ORGANIZATIONAL

ASSESSMENT

by

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ABSTRACT

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The research objective was to complete a general assessment of an organization's structure which includes the mission and goals; leadership; and culture which includes employee participation, employee relations, and community involvement.   The organizational assessment is a significant opportunity for the organization to reflect on their current structure, leadership, and culture. Through this 49-page research, and the review of literature the organization, the researcher, and the industry will gain useful knowledge in the area of organizational effectivness. The assessment of the organization was completed through the use of a survey that was borrowed from University of Wisconsin-Extension-Cooperative Extension, Program Development and Evaluation Unit Web site. Revisions to the survey were made by the researcher so that the survey tool

was applicable to the specific situation of the subject organization. During data analysis, survey results were analyzed, and summarized into useful information. Common themes and perspectives relating to the organization's current structure, leadership, and culture were looked for. Upon completion of the analysis, all summarized results were used as the company's current organizational status. These results have been presented to the leader of the organization to verify that the results accurately portray the organization's structure, leadership, and culture. The results of the survey will offer the organization a new perspective on the business's current situation. Based on the survey results and the literature review, recommendations for shifting the organization to increase their effectiveness are offered. In the instance where there was not enough information to accurately provide a recommendation for change, recommendation for additional research was suggested so that the organization can more thoroughly explore that particular area of interest.

ACKNOWLEDGMENTS

For their contribution during the research process,

Thank you.

The subject organization

Kari Dahl

Jerry Coomer

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CHAPTER I: INTRODUCTION

In some situations organizations and their members are unaware of how their organization ranks within their given industry.   These organizations can become more effective within their field of business by understanding their situation. Performing organizational assessments gives corporations the opportunity to discover important information about the business. It gives members of the organization the opportunity to learn the characteristics of the society within the business. Lawler, Nadler, and Cammann (1980) define organizational assessment as the means for measuring the business efficiency through a behavioral perspective. These assessments can make companies aware of business processes that are struggling and in need of maintenance. Deteriorating business processes can be a potential source of problems within any organization. Eliminating the prospect of failure within an organization is not feasible, but by following a regular procedure for reaching decisions, organizations can potentially reduce the occurrence of failures (Rogers & Fong, 2000). Organizational assessment can provide the information necessary to accurately maintain the processes within an organization.

Statement of the Problem

Through this organizational assessment the researcher will determine if the subject organization can become more effective by assessing the current situation of the organization and devising a plan for improving the business. Knowing what structural, leadership, and cultural qualities are necessary for the organization is an important part of being an effective business within the industry. As a result of the assessment, the members can accurately see where the organization lies in its effectiveness and what

changes or adjustments are necessary for increasing the value of the organization. With the valid assessment, the business may work more proactively within their given industry to make accurate business decisions, and correct any potential problems before they become too extensive.

Purpose of the Study

The purpose of the research was to assess an organization looking specifically at its structure, leadership, and culture. A survey instrument was administered to the staff members of the subject organization allowing them to reflect on and evaluate the organization. Through the survey, employee's perspectives were obtained about the three key areas. These perspectives were complied into useful data that could be utilized in describing the organization. This information is a useful instrument in evaluating and recommending possible actions for improvement throughout the organization. These recommendations are made in an attempt to meet the needs and challenges specified in the survey process. Implementing effective changes throughout the organization will hopefully make the business a more competitive force within its given industry.

Assumptions of the Study

Throughout the research it was important to remember all data gathered through the use of the survey are particular to each participant. During the survey there were certain expectations for the research in that participants were presumed to be willing, active participants in the survey process. Participant's perspectives and understanding are individual and different from one another. Their understandings might lead to meanings that could be contrary to the actual meaning intended by researcher. It is possible some participants might have underlying emotions regarding the survey, which

might have altered their final opinion. There is a possibility some survey participants felt the survey was a burden and did not give the questions the necessary thought when trying to answer them. Despite the possible assumptions, all data collected were analyzed based on the intended meaning of the questions.

Definition of Terms

   Organization- An organization is a group of individuals that work together in a system to achieve a common goal.

   Assessment- An assessment is a reflection, evaluation, or measurement of the essential parts of an organization and the processes of the organization.

   Organizational assessment- Lawler et al. (1980) define organizational assessment as; the act of evaluating the effectiveness of a business through behavioral points of view.

   Effective-   The word effective means measuring the desired results within a specific setting.

   Tool- A tool is representative of the survey used to evaluate the organization.

Limitations of the Study

   The research conducted was done in an attempt to give the subject organization a better understanding of the current situation and possible weaknesses that are diminishing the level of effectiveness within the organization. The research results will not provide definitive instructions as to how the organization can become more effective, but will provide information that could be useful in to guiding the organization in making decisions that would lead to increased effectiveness. The research could also offer

suggestions for further research to be done to learn more about the organization's situation and potential effectiveness.

The results revealed through the research are based on the data gathered during the survey process. The organization might feel the results are inaccurate or they do not fully demonstrate the effectiveness of the organization. There were no changes made to the organization throughout the course of this research. The results of the research will become a tool the organization can utilize to make changes within the business. Participating in this research by itself will not improve the effectiveness of the organization.

Through the use of the selected survey tool, only quantitative data was collected for the research. The use of quantitative data does not give the organization any reasons why questions were answered in the manner they were. It is merely a number for the organization to see, and use when reflecting on the organization's situation. These numbers might inspire further qualitative research, in which the organization can look at the causes of the outcome in more depth.

Methodology

Throughout the remaining chapters the researcher will demonstrate the importance of structure, leadership, and culture within an organization. A description of the research methods and the survey tool will be provided to exhibit how the research was performed, and how the data were collected and analyzed. The results of the collected data will show the current potential weaknesses throughout the organization, and how some member of the organization might be interested in making modifications that could possibly increase the organization's effectiveness.

CHAPTER II: LITERATURE REVIEW

The review of literature will investigate three significant areas within organizational effectiveness. The first area is organizational structure of the organization, which includes the organization's layout, and employee roles. The next topic to review is leadership of the organization. Within this research, the survey will view leadership as the decision-making process, roles of leadership, and responsibilities of the people within the business. The third area of interest this review will examine is the area of culture within the organization. Culture of an organization can include many areas, but for this research it includes the organization's mission and goals, individual and group relations within the organization, and the business' relationship with the surrounding community. These three pieces are significant interrelated components within an organization. As the review of literature will demonstrate, all three are necessary for the organization to become a balanced, and thoroughly effective force within the given industry.

