

The Metrus Group Organizational Effectiveness Self-Diagnostic Tool

Thanks for downloading and using the Metrus Group Organizational Effectiveness Self-Diagnostic Tool. The purpose of this tool is to provide you as a manager, leader, or concerned team member with some insights about your groups' organizational effectiveness levels – and to identify potential areas for improvement.

We want to be clear upfront, these sixteen questions cannot pinpoint all organizational difficulties, but they will indicate areas of concern. Our experience has shown that most difficulties in organizational effectiveness can be grouped into four areas:

- **Capabilities and Ownership** – Do we understand our core capabilities and enable staff to think like 'owners' in leveraging those capabilities?
- **Operational Effectiveness** – Do our processes and interactions create powerful internal synergies or difficult barriers?
- **Strategy and Leadership** – Do we have actionable strategies and clear direction?
- **Trust and Motivation** – How much trust does staff have in management, and how motivated and committed is the workforce to achieve top tier results?

The following questions are designed to assess your groups' effectiveness levels and indicate concerns relative to these areas. The scoring key (pages 4-7 – *don't look yet*) provides some diagnostic commentary to help focus your efforts.

The best way to conduct the self-diagnostic is to have a sampling of many members from your group. Ask them to complete the questionnaire and then score their responses. The group score for each item is determined by summing the individual scores on that item, then dividing that number by the number of respondents to create an average. Once an average number is determined for each question, simply shade it in on the attached diagnostic graphic and then review the scoring key.

A word of caution: The more responses the better. With small numbers of responses, one or two outlying opinions can sway the results. Also, If you have a small number of responses that seem far from the general population, consider viewing them as unique and not representative of the population as a whole. However, sometimes it is the lone voice that warns of the danger, so consider them wisely.

In addition, the scoring key presents only a few of the scoring combinations so you will have to gauge where you fall relative to those examples. The Metrus Group **Comprehensive OE Self-Diagnostic** gives more precise feedback.

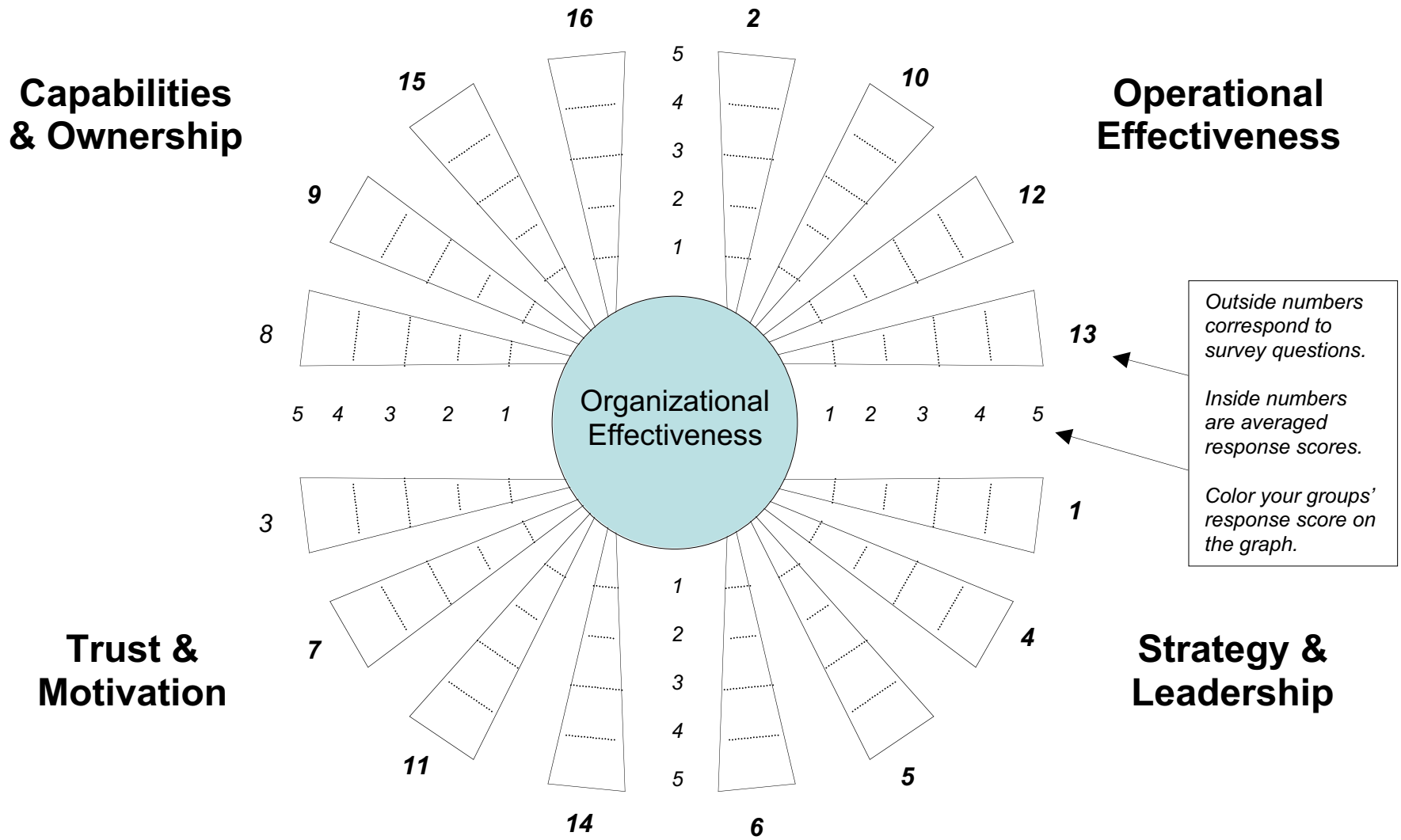
What to do once you have taken the survey:

