**Organisation Culture Assessment**

Please answer the questions below by ticking the appropriate box

1 = Never

2 = Seldom

3 = Occasionally

4 = Often

5 = Almost always

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| In my experience, people in leadership positions above/around me with whom I interact … | 1 | 2 | 3 | 4 | 5 |
| 1. | Take accountability for their actions. |  |  |  |  |  |
| 2. | Are strong and decisive in their decisions. |  |  |  |  |  |
| 3. | Set tough targets that are hard to achieve. |  |  |  |  |  |
| 4. | Want fast progress and delivery of outcomes at all costs. |  |  |  |  |  |
| 5. | Work very hard and challenge others to put in extra effort. |  |  |  |  |  |
| 6. | Never tolerate mediocre performance. |  |  |  |  |  |
| 7. | Make decisions based on facts and data rather than spurious information or intuition. |  |  |  |  |  |
| 8. | Pay close attention to performance figures and drive for results. |  |  |  |  |  |
| 9. | Reward people for delivering. |  |  |  |  |  |
| 10. | Are strongly competitive with their peers. |  |  |  |  |  |
| 11. | Focus significant time in building relations with customers/ service users and external agencies. |  |  |  |  |  |
| 12. | Are highly tuned to the needs of the customers / service users and the value that they look for. |  |  |  |  |  |
| 13. | Adapt and flex the organisation in response to opportunities. |  |  |  |  |  |
| 14. | Are stimulated by new ideas and encourage this in others. |  |  |  |  |  |
| 15. | Reward people for taking initiative and trying new approaches. |  |  |  |  |  |
| 16. | Sometimes take risks backing initiatives where success isn’t 100% certain. |  |  |  |  |  |
| 17. | View bigger picture longer term activities as importantly as securing short term results. |  |  |  |  |  |
| 18. | Would sacrifice their department’s performance for overall organisation success. |  |  |  |  |  |
| 19. | Push themselves and others to embrace change. |  |  |  |  |  |
| 20. | Communicate the broader issues facing the organisation not just those in their own area. |  |  |  |  |  |
| 21. | Value the health and wellbeing of employees as much as performance targets. |  |  |  |  |  |
| 22. | Are passionate about the contribution that people and teams can make. |  |  |  |  |  |
| 23. | Lead with integrity, deliver on promises and are seen as role models that people respect. |  |  |  |  |  |
| 24. | Are honest, objective, open and fair in their opinions and actions. |  |  |  |  |  |
| 25. | Treat people with dignity and respect.  |  |  |  |  |  |
| 26. | Allocate significant resource towards the development of people and teams. |  |  |  |  |  |
| 27. | Promote diversity in all its forms via recruitment, development, reward and career progression. |  |  |  |  |  |
| 28. | Are strongly aware and take account of the impacts their actions and decisions have on people. |  |  |  |  |  |
| 29. | Are inclusive rather than divisive and wherever possible involve people in their decisions. |  |  |  |  |  |
| 30. | Take actions and decisions that are the best for the organisation rather than their personal position. |  |  |  |  |  |
| 31. | Value robust and efficient internal processes and strive to continually improve them. |  |  |  |  |  |
| 32. | Focus their efforts in maintaining strong controls over costs and quality. |  |  |  |  |  |
| 33. | Ensure that organisation and legislative policies and procedures are properly complied with. |  |  |  |  |  |
| 34. | Are very clear about, and uphold, their obligations in terms of compliance and ethics. |  |  |  |  |  |
| 35. | Always strive for best possible quality in output and services. |  |  |  |  |  |
| 36. | Are well organised and keep things to plan. |  |  |  |  |  |
| 37. | Would not take risks especially with Health & Safety or other compliance or ethical issues. |  |  |  |  |  |
| 38. | Are more comfortable with steady incremental change rather than transformations in the organisation. |  |  |  |  |  |
| 39. | Must have detailed project plans and robust governance systems in place before embarking on key initiatives. |  |  |  |  |  |
| 40. | Focus on strong internal infrastructure and use of technology to improve the organisation. |  |  |  |  |  |

See next page for Change Readiness Assessment.

**Change Readiness Assessment**

1 = Strongly Disagree

2 = Disagree

 3 = Unsure

 4 = Agree

5 = Strongly Agree

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Leaders in this organisation… | 1 | 2 | 3 | 4 | 5 |
| 1. | Are strong at recognising and supporting the critical few initiatives that align to the organisations goals and strategy. |  |  |  |  |  |
| 2. | Prioritise resources towards these initiatives and postpone or cancel less important initiatives or projects. |  |  |  |  |  |
| 3. | Take a management approach that co-ordinates all the high level change projects from one point. |  |  |  |  |  |
| 4. | Will reassign priorities if the organisation starts becoming overstretched with projects and initiatives.  |  |  |  |  |  |
| 5. | Recognise when change is required and move swiftly to implement changes that address the most critical issues.  |  |  |  |  |  |
| People in this organisation… |  |  |  |  |  |
| 6. | Have a history of meeting the objectives, scope, budget and timeframe of initiatives undertaken and have seen them through to full completion. |  |  |  |  |  |
| 7. | Have confidence in the leadership of the organisation and the decisions that they make. |  |  |  |  |  |
| 8. | Have coped well when past changes have impacted them.  |  |  |  |  |  |
| 9. | Display a positive approach to change and embraced new initiatives with confidence. |  |  |  |  |  |
| 10. | Have a high level of morale and enjoy being a part of the organisation and contributing to it’s aims. |  |  |  |  |  |