Organization Performance & Readiness Assessment (OPRA)

A. Participant Instructions: The following instrument has been designed to help assess improvement needs and change readiness in your organization. While the questions are by no means inclusive, they will generate discussion and thought and be of great help to your organization's leadership. To save you time, there is no need for you to total your scores. Please complete as much as appropriate to your situation and return it to the originating party for tabulation and review. Replies are anonymous and will be kept confidential. Thank you for your assistance.

Job Level (√ One): _____Director/Manager; _____Executive; Organization Name:_____

B. Instructions for Originating Party: Distribute a copy of the OPRA to each executive and a good sampling of your department managers. (Where widescale change is anticipated, it is recommended that all executives and most managers complete the questionnaire to better sample opinions among the management group). Upon completion of the OPRA, collect the results and tabulate the number of "yes" and the number of "no" responses *to each question* for the executive group, and again for the managerial group. Email the summary of tabulated results for each question to Management House. We will return to you an easy-to-read summary report that will be used in your telephone conference with Management House.

I. Improvement Needs

A. CUSTOMER SATISFACTION
YES   NO

_____ _____ 1. Is the organization gaining greater current & potential market share year by year?

_____ _____ 2. Are only a few, low level customer complaints received, & are they immediately handled?

_____ _____ 3. Are customers' expectations of products & services understood in detail?

_____ _____ 4. Are customers actively involved in direct feedback & systems improvement?

_____ _____ 5. Is the organization perceived in the community as the provider of choice?

_____ _____ 6. Do 95%+ of customers rate the organization as "above average" or "excellent?"

B. PRODUCTIVITY
YES   NO

_____ _____ 7. Do people in the organization meet their work commitments 90% of the time?

_____ _____ 8. Does the organization stay within budget & meet cost targets?

_____ _____ 9. Are profits growing faster than overhead?

_____ _____10. Have direct service/production costs & cycle times been reduced to optimum levels?

_____ _____11. Have continuous improvement practices been widely implemented?

_____ _____12. Have quality programs achieved significant system improvements & economic results?

C. PEOPLE STRENGTH
YES   NO

_____ _____13. Are the organization's people doing the best work they can & is it acceptable?

_____ _____14. Is employee morale, commitment & pride at high levels?

_____ _____15. Are you able to recruit & retain the best people to your organization?

_____ _____16. Are our people the greatest competitive advantage we have when compared to competitors?

_____ _____17. Is enough spent on management & employee education compared to costs of quality errors?

_____ _____ 18. Is the employee suggestion system generating many ideas, & are a high proportion implemented?

II. Organization Behavior

A. ORGANIZATION PERFORMANCE
YES   NO

_____ _____ 1. Does the organization respond rapidly, process decisions quickly, & implement in a timely manner?

_____ _____ 2. Does the current organization structure primarily serve the customer/market rather than management's needs or those of a privileged professional group?

_____ _____ 3. Is the organization highly integrated? Does the left hand know what the right hand is doing?

_____ _____ 4. Is the response time in getting decisions made acceptable to those doing the implementation?

_____ _____ 5. Would you describe the organization as highly innovative & open to change?

_____ _____ 6. Is the organization able to adapt quickly to change when the market so dictates?

B. CULTURE & VALUES CLARITY
YES   NO

_____ _____ 7. Are the primary values & mission of the organization clear to all?

_____ _____ 8. Do the hourly people have a single sentence definition of the organization's values that is universally understood?

_____ _____ 9. Are values enforced? If a manager or employee violated the central philosophy of the organization, would negative sanctions ensue?

