



# **THE ORGANIZATION CAPABILITY AND POTENTIAL ASSESSMENT<sup>®</sup>™**

**AWARENESS AS A NECESSARY PRELUDE  
TO STRATEGIC TRANSFORMATION**

- **ASSESS THE PRESENT CAPABILITY OF THE ORGANIZATION •**
- **DETERMINE THE LEVEL OF UNTAPPED ORGANIZATION POTENTIAL •**
  - **IDENTIFY STRENGTHS AND AREAS FOR IMPROVEMENT •**
  - **DEVELOP GUIDANCE FOR THE DEVELOPMENT OF POTENTIAL •**
- **EVALUATE THE CLARITY AND CONSISTENCY OF YOUR ASSESSMENT •**

**A 30 MINUTE INVESTMENT IN INCREASED ORGANIZATIONAL AWARENESS**

**ORGANIZATION BEING  
EVALUATED**

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**EVALUATOR**

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**EVALUATOR POSITION/TITLE**

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# THE ORGANIZATION CAPABILITY AND POTENTIAL ASSESSMENT<sup>®</sup>™

**AWARENESS AS A NECESSARY PRELUDE TO STRATEGIC TRANSFORMATION**

## PART I

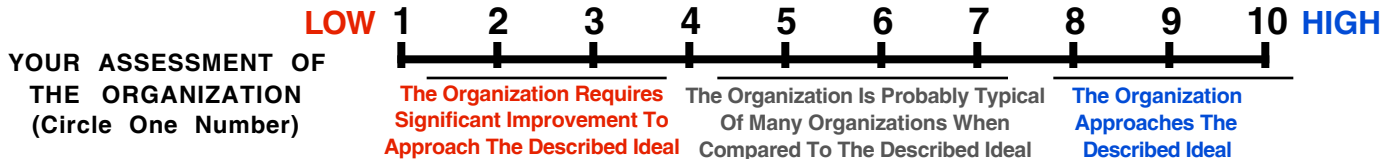
For each of the following 20 Organizational Descriptors, please assess the organization as you view it at the present time as compared to the “Ideal Descriptor” by circling a single number on the 1 to 10 scale. A high rating indicates the organization approaches the ideal and a low rating suggests a great deal of room for improvement. The mid-range may be typical of many organizations.

Assess each item individually. The more candid and objective your responses, the more valuable the feedback you will receive.

### 1-THE ACHIEVEMENT CULTURE

There is a “Culture Of Achievement” throughout the organization that is strongly influenced by the leadership culture and also by effectiveness in employee recruiting and selection. Throughout the organization, people want to achieve for themselves, for each other, and for the organization. There is a competitive spirit, a “can-do” attitude, and a genuine enjoyment of the process of achievement. The culture is self reinforcing and the environment is not comfortable for non-achievers.

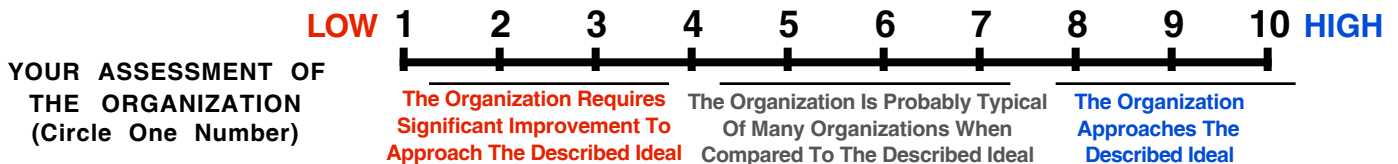
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### 2-GOAL SETTING, TRACKING, FEEDBACK, AND CORRECTION

The goal setting habit is firmly entrenched in the organizational culture and is practiced at every level. Goals are specific, tangible, realistic yet challenging, and include target completion dates. Obstacles are identified and dealt with. Goal setting is continually taught, modeled and reinforced. Tracking of goals accomplishment, provision of feedback, and resulting corrective action are an ongoing part of organizational activity on a daily basis.