Structure

Organizational structure is the way in which the business is constructed. The most successful company structure is unique to the organization but embodied with the characteristics of various other structures (Woodcock & Francis, 1990). In most situations the structure can be easily demonstrated through the use of an organizational chart. Van De Ven & Ferry describe an organizational structure as "as a simple 'picture' of the structural configuration of the organization as a whole" (p.88). Through an organizational chart members of the organization and individuals unfamiliar with the company can obtain a glimpse of how the business runs.

An organization can have a centralized or decentralized structure. In a centralized structure, the organization's focus is more internal than external. The concerns are focused on the company and how it is running rather than possible customers or meeting the goals of the organization (Robson, 1986). Robson goes on to describe a decentralized organization as the opposite of a centralized organization. The members of the decentralized organization are concerned with the goals of the company and achieving those goals. People on the outside of the organization become a point of focus. Customers, alliances and other stakeholders and their concerns are an important area for the focus of the organization (Fitz-Enz, 1997). Having stakeholders play such an important role within the organization makes it necessary for members of the business to be considerate of these individuals needs. As organizations keep contributors happy, the business will be propelled into a category of effectiveness.

Through his research, Collins (2001) has found the structure of an organization begins with choosing the right people for the organization. This is a key element in looking at organizations that went from "good to great". The leaders of those organizations did not worry about how the organization was going to work or even what direction the company would take until the right people were part of the organization. These effective organizations wanted to build a structure that would make the organization a strong competitor within their industry, by putting people first. This point supports the notion of a centralized organization.

A business' effectiveness can be strengthened by the structure within the organization. Robson (1986) describes structure as one of the strongest elements in the performance of an organization. The structure of an organization should be built in a way

that allows the members of the organization to feel like they are a vital part of the business. Structures that become too large or have too many levels can destroy employee motivation and members of an organization that is too large or has a poorly organized structure can feel disassociated from the organization. This feeling can lead to lost employees which can have an effect on the overall productivity of the company (Robson, 1986).

In some business situations it is beneficial to encourage an attitude of partnership with the members of the organization. Having employees feel like they have ownership in an organization stimulates their interest in the business (Bruce & Pepitone, 1999). Ownership encourages members of the organization to be attentive to the needs of the business. Members feel a sense of pride and revel in accomplishments when they feel they are a part of the outcome. Giving the employees control of their jobs and supporting the work they do within their positions will give organizational members a sense of ownership within the company. Argyris (1988) explains if employees are to be motivated and responsible for their actions, there must be an internal commitment from the members of the organization. Internal commitment is defined as the commitment to a project, person or goal. Within this form of commitment, organizational members help to define the objectives and the methods for meeting those objectives.

Leadership

The guiding force of a business is the leadership within the organization. Bryman (1986) has defined leadership as a process of influence that guides members of the organization towards the shared goal of the business. Bryman also mentions leadership is not just getting people to change their behavior but also accessing the potential within all

the members of the organization. People in leadership positions have important roles in shaping and guiding the people within the organization. Great organizations can only thrive on a framework of superior leadership (Robson, 1986).

It is important for leaders to realize their role within the organization, and work hard to ensure all members of the company understand their direction. This concern and support can lead to a great deal of success within the organization. Woodcock and Francis (1990) have found leaders who work with employees in a productive manner; using a method of support and communication; are more likely to gain the feedback of all individuals. This method allows the organization to make use of all the talents throughout the company.

An important leadership concept discussed by Collins in his book *Good To Great* (2001) is the notion of Level 5 Leadership as the strongest possible leader. The characteristics of level 5 leaders are humility, will, determination, modesty, and drive. Level 5 leaders can create an effective organization because they continuously put the organization first. These leaders will do anything to help the organization, including taking the blame for negative situations that arise. Their modesty is empowering to the other members of the organization because these leaders will give the employees the credit for the success of the organization. By embodying the characteristics of a level 5 leader, executives have lead companies on the path of extreme organizational effectiveness.

Leadership in organizations needs to be a directed position. There should be a defined method for achieving results within the area of leadership. These positions should have a distinct set of procedures for leading the organization and for measuring

the performance of the position (Robson, 1986). Leaders need to recognize it is essential for them to demonstrate the desired behaviors of the organization. Employees will look towards leadership for an example of what has to be done. Ziglar (1986) describes the role of leadership as the ability to create a cohesive group, led by an individual they appreciate. The members of the team will want to emulate that behavior and cause the organization to unify their efforts.

In many organizations independent work habits are stalled by the customs of leadership. Many leaders are consumed with the ability to make a profit, and have disregarded the structures of independence that they have put into place. In some situations employees will be given the tools and encouragement to make their own decisions within their position, but the leadership will have structured the process to the point where there is no flexibility (Argyris, 1988). Positions are so well defined that leadership has eliminated the ability to make challenging decisions. The risks are small, and are usually not detrimental to the success of the organization.

Culture

As Lahiry (1994) states, organizational culture is comprised of shared values, beliefs, behaviors and it puts pressure on members to follow those shared beliefs. These shared characteristics are definitions of what an organization is. Hunt (1991) describes organizational culture as a bridge between individuals and the organization. Organizational culture is often the unspoken foundation of the organization. It is the fundamental way things are done within an individual organization (Cameron & Quinn, 1999). Many parts of the culture often go unacknowledged until they are challenged.

As Juechter, Fisher, and Alford (1998) discussed the culture of an organization, they illustrated that there are three major components of an organizational culture; why, what, and how. The why portion of the culture includes what the organization stands for, including mission, values, and goals. The second portion of a culture, or the what, is the plan of the organization for accomplishing the why of the organization. The third component is the how, and in this portion the organization collaborates to achieve the first two portions. These three parts are necessary for an organization to have a strong and well-built corporate culture.

Considering culture and the characteristics associated with it are so important to an organization, dedication to all aspects of culture has a significant effect on the achievements of the organization (Lahiry, 1994). Juechter et al. (1994) has stated, "Culture is what distinguishes truly high-performing organizations from the pack" (p.64). Goeffe and Jones (1988) see organizational culture as a dominant component for holding a business together as it faces significant industry pressures. These ideas demonstrate the culture of the organization is a significant component of the organization's existence and success. By understanding the culture of the organization, the members can then understand how culture contributes to the effectiveness of the organization.

