

Organisational Health Check - Sample

The purpose of this questionnaire is to form the basis of a discussion, where people compare their views of the strengths & potential development needs of their organisation.

This questionnaire is a process for collecting your views about a number of aspects reflecting the way your organisation works at deciding where it is going, how it is going to get there & what it needs to do to achieve its goals. Please answer the questionnaire honestly - your candid views are essential.

Prior to completing the Health Check think about your organisation as a whole, and then consider all the statements in the questionnaire as relating exclusively to the organisation not just part of it.

To complete this Organisational Health Check work through each of the statements in turn & score them as follows: -

- If you **Totally Agree** with a statement about your organisation – score **4**
- If you **Mostly Agree** with a statement about your organisation – score **3**
- If you **Mostly Disagree** with a statement about your organisation – score **2**
- If you **Totally Disagree** with a statement about your organisation – score **1**
- Only if you **Don't Know** sufficient information to give any other answer to a question – enter **0** in the box beside it

Don't spend too much time considering each statement; a few seconds should be long enough but remember that the results will be worthwhile only if you are truthful.

Thank you for your help with this.

Organisational Health Check					
Scoring System	Don't Know	Totally Disagree	Mostly Disagree	Mostly Agree	Totally Agree
	0	1	2	3	4

Statements	Score
1. All Managers demonstrate the skills to influence others effectively	
2. Managers create a positive atmosphere for most people to be happy in their work	
3. All parts of the organisation work smoothly together in supplying materials & services to each other	
4. Appropriate time & effort is spent on planning for the future	
5. Everyone knows who is responsible for what	
6. We deliver exactly what the customer requires, no more & no less	
7. We are all well aware of who our competitors are	
8. Everyone is equally busy & all pull their weight	
9. Critical customer feedback is seen as constructive & acted upon appropriately	
10. Our suppliers are all selected against agreed criteria	
11. Information for presentations or to make decisions is readily available when needed	
12. Decisions are taken mindful of the social or environmental consequences	
13. The organisation adequately rewards competent people	
14. All departments have the right number of people for the work required	
15. Most people learn from their mistakes	
16. Our efforts are clearly focused	
17. People are encouraged to question conventional wisdom	
18. All parts of the organisation are equally efficient	
19. The aims & objectives of this organisation are clear	
20. The organisation pulls together well	
21. The cost-effectiveness of our delivery process is well monitored	
22. Our customers are aware of the full extent of how we can meet their needs	
23. The quality of work in the organisation is consistently high	
24. Our sales effort is well focused & brings a comparatively high return on investment	
25. As an organisation we put significant effort into building relationships with our suppliers	
26. Lessons learned in one department are routinely transferred to others	
27. We spot & take the best opportunities arising in our business environment	
28. Most people feel valued by the organisation	
29. Most people understand the financial implications of the decisions they make	
30. Suggestions for improvement are taken seriously	

Thank you for your time & contribution to this Organisational Health Check

When you have completed all the questions, please transfer all your scores into the appropriate boxes against the question numbers on the grid on the next page.

Then **add your scores together** to give a Total for each of the 15 Aspects covered by the questionnaire

Then **multiply each of your Total scores** by 5 to make it into a percentage (%)