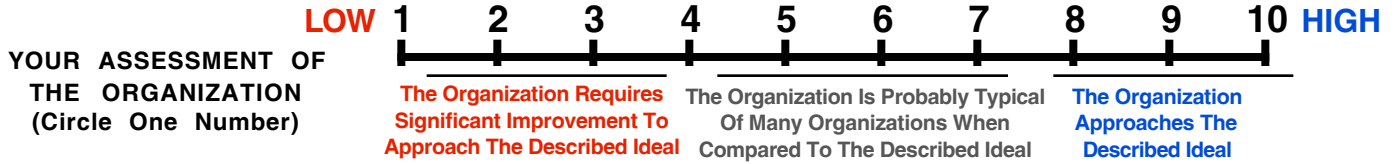
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### 3-VALUES CONCERNING PEOPLE

The organization values all of its people and has a consistently positive view of them as compared to a more pessimistic view. People are treated with respect, trust, courtesy and tact. Employees are seen as having untapped potential and an intrinsic motivation to achieve and contribute to organizational objectives, in the interest of the organization and in their own interest. People are seen as willing to accept present responsibilities and even seek added responsibility.

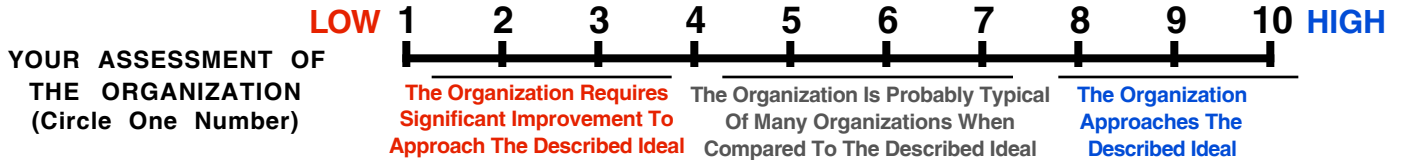
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### 4-COMMITMENT TO A STRATEGY FORMULATION AND IMPLEMENTATION PROCESS

The organization maintains and is committed to an ongoing process of Strategy Formulation and to the implementation of Major Operational Initiatives driven by this strategy. Periodic meetings (at least monthly) for discussion and tracking of process results are routine and the total process is updated annually.

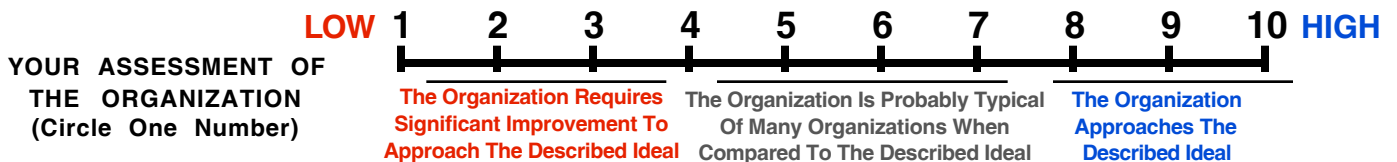
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### 5-EMPLOYEE RECRUITING, SELECTION, AND POSITIONING

There is commitment to an ongoing effort to identify top quality candidates for both immediate staffing needs and for future staffing needs. A wide range of recruiting methods are employed and a strong definition/description for every position is maintained as the foundation of recruiting/selection efforts. The selection process for new employees and the positioning process for internal employee movement includes: 1) Evaluation of background/references/past performance, 2) Skilled interviewing, and 3) Use of selected personality profiling and supporting evaluations.

