

ORGANISATION - DIAGNOSIS

(Adapted from Managing with People by Fordyce and Weil)

Organisation A

1. Objectives are widely shared by members and there is a strong flow of energy toward the accomplishment of the objectives.
2. People feel free to signal their awareness of difficulties because they expect the problems to be dealt with and are optimistic that they can and will be solved.
3. Problem solving is highly pragmatic. In attacking problems, people work informally and are not pre-occupied with status or territory.
4. Higher management is treated with respect, yet they are openly and positively challenged by those at lower levels.
5. A great deal of nonconformity is tolerated within the organization, as long as people accomplish assigned objectives without impacting negatively on the achievement of others.
6. The points of decision making are determined by such factors as ability, sense of responsibility, availability of information, work load, timing, and management development.

Organisation B

1. Little or no personal investment in the organization's objectives except at the very top.
2. People in the organization see things going wrong and do nothing about it. Nobody volunteers. Mistakes and problems are habitually hidden. People complain about the problems amongst each other.
3. Unnecessary outside factors complicate problem solving. Status and placement in the hierarchy are more important than solving the problem the best way.
4. Management is treated in an overly polite way and/or with no respect at all.
5. Nonconformity is frowned on throughout the organization, even when it has no relationship to the tasks or objectives of the organization.
6. People at the top try to make as many decisions as possible. They often make decisions with inadequate information and advice that could be gained by talking with others. Often decisions are seen as irrational.

Organisation A

7. There is a noticeable sense of fairness in planning, in performance evaluation, and in discipline. In short, there is a sharing of responsibility in and for the organization.
8. The judgement of people lower down in the organization is sought after and respected.
9. Problems in human relations and individual needs are of as high a priority in the organization as those of productivity and effectiveness.
10. Collaboration is freely entered into at all levels. People readily request help from others and are willing to give help in return. Ways of helping are highly developed within the organization.
11. Individuals and groups compete with each other, but they do so fairly and in the direction of a commonly held organizational goal.
12. When there is a crisis, people band together quickly to work out a solution.
13. Conflicts are considered to be important to decision making and personal growth. They are dealt with openly and effectively.

Organisation B

7. Managers feel alone in trying to get things done. Orders, policies and procedures don't get carried out by those at the lower levels because there is little feeling of ownership in or responsibility for these at the lower levels.
8. The judgement of people lower down in the organization is not respected outside of the narrow limits of their jobs.
9. Personal needs, feelings, and relationships are low priority issues in organizational problem solving.
10. Seeking or accepting the help of others is a sign of weakness. Offering help is seldom done because someone might suspect the motives.
11. People and groups compete aggressively with each other, another. There is a great deal of jealousy between both individuals and groups.
12. When there is a crisis, people withdraw and/or start blaming one another.
13. Conflict is handled by politics and games. There are many long standing, irreconcilable conflicts and arguments.

Organisation A

14. There is a great deal of on the job learning based on a willingness to seek, give and use feedback and advice. People see themselves and others as capable of significant personal and professional growth.
15. Joint critique of progress at the peer level and between a subordinate and superior is routine.
16. Relationships are honest. People care about each other and are willing and able to show it.
17. People are “turned on” and highly involved in what is happening by choice. They are optimistic and see the workplace as important and fun.
18. Leadership is flexible, shifting in style based on the demands of the situation.
19. There is a high degree of trust among people and a sense of mutual responsibility. They usually know what is important for the organization and what is not.
20. Risk is accepted as a condition of growth and change.
21. There is an attitude of “What can we learn from our mistakes”.
22. Poor performance is confronted and a joint solution is sought.

Organisation B

14. Learning is difficult. People don't learn from each other. There is little feedback amongst peers, and what there is is usually destructive in nature and seldom given directly to the person involved.
15. Performance evaluation, if it exists at all, is done informally and will little affect.
16. Relationships are contaminated by games, image building, and frustration. There is an undercurrent of fear and distrust.
17. People feel locked into their jobs. They feel stale and bored, but stuck by their need for security. It is not much fun to be on the job.
18. The highest leadership prescribes all organizational activities.
19. The upper management holds tight control and demands excessive justification. They allow little room for shared responsibility and trust at the lower levels.
20. Minimizing risk is one of the highest organizational values.
21. There is an attitude of “one mistake and your are in bad trouble”.
22. Poor performance is seldom confronted and solutions are handled arbitrarily.

Organisation A

23. Organization structure, policy, and procedures are built to help people perform well. They can be changed readily as necessary.
24. There is a sense of order, and yet a high rate of innovation. New methods are questioned positively and honestly and adopted readily if appropriate.
25. The organization itself adopts to opportunities and changes in the marketplace because it and the people within it are aware of and sensitive to the demands of the future.
26. Frustrations are the call to action. People respond with the attitude of “the long term health of this organization is my responsibility.”.

Organisation B

23. Organization structure, policy, and procedures slow the organization down. People hide in and play games with them.
24. “Tradition” rules all. New methods are seldom brought up and even less often judged fairly and/or adopted, even when badly needed and appropriate.
25. Innovation is controlled by a few individuals with the power to make and implement change decisions.
26. People hold their frustrations inside of themselves. They respond with an attitude of “the health of this organization is their responsibility.”.

ASSESSMENT OF THE ORGANISATION

INSTRUCTIONS:

Please read each of the pairs of descriptions carefully on the preceeding pages. After you have had time to think about them, please rate your organization using the following scale:

5 = My organisation is very much toward organization A on this description.

4 = My organisation is somewhat toward organization A on this description.

3 = My organisation is in the middle on this description.

2 = My organisation is somewhat toward organization B on this description.

1 = My organisation is very much toward organization B on this description.

ITEMS:

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|---------|---------|---------|
| 1. ___ | 11. ___ | 21. ___ |
| 2. ___ | 12. ___ | 22. ___ |
| 3. ___ | 13. ___ | 23. ___ |
| 4. ___ | 14. ___ | 24. ___ |
| 5. ___ | 15. ___ | 25. ___ |
| 6. ___ | 16. ___ | 26. ___ |
| 7. ___ | 17. ___ | |
| 8. ___ | 18. ___ | |
| 9. ___ | 19. ___ | |
| 10. ___ | 20. ___ | |