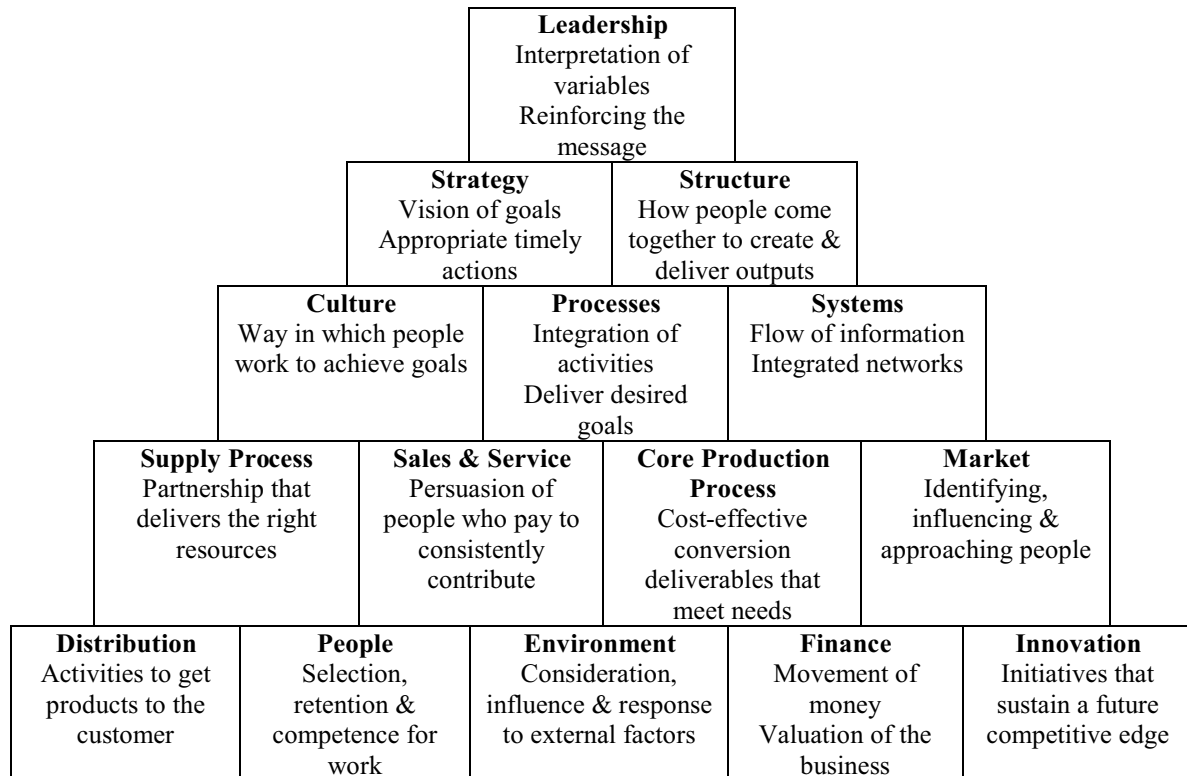
For Example: -

Aspect	Transferred scores from Questions										Total Scores	x 5 = %
A	1	3	16	2	31	0	46	2	61	3	10	50
B	2	2	17	4	32	3	47	4	62	4	17	85

Scoring Grid

Aspect	Transferred scores from Questions										Total Scores	x 5 = %
A	1		16		31		46		61			
B	2		17		32		47		62			
C	3		18		33		48		63			
D	4		19		34		49		64			
E	5		20		35		50		65			
F	6		21		36		51		66			
G	7		22		37		52		67			
H	8		23		38		53		68			
I	9		24		39		54		69			
J	10		25		40		55		70			
K	11		26		41		56		71			
L	12		27		42		57		72			
M	13		28		43		58		73			
N	14		29		44		59		74			
O	15		30		45		60		75			

This questionnaire is based on a model covering culture, drivers for adding value & organisational effectiveness, which are combined to review peoples' perceptions about where the organisation is going, how it works & what it is doing to achieve its goals. The diagram below shows the 15 aspects covered: -



- From the questionnaire people will identify areas of strength within the organisation, which should still be explored as people may rate things highly for different reasons.
- Where there are low scores on the questionnaire it may be because people do not know enough about an area or aspect covered – this could indicate a development need, especially for managers who should have a good grasp of all aspects of the organisation & how it operates.
- Low scores could also signal concern for a lack of perceived effectiveness within the organisation that needs to be explored & properly understood. This questionnaire allows that discussion to take place constructively with a sharing of perceptions to achieve better understanding of the issues from which appropriate action can be considered & planned.
- This questionnaire can be used with equal effectiveness at an organisational, divisional or departmental level – the exact scope of the “organisation” needs to be clearly defined & understood from the start by all concerned.