

## Organizational Efficiency Self-Assessment

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Everyone in our organization can clearly articulate our strategy.					
2	We actively try to minimize the number of handoffs in our major processes.					
3	We seldom get bogged down waiting for internal reviews and approvals.					
4	Formal and informal performance reviews don't reward heroic efforts.					
5	Our systems and processes (e.g., product development, sales, marketing communications, etc.) are set up to support our strategy.					
6	The people actually working in each process are responsible for assessing and improving those processes.					
7	We have a clearly defined process for assessing new opportunities and projects.					
8	Going "above and beyond" to handle crises is considered a sign that there's a problem.					
9	We know which products/services/markets/end users/etc. produce the largest amount of profit.					
10	We always follow our project assessment process when we consider new opportunities.					
11	We regularly (at least once per year) assess how our internal processes operate.					
12	We place a premium on root cause problem solving (rather than firefighting).					
13	Our major decisions are considered in light of our strategy.					

### Scoring

- Strongly Disagree: 1 point
- Disagree: 2 points
- Neutral: 3 points
- Agree: 4 points
- Strongly Agree: 5 points

**Clarity (Questions 1, 5, 13)**

Everyone knows what we're trying to do, and all decisions are made with our strategy in mind.

Your Score: \_\_\_\_\_ (Max = 15)

**Focus (Questions 7, 9, 10)**

We're willing and able to say no to opportunities that don't maximize our resources.

Your Score: \_\_\_\_\_ (Max = 15)

**Process Quality (Questions 2, 3, 6, 11)**

Our processes are efficient and we're always making them better.

Your Score: \_\_\_\_\_ (Max = 20)

**Cultural Norms: (Questions 4, 8, 12)**

We reward root cause analysis and discourage firefighting.

Your Score: \_\_\_\_\_ (Max = 15)

**Recommendations****Clarity: Everyone knows what we're trying to do; all decisions are made with our strategy in mind.**

If you scored low (< 7) on this dimension, consider an internal communication plan to ensure that everyone understands where the company is heading. Work with each functional area or business unit to help them interpret and apply the overall strategy to their specific responsibilities.

**Focus: We're willing and able to say no to opportunities that don't maximize our resources.**

If you scored low (< 7) on this dimension, you should develop explicit criteria for evaluating opportunities. These criteria should include both financial and non-financial considerations, such as the employee time commitment necessary to bring a project to fruition; the likelihood of success; and most importantly, the opportunity cost of allocating resources to this opportunity.

**Process Quality: Our processes are efficient and we're always making them better.**

If you scored low (< 10) on this dimension, regular process reviews should be added to each department's calendar. Also, create time and opportunities for continuous improvement activity as part of everyone's daily responsibilities.

**Cultural Norms: We reward root cause problem solving and discourage firefighting.**

If you scored low (< 7) on this dimension, you should teach root cause problem solving skills; change performance review criteria to include rewards and recognition for root cause analysis; and standardize post-crisis (and post-project) reviews to assess what worked, what didn't, and the reasons for success or failure.