

## DO YOU HAVE A HIGH PERFORMANCE ORGANIZATION?

High performance organizations get the results they want—consistently. They don't waste people, money, or materials. Their goals are noble and clear, and their employees are committed to excellence. How does your organization stack up? Rate each statement 1 (don't agree) through 5 (completely agree) then total each section. **Questions?** [mimiz@comcast.net](mailto:mimiz@comcast.net); [www.mimizemmelman.com](http://www.mimizemmelman.com)

### GOVERNANCE AND ADMINISTRATIVE INFRASTRUCTURE

1. Administrative and governing board (if any) roles and responsibilities are well defined and supported with clear, practical policies and procedures.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
2. Current financial resources are adequate to our needs, and future finances appear secure.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
3. We have a streamlined and effective internal communications and decision-making process.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
4. Our financial, operational, and administrative policies and procedures comply with relevant laws, rules, regulations, or other appropriate external measures.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
5. Our succession and emergency operational plans are current and in place for all pivotal roles and responsibilities.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

**Total possible score = 25    Your score \_\_\_\_\_**

### ALIGN PEOPLE, PROCESSES, METRICS, AND OUTCOMES

1. Our financial and operational resources are aligned with the strategic plan.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
2. Our personnel plan and employee job descriptions and evaluations are tied to specific goals and objectives in the strategic plan.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
3. Our organization has identified metrics for each section of the strategic plan, and collects and analyzes performance data at least quarterly.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

4. All units and divisions are meeting established goals and objectives, or are very aware of areas they need to improve upon, and have a plan to do so.

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

5. Communication flows easily and people get the information they need timely.

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

**Total possible score = 25    Your score \_\_\_\_\_**

### **BUILD RICH COMMUNICATION AND COLLABORATION NETWORKS**

1. The Board of Directors (if any) and our executive leadership team is deeply engaged and collaborates effectively with all levels of the organization

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

2. The organization has multiple pathways for soliciting and receiving comments from customers.

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

3. The organization communicates with its current and potential customers regularly.

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

4. Most employees in a leadership position in our organization maintain contact with a professional association, or have built a network of colleagues to consult as needed.

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

**Total possible score = 20    Your score \_\_\_\_\_**

### **CULTIVATE CREATIVITY**

1. Project teams include people from diverse areas of expertise, perspectives, and opinions.

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

2. Creative project teams are publicly acknowledged within the organization and/or receive tangible recognition for their efforts.

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

3. All managers/lead staff know how to build and sustain creative high performance teams.

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

4. Employee performance evaluations include commentary on their individual creativity, as well as their innovative contributions to team work projects.

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

5. Your organization seeks out creative candidates to fill open positions.

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

**Total possible score = 25    Your score \_\_\_\_\_**

**ADAPT WELL IN CHANGING ENVIRONMENTS**

- 1. We regularly assess the external environment to identify new or emerging market or regulatory trends.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
- 2. We keep in touch with existing customers to understand future as well as current needs.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
- 3. Our staffing structure is flexible enough to allow us to shift gears as needed.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
- 4. Our organization provides professional training and education for all employees.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
- 5. After implementing a change, project teams debrief for lessons learned.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

**Total possible score = 25    Your score \_\_\_\_\_**

**MAKE INNOVATION A NORMAL PART OF HOW WORK GETS DONE**

- 1. Members of the executive leadership team are open to creative and innovative ideas.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
- 2. The organizational culture values creativity and innovation.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
- 3. The executive leadership team has made it clear that they can tolerate some production slow-downs and failures to encourage creativity and innovation.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
- 4. All program or project proposals submitted for approval include an assessment of how innovative the resulting effort will be in the current or projected market.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
- 5. Project leaders have been trained to cultivate innovation within their team.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_
- 6. You are confident that you have, or can move toward, putting together the right people and the right processes for where you want the organization to go.  
\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

**Total possible score = 30    Your score \_\_\_\_\_**

**Total of all possible scores = 150    Your score \_\_\_\_\_**