- *Formal Report:* Text report explaining findings and recommendations



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### KEYS Assessment

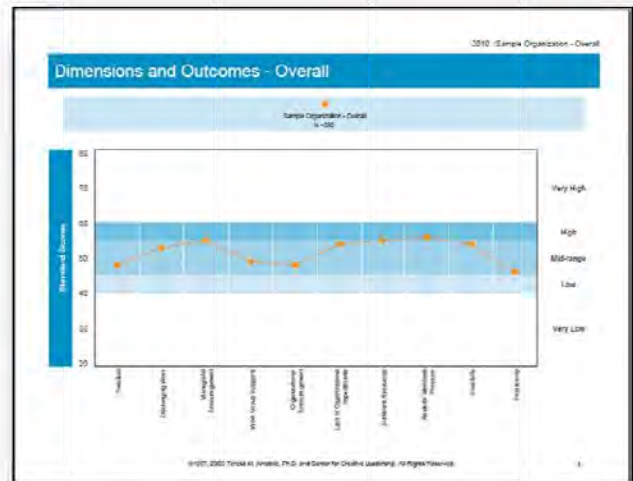
*A medical device organization doesn't understand why the workforce isn't innovating despite strong incentives from leadership.*

*A financial services company wants to see what gets in the way of productivity and creativity.*

KEYS was created by the Center for Creative Leadership, a trailblazer in leadership research and development. KEYS helps organizations understand their strengths and barriers in relation to innovation and creativity. Through a web-based survey, supplemented by targeted interviews, clients learn:

- The current state of the organization's climate
- Management practices that support or get in the way of employee performance and creativity
- Factors supporting organizational motivation for learning and innovation
- Resources available to support learning and innovation
- Organization performance in terms of productivity and creativity
- How they compare to a rich normative database of like companies

KEYS is best for organizations that wish to improve creativity, innovation, and productivity.



2010 - Sample Organization - Overall

Listed below are the items with the highest standard scores obtained to the KEYS normative group.

Item	KEYS Dimension	Standard Score (Sample Org - Overall)
89. I have sufficient time to do my projects.	Realistic Workload Pressure	89 / 78
82. There are realistic expectations for what people can achieve in this organization.	Realistic Workload Pressure	82 / 77
30. Performance evaluation in this organization is fair.	Organizational Encouragement	52 / 75
40. People are not critical of new ideas in this organization.	Lack of Organizational Impediments	52 / 74
46. Destructive criticism is not a problem in this organization.	Lack of Organizational Impediments	52 / 74
61. People in this organization do not feel pressure to produce anything acceptable even if quality is lacking.	Lack of Organizational Impediments	52 / 74
24. Procedures and structures are not too formal in this organization.	Lack of Organizational Impediments	52 / 74
01. The information I need for my work is easily accessible.	Sufficient Resources	52 / 74
3. I feel that I am working on important projects.	Challenging Work	52 / 74
13. My boss communicates well with his/her group.	Managerial Encouragement	52 / 74

\* Additional item(s) had equivalent standard score as the last item.

Very High  
High  
Mid-Range  
Low  
Very Low

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### What You Get

*KEYS Report and Presentation* that includes:

- An overview of results in each of the ten dimensions assessed by KEYS
- Detailed results of each dimension, including item-level data that shows overall responses to each question
- The ten highest rated items and the ten lowest rated items
- The most important factors supporting and inhibiting creativity and innovation as identified by survey participants
- Priorities for improving creativity and innovation as identified by survey participants
- Performance against a normative database

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### Team Performance Assessment

*A nonprofit organization's climate has turned sour. The leaders want to understand why and make things better.*

*A small subsidiary of an insurance company isn't producing and leaders need to turn the situation around.*

The TPI (Team Performance Inventory) provides a data-based assessment of team performance. A powerful tool for motivating stagnant teams or healing dysfunctional groups, the TPI draws attention to strengths and areas for improvement.

