

# Organizational Assessment

## Readiness to (*fulfill mission, implement strategy, change*)

The organizational capability to do something involves many dimensions of readiness. The areas below address some of these capabilities. The rating (1 for low to 10 as high) is only the first step leading to discussion and prioritization of initiatives.

### **Shared understanding & alignment**

- Employees see a direct connection between their job and the organizational mission
- Employees understand and accept the organizational vision
- Organizational culture supports successful implementation of the strategy necessary to fulfill the mission and attain the vision

### **Competencies**

- Employees have the necessary knowledge, skills, and ability to fulfill the mission and attain the organization's vision within the context of the position they hold
- New hires provide not only for the immediate need to fill a critical position, but further build bench strength in the succession plan and help the organization evolve into new areas that strategic change might take

### **Consequences**

- Performance management systems identify the key drivers for organizational success
- Promotions, pay, recognition, monetary and non-monetary reward systems encourage behaviors that are consistent with what is needed
- Similarly, disincentives are in place to limit undesirable behaviors whenever possible

### **Governance**

- Organization structure is proper for what is needed
- Policies and Procedures support the desired goals without excessive bureaucracy
- Communication systems are in place to provide everyone the information they need, when they need it
- The message being communicated in word & deed is aligned with needs

### **Capacity for change**

- Organizational culture is adaptive and supports change processes
- Employees are adaptive and able to change with evolving organizational needs
- Work processes continue to evolve through continuous improvement

### **Leadership**

- Active leadership is evident and aligned at all levels

## **After rating the above statements**

Ask others to do a similar assessment from their perspective. Diversity from across the organization is beneficial, including a mix from top management to entry-level employees. Perspective from key customers and suppliers would also be beneficial.

Discuss the ratings with others in the organization to see if there is general agreement around where problem areas may lie.

Collectively, identify specific areas where knowledge of best practices would be beneficial.

Identify actions that might be taken to improve the areas of low ratings.

Prioritize the range of possible initiatives against the impact the initiative would have and the ease of implementing the initiative. Impact would involve alignment with organizational strategy and integration with other change initiatives. Ease of implementation involves having the necessary resources (money, people's time, commitment of key people, etc.) and a reasonable time frame for implementation that would still provide all the expected benefits.

Select a few initiatives for implementation based on the above priorities. Establish metrics to ensure the project remains on track and that the results are consistent with what is expected.

## Reference

Ulrich, D. (1997). Human resource champions: The next agenda for adding value and delivering results. Boston: Harvard Business School Press.