

Organizational Assessment

Leadership

- 1 Have we worked together to develop and articulate a shared purpose and a clear vision focused on learning and development?
 Never Sometimes Frequently Always
- 2 Do leaders protect the vision, make it visible to others, and communicate it regularly to the organizational community?
 Never Sometimes Frequently Always
- 3 Do leaders communicate their values and mission in the things they do, how they spend their time, and what they consider important?
 Never Sometimes Frequently Always
- 4 Do we take collective responsibility for all practices and outcomes?
 Never Sometimes Frequently Always
- 5 Do leaders in our organization emphasize power through people rather than power over people?
 Never Sometimes Frequently Always
- 6 Is authority in our organization based more on professional knowledge and competence than on position and rules?
 Never Sometimes Frequently Always
- 7 Do leaders in our organization facilitate, guide, and coach others to adopt practices that advance employee performance? professional and social?
 Never Sometimes Frequently Always
- 8 Do leaders provide social support for high quality goal achievement?
 Never Sometimes Frequently Always
- 9 Do the leaders communicate their passion for learning by challenging ineffective practices and deficient organizational education?
 Never Sometimes Frequently Always

- 10 Do leaders create a culture that supports risk-taking and encourages innovation?
- Never Sometimes Frequently Always
- 11 Do leaders create an atmosphere of trust and respect among staff, employees, and the total learning community?
- Never Sometimes Frequently Always
- 12 Is discussion and inquiry common, accepted, and expected practices in our organization?
- Never Sometimes Frequently Always
- 13 Do we share information and make decisions together?
- Never Sometimes Frequently Always
- 14 Do we solve problems collaboratively?
- Never Sometimes Frequently Always
- 15 Are we open to multiple approaches and solutions rather than reliance on single answers and past practices
- Never Sometimes Frequently Always
- 16 Do leaders try to gain many points of view before solving important problems?
- Never Sometimes Frequently Always
- 17 Is decision making consensual and inclusive as opposed to top-down and nonparticipatory?
- Never Sometimes Frequently Always
- 18 Do leaders provide formal and informal means for all employees to raise and solve problems in the organization?
- Never Sometimes Frequently Always
19. Do leaders accept conflict as "normal" and use it as a stimulus for change, and not viewed as "bad" and something simply to be controlled?
- Never Sometimes Frequently Always

Learning

20. Are learning goals and expectations clear, understood, and accepted?

- Never Sometimes Frequently Always

21. Do leaders protect learning time and support managers as teachers in keeping employees engaged in continuous learning?

- Never Sometimes Frequently Always

22. Do employees acquire essential skills and knowledge at the highest levels?

- Never Sometimes Frequently Always

23. Do we engage all employees as active learners and co-constructors of knowledge?

- Never Sometimes Frequently Always

24. Do learning practices develop higher level thinking skills for all members rather than emphasize rote acquisition of only basic skills?

- Never Sometimes Frequently Always

25. Do educational practices provide opportunities to apply and use knowledge in a variety of contexts?

- Never Sometimes Frequently Always

26. Do we provide opportunities for employees to direct and be responsible for their own learning?

- Never Sometimes Frequently Always

27. Do we use cooperative learning groups and other alternative methods rather than relying solely on independent work, searching, and competition?

- Never Sometimes Frequently Always

28. Are some learning experiences interdisciplinary and have multiple application value?

- Never Sometimes Frequently Always

29. Do learning experiences in our organization incorporate resources outside of the classroom or immediate working environment?

Never Sometimes Frequently Always

30. Do we use valid, multiple assessments to gauge employee learning and progress?

Never Sometimes Frequently Always

31. Is there time and support for professional development that improves employee advancement and growth desires?

Never Sometimes Frequently Always

32. Do leaders model life-long learning for others by sharing new learning, successes, and failures?

Never Sometimes Frequently Always

Structural Conditions

33. Are learning and teaching roles in our organization flexible and interdependent rather than rigid and hierarchical?

Never Sometimes Frequently Always

34. Do our organizational managers have considerable autonomy and discretion to plan curriculum and organize instruction within an overall improvement framework?