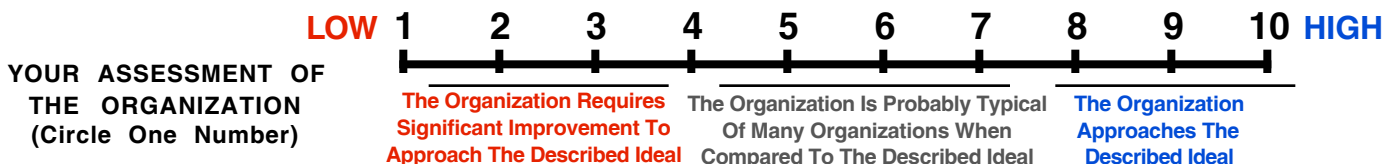
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### 6-COMMUNICATION AND INTERPERSONAL COMPETENCE

Communication is generally open and honest throughout the organization. Most people are effective at both soliciting feedback/listening and sharing data/information/feelings, recognizing that both are required for effective communication. Communication methods (verbal, written) are appropriate to the situation. Interpersonal skills are generally high, tact and courtesy are practiced and encourage an overall climate of mutual trust and respect.

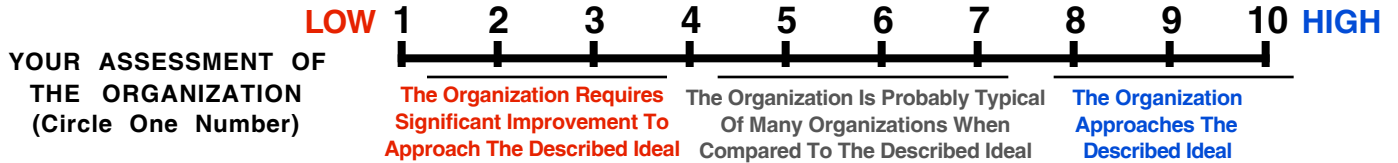
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### 7-LEADERSHIP CULTURE

The organization has a collective appreciation of the importance of Leadership Culture. This culture is the sum of the behaviors of all "formal" and "informal" leaders in the organization as they communicate with people and impact people on a daily basis. Leadership is seen as the determining factor in the present use of human potential and in the development of untapped potential, Above all, leadership culture is seen as the single most critical factor in organizational achievement.

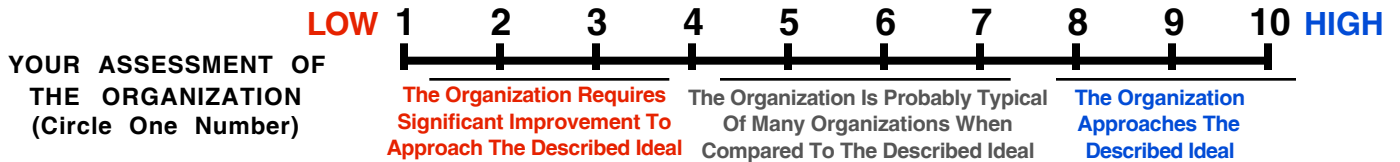
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### 8-COMPONENTS OF THE STRATEGY FORMULATION AND IMPLEMENTATION PROCESS

The organization's Strategy Formulation And Implementation activities include four components in some form: 1) An intended/desired future Vision of the organization, 2) Identification/prioritization of present Internal/External Strengths/ Weaknesses, 3) A family of specific/prioritized Major Operational Initiatives driven by the vision, and 4) A specific Plan of Action for each Operational Initiative along with assigned responsibility for its management and completion. All components are documented.

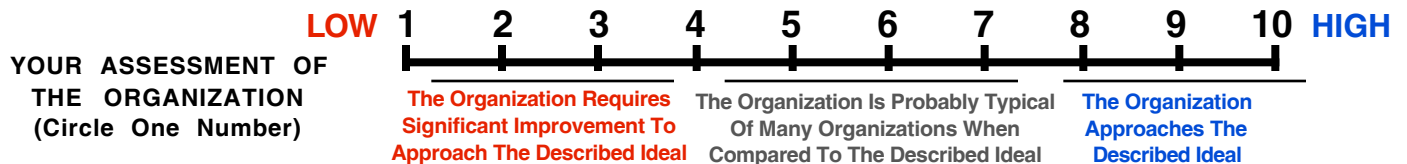
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### 9-EMPLOYEE DEVELOPMENT AND REWARD SYSTEMS

