

Organizational Values & Ethics Assessment

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Instructions:

Check the boxes from 1 to 5, where 1 means "strongly disagree" and 5 means "strongly agree." If you do not know the answer or the statement does not apply, leave it blank. At the end of each section you may add a brief note if you feel an important question was not asked---or something else needs to be said about the topic. "Organization" "company," and "team" are used interchangeably in this survey.

Organization _____ **Date** _____

1. Is the organization sufficiently motivated to take ethics & values seriously?	Strongly Disagree		Strongly Agree		
	1	2	3	4	5
1.1 Fear of <u>litigation</u> , indictment, and possible fines or even jail time, is a major motivator to maintain an ethical organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2 A desire to keep government <u>regulators</u> from creating more red tape and legal restrictions for business activities motivates the company to want to maintain its ethics and reputation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3 A desire to avoid negative publicity, bad press, and a bad <u>public image</u> is a big reason why the organization tries to operate ethically.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4 Maintaining <u>investor</u> (or "donor" for non-profits) confidence is an important reason to run this organization in an ethical manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5 Customers (clients, et al) are much more likely to be loyal to this organization if they are personally treated honestly and ethically and if they are confident that the company treats others (workers, suppliers, et al) ethically and fairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.6 Supplier and business partner trust in the organization would be damaged, if not destroyed, if ethical operations were not maintained.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.7 Employee recruitment, retention, and performance are all dependent, to an important extent, on maintaining an ethical organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.8 It is important to this organization that its people can take pride in the high ethics they practice, that any success they have was not achieved by cutting ethical corners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.9 This organization would do the ethically right thing even if it cost it something, even if didn't have a financial benefit, even if its competitors didn't follow suit. It would do it just because it is right.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.10 Organizational leaders communicate frequently about the importance of being ethical. They really seem to care about ethics and see it as a priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.11 Ethics and values in this organization are not just an external standard by which its actions are judged right or wrong; they are part of its core identity. In this organization, living by company values and ethics is essential to fulfilling the corporate mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make a list of the top five reasons <i>you think</i> your organization should operate in an ethical manner, from the #1 reason down to #5: 1. _____ 2. _____ 3. _____ 4. _____ 5. _____					

Notes on organizational motivation to be ethical:											
2. Does the organization have a clear, strong, inspiring, and unifying core mission and purpose?	<table border="0"> <tr> <td style="text-align: center;">Strongly Disagree</td> <td colspan="3" style="text-align: center;">-----</td> <td style="text-align: center;">Strongly Agree</td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> </tr> </table>	Strongly Disagree	-----			Strongly Agree	1	2	3	4	5
Strongly Disagree	-----			Strongly Agree							
1	2	3	4	5							
2.1 The organization has a clear purpose beyond just maximizing profits.	<table border="0"> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
2.2 The mission/purpose is inspirational and memorable.	<table border="0"> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
2.3 Everyone in the organization knows what the core mission is.	<table border="0"> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
2.4 The mission draws employees, managers, and other participants together and unites, rather than divides, them.	<table border="0"> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
2.5 When important decisions are made, the corporate mission helps decide what should or should not be done.	<table border="0"> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
2.6 The organizational mission taps into (or "aligns with") the basic human drive to be creative, to innovate, invent, design, and build good products and services for people	<table border="0"> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
2.7 The organizational mission taps into (or "aligns with") the basic human drive to help others, to fix what is broken, heal what is hurting, overcome problems, or meet human needs in some way.	<table border="0"> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
2.8 There are many examples of the organization living by its purpose ("walking the talk")---even choosing not to do something because it didn't fit with the mission.	<table border="0"> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
2.9 The most successful managers of this firm focus the organization on pursuing its core purpose.	<table border="0"> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
Briefly summarize the core mission/purpose of this organization:											
Notes on the role of mission/purpose in this organization:											

3. Does the organization have a strong, healthy, culture and structure that aligns with its core mission & values?	Strongly Disagree	1	2	3	4	5	Strongly Agree
3.1 Organizational structure and policies are designed to enable, preserve, and reinforce the core mission. Organizational structure is in alignment with the mission.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.2 Organizational strategies and practices preserve and reinforce the core mission. The things employees spend their time doing help accomplish the company mission effectively and excellently.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.3 The organizational culture, environment, architecture, office set-up, and atmosphere contribute to the success and fulfillment of the core mission.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.4 The organization selectively recruits and hires people with a "tight fit" to its core mission and culture---and eliminates those who don't fit.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.5 The organization invests in indoctrinating/training its people in the cultural values and style of the company.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.6 The culture is shaped and influenced more by the core mission and values than by any individual leader.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.7 The most successful managers of this firm build an organizational culture that is very strong and tight.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.8 The organizational culture helps employees and managers to operate in an ethical manner, i.e., to stay within the law, to treat one another right, and do the right thing.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<p>List the five most dominant or representative characteristics or traits of your organizational culture:</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p> <p>5. _____</p>							
<p>Notes on the culture and values of the organization:</p> 							