Through their research, Collins (2001) and his team found that organizational culture must be a culture of discipline for it to be consistently effective. A culture of discipline gives employees a definite set of guidelines to follow but also the ability to move within their guidelines (Collins, 2001). The people within the organization must be disciplined and consistently take initiative and responsibility for all their work. This culture gives members of the organization the opportunity to make their own decisions

while taking responsibility for those decisions. As Collins (2001) found, this freedom within the organization can lead to increased productivity from the members of the organization and propel a good organization into a great one.

Flexibility within an organizational culture is another key factor in a successful organizational culture. As times change the culture of an organization must also be adjustable to the times. Cultures that become stagnant over time can have a significant effect on the overall performance of the organization. Cultures do not guarantee the success of the organization but as Fitz-Enz (1997) states, "it can be a powerful driver of financial performance" (p.88).

Organizational mission, vision, goals, and values are a significant part of a business environment. Thompson and Strickland (1999) define the vision of an organization as a direction for the organization's future, where the organization wants to be. Business should have a statement describing the path and essence of the organization; these statements are the vision of the company (Woodcock & Francis, 1990). Vision statements give organizations an idea of where they want to be. This direction needs to be realistic and if it is, employees in agreement with the vision will work to achieve this vision.

The mission of the organization is characterized as the method for achieving the vision of the organization (Thompson & Strickland, 1999). Robson (1986) gives the notion of organizational mission a slightly different perception; he refers to the mission as organizational philosophy and defines it as the guidance for achieving the organization's goals. The mission of the organization gives members a clear and direct course for working towards the vision of the organization. This guidance can help

eliminate errors within the business process. Robson (1986) mentions the mission is like glue holding parts together within an organization. Woodcock and Francis (1990) state that, "corporate mission is the identity of the organization which has been sent to inspire and guide people" (p.47).

The mission of an organization is useful in multiple aspects of the organization. The mission can be a support tool for the people within the organization. People within the organization can look at the mission to support feelings of importance within the organization (Miller, 1986). The mission can also be helpful in recruiting people to work within the organization. A clear mission will be an invitation or a deterrent for people looking to join an organization. Bringing the right people into the organization can help to increase the efficiency of the organization (Miller, 1986).

Goals and values throughout an organization are a necessary part of the organization's structure. Thompson and Strickland (1999) define goal setting as a way of creating performance targets while on the path to achieving the organization's vision. Employees can become more enthusiastic about the goals of the organization if they are in line with individual goals of employees (Miller, 1986). The values of an organization are similar to the values people have for themselves. Values are the guiding principals designed to tell people what is right and wrong (Robson, 1986). Miller (1986) also explains that it is important for the members of the organization to agree with the goals of the organization if they are to remain with the organization.

As it becomes obvious that there are many components working together to create an effective organization, the necessity of this study becomes apparent. There are many obstacles and road blocks that can destroy the effectiveness of an organization, but by

reflecting on the components of the organization, members can understand what to do to help the organization achieve a higher level of effectiveness. This research will demonstrate the strengths and weaknesses of the organization's culture, structure, and leadership.

CHAPTER III: METHODOLOGY

Organizational assessments are tools not utilized to their fullest capacity, many organizations do not accurately determine the needs of the organization through an assessment (Harrison & Shirom, 1999). Many organizations attempt the process but many don't complete it. Some organizations will get the information but will then do nothing with it, while some organizations do not agree with the results obtained or feel they are complete so they will disregard the information altogether. In some situations organizations do not feel the need to assess their organizational effectiveness until there is an event or situation warranting concern within the organization.

Subject Selection and Description

The subject of the organizational assessment research was a technical organization familiar to the researcher. The organization was interested in evaluating their current state of effectiveness, and volunteered to participate in the assessment. The leadership of the organization was looking to gain better insight into the company structure, and what the organization should be doing to make the company more effective. Since the organization had six members, the leadership of the organization asked all members of the team participate in the survey process.

Instrumentation

When the survey process began, all six staff members of the organization were given the assessment tool. The surveys had been mailed to the subject organization in individual packets. A member of the organization distributed the packets to the participants. The assessment tool used throughout this research was obtained from the UW-Extension website. The tool was created by Robert D. Bright, a professor, and

modified by the researcher to meet the requirements necessary for this particular

research. The original assessment tool was focused towards a non-profit organization.

Because the organization being assessed was a private company, the researcher modified

the survey so the questions pertaining to the board members were revised and applicable

to the employees of the organization.

The survey was a 23-item survey with yes or no questions. The questions were

broken down into the following categories; organizational structure, leadership, and

culture. Within the category of structure, questions focused on the organization's layout,

employee roles, and the occurrence of a team environment within the organization.

Under the leadership heading, questions related to the leaders within the organization, the

responsibilities within the organization, and basic questions regarding the decision

making process within the organization. Questions regarding the culture category

pertained to the mission and goals of the organization, and relationships between the

employees and group members. The culture survey questions focused on the relationship

between the organization and the community, and how the organization relates or

contributes to the community in which it exists. All surveys required a minimal amount

of writing, so no identifying markers could be obtained during the survey. The complete

survey can be seen in Appendix A.

Data Collection Procedures

During data collection, the 23-question survey was distributed to six employees of

the organization. Each survey tool was placed in an individual envelope with a letter

describing the research, and a consent form. All survey packets were then given to the

organization to be distributed to the six staff members of the organization. A member of

the organization distributed the packets to the survey participants. Employees were given

written instructions asking them to take a few minutes out of the workday to complete the

survey. The survey was to be completed as soon as participants possibly could. Upon

completing the surveys, the employees returned the survey to the envelope it arrived in

and sealed it. Participants held on to their survey until a member of the organization

collected all sealed envelopes, and gave the envelopes directly to the researcher.

Data Analysis

The data collected during this research process was categorical data. Fraenkel

and Wallen (2000) define categorical data as a number of responses given for a particular

question. Once the surveys were collected, the categorical data within the research was

analyzed and then converted into percentages for easy demonstration of information. To

begin, all results were entered into an Excel spreadsheet for easy analysis. Once the data

was entered into an Excel spreadsheet, responses could be compared to one another, see

Appendices B & C for data results. The creation of a frequency table visually

demonstrated the frequency of common responses pertaining to each question. The data

entered into the spreadsheet would also be useful in creating graphs and charts that

indicated the responses members of the organization had to each question. A spreadsheet

that demonstrated all the percentages of the information were created to easily look at

each question to see what the data concluded.

Limitations

Through these data analysis methods there was a possibility for error.

Quantitative data does not provide all the necessary information regarding the results of

the survey. The questions in the survey were yes or no questions, which do not provide explanation for why the respondents feel the way they do.