The organization has an effective employee Performance Management System. This system is used by managers and their direct reports as the core means of encouraging, managing, and reviewing the development of both the employee and manager through periodic interviews and mutual feedback on performance. This process of review/summary is not a substitute for daily coaching/counseling. Tangible and intangible reward systems, aimed at encouraging/rewarding desired behaviors and performance are in place and the power of specific and sincere praise is emphasized. Reward systems recognize both individual performance and the performance of teams, organization units, and the total organization.

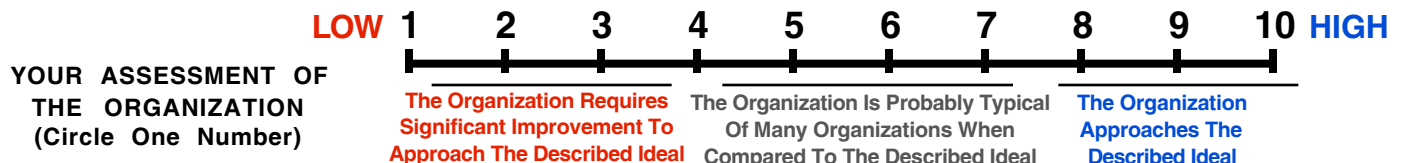
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### 10-TIME MANAGEMENT, EFFECTIVENESS, AND PRODUCTIVITY

Time is a valued commodity throughout the organization. People value and respect their own use of time as well as respecting others time. People generally practice good judgment is setting priorities and adjusting as appropriate, continually asking "What Matters Most?". People understand that they must be effective but also respect the need to be effective at an acceptable cost (time and money). This is efficiency/productivity and is widespread in the organization

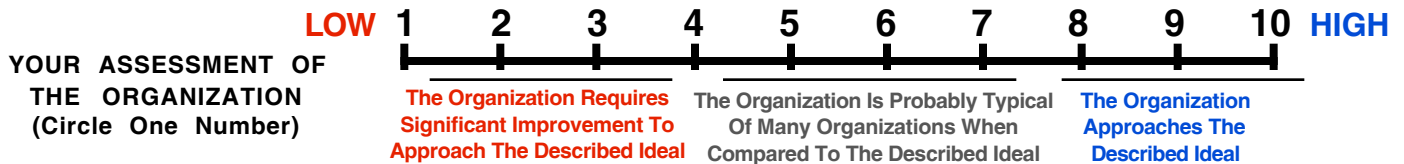
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### 11-TRAINING, DEVELOPMENT, AND EMPOWERMENT

The organization has an ongoing commitment to the training/development of all employees, to their empowerment, and to decision making at the lowest practical level. Training is focused on core competencies/skills, data/information, and tools/ techniques. Development is directed at the individual, building confidence and capitalizing on the potential for personal growth and expanded capabilities. The degree of empowerment is seen as dependent on training/ development efforts.

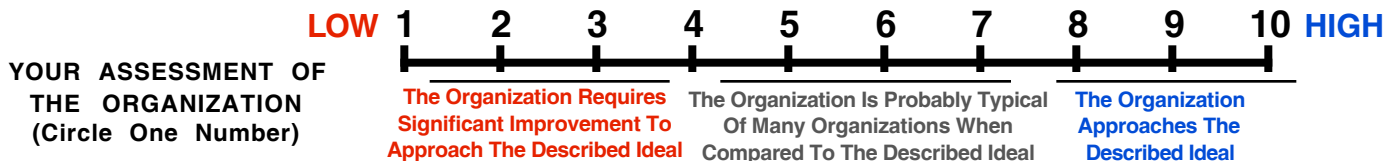
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### 12-COMPETITIVE ADVANTAGE

The organization clearly understands the nature of the Competitive Advantage of its products/services. This Competitive Advantage is understood/emphasized throughout the organization and is documented as a part of Strategy Formulation And Implementation activities. For governmental entities, not-for-profit organizations, and associations, Competitive Advantage is the means to achieving effectiveness/ efficiency superior to that of organizations of similar type and mission.