A web-based survey gathers information that is supplemented through targeted interviews. Specifically, the TPI measures performance in 7 research-based, critical dimensions and twenty-one sub-dimensions:

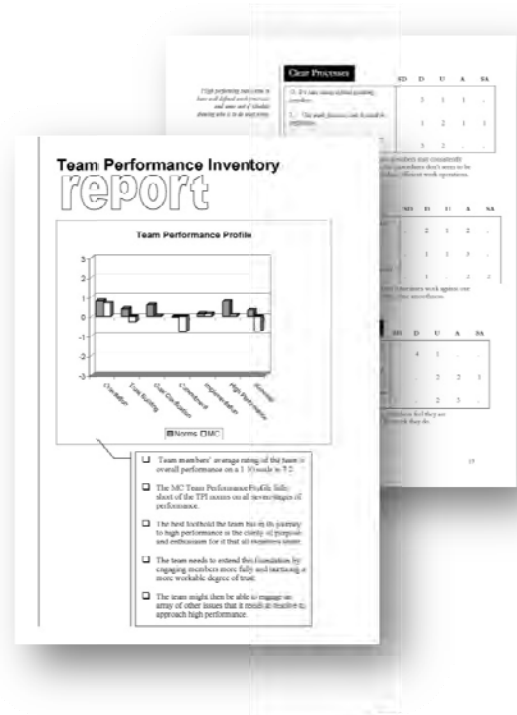
1. Orientation: Purpose, membership, and team identification
2. Trust-building: Mutual regard, forthrightness, and reliability
3. Goal clarification: Explicit assumptions; clear, integrated goals; and shared vision
4. Commitment: Identified roles, allocated resources, and decision making
5. Implementation: Clear processes, alignment, and disciplined execution
6. High performance: Spontaneous interaction, synergy, and surpassing results
7. Renewal: Recognition and celebration; change mastery, and staying power

The TPI is best for smaller groups of four to twenty-five participants. It can be used with teams or with small organizations. A lower-cost, paper-based Team Performance Indicator, built on the same team performance model, can be used for groups that don't need detail or comparisons to the normative database.

#### What You Get

*TPI Report and customized presentation that includes:*

- An overview of results in each of the seven dimensions and twenty-one sub-dimensions assessed by the TPI
- Performance in each dimension in comparison to a rich, normative database
- Detailed discussion of each dimension that includes item-level data, individual responses to each question, and a written commentary on the results
- Assessment of leadership performance in relation to the team



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### Collaborative, Engagement-Oriented Assessment

*A school within a major university needs to come together under a new leader, revitalize the organization, and repair damaged relationships with clients. There are so many issues that leaders don't know where to begin. Everyone has an opinion and no one agrees.*

*The engineering company is staffed with smart, motivated problem-solvers. They need a positive way to focus their attention and improve the organization.*

Collaborative, engagement-based assessments engage employees in gathering and analyzing data. They build ownership and commitment to change into the assessment process itself as participants develop relationships, identify root causes, and design solutions.

Collaborative assessments are customized based on the unique needs of the specific organization. Past collaborative assessments have included features such as:

- *Voice of the Customer:* One-on-one meetings between employees and key customers to learn about their strategic directions, the challenges they face, and their hopes for the organization can do for them
- *Pulse Groups:* Modified focus groups in which employees gather in real time to share knowledge, identify challenges, and plan actions and then present proposals to organization leaders
- *Document Review:* Employees review previous studies conducted on the organization to identify themes and critical challenges, and to make recommendations
- *Collaborative Data Analysis:* Group meetings in which the data is sorted, analyzed, and interpreted

The specific content of the assessment is based on organizational needs and foci. The topic can be broad (for example, organization health) to narrow (for example, the procurement process).

Collaborative, engagement-based assessments are best for organizations that want to increase commitment to change and empower employees to solve problems. They work nicely in highly independent, opinionated cultures in which dialogue and debate are encouraged.

#### What You Get

*Written report and presentation that includes:*

- Outcomes of all assessment methods
- Employee-identified priorities for change
- Assessment of significant strengths, significant barriers, and root causes
- Recommendations for change