The survey participants answered the questions based on their own interpretations, and their results are particular to each individual. Their understandings might have led them to meanings that were different than the actual intended meaning. Underlying emotions or perceptions could have altered the response given by each participant.

The results of the survey will not give a definite explanation for the results that have been collected but the research might expose critical areas that the organization should take a closer look at. The information obtained during the research will not make the organization more effective but may help guide the creation or adjustment of decision-making processes.

CHAPTER IV: RESULTS

Performing an organizational assessment gives the members of the organization

an opportunity to see how the organization is performing within the areas of

measurement. During the research process, six members of the organization were given

surveys concerning significant areas of the business. These surveys afforded the

members of the organization an opportunity to share their opinions regarding the

organization's culture, structure, and leadership. The survey method used provided a

discrete and anonymous manner for gathering the data.

After the data was collected, the researcher found there was a response rate of

83%, or five out of six of the target subject group. Kraut states that it is important to

have a significant representation of the sample group (1996). Given the size of the

organization, the researcher felt that the 83% was a significant representation of the

organization. The information provided by those members of the organization was

analyzed so that it could be shared within the subject organization. Throughout this

chapter the researcher will highlight the most significant results that occurred during this

survey process.

Item Analysis

Throughout the survey there were questions pertaining to the three main

categories of the assessment; culture, structure, and leadership. Questions regarding the

culture of the organization began with the mission, purpose, and goals. As shown in

Table 4.1, 80% of the organization's members believe that there is a good method for

developing organizational goals, and 60% of those members feel there is little

improvement needed. For the organization's mission and strategic plan, many of the

subjects felt that there is a deficiency, and that improvement is needed within this area of
the organization.

Table 4.1-Results of the first survey section:　　All numbers are in percentages.

Mission, Purpose, and Goals			Improvement		
Is there…	**Yes**	**No**	**None**	**Some**	**Much**
A clearly written, updated mission statement?	40	60	0	60	40
An annual process for setting/renewing goals?	80	20	60	20	20
A strategic plan?	0	100	0	40	40
Are the goals of the organization…..					
Written agreed upon and clear to all?	40	60	20	40	40
Written in achievable language?	20	60	20	20	60
Does the organization agree on what it should accomplish in 2 years?	20	80	20	20	60
Does the organization agree on what it should accomplish in 3-10 years?	0	100	0	40	60

The next section of questions regarding the culture of the organization was
pertaining to the group relations within the company, specifically how the employees
relate to one another and how they are treated. The members of the organization were
very positive in this portion of the survey. All participants felt that they get along well
together, see Table 4.2. The employees also felt that they work as a team when working
together, and they are recognized and commended for their individual contributions
within the organization. The results indicated that only 60% of the participants feel that
their talents are being fully utilized. The same percentage of participants feels that
improvement is needed within this area.

Table 4.2-Results of Group Relations:　　All numbers are in percentages.

Group Relations			Improvement		
Do employees…	**Yes**	**No**	**None**	**Some**	**Much**
Trust each other?	80	20	40	20	20
Get along with each other?	100	0	40	40	0
Avoid conflicts of interest?	80	20	80	0	0
Act as a team by working together?	100	0	40	40	0
Enjoy the organization's meetings and	100	0	40	40	0

activities?					
Are employees…					
Talents being fully utilized?	60	40	20	40	20
Individual contributions recognized?	100	0	40	40	0
Collective efforts acknowledged?	100	0	40	40	0
Able to help the organization examine and improve its processes?	100	0	40	40	0

The third and final block of questions regarding the topic of culture was

concerning community networking and coalition building. As shown in Table 4.3 the

members of the organization were again very positive when answering these questions.

The most significant questions targeted the relationships of the organization. 80% of the

surveyed members felt that the business does relate to the community/professional groups

through ongoing working relationships. They also felt that the organization seeks new

relationships and builds coalitions of mutual interest. The survey demonstrated that there

was consistent results for these two question and that there was mixed response when

asked about improving these situations.

Table 4.3 Results of Networking & Coalition Building:

All numbers are in percentages.

Community Networking and Coalition Building			Improvement		
Does the organization relate to other community groups / professional field…	Yes	No	None	Some	Much
through ongoing, working relationships?	80	20	40	40	20
by seeking out new relationships and building coalitions of mutual interest?	80	20	40	20	40
by having input into public policy?	0	100	60	20	20
by marketing itself to relevant organizations?	80	20	60	20	20
through appropriate media use?	60	40	40	40	20
at the regional, state, national, and international levels?	60	40	40	40	20

The next section of the survey questioned participants on the structure of the

organization. The results within Table 4.4 were pretty balanced, even though survey

participants were supportive of improving the topics discussed, there were still some

areas of concern. The data provided information that the structure of the organization is

constructed in an organized manner, but when it comes to the topic of goals, the teams

within the organization do not have clear goals and objectives. This situation is a

considerable road block in trying to have effective teams. As discussed in the review of

literature, goals are the driving force of teams; they give definition to the actions of the

teams. Having these clear defined goals team members can complete their tasks in a

more effective manner.

Table 4.4-Results of Organizational Structure   All numbers are in percentages.

Organizational Structure			Improvement		
Do project teams…	**Yes**	**No**	**None**	**Some**	**Much**
Have a clear statement of purpose?	60	40	0	80	20
Have clear written goals and objectives?	20	80	0	40	40
Function?	80	20	20	20	40
Have specific roles and responsibilities that all members of the organization understand?	60	40	20	60	20
Are the team structure and membership reviewed periodically for their relevancy?	40	60	20	60	20
Are the organization's bylaws up-to-date?	40	40	20	20	40
Is there a mechanism requiring short- and long term planning for the organization and employees?	20	80	0	40	40

In the survey section regarding employee participation, all the survey participants

felt that the organization has committed and active members but many of them feel that

there are not enough members within the organization to achieve the purpose and goals of

the organization. As the survey asks about a system for hiring employees for specific

needs, 60% of the survey participants feel that there is no system for hiring employees for

specific needs, and 60% of the survey participants feel that there is a need for change

within this area of the organization. The results are demonstrated in the Table 4.5.

Table 4.5-Results of Employee Participation   All numbers are in percentages.