_____ _____ 10. Little effort has to be expended to fight the system in getting things done.

_____ _____ 11. People feel respected for their capabilities & contribution, & feel free to speak up.

_____ _____ 12. Your organization's management team is excellent.

_____ _____ 13. At your organization, competence, not position or authority, makes the decisions.

_____ _____ 14. Does the organization have too many levels & departments, is it too "chopped up?"

_____ _____ 15. Do people feel empowered to take action, & can you see it in their behavior?

III. Managerial Factors

A. MANAGEMENT TEAM
YES   NO

_____ _____ 1. Are 90% of the managers clearly winners with sufficient horsepower to do their jobs?

_____ _____ 2. Are managers accomplishing sufficient work on the Key Results Areas of customer satisfaction, quality, people growth, innovation, productivity, economics & improved organization climate to make you happy with their performance?

_____ _____ 3. Do most managers show the "eye of the tiger," aggressively resolving problems rather than passively waiting for orders?

_____ _____ 4. Do managers have enough freedom to act? (As opposed to requiring approval by many sources to move something down the line.)

_____ _____ 5. Can a middle manager make a $1,000 budget expenditure without having to get executive permission? (Assumes there is normal budget control.)

_____ _____ 6. Are the organization's performance evaluation systems effective?

_____ _____ 7. Are performance standards established so managers know when they've done well? Is there recognition for good performance?

_____ _____ 8. Is there a history of sustained management training & development for current managers?

B. MANAGEMENT SYSTEM
YES   NO

_____ _____ 9. Is the organization's strategic plan understood & made operational at working levels?

_____ _____10. Is work managed with some kind of written, quarterly plan, & is it evaluated every 90 days?

_____ _____11. Do meetings routinely start on time, have an agenda, make good use of participants' talents, & accomplish something?

_____ _____12. Does the organization have a managing system (beyond accounting & personnel policies), a set of procedural rules by which the manager's job is accomplished?

_____ _____13. Do managers operate smoothly together so there is little disruption in getting work done?

_____ _____14. Is there a project management system in place that governs how new programs will be developed so that each new project doesn't have to reinvent the process of how-to-get-things-done?

_____ _____ 15. Are there forums for middle management input to decision making other than chain of command or manager meetings?

_____ _____ 16. Do managers find it easy to sell their ideas because of proposal formats & clear channels for getting projects approved?

IV. Change Agents & Political Support

A. EXECUTIVE SUPPORT

YES   NO

____ ____ 1. Is the CEO or executive in charge committed to changing things in the organization? Is he/she dissatisfied with things as they are?

____ ____ 2. Are members of the top management cadre agreed among themselves as to the value of the CEO's new organization change direction?

____ ____ 3. Will political crosswinds & divergent opinions among top leaders be adequately handled to prevent upsetting the program?

____ ____ 4. Is top management willing to commit the organizational resources (time, money, staff effort) necessary to complete the program?

____ ____ 5. If part of a larger system, are system executives aware & supportive of the idea to pursue organization renewal?

B. POLITICAL CLIMATE

YES   NO

____ ____ 6. Decisions here are primarily made for the right reasons and not overly politicized.

____ ____ 7. Is management supportive of mavericks & idea people? Is risk taking appreciated?

____ ____ 8. Are vice presidents & top directors committed to changing things in the organization? Are they dissatisfied with things as they are?

____ ____ 9. Are middle managers & first line supervisors committed to changing things in the organization? Are they dissatisfied with things as they are?

____ ____ 10. Do you have the sense that hourly employees are waiting for management to take action to improve things, & would they help?

____ ____ 11. When conflict occurs, do managers find themselves supported rather than compromised?

____ ____ 12. Important constituencies (board, physicians, community) will not react negatively if systematic organization renewal is undertaken.

C. WIDESCALE CHANGE READINESS

YES   NO

____ ____ 13. Organization renewal is a lot of work. Will the press of other work be sufficiently controllable to allow changes required by the program to occur? Would renewal be sustained as a work priority?

____ ____ 14. Is the organization ready to change its system of managing on such items as time usage, meeting management, the use of a simplified MBO system, & lower level decisionmaking?

____ ____ 15. The organization would benefit if an organization revitalization effort were undertaken.

____ ____ 16. Do you think a majority of managers & hourly employees share this opinion?

Please return the completed questionnaire to the originating party. Thank you for your assistance!