

# Building a Healthy and Sustainable Organization: Do You Have a Culture That Will Attract, Retain and Grow Top Talent?

There are 4 sections in this survey. Please rate the individual practices in your organization listed under each Section on scale of 1 to 4 as shown here and write the total for each Section in the corresponding blank:

- 1 – Major development needed
- 2 – Moderate development needed
- 3 – Minor development needed
- 4 – Little or no development needed

## Section 1: Rate your organization's current practices for creating a culture of continuous improvement.

- ▶ Collects data and gathers feedback from internal and external stakeholders about the quality of the products and services the organization creates and sells \_\_\_\_\_
- ▶ Acts upon this feedback to develop ongoing improvements plans \_\_\_\_\_
- ▶ Collects data and information to monitor progress toward the realization of the company vision and goals \_\_\_\_\_
- ▶ Demonstrates a willingness to make changes based on significant shifts \_\_\_\_\_ in the business environment to improve the quality of the product and services needed for customer satisfaction \_\_\_\_\_
- ▶ Encourages innovation within the company from the bottom up \_\_\_\_\_
- ▶ Involves the employees in reviewing progress toward goals and ongoing implementation plans \_\_\_\_\_
- ▶ Encourages open sharing and broad-based input by employees in decision making and in establishing new directions and goals \_\_\_\_\_
- ▶ Pursues and provides opportunities for risk taking to enhance personal and professional growth \_\_\_\_\_
- ▶ Encourages experimentation with new technologies, processes, and services to improve business processes and increase efficiency \_\_\_\_\_

**Section 1 Total:** \_\_\_\_\_

## Section 2: Evaluate your use of these current practices to foster teamwork.

- ▶ Communicates the company vision and values so that everyone can see what his or her role and contribution could be \_\_\_\_\_
- ▶ Schedules and conducts regular meetings to review progress toward goals and helps team members make appropriate adjustments \_\_\_\_\_
- ▶ Involves individuals, departments and appropriate teams and groups in planning strategies, goals and processes to ensure ownership of plans \_\_\_\_\_
- ▶ Publishes team successes to the rest of the company \_\_\_\_\_

- ▶ Celebrates on the completion of major activities or projects with the team regularly \_\_\_\_\_
- ▶ Encourages the open discussion and exchange of ideas within and across departments and teams \_\_\_\_\_
- ▶ Encourages attention to group process; supports team review about how well team members interact with each other and other teams and customers \_\_\_\_\_
- ▶ Utilizes team reward systems whenever possible \_\_\_\_\_

**Section 2 Total:** \_\_\_\_\_

**Section 3: Assess your current practices for analyzing competencies and development needs.**

- ▶ Determines the areas of competencies that make up employees' jobs—for example giving presentations, running meetings, interviewing people \_\_\_\_\_
- ▶ Observes numerous samples of performance in the context of the competencies and compares the observable performance to the behaviors \_\_\_\_\_
- ▶ Helps employees test the probable reality of career goals \_\_\_\_\_
- ▶ Probes employees' accomplishments, skills, interests, and values when discussing what areas to focus on \_\_\_\_\_
- ▶ Encourages employees to share their perceptions of themselves and to assess their strengths and needs \_\_\_\_\_
- ▶ Reviews their observations and ratings with employees and strives to reach agreement between self- and other-perceptions \_\_\_\_\_
- ▶ Describes the competencies most important in the culture \_\_\_\_\_
- ▶ Develops mutual action plans for development, including what each person will do, and sets dates for their accomplishment \_\_\_\_\_
- ▶ Seeks creative activities for development that are tailored to the needs, goals and experiences of the individual \_\_\_\_\_

**Section 3 Total:** \_\_\_\_\_

**Section 4: Assess your use of these practices for creating career plans and providing developmental opportunities and support.**

- ▶ Provides opportunities for team members to give input to individuals' plan
- ▶ Allows people to learn from their mistakes \_\_\_\_\_
- ▶ Encourages team members to use their own judgment in making decisions and solving problems in their new assignments \_\_\_\_\_
- ▶ Provides time and resources for employees to learn new skills and take on new responsibilities \_\_\_\_\_
- ▶ Seeks alternative methods for development, not just sending employees to training classes \_\_\_\_\_
- ▶ Builds on employees' strengths by giving assignments related to their areas of interest \_\_\_\_\_
- ▶ Focuses on a few critical competencies at one time \_\_\_\_\_
- ▶ Encourages team members to initiate tasks or projects they think are important \_\_\_\_\_
- ▶ Involves employees in creating and developing their competencies \_\_\_\_\_
- ▶ Transfers responsibility for new assignments gradually so that employees do not feel overwhelmed \_\_\_\_\_

**Section 4 Total:** \_\_\_\_\_