Employee Participation			Improvement		
Does the organization currently have…	**Yes**	**No**	**None**	**Some**	**Much**
Committed and active members?	100	0	60	40	0
Enough people to carry out its purposes and, goals?	20	80	20	80	0
Diverse community interests and perspectives?	80	20	80	0	0
Employees with the right mix of skills to lead/direct?	80	20	60	40	0
A system for hiring employees for specific needs?	40	60	40	60	0
An orientation session for employees?	40	20	0	40	0
A drop-out or non-attendance problem?	20	80	40	20	0

As the survey discussed meetings within the organization many of the participants had the same feelings regarding the company meetings. Table 4.6 demonstrates that 80% of the survey participants responded that there is an agenda that is announced before the meeting begins. This area might need to be researched more in-depth to find out why 60% of the participants felt that there is improvement needed within this area. 80% of the participants felt that the agendas are followed and that the meetings proceed efficiently and effectively. As the table shows, 100% of the survey participants demonstrated that there are no minutes of the meeting that are prepared and distributed to the members of the organization.

Table 4.6-Results of Group Meetings   All numbers are in percentages.

Group Relationships			Improvement		
Do organization meetings…	**Yes**	**No**	**None**	**Some**	**Much**
have agendas announced in advance?	80	20	40	60	0
follow these agendas?	80	0	20	80	0
proceed efficiently and effectively?	80	20	20	60	20
have timely minutes prepared and distributed?	0	100	20	20	40

The question following pertained to the organizational structure of the company, specifically asking what drives the organization. There were three choices used to

describe the drive of the organization including budget, goal/strategic plan, and

environment (outside) factors, but this question did not get answered by all the survey

participants. Table 4.7 demonstrates the results pertaining to the organizational drive.

Table 4.7-Results for Organizational Drive   All numbers are in percentages

Group Relationships			Improvement		
	Yes	**No**	**None**	**Some**	**Much**
Is the organization driven primarily by its ...					
budget?	40	20	20	20	0
goal s/strategic plan?	20	20	20	0	20
environment (outside) factors?	40	0	20	0	0

The next section pertaining to organizational structure is the area of

organizational assessment. Within this section of questions survey participants were

asked if the organization occasionally assesses the following parts of the organization;

mission, goals, strategic plan; structure and performance; employee participation; quality

of group relationships; provision for leadership development; follow through on

individual and organizational commitments; budget/goal setting; and fit in the

community. The survey shows participants feel that there is internal assessment

occurring within these categories, however 60% of the participants are unsure of the

mission statement, see Table 4.8. Through the review of literature it has been shown that

performing assessments within the organization's structure can be an important

maintenance step (Rogers & Fong, 2000). The survey participants should be involved in

the assessment of these business areas and should realize the importance of completing

this task. The survey participants also indicated that there is improvement needed within

this area of the organization.

Table 4.8-Results of Organizational Assessment   All numbers are in percentages

Organizational Assessment			Improvement		
Does the organization periodically assess its…	**Yes**	**No**	**None**	**Some**	**Much**

mission, goals, and strategic plan?	60	40	-	-	-
organizational structure and performance?	80	20	-	-	-
employee participation?	80	20	-	-	-
quality of group relationships?	80	20	20	80	0
provision for leadership development?	80	20	20	80	0
follow through on individual and organizational commitments?	100	0	20	80	0
budget/goal setting process?	80	20	20	80	0
fit in the community?	100	0	60	20	0

The final category of the organizational assessment viewed was the area of leadership within the organization. The first set of questions given to the survey participants evaluated the effectiveness of the leadership within the organization. 80% of survey participants felt that the leadership of the organization is the primary decision making force within the business. Although the leadership makes the decisions within the organization, the survey participants indicated that there was improvement needed within the decision making process. Table 4.9 provides the significant results regarding leadership effectiveness.

Table 4.9-Results of Leadership Effectiveness   All numbers are in percentages

Leadership Effectiveness			Improvement		
Are the organization's decisions usually made by…	Yes	No	None	Some	Much
the entire organization?	40	40	-	-	-
the leadership?	80	0	-	-	-
the employees?	20	40	-	-	-
the committees?	20	40	-	-	-
specific individuals?	60	0	-	-	-
combination of above	60	0	-	-	-
How much improvement does your decision-making process need?	-	-	0	80	20
Does the leadership of the organization effectively…					
encourage different points of view in discussion?	100	0	20	60	0
minimize personality differences?	80	20	20	60	0
Deal with power struggles and hidden agendas?	80	20	100	0	0

provide and participate in educational/leadership development opportunities for you?	80	20	20	40	20
encourage teamwork?	100	0	40	40	0
instill enthusiasm for work to be accomplished?	80	20	0	80	20
identify and celebrate milestones?	80	20	20	80	0

Through the survey it was also found that the leadership of the organization assures that all the members of the organization understand the decisions made within the business environment. The survey also indicates that employees understand assignments and tasks as well as assume responsibility for actions during these situations. Although the leadership is active within the organization, 60% of survey participants that felt some changes could be made in order to improve the personality differences, and opinion discussions within the organization. 80% of the participants felt that the leadership needs to boost enthusiasm towards projects.

The survey results obtained during this organizational assessment overall were positive. Some areas of the survey produced surprising results, but participants were also interested in improving those areas of the organization. For the complete listing of the survey's statistical results please refer to Appendix C. Many of the results gathered throughout this survey are consistent with the information that was gathered in the review of literature portion of the research. These results will be discussed further in the discussion section of this paper.

CHAPTER V: DISCUSSION

It has been discovered that there are many elements within an organization, and many of those parts are significant when discussing the success of the business. It is also important for the members of the organization to feel that the organization is doing well for the members to maintain their interest and support within the company. Evaluation of the survey results will help the researcher determine possible areas for improvement. These improvements could be beneficial contributions to the success of the organization.

Limitations

Although the research is very informative and does give the researcher significant information about the organization, it is important to remember that not all solutions are provided through this research. The survey was a tool used to gauge the feelings and perceptions of the organizational members. The survey results will not provided detailed information on why the participants answered the question in the manner that they did. It is also possible that there are errors within the data collection and data analysis methods. The questions answered by the participants might have been interpreted differently than the researcher had intended. That type of situation could give the researcher a false reading regarding the concerns of the organizational members. There is also a possibility that a lack of understanding compelled participants to not respond at all to a question. The question regarding the bylaws of the organization was noticed by the leader of the organization as one that might be confusing. The organization does not have public bylaws, and employees might not be familiar with the term. This type of situation will skew the results of the survey.