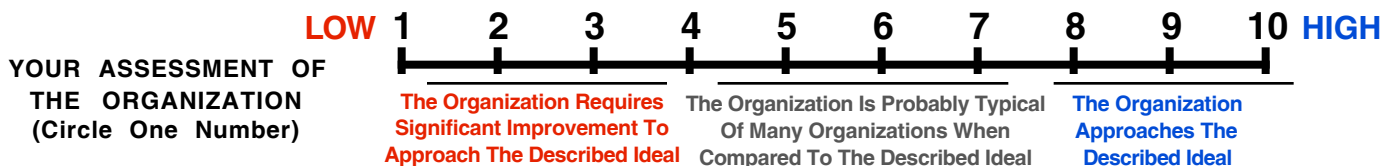
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### 13-CONTINUITY

The organization is committed to long term survival and success. The key component of this continuity focus is a dynamic, ongoing, Strategy Formulation And Implementation Process and the development of long term, sustainable profitability. Planning for staffing that develops back-up for all key positions is ongoing as is attention to ownership structure and legal issues where necessary to continuity. In the case of government entities, not-for-profits, and associations, continuity focuses on the efficient, ongoing, achievement of purpose over time.

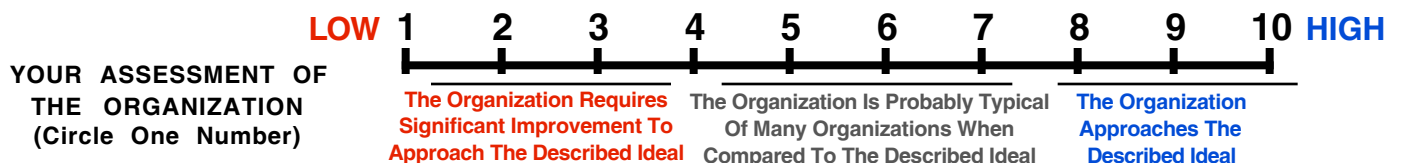
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### 14-PROBLEM SOLVING AND DECISION MAKING

Problem solving and decision making is effective throughout the organization. People are trained in and practice proven problem solving/decision making methodologies, recognizing that effective processes requires both high quality decisions and commitment to their implementation. Conflict in decision processes is seen as honest difference of opinion and a prelude to high quality decisions. Team decision making is used when both decision quality and buy-in are important.

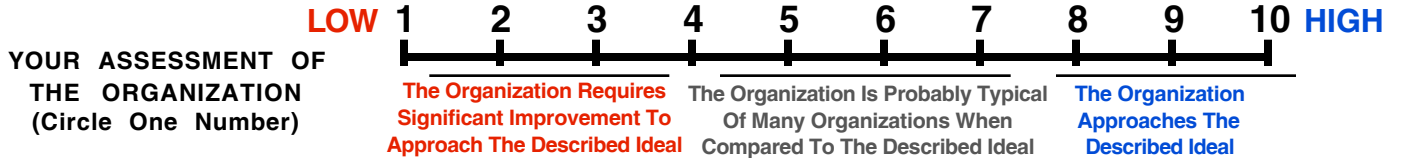
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### 15-THE LEADERSHIP STYLE MODEL