Never Sometimes Frequently Always

35. Do we use teams to plan and implement educational and effectiveness improvement?

Never Sometimes Frequently Always

36. Are there opportunities for dialogue and planning across teams for enhancing shared learning that will lead to increased effectiveness?

Never Sometimes Frequently Always

37. Is communication in our organization open and fluid as opposed to regulated by traditional chains of command?

Never Sometimes Frequently Always

38. Do we create small, "communal" arrangements that personalize learning and maximize management-employee and employee-employee interaction?

Never Sometimes Frequently Always

39. Do we create an environment that is safe, supportive, and conducive to learning?

Never Sometimes Frequently Always

Relating to the Community

40. Do we encourage wide-scale participation and feedback from stakeholders, family, and community members?

Never Sometimes Frequently Always

41. Do we empower stakeholders and community members to participate in decisions about our educational environment and improvement desires?

Never Sometimes Frequently Always

42. Do we forge partnerships with community organizations, agencies, and businesses to address our learning needs?

Never Sometimes Frequently Always

43. Are we linking a variety of health and human services to our educational environment?

Never Sometimes Frequently Always

44. Are other local businesses involved with our learning?

Never Sometimes Frequently Always

Learning Culture

45. Do we appreciate and provide for the cultural diversity of all learners?

Never Sometimes Frequently Always

46. Do we demonstrate an understanding of the culture, norms, values, beliefs, and traditions of the employees?

Never Sometimes Frequently Always

47. Do we foster a caring environment for all organizational members in pursuit of improved learning?

Never Sometimes Frequently Always

48. Do we encourage sustained dialogue and debate among educators and learners about ways to improve and find what is best for educational desires and needs?

Never Sometimes Frequently Always

49. Do we provide opportunities and encouragement to management, employees, and outside stakeholders to become life long learners?

Never Sometimes Frequently Always

Human Resources

50. Do leaders actively recruit and select staff that reinforce the norms, values, mission, objectives, and goals of the organization?

Never Sometimes Frequently Always

51. Do we organize the learning environment to gain effective implementation of existing policies and procedures to improve learning and work effectiveness?

Never Sometimes Frequently Always

52. Do we utilize the educational budget to maximize learning, change, growth, and improvement?

Never Sometimes Frequently Always

Quality Dimensions

53. Do we secure and use the most quality and beneficial resources we can find?

Never Sometimes Frequently Always

54. Do we ensure that all employees are trained in and thoroughly knowledgeable use quality systems, processes, and facets?

Never Sometimes Frequently Always

55. Do we continuously query and monitor customer feedback for quality improvements?

Never Sometimes Frequently Always

56. Do we have effective quality systems, checks and controls in place?

Never Sometimes Frequently Always

57. Do we establish and reinforce a culture that asks, “are we doing things in the most quality way that we can?” and then learn from our errors and mistakes?

Never Sometimes Frequently Always

Relationships and Culture

58. Do we make every effort to build and train employees in developing positive relationships and a positive culture?

Never Sometimes Frequently Always

59. Do we have and use systems of rewards or consequences for personnel exhibiting positive or negative relationship and culture practices?

Never Sometimes Frequently Always

60. Does leadership “walk the talk” in living and promoting positive relationships and a cohesive culture?

Never Sometimes Frequently Always

Change Readiness

1. History of Change (What's our track record handling change?)
2. Direction (Do people throughout the organization understand corporate values and vision?)
3. Cooperation and Trust (Do people share information and play nice together?)
4. Culture (Is this an organization that supports risk taking and change?)
5. Resilience (Can people handle more change?)
6. Rewards (Do people believe this change will benefit them?)
7. Respect, Control, and Saving Face (Will people be able to maintain dignity and self-respect?)
8. Status Quo (How disruptive will this change be?)
9. Skilled at Managing Change (Is staff and management trained in the change process?)