Conclusions

Throughout the review of literature the researcher found that the culture of an organization is very important (Goeffe & Jones, 1988). Specifically the mission, goals, and values play a significant role within an organization. Through the survey data the researcher suggests that a significant percentage of participants felt that there is no clear and updated mission. They also felt that there is no strategic plan or goals within the organization. This is a significant problem facing the members of the organization. If they are unaware of the goals, and strategic plan of the organization, then what is their primary drive for being effective members within the organization? Clarifying the culture within the organization could be helpful in improving employee performance, and the overall performance of the organization.

The data indicates the structure of the organization seems to be well organized. The survey participants indicated that they have a good idea of what is going on within the organization and how projects are progressing. The members of the organization believe that there is periodic assessment within the significant areas of the organization. As discussed in the review of literature, structure is one of the strongest elements in the performance of an organization (Robson, 1986). The structure within the subject organization provides a solid base for employees to be effective members of the organization.

Leadership within the organization is strong, and has the ability to achieve a variety of tasks. Although most of the decisions are made by the leadership within the organization, 80% of the participants feel that a small amount of change is needed within the decision making process. The leadership is concerned with actions within the

organization and works to ensure that members of the organization take responsibility for their actions, and that members of the organization understand the requirements set before them. Leadership has the power to influence the organizational members (Bryman, 1986). With strong leadership, the organization has the potential to guide employees in helping create an effective organization.

Recommendations

The primary recommendation to the organization regarding the results would be that the members and leadership of the organization should review the results of the survey and discuss each area. Based on the review of literature, it is important to involve organizational members in discussion regarding the significant areas of concern (Bruce & Pepitone, 1999). Once the primary concerns are discussed, the conversation can move outward towards the less significant areas. Research indicates that the mission, goals, and values are a significant part of an organization's culture, starting the discussion with that information would give the organization a strong base for the remaining topics of discussion.

During the survey the participants indicated there are no minutes prepared at the end of a meeting. If the leadership or another member within the organization were to construct basic notes of what happened during the meeting, and what decisions were made or discussed, it might help employees of the organization to more accurately remember the information discussed. The meeting minutes could also be a benefit to an organization member that was unable to attend the meeting. Minutes could provide an outline of the meeting's events to alleviate future problems or misunderstandings within organization discussions.

Through the survey it was discovered that participants indicated that there are not enough people within the organization to achieve all of the goals and projects facing the organization. The leadership of the organization can address this topic within a company meeting. If it is not possible for additional staff to be brought in during this time, the organization could brainstorm different ideas for creating alternative solutions to the problem.

When making decisions regarding the organization, the leadership could discuss the decision and the alternatives with the employees of the organization. As Bruce and Pepitone (1999) demonstrated in the review of literature, giving employees a sense of ownership can make employees more productive. This discussion can have the ability to make all the members of the organization feel like they are valued participants. The organization could devise a system for handling questions or concerns regarding a decision before more significant problems arise.

As a way to gain more in-depth knowledge of the data received during the survey process, the organization could construct a detailed survey that could be used to gain more information regarding the specific areas of concern within the company. Making use of a more detailed survey would allow the members of the organization to obtain some of the explanations they are looking for without having to single out individuals within the organization. The survey could contain open-ended questions that would give the members a chance to explain their feelings regarding that part of the organization. An individual outside of the organization might also be used to conduct more focused interviews.

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Appendix A: Survey Instrument

ORGANIZATIONAL ASSESSMENT TOOL

First respond to the question by checking either yes or no in the first column. Then indicate the amount of improvement you feel is needed. There are no right or wrong answers. It is your perception of the organization that you are sharing.

Mission, Purpose, and Goals	**Yes/No**	**Needs Improvement**		
		None	**Some**	**Much**
1. Is there...				
a. a clearly written, updated mission statement?	_____	_____	_____	_____
b. an annual process for setting/renewing goals?	_____	_____	_____	_____
c. a strategic plan?	_____	_____	_____	_____
2. Are the goals of the organization...				
a. written, agreed upon, and clear to all?	_____	_____	_____	_____
b. written in achievable language?	_____	_____	_____	_____
3. Does the organization agree on what it should accomplish short term (2 years)?	_____	_____	_____	_____
4. Does the organization agree on what it should accomplish in the long term (3-10 years)?	_____	_____	_____	_____

Organizational Structure

	Yes/No	None	Some	Much
5. Do project teams...				
a . have a clear statement of purpose?	_____	_____	_____	_____
b . have clear written goals and objectives?	_____	_____	_____	_____
c . function?	_____	_____	_____	_____
d . have specific roles and responsibilities that all members of the organization understand?	_____	_____	_____	_____
6. Are the team structure and membership reviewed periodically for their relevancy?	_____	_____	_____	_____
7. Are the organization's bylaws up-to-date?	_____	_____	_____	_____
8. Is there a mechanism requiring short- and long term planning for the organization and employees?	_____	_____	_____	_____

Employee Participation

	Yes/No	None	Some	Much
9. Does the organization currently have...				
a. committed and active members?	_____	_____	_____	_____
b . enough people to carry out its purposes and, goals?	_____	_____	_____	_____
c . diverse community interests and perspectives?	_____	_____	_____	_____
d. employees with the right mix of skills to lead/direct?	_____	_____	_____	_____
e . a system for hiring employees for specific needs?	_____	_____	_____	_____

f. an orientation session for employees?
g. a drop-out or non-attendance problem?   _____   _____ _____ _____

Group Relationships		**Needs Improvement**		
	Yes/No	**None**	**Some**	**Much**
10. Do employees…				
a. trust each other?	_____	_____	_____	_____
b. get along well with each other?	_____	_____	_____	_____
c. avoid conflicts of interest?	_____	_____	_____	_____
d. act as a team by working together?	_____	_____	_____	_____
e. enjoy the organization's meetings and activities?	_____	_____	_____	_____
11. Are employees'				
a. talents being fully utilized?	_____	_____	_____	_____
b. individual contributions recognized?	_____	_____	_____	_____
c. collective efforts acknowledged?	_____	_____	_____	_____
d. able to help the organization examine and improve its processes?	_____	_____	_____	_____

Leadership Effectiveness

12. Are the organization's decisions usually made by…				
a. the entire organization?	_____			
b. the leadership?	_____			
c. the employees?	_____			
d. the committees?	_____			
e. specific individuals?	_____			
f. combination of above?	_____			