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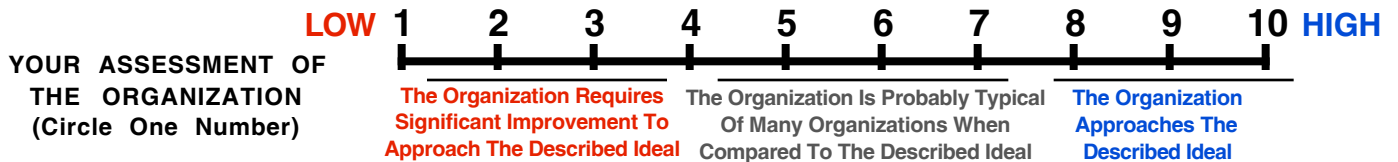
The organization believes in, models, teaches, and reinforces the leadership style model of the “Developer” with the belief that high concern for the mission and high concern for people are mutually enhancing and maximize achievement. The styles of the “Taskmaster” (high concern mission, low concern people), the “Comforter” (high people, low mission), the “Manipulator” (compromise and trading-off one concern for the other), and the “Regulator” (low on mission and people) are discouraged as far less effective.



### 16-PARTICIPATION, INVOLVEMENT AND COMMUNICATION ON STRATEGY

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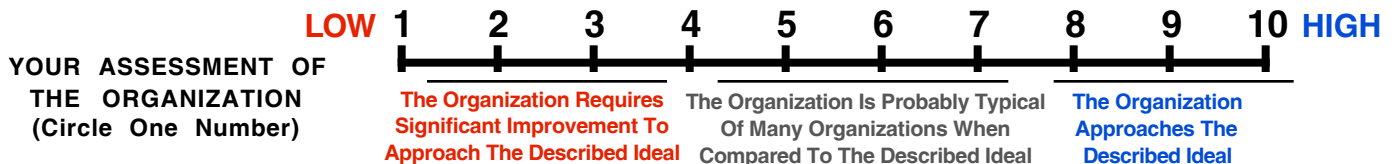
The organization designs/conducts its Strategy Formulation And Implementation activities in a way which encourages widespread input and a resulting legitimate sense of involvement on the part of employees. Results of the Strategy Formulation (Future Vision) and the derivative family of Major Operational Initiatives are openly communicated to all employees as is their role in the accomplishment of these Major Operational Initiatives.



### 17-FLEXIBILITY

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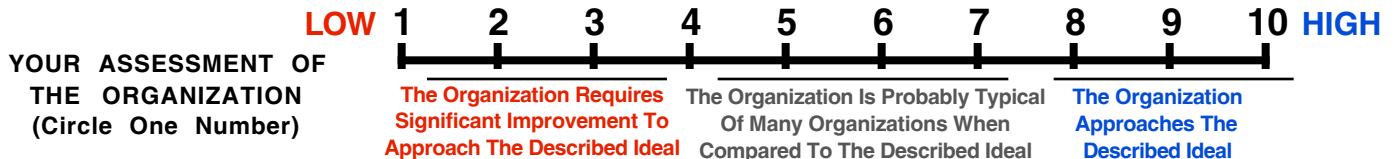
The organization is flexible, adaptable, responsive, and innovative in dealing with an ever changing external environment. This flexibility can be seen in changes in products/ services, markets, marketing/sales methods, technology, systems/methods/procedures, and other factors while core values/beliefs tend to remain more constant. Strategy Formulation And Implementation is seen as a dynamic, continuous, process and it is recognized that success and, in some cases survival, depend on the ability to adapt.



### 18-TEAMWORK

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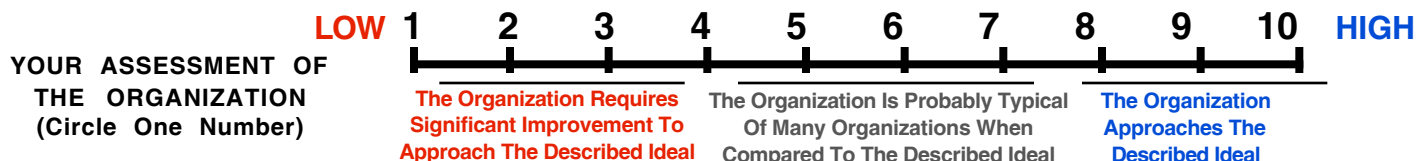
Teamwork is generally effective throughout the organization whether in more informal teamwork during daily activities or in the work of more formally assembled teams. In general there is an attitude of cooperation/mutual support and the power of collaboration and synergy resulting from team effort are appreciated and used. For formal teams: 1) Common purpose, 2) Defined roles/responsibilities, and 3) Competence in problem solving/decision methods are recognized as critical.