1. Share and discuss the results in your team meeting.
2. Use the insights to help focus attention on identified areas of weakness.
3. When you are ready for a much deeper understanding of the issues and their impact, and to create solutions – call Metrus Group – we have the expertise to take you where you desire to be, the top tier of highly effective organizations.

Metrus Group Organizational Effectiveness Self-Diagnostic Questions

		Agreement
		Low High
1	<i>Major developments are communicated to me in a way that makes their impact on my work clear.</i>	1 2 3 4 5
2	<i>Important information is rapidly disseminated through effective methods.</i>	1 2 3 4 5
3	<i>I understand how my incentive compensation is tied to my performance.</i>	1 2 3 4 5
4	<i>My division/unit has clear goals and objectives.</i>	1 2 3 4 5
5	<i>I have confidence in the leadership ability of senior management.</i>	1 2 3 4 5
6	<i>I have a clear idea of the company's vision.</i>	1 2 3 4 5
7	<i>In my work group, people are valued for their contribution to the team.</i>	1 2 3 4 5
8	<i>I can list our key 2-4 strategic organizational capabilities.</i>	1 2 3 4 5
9	<i>People are held accountable for achieving high standards of job performance.</i>	1 2 3 4 5
10	<i>There is good teamwork and cooperation between work units and departments.</i>	1 2 3 4 5
11	<i>I am proud to say I work for this company.</i>	1 2 3 4 5
12	<i>We have clearly documented work processes.</i>	1 2 3 4 5
13	<i>There is good teamwork and cooperation within my work unit.</i>	1 2 3 4 5
14	<i>I can count on top management to follow through and do what they say they will do.</i>	1 2 3 4 5
15	<i>I understand how my work contributes to the overall success of the company.</i>	1 2 3 4 5
16	<i>There are sufficient opportunities for me to learn and grow professionally here.</i>	1 2 3 4 5

Organizational Effectiveness Self-Diagnostic Graphic



Scoring Key - Operational Effectiveness Questions (2,10,12,13)

All question averages over 4

- Congratulations, it sounds like you have a relatively efficient operational environment. The challenge is to take that efficiency to the next level. Organizations can become complacent when they are doing well. Metrus has many approaches to take you to the next performance level.

No averages under 2.5 and fewer than three over 4

- You are leaving money on the table. If your company falls in this area, you probably have some good processes in place and are realizing solid returns on them. However, if you do find yourself here, we are certain you can improve processes and efficiencies by 10-30%, with attendant cost savings as well. Do not revamp your good processes or environment, but look hard at the opportunities for taking them to the next level via targeted efforts and staff driven improvement insights.

Specific question averages of 2.5 or less

- Question 2 – People are getting important information from friends and associates. This is a dangerous situation because it promotes rumors and half-truths. Deficiency in formal communication channels promotes filtering and ‘spinning’ of information based on personal agendas. This issue undermines many areas of organizational effectiveness, such as trust agility.
- Question 10 – Red flag: silo building and territorialism exist here. It is not necessarily that people do not trust other departments (although that will certainly develop), but that they are rewarded, either formally or informally, for their individual area results. There is a lack of synergy and shared performance results between areas.
- Question 12 – Your processes need work. They may appear to be functioning adequately, but significant process improvement requires clear documentation and evaluation. Organizations are at high risk when process knowledge is linked to individuals and not recorded and formalized. These organizations do not experience quantum performance improvement, sustained incremental improvement, or break-through operational cost enhancements.
- Question 13 – Your teams, while perhaps amiable, are not operationally effective. This situation often stems from lack of adequate team structure, job insecurities, high-risk aversion or interpersonal issues.

Scoring Key - Strategy & Leadership Questions (1,4,5,6)

All question averages over 4

- Good for you, your company appears to have some good leadership and strategic thinking. The challenge for you is to ensure that those strengths reside in the organization at large, and not just in one or two people. Metrus can help build and strengthen those in your company.