13. How much improvement does your decision-making process need?   _____ _____ _____

14. Does the leadership of the organization effectively...				
a. encourage different points of view in discussion?	_____	_____	_____	_____
b. minimize personality differences?	_____	_____	_____	_____
c. deal with power struggles and hidden agendas?	_____	_____	_____	_____
d . provide and participate in educational/ leadership development opportunities for you?	_____	_____	_____	_____
e . encourage teamwork?	_____	_____	_____	_____
f. instill enthusiasm for work to be accomplished?	_____	_____	_____	_____
g. identify and celebrate milestones?	_____	_____	_____	_____
15. Has the organization...				
a . clearly identified its roles and responsibilities?	_____	_____	_____	_____
b . clearly identified the roles and responsibilities of the leadership, and his/her relationship to the entire organization?	_____	_____	_____	_____
c . developed a means for communicating conflicting employees' expectations to the leadership?	_____	_____	_____	_____
d . established a process for obtaining employee input for organization decision making?	_____	_____	_____	_____

16. Do organization meetings...

a. have agendas announced in advance? _____ _____ _____ _____

| **Group Relationships** | **Needs Improvement** | | |
	Yes/No	None	Some	Much
b. follow these agendas?	_____	_____	_____	_____
c. proceed efficiently and effectively?	_____	_____	_____	_____
d. have timely minutes prepared and distributed?	_____	_____	_____	_____

17. Does the leadership ensure that action goes forward in an orderly manner by seeing to it that...

a . decisions are actually made?	_____	_____	_____	_____
b . all employees understand that decision?	_____	_____	_____	_____
c . someone takes responsibility?	_____	_____	_____	_____
d . those persons clearly understand their assignment and specific tasks?	____	_____	_____	_____
e . visible results occur?	_____	_____	_____	_____
f. results are reported to the group?	_____	_____	_____	_____

18. Is the organization driven primarily by its ... (choose one)

a. budget?	_____	_____	_____	_____
b. goal s/strategic plan?	_____	_____	_____	_____
c. environment (outside) factors?	_____	_____	_____	_____

Community Networking and Coalition Building

19. Does the organization relate to other community groups / professional field…

a . through ongoing, working relationships?	_____	_____	_____	_____
b . by seeking out new relationships and building coalitions of mutual interest?	_____	_____	_____	_____
c . by having input into public policy?	_____	_____	_____	_____
d . by marketing itself to relevant organizations?	_____	_____	_____	_____
e . through appropriate media use?	_____	_____	_____	_____
f. at the regional, state, national, and international levels?	_____	_____	_____	_____

Organizational Assessment

23. Does the organization periodically assess its…

a. mission, goals, and strategic plan?	_____ How much improvement does your		
b. organizational structure and performance?	_____ assessment process need?		
c. employee participation?	_____ (Please answer on line below)		
d. quality of group relationships?	_____	_____	_____	_____
e. provision for leadership development?	_____	_____	_____	_____
f. follow through on individual and organizational commitments?	_____	_____	_____	_____
g. budget/goal setting process?	_____	_____	_____	_____
h. fit in the community?	_____	_____	_____	_____

Appendix B: Frequency Diagram of Results

Mission, Purpose, and Goals			Improvement		
Is there…	Yes	No	None	Some	Much
A clearly written, updated mission statement?	||	|||		|||	||
An annual process for setting/renewing goals?	|||||	|	|||	|	|
A strategic plan?		|||||		||	||
Are the goals of the organization…..					
Written agreed upon and clear to all?	||	|||	|	||	||
Written in achievable language?	|	|||	|	|	|||
Does the organization agree on what it should accomplish in 2 years?	|	||||	|	|	|||
Does the organization agree on what it should accomplish in 3-10 years?		|||||		||	|||
Organizational Structure					
Do project teams…					
Have a clear statement of purpose?	|||	||		||||	|
Have clear written goals and objectives?	|	||||		||	||
Function?	||||	|	|	|	||
Have specific roles and responsibilities that all members of the organization understand?	|||	||	|	|||	|
Are the team structure and membership reviewed periodically for their relevancy?	||	|||	|	|||	|
Are the organization's bylaws up-to-date?	||	||	|	|	||
Is there a mechanism requiring short- and long term planning for the organization and employees?	|	||||		||	||
Employee Participation					
Does the organization currently have…					
Committed and active members?	|||||		|||	||	
Enough people to carry out its purposes and, goals?	|	||||	|	||||	
Diverse community interests and perspectives?	||||	|	||||		
Employees with the right mix of skills to lead/direct?	||||	|	|||	||	
A system for hiring employees for specific needs?	||	|||	||	|||	
An orientation session for employees?	||	|		||	
A drop-out or non-attendance problem?	|	||||	||	|	
Group Relations					
Do employees…					
Trust each other?	||||	|	||	|	|
Get along with each other?	|||||		||	||	
Avoid conflicts of interest?	||||	|	||||		
Act as a team by working together?	|||||	||	|		

Enjoy the organization's meetings and activities?	‖‖‖		‖		
Are employees…					
Talents being fully utilized?	‖‖	‖			‖	
Individual contributions recognized?	‖‖‖		‖	‖	
Collective efforts acknowledged?	‖‖‖		‖	‖	
Able to help the organization examine and improve its processes?	‖‖‖		‖	‖	
Leadership Effectiveness					
Are the organization's decisions usually made by…					
the entire organization?	‖	‖	-	-	-
the leadership?	‖‖		-	-	-
the employees?			‖	-	-	-
the committees?			‖	-	-	-
specific individuals?	‖		-	-	-
combination of above	‖		-	-	-
How much improvement does your decision-making process need?	-	-		‖‖	
Does the leadership of the organization effectively…					
encourage different points of view in discussion?	‖‖‖				‖	
minimize personality differences?	‖‖				‖	
Deal with power struggles and hidden agendas?	‖‖			‖‖‖		
provide and participate in educational/leadership development opportunities for you?	‖‖‖					‖	
encourage teamwork?	‖‖‖		‖	‖	
instill enthusiasm for work to be accomplished?	‖‖				‖‖	
identify and celebrate milestones?	‖‖				‖‖	
Has the organization…					
clearly identified its roles and responsibilities?	‖	‖			‖‖	
clearly identified the roles and responsibilities of the leadership, and his/her relationship to the entire organization?	‖	‖	‖	‖	
developed a means for communicating conflicting employees' expectations to the leadership?	‖	‖	‖	‖	
established a process for obtaining employee input for organization decision making?	‖	‖			‖‖	
Group Relationships					
Do organization meetings…					

