



the ORGANIZATION DIAGNOSTIC QUESTIONNAIRE

INSTRUCTIONS: This questionnaire is part of a survey to assess the performance and practices of your organization and to uncover areas of concern so that we can make improvements and solve any problems that might exist. Your cooperation is appreciated.

Please complete the questionnaire carefully and thoughtfully. Inside you will find listed, several statements. You are asked to make two evaluations for each item. **First, in the left-hand**

column, you are asked to assess the "Importance" of the item to the success of your organization. Record your assessment of each item by circling (○) or placing an (X) on the appropriate response on the five-point scale. **Then, in the right hand column,** you are asked to assess the performance of the your organization using a numerical rating from 1 to 5 The meanings for each response is indicated at the top of the column.

BASIC INFORMATION

ORGANIZATION: _____
 GROUP: board member _____ EXECUTIVE _____ Middle Manager _____ HR specialist _____
 frontline staff person _____ other _____

LEFT SIDE: importance to us	RIGHT SIDE: how are we doing?
5 = essential for us to achieve excellence	5 = we never do this
4 = should do if possible	4 = we rarely do this
3 = nice to try, but not essential	3 = we try hard but often fail
2 = not important	2 = this is our goal and it often happens
1.= not desirable	1.= we always do this

<i>importance to us</i>		QUESTIONNAIRE ITEM	<i>how are we doing?</i>
1 2 3 4 5	1	Together, we develop a vision of the future that inspires and motivates us towards excellence.	1 2 3 4 5
1 2 3 4 5	2	We put our clients first in everything we do.	1 2 3 4 5
1 2 3 4 5	3	We treat each other internally the same way we treat our external clients.	1 2 3 4 5
1 2 3 4 5	4	We keep our organization structure simple, lean and flexible.	1 2 3 4 5
1 2 3 4 5	5	We set high expectations for ourselves and each other.	1 2 3 4 5
1 2 3 4 5	6	We know the measures and standards that apply to our work.	1 2 3 4 5
1 2 3 4 5	7	We have access to the best tools and latest technology to do the job assigned to us.	1 2 3 4 5
1 2 3 4 5	8	We keep our policies and procedures simple and straightforward.	1 2 3 4 5
1 2 3 4 5	9	We all know what the organization's priorities are and how they affect us.	1 2 3 4 5
1 2 3 4 5	10	Our Human Resource policies are clear and known to all.	1 2 3 4 5
1 2 3 4 5	11	We develop plans, budgets, schedules and the controls necessary to achieve our goals.	1 2 3 4 5
1 2 3 4 5	12	We find the time to do things "right" the first time rather than having to correct mistakes later.	1 2 3 4 5
1 2 3 4 5	13	Our "front-line" staff are empowered to make the decisions necessary to get the job done.	1 2 3 4 5
1 2 3 4 5	14	We set our priorities and manage our time based on the organization's goals	1 2 3 4 5
1 2 3 4 5	15	Individual authority matches responsibility and accountability.	1 2 3 4 5
1 2 3 4 5	16	We listen to our staff, our clients, our suppliers and others and we try hard to exceed their expectations of us.	1 2 3 4 5