No averages under 2.5 and fewer than three over 4

- Unfortunately, most management frequently makes two mistakes – 1) they overestimate the organizations' leadership skill levels, and 2) they do not clearly understand the concept of strategy. If your assessment score falls in this area, it tells us your organization may have these issues. Probably your leadership is respected but uninspiring, and your strategies may be well written but not well implemented. In other words, you will not win the race, but you will not necessarily lose either. The key to changing this level is connection – connecting leaders to vision, vision to expectations, expectations to staff, and staff to leaders. You need to create a solid self-reinforcing loop of strategy and leadership if you hope to emerge as the sustained leader in your field.

Specific question averages of 2.5 or less

- Question 1 – Staff feels out of the loop. They are more likely to hear about large company developments in the news than from leadership. It only takes one or two large and negative news stories to erode all trust in leadership, and to convince them they are being misled.
- Question 4 – Line-of-sight for employees is limited. Your company may have high-level goals, but staff needs to understand how their daily efforts tie into them. This is a common missing link, often misunderstood by leadership. Just having goals is not enough; the power is in developing staff line-of-sight to them.
- Question 5 – Leadership needs to be more visible and accessible, they are not inspiring the staff. Intellect and planning is not enough, your leadership must connect with the hearts and imagination of the staff in order to rally and motivate them.
- Question 6 – Most likely you have an eloquent vision statement on glossy paper, but it is just words to most people. Your company vision needs to be discussed and articulated in multiple forms by leadership and management. Too often, the clarity of vision in leadership's mind is matched by the fuzziness of the vision in the staff's mind.

Scoring Key - Trust & Motivation Questions (3,7,11,14)

All question averages over 4

- Congratulations, your organization has a good foundation of trust, which supports your motivated staff. Be careful to maintain and grow in this area. Losses of trust can rapidly undermine an organization's performance.

No averages under 2.5 and fewer than three over 4

- Welcome to the middle of the pack. The good news is that your situation is not critical, yet. The bad news is that your organization is not 'charged up' to take the competitive hill. To reach the next level of performance, innovations and results, you need to grow enthusiasm and belief in the organization. Groups can achieve what they believe they can achieve – your group needs to believe again.

Specific question averages of 2.5 or less

- Question 3 – You have issues around compensation/performance linkage that need to be addressed. These can lead to cynicism and de-motivation very quickly and rapidly become chronic and pervasive.
- Question 7 – Teamwork and internal team issues need attention. This may stem from larger organizational issues or from specific intra-team tensions. Both can be readily diagnosed and effectively addressed.
- Question 11 – There is a missing element of excitement and enthusiasm in the workplace. While, people may enjoy what they do, it is likely that they do not see, or feel recognized for their impact on company results. This greatly suppresses performance and improvement innovation.
- Question 14 – Staff has lost some element of trust in leadership/management. Most commonly, this develops from a lack of follow-through in stated plans and initiatives, a perceived lack of consistency in decision-making, frequent shifts in direction due to management personnel changes, or a strong 'old boys' network in the company. If left unchecked, trust issues will doom a company to mediocrity.

Scoring Key - Capabilities & Ownership Questions (8,9,15,16)

All question averages over 4

- Good! People in your organization understand what makes you competitive and feel like they have a stake in the game. You can maximize those strengths by focusing on building a sense of 'ownership thinking' and encouraging positive innovation.

No averages under 2.5 and fewer than three over 4

- Your group has solid skills and capabilities, but they probably have only grown slightly in degree over the past year or so. That is because, although people generally understand what your core capabilities are, they have not made the conscious leap to the impact that growth of their personal capabilities/skills can make on the organization. They are on board and want the company to do well. However, they feel they are too small a player to make a 'real' difference. Well-designed and implemented metrics can help address this issue, but be careful, poor or 'run of the mill' metrics can actually make it worse.

Specific question averages of 2.5 or less

- Question 8 – There is not a clear understanding in your organization about what your key organizational capabilities are and why they provide advantage over your competitors. This undermines an employee's sense of contribution, belonging to the team and ownership of company results.
- Question 9 – You have an ambiguous sense of accountability in your organization. It is likely that accountabilities are vague or non-existent, and ones that are assigned are not used as objective performance evaluators.
- Question 15 – You are missing a valuable opportunity to affect company performance from every corner of the organization. There is not a wide spread understanding of financial basics in your company. People do not understand the difference between the balance sheet, cash flow statement and net income statement. Importantly, they do not understand how they can affect them in their positions and what the impact will be on company profitability.
- Question 16 – Capabilities development and growth are not adequately leveraged in your company. Your training and development is either not timely, not high enough quality, or not perceived as useful by staff. These issues are related, but may have distinctly different root causes.