

Organization Blocks-To-Effectiveness Survey

This list of statements addresses key blocks to achieving optimum, organization-wide effectiveness. To help establish the focal points for future dialogue and planning to enhance the performance of the teams and work groups throughout your organization, have all stakeholders record the degree to which they agree with the statements below on the answer grid provided at the end:

1. Almost Never
2. Sometimes
3. Often
4. Almost Always

Encourage them to be forthright and honest in answering each item.

1. Decisions seem to be forced on us.
2. Staff members are not encouraged to speak out.
3. When there is a crisis situation, it is every person for him/herself.
4. Communication needs improving.
5. Decisions are made at the wrong level.
6. Some managers do not follow their own advice.
7. Staff seldom questions the content or usefulness of their meetings.
8. There are insufficient opportunities created for development.
9. Our team is frequently in opposition to desires of other teams/units.
10. No one is really clear where we are going.
11. People don't say what they really think.
12. People have an "Everything's OK" attitude.

13. Conflict is destructive on this team.
14. There is inadequate information upon which to base our decisions.
15. Some managers are not to be trusted.
16. We do not learn from our mistakes.
17. Managers do not take the leadership to help subordinates learn.
18. Relationships with other groups are distant/cool.
19. We are all very busy, but we do not seem to get anywhere.
20. Sensitive issues are avoided.
21. It would help if people were more willing to admit their mistakes.
22. There is mistrust and hostility.
23. People are uncommitted to decisions.
24. There is little team loyalty.
25. Outside opinions are unwelcome.
26. There should be more chance to learn other people's tasks and functions.
27. We seldom work effectively with other teams.
28. We do not spend adequate time planning for the future.
29. Delicate issues are kept out of discussions.
30. People get "stabbed in the back" by other members of the team.

31. We really do not work together.
32. Inappropriate people make decisions for us.
33. Managers are weak and not prepared to stand up and be counted.
34. I do not receive sufficient feedback from the team.
35. The wrong types of skills are being developed for the daily tasks.
36. Help is not forthcoming from other parts of the organization.
37. We do not have a clear view of what is expected of us.
38. Honesty and openness is not a feature of our team.
39. I do not feel strengthened by the efforts of my colleagues.
40. Skills and information to do the work are not sufficiently shared.
41. People with strong personalities are the ones who get their way.
42. Dignity is not recognized.
43. We should spend more time questioning the way we operate.
44. Managers do not take staff development seriously.
45. The head office does not understand us.
46. Individuals are not valued according to what they achieve.
47. There are too many secrets.
48. Conflicts are avoided.

49. Disagreements fester because they are not dealt with openly.
50. Commitment to decisions made is low.
51. Our manager believes that tight supervision produces results.
52. There are too many taboos in this team.
53. There are much better opportunities to work outside this team.
54. We put a lot of energy into protecting our territory.
55. Priorities are unclear.
56. People affected by decisions are rarely involved in making them.
57. There are too many recriminations.
58. There is not enough listening.
59. We do not utilize the skills we have available.
60. Managers believe that staff are inherently lazy.
61. We spend too much time doing and not enough thinking and planning.
62. Individuals are not encouraged to grow.
63. We do not try to understand the views of other teams.
64. We do not understand what other programs are aiming at.
65. Some people back down too easily.
66. Generally there is low trust around here.

67. People are unwilling to take the views of others into consideration.
68. We do not consider alternative solutions sufficiently.
69. Yesterday's ideas prevail with our managers.
70. The accepted order is rarely challenged.
71. Our managers lack the skills to develop others.
72. We have too little influence on the rest of the organization.
73. Managers do not plan for the future together.
74. In this team it pays to keep your mouth shut.
75. A lot of time is spent defining territory.
76. There are too many fights.
77. People feel frustrated because they are not consulted.
78. Management does not care if people are happy in their work.
79. We seldom change our working procedures or organization.
80. We need to spend more time developing managers from within.
81. We do not reach out to help other groups.
82. Parts of the organization are pulling in different directions.
83. People are not prepared to put their true beliefs out on the table.
84. People are not really helped to develop the necessary skills.

85. This organization sometimes reminds me of a battle field.
86. There is a need for more democracy.
87. Managers take little action to make staff's work more interesting.
88. Issues which could cause arguments are not raised.
89. Many people trained at our department leave to go elsewhere.
90. Ideas from outside the team are seldom considered or used.
91. Our goals are not democratically agreed upon.
92. Team members do not get sufficient honest feedback.
93. People should stand on their own feet more often.
94. We should discuss our differences more often.
95. Team members are not sufficiently involved in making decisions.
96. Our leader does not make the best use of us.
97. We should seriously consider the relevance's of our meetings.
98. Individual development is stifled by the team.
99. Information does not flow freely between teams.
100. We should place more emphasis on results.
101. People "hear what they want to hear" rather than the truth.
102. More time should be devoted to discussing guiding operating values.

103.	We do not get to the root of our differences.
104.	People at the wrong level make decisions for us.
105.	Our leader is not true to his/her beliefs.
106.	We should take into account more how others see us.
107.	People are discouraged from being themselves (authentic).
108.	The organization as a whole is not a happy place in which to work.

ANSWER PROFILE

Follow the instructions at the beginning of the questionnaire. In the grid there are 108 numbers, each one corresponding to a question. Mark your score after each question. Be careful not to miss a question.

01__ 02__ 03__ 04__ 05__ 06__ 07__ 08__ 09__
10__ 11__ 12__ 13__ 14__ 15__ 16__ 17__ 18__
19__ 20__ 21__ 22__ 23__ 24__ 25__ 26__ 27__
28__ 29__ 30__ 31__ 32__ 33__ 34__ 35__ 36__
37__ 38__ 39__ 40__ 41__ 42__ 43__ 44__ 45__
46__ 47__ 48__ 49__ 50__ 51__ 52__ 53__ 54__
55__ 56__ 57__ 58__ 59__ 60__ 61__ 62__ 63__
64__ 65__ 66__ 67__ 68__ 69__ 70__ 71__ 72__
73__ 74__ 75__ 76__ 77__ 78__ 79__ 80__ 81__
82__ 83__ 84__ 85__ 86__ 87__ 88__ 89__ 90__
91__ 92__ 93__ 94__ 95__ 96__ 97__ 98__ 99__
00__ 01__ 02__ 03__ 04__ 05__ 06__ 07__ 08__

**NOTE - THE BOTTOM ROW OF NUMERALS REPRESENTS #100-108
ADD THE TOTAL RAW SCORES DOWN EACH COLUMN**

NOW, TOTAL THE AVERAGE SCORE FOR EACH COLUMN

Take the raw score for each column , divide by 12 and enter your average score for the following areas. "A" is the first column on left, "B" the second, etc.

- A _____ Clear objectives and agreed upon goals.
- B _____ Openness and confrontation.
- C _____ Cooperation and trust.
- D _____ Cooperation and conflict.
- E _____ Sound working and decision-making procedures.

- F _____ Appropriate leadership.
- G _____ Regular review.
- H _____ Individual development.
- I _____ Sound intergroup relations.

The areas with the highest numbers are those you might want to study to determine how you could most profitably enhance the performance of your team and the operation of your enterprise.