<i>importance to us</i>	QUESTIONNAIRE ITEM	<i>how are we doing?</i>
1 2 3 4 5	17 We build on our people's strengths and provide the coaching and counselling needed to do their jobs and pursue their careers.	1 2 3 4 5
1 2 3 4 5	18 We delegate to those staff who have the competence and motivation to work on their own.	1 2 3 4 5
1 2 3 4 5	19 Our leaders lead by example, inspiration and trust, not intimidation.	1 2 3 4 5
1 2 3 4 5	20 We provide clear directions to those who need it.	1 2 3 4 5
1 2 3 4 5	21 We deal appropriately and fairly with those who continually fail to perform to standards.	1 2 3 4 5
1 2 3 4 5	22 We celebrate and reward the achievements of individuals and groups.	1 2 3 4 5
1 2 3 4 5	23 We make work interesting, rewarding and challenging for those who do it.	1 2 3 4 5
1 2 3 4 5	24 We encourage our staff to find solutions to their own problems and carry them out.	1 2 3 4 5
1 2 3 4 5	25 We work to continuously improve the quality of our products, services and processes.	1 2 3 4 5
1 2 3 4 5	26 We encourage a sense of "team" throughout the organization.	1 2 3 4 5
1 2 3 4 5	27 Our actions always reinforce the self-esteem of others.	1 2 3 4 5
1 2 3 4 5	28 We involve all key stakeholders in regular strategic planning.	1 2 3 4 5
1 2 3 4 5	29 We invest significant time and resources in staff training and development.	1 2 3 4 5
1 2 3 4 5	30 We work hard to build a positive work culture supportive of excellence in everything we do.	1 2 3 4 5
1 2 3 4 5	31 We hire the best people for the job regardless of gender, age, race, ethnic background, or disability.	1 2 3 4 5
1 2 3 4 5	32 We use our resources well and assign them to the areas of greatest need and potential.	1 2 3 4 5
1 2 3 4 5	33 We help each other to cope with workplace-generated stress when needed.	1 2 3 4 5
1 2 3 4 5	34 We understand, accept and appreciate the personality differences among us.	1 2 3 4 5
1 2 3 4 5	35 We face conflict rather than avoid, or hide it.	1 2 3 4 5
1 2 3 4 5	36 We participate in making decisions that affect us and our work.	1 2 3 4 5
1 2 3 4 5	37 We help each other to cope with areas of ambiguity and lack of clarity in our work.	1 2 3 4 5
1 2 3 4 5	38 We do a lot of our work in teams. We work hard at building cohesion and integration.	1 2 3 4 5
1 2 3 4 5	39 We manage our time well and eliminate waste, redundancies and bottlenecks.	1 2 3 4 5
1 2 3 4 5	40 We encourage and support new ideas, creativity and innovation.	1 2 3 4 5

<i>importance to us</i>	QUESTIONNAIRE ITEM	<i>how are we doing?</i>
1 2 3 4 5	41 We manage our financial affairs well and treat resources entrusted to us with respect and integrity.	1 2 3 4 5
1 2 3 4 5	42 We stick to our schedules and deliver what we promise, on time.	1 2 3 4 5
1 2 3 4 5	43 We eliminate boring, routine and repetitive work wherever possible.	1 2 3 4 5
1 2 3 4 5	44 We identify problems before they get out of hand and deal with them.	1 2 3 4 5
1 2 3 4 5	45 We provide opportunities for continuous learning and growth for those who want it.	1 2 3 4 5
1 2 3 4 5	46 We manage change well and help individuals cope when the change is difficult.	1 2 3 4 5
1 2 3 4 5	47 When we make a mistake, we do not hide it. We go out of our way to make it right.	1 2 3 4 5
1 2 3 4 5	48 We work well with any unions that represent our employees.	1 2 3 4 5
1 2 3 4 5	49 We do thorough and complete analysis of options before we make major decisions.	1 2 3 4 5
1 2 3 4 5	50 We keep up with external trends and developments that might affect our future.	1 2 3 4 5
1 2 3 4 5	51 We make sure that those who do not want to work or accept responsibility do not get a free ride at the organization's expense.	1 2 3 4 5
1 2 3 4 5	52 We set specific, measurable and clear goals which help us achieve excellence.	1 2 3 4 5
1 2 3 4 5	53 We make the tough and necessary decisions when they are needed.	1 2 3 4 5
1 2 3 4 5	54 We develop action plans that show clearly who has to do what, where, when and how.	1 2 3 4 5
1 2 3 4 5	55 We take risks and challenge old and outdated ways of working.	1 2 3 4 5
1 2 3 4 5	56 We work hard to achieve total quality in everything we do.	1 2 3 4 5
1 2 3 4 5	57 We keep all of our stakeholders fully informed on matters affecting them.	1 2 3 4 5
1 2 3 4 5	58 We conduct regular, positive, open and productive staff meetings.	1 2 3 4 5
1 2 3 4 5	59 We each have a clear vision for our part of the organization and we work to get others to buy into it.	1 2 3 4 5
1 2 3 4 5	60 We adapt our leadership style to suit the needs of those we lead.	1 2 3 4 5
1 2 3 4 5	61 We provide a safe, healthy and environmentally-friendly workplace.	1 2 3 4 5
1 2 3 4 5	62 We each stay up-to-date on how our part of the organization is performing relative to goals.	1 2 3 4 5
1 2 3 4 5	63 We use formal, regular, and structured methods to listen to our clients.	1 2 3 4 5
1 2 3 4 5	64 We assess our products and services regularly to ensure that they are still relevant, meeting needs and of high quality.	1 2 3 4 5

