

Organizational Self Assessment

Circle the answer that best fits your organization.

Your customers are concerned with how quickly you respond to their requests.

You have the lowest unit cost, product, or service, in your marketing area.

You have 100% on-time delivery. On-time being defined as the customer receiving your product or service at the exact time and date they requested when the order was placed.

Receivables are growing because of incorrect bills.

You have changed a major process within the last 6 months to make it leaner and more responsive and you have measured and maintained the gains produced.

Paperwork in your organization is at an absolute minimum.

Delays in your work processes are few and far-between.

Employees have recommended and operationalized changes that have produced significant dollar savings to the business within the last 3 months.

You have data identifying the number 1, 2, and 3 complaints of your customers concerning either your products and/or service.

Your organizational structure supports the smooth flow of timely and vital information through all levels.


Your scrap/redoes are less this year than last, due to improvements made in your workflow process rather than because of fewer sales.

You utilize teams to continuously improve the quality of your products and services.

You monitor the productivity of all employees and are therefore able to get more with less.

What our customers value in our products/services are clearly defined.

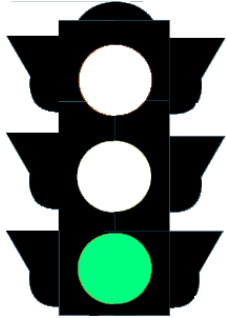
Score

Low				High
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	
1	2	3	4	

Scoring

56 – 42

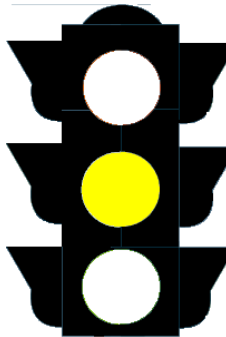
The Inspired Zone



Organizations scoring in this range are probably ahead of the curve of organizational compliances and have an understanding of the importance of external customer focus and the need for consistent improvement. Generally they have measurements which are being monitored reflecting future strength (employee/customer satisfaction, on-time delivery, productivity indexes, etc.) Managers in such organizations should question whether their behaviors and attitudes are leading improvement and that they are not being lulled into a false sense of security. If nothing has fundamentally changed in the way that they are doing business within the last three years, someone is catching up.

41 – 28

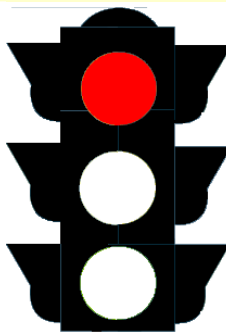
The Caution Zone



Organizations scoring in this range are considered average. They can be defined as “Sometimes” organizations. “Sometimes” they will measure customer expectations; “Sometimes” they hit an on-time delivery, but not always; “Sometimes” they will look at improving processes in order to gain a competitive advantage, but mostly we’re too busy trying to meet forecast. Managers in such organizations should consider updating their resumes, look for a good marriage counselor, and/or a good ulcer doctor. Often managers in such organizations are more concerned with activity than outcomes. Often “silos” exist between departments which may impede interdepartmental cooperation and communication. In this zone an organization can either accelerate or back slide depending upon the level of commitment of management.

27 – 14

The Danger Zone



Organizations who score in the danger zone should hear alarm bells ringing and fast action must follow. The danger zone lies in the shadow of impending disaster both from within as well as from the market. Typically, customers are not satisfied with the products or services. They may be looking for a substitute or a competitor with whom they can do business. Employees are not happy with the organization as they frequently feel as though they are rented hands and not necessarily valued for their input or potential. Managers in a danger zone organization must quickly look at the reason they are in business, formulate specific plans for growth, encourage, and reward employee involvement and participation, and get a better handle on meeting or exceeding the needs and expectations of their external customers. In the long term, failure to get out of the danger zone can only cause one outcome, business failure.