4. Does the organization have a clear, robust, and effective set of ethical principles that guide its practices?	Strongly Disagree-----Strongly Agree				
	1	2	3	4	5
4.1 The company's division of labor, organization, and delegation of basic work activities and responsibilities is clear and effective in achieving the company mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2 The organization does well at training its people to carry out their work responsibilities, providing them with helpful guidelines on how the company wants its practices carried out.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3 The organization has identified ethical principles (rules, standards) for each of its important areas of activity so that these practices do not break the law or harm anyone.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4 The organization does a good job of ensuring that its code of ethics and principles is comprehensive and up-to-date, that there are no blind spots or unaddressed problem areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5 The organization makes sure that all directors, executive managers, and employees know and understand its code of ethics and principles.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.6 The organizational code of ethics and principles is consciously related to, and aligned with, the company mission and values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.7 The organizational code of ethics is made available to business partners, customers, investors, journalists, and the public.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p data-bbox="186 877 1023 940">Briefly describe five key ethical principles or rules that the organization wants you to respect in your work responsibilities:</p> <p data-bbox="186 976 1023 1018">1. _____</p> <p data-bbox="186 1018 1023 1060">2. _____</p> <p data-bbox="186 1060 1023 1102">3. _____</p> <p data-bbox="186 1102 1023 1144">4. _____</p> <p data-bbox="186 1144 1023 1186">5. _____</p>					
Notes on the organizational statement of ethical rules and principles:					

5. Does the organization have an effective method for trouble-shooting and managing ethical crises and dilemmas?	Strongly Disagree	-----			Strongly Agree
	1	2	3	4	5
5.1 People in this organization know how to spot (<u>recognize</u>) an ethical problem when they see one.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2 People in this organization know what to do (how to <u>respond</u>) when they encounter an ethical problem in their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3 People in this organization who raise questions about ethics are encouraged, not punished, for bringing up their concerns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4 The organization makes available a safe (confidential, if necessary) process for its people to report or discuss possible ethics violations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5 The organization acts prudently but quickly to address ethical questions and problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.6 While protecting privacy and confidentiality, the organization is open, honest, and transparent --- not inclined to create "cover ups" for its mistakes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.7 The organization does not end its response when the immediate ethical crisis passes but examines (and reforms, as necessary) the deeper structural factors that caused or permitted the crisis to arise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.8 Ethics failures and crises in the organization are treated as opportunities for everyone to learn, not just to identify and punish those immediately responsible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Describe briefly an ethical dilemma or question that has come up in your work experience at this company. Was it resolved and handled well?					
Notes on the organization's ethical trouble-shooting and response systems and procedures:					

6. Does the organization have gifted, effective ethical leadership in place and in training?	Strongly Disagree	-----			Strongly Agree
6.1 Compatibility with the mission, culture, values, and ethics of the organization is an essential qualification for all prospective management and leadership candidates.	1	2	3	4	5
6.2 Current organizational leaders and managers clearly know the values and ethics of the company and they "walk the talk" with integrity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3 Leaders and managers frequently remind each other and employees of the core mission, values, and principles as planning takes place and important decisions are made.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.4 No one could be promoted very far in this organization's management structure unless they clearly had a solid, ethical character.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.5 All employees are responsible to serve as ethical leaders and good examples to others, in and around the organization, when the need or opportunity arises.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.6 The organization is committed to continuity of leadership and it actively identifies and mentors/trains future leaders within the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.7 The organization has a succession plan in place to ensure a smooth transition from one leadership generation to the next.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Describe one positive example of ethical leadership in this organization:					
Notes on ethical leadership in this organization:					

7. Overall Assessment of Organizational Ethical Health	Strongly Disagree-----Strongly Agree 1 2 3 4 5
7.1 Overall, the organization is ethically healthy---with clear values and principles, good leadership, and a commitment to do the right thing.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
7.2 By comparison to its main business competitors, this organization is stronger in terms of its ethics and values commitments and practices.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
7.3 By comparison to other places I have worked, this organization is stronger in terms of its ethics and values commitments and practices.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
The ethical strengths of this organization are:	
The areas where this organization could improve its ethical health are:	

8. Assessment of this Assessment	Strongly Disagree	-----			Strongly Agree
	1	2	3	4	5
8.1 Overall, this assessment tool has been very helpful and eye-opening in understanding and evaluating organizational ethical health.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.2 I would recommend that other organizations utilize this assessment process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.3 I would recommend that this kind of approach to organizational ethics be taught in colleges, universities, and business schools.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The best, most helpful aspects of this assessment are:					
The least helpful aspects of this assessment are:					
The changes/improvements I would suggest for this assessment are:					