### 19-EVERYONE A LEADER

The organization views leadership as a quality embedded in the organizational climate, a quality that exists everywhere, all the time. There is an ongoing effort to develop a brand of positive leadership. This leadership is not based only on position, but sees every employee as a leader, capable of demonstrating this leadership through positive example, personal initiative/responsibility, problem solving, and a challenge to the “status quo” as specific events/situations warrant.

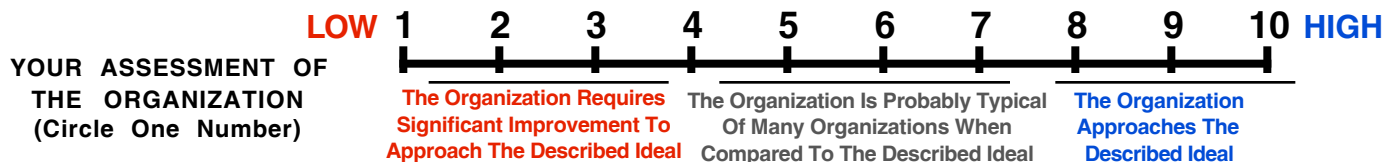
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### 20-DEVELOPMENT AND TRACKING OF KEY PERFORMANCE INDICATORS

As output of its Strategy Formulation And Implementation activities (or by other means), a family of specific key measures of organizational performance are developed. These Key Performance Indicators include selected financial metrics and unique non-financial measures specific to the organization type/mission. KPI targets are established for the current year and extended several years into the future. Results are closely tracked and reviewed/discussed on a monthly basis.

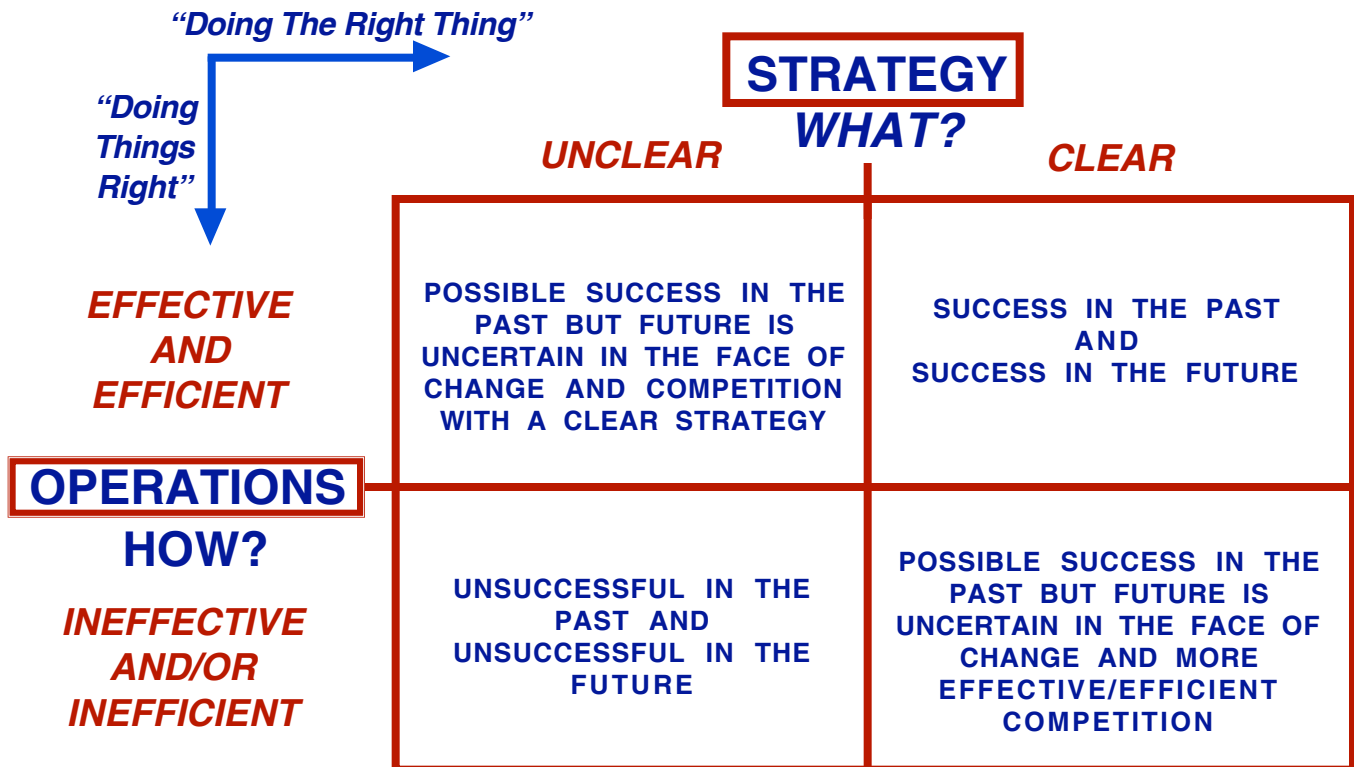
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# PART II