have agendas announced in advance?	||||	|	||	|||	
follow these agendas?	||||		|	||||	
proceed efficiently and effectively?	||||	|	|	|||	|
have timely minutes prepared and distributed?		|||||	|	|	||
Does the leadership ensure that action goes forward in an orderly manner by seeing to it that...					
decisions are actually made?	||||	|	|	|||	|
all employees understand that decision?	||	||	|	||	|
someone takes responsibility?	|||	|	|	|||	
those persons clearly understand their assignment and specific tasks?	||||	|	|	||	||
visible results occur?	||||	|	|	|||	|
results are reported to the group?	|||	||	|	|||	|
Is the organization driven primarily by its ...					
budget?	||	|	|	|	
goal s/strategic plan?	|	|	|		|
environment (outside) factors?	||		|		
Community Networking and Coalition Building					
Does the organization relate to other community groups / professional field…					
through ongoing, working relationships?	||||	|	||	||	|
by seeking out new relationships and building coalitions of mutual interest?	||||	|	||	|	||
by having input into public policy?		|||||	|||	|	|
by marketing itself to relevant organizations?	||||	|	|||	|	|
through appropriate media use?	|||	||	||	||	|
at the regional, state, national, and international levels?	|||	||	||	||	|
Organizational Assessment					
Does the organization periodically assess its…					
mission, goals, and strategic plan?	|||	||	-	-	-
organizational structure and performance?	||||	|	-	-	-
employee participation?	||||	|	-	-	-
quality of group relationships?	||||	|	|	||||	
provision for leadership development?	||||	|	|	||||	
follow through on individual and organizational commitments?	|||||		|	||||	
budget/goal setting process?	||||	|	|	||||	
fit in the community?	|||||		|||	|	

Appendix C: Complete Survey Results

Mission, Purpose, and Goals			Improvement		
Is there…	Yes	No	None	Some	Much
A clearly written, updated mission statement?	40	60	0	60	40
An annual process for setting/renewing goals?	80	20	60	20	20
A strategic plan?	0	100	0	40	40
Are the goals of the organization…..					
Written agreed upon and clear to all?	40	60	20	40	40
Written in achievable language?	20	60	20	20	60
Does the organization agree on what it should accomplish in 2 years?	20	80	20	20	60
Does the organization agree on what it should accomplish in 3-10 years?	0	100	0	40	60
Organizational Structure					
Do project teams…					
Have a clear statement of purpose?	60	40	0	80	20
Have clear written goals and objectives?	20	80	0	40	40
Function?	80	20	20	20	40
Have specific roles and responsibilities that all members of the organization understand?	60	40	20	60	20
Are the team structure and membership reviewed periodically for their relevancy?	40	60	20	60	20
Are the organization's bylaws up-to-date?	40	40	20	20	40
Is there a mechanism requiring short- and long term planning for the organization and employees?	20	80	0	40	40
Employee Participation					
Does the organization currently have…					
Committed and active members?	100	0	60	40	0
Enough people to carry out its purposes and, goals?	20	80	20	80	0
Diverse community interests and perspectives?	80	20	80	0	0
Employees with the right mix of skills to lead/direct?	80	20	60	40	0
A system for hiring employees for specific needs?	40	60	40	60	0
An orientation session for employees?	40	20	0	40	0
A drop-out or non-attendance problem?	20	80	40	20	0
Group Relations					
Do employees…					
Trust each other?	80	20	40	20	20
Get along with each other?	100	0	40	40	0
Avoid conflicts of interest?	80	20	80	0	0
Act as a team by working together?	100	0	40	40	0

Enjoy the organization's meetings and activities?	100	0	40	40	0
Are employees…					
Talents being fully utilized?	60	40	20	40	20
Individual contributions recognized?	100	0	40	40	0
Collective efforts acknowledged?	100	0	40	40	0
Able to help the organization examine and improve its processes?	100	0	40	40	0
Leadership Effectiveness					
Are the organization's decisions usually made by…					
the entire organization?	40	40	-	-	-
the leadership?	80	0	-	-	-
the employees?	20	40	-	-	-
the committees?	20	40	-	-	-
specific individuals?	60	0	-	-	-
combination of above	60	0	-	-	-
How much improvement does your decision-making process need?	-	-	0	80	20
Does the leadership of the organization effectively…					
encourage different points of view in discussion?	100	0	20	60	0
minimize personality differences?	80	20	20	60	0
Deal with power struggles and hidden agendas?	80	20	100	0	0
provide and participate in educational/leadership development opportunities for you?	80	20	20	40	20
encourage teamwork?	100	0	40	40	0
instill enthusiasm for work to be accomplished?	80	20	0	80	20
identify and celebrate milestones?	80	20	20	80	0
Has the organization…					
clearly identified its roles and responsibilities?	60	40	20	80	0
clearly identified the roles and responsibilities of the leadership, and his/her relationship to the entire organization?	60	40	40	40	20
developed a means for communicating conflicting employees' expectations to the leadership?	60	40	40	40	20
established a process for obtaining employee input for organization decision making?	60	40	20	80	0
Group Relationships					
Do organization meetings…					

have agendas announced in advance?	80	20	40	60	0
follow these agendas?	80	0	20	80	0
proceed efficiently and effectively?	80	20	20	60	20
have timely minutes prepared and distributed?	0	100	20	20	40
Does the leadership ensure that action goes forward in an orderly manner by seeing to it that...					
decisions are actually made?	80	20	20	60	20
all employees understand that decision?	40	40	20	40	20
someone takes responsibility?	60	20	20	60	0
those persons clearly understand their assignment and specific tasks?	80	20	20	40	40
visible results occur?	80	20	20	60	20
results are reported to the group?	60	40	20	60	20
Is the organization driven primarily by its ...					
budget?	40	20	20	20	0
goal s/strategic plan?	20	20	20	0	20
environment (outside) factors?	40	0	20	0	0
Community Networking and Coalition Building					
Does the organization relate to other community groups / professional field…					
through ongoing, working relationships?	80	20	40	40	20
by seeking out new relationships and building coalitions of mutual interest?	80	20	40	20	40
by having input into public policy?	0	100	60	20	20
by marketing itself to relevant organizations?	80	20	60	20	20
through appropriate media use?	60	40	40	40	20
at the regional, state, national, and international levels?	60	40	40	40	20
Organizational Assessment					
Does the organization periodically assess its…					
mission, goals, and strategic plan?	60	40	-	-	-
organizational structure and performance?	80	20	-	-	-
employee participation?	80	20	-	-	-
quality of group relationships?	80	20	20	80	0
provision for leadership development?	80	20	20	80	0
follow through on individual and organizational commitments?	100	0	20	80	0
budget/goal setting process?	80	20	20	80	0
fit in the community?	100	0	60	20	0