Referring to the model below, both **Clear Strategy** and **Effective/Efficient Operations** are seen as necessary to the success of any organization.

It is useful to further divide Operations into two components, **Leadership Culture** and **People Productivity**.



*From “Top Management Strategy”, Ben Tregoe & John Zimmerman*

## THREE WORKING DEFINITIONS

**Clear Strategy:** Development of consensus resulting in a thorough, yet concise written description of an intended and desired vision for the organization at an agreed upon point in the future. This includes products/services, markets, marketing and sales methods, distribution, technology, external sources, and other factors. Included are a selected family of Key Performance Indicators of organizational performance along with target values for each indicator over an agreed upon Strategic Time Frame. This also includes communication of the vision to all and the development of commitment to the vision

**Leadership Culture:** The effectiveness of the overall Leadership Culture throughout the organization. The degree of success in developing the collective untapped potential of all employees. Effectiveness of empowerment and “people development”. Appreciation of the importance of leadership and the role of “everyone as a leader”, whether in a formal leadership role or not. The way people are communicated with and impacted on a daily basis

**People Productivity:** The degree to which individual employees and teams are effective and efficient on a daily basis. Time management, goal setting and measurement, and communication and collaboration are critical components. Effectiveness in problem solving and decision making and in the constructive management of conflict are also important factors.

## ASSESSING THE ORGANIZATION

Of the three components of success (Clear Strategy, Leadership Culture, People Productivity), which represents your organizations **greatest area of challenge and the most need for improvement?** Please check one:

CLEAR STRATEGY     LEADERSHIP CULTURE     PEOPLE PRODUCTIVITY

Within the **selected area of challenge above**, what is the organization **single most critical specific challenge?**

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Of the three components of success (Clear Strategy, Leadership Culture, People Productivity), which represents your organizations **second greatest area of challenge and need for improvement?** Please check one:

CLEAR STRATEGY     LEADERSHIP CULTURE     PEOPLE PRODUCTIVITY

Within the **selected area of challenge above**, what is the organization **single most critical specific challenge?**

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Within the remaining (third) component for success (**the remaining, third greatest area of challenge**), what is the organization **single most critical specific challenge?**

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Any other thoughts you would like to share? \_\_\_\_\_

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THANK YOU FOR THE BENEFIT OF YOUR  
TIME, EFFORT, AND THINKING!