

Organization: \_\_\_\_\_

Date: \_\_\_\_\_

Position of Responder:

Top Management \_\_\_\_\_

Mid Management \_\_\_\_\_

Staff \_\_\_\_\_

## Mission

1) What is your organization's Mission Statement?

2) Evaluate degree of commitment to the mission by:

	Low	High
Top Management	0	10
Middle Management	0	10
Staff	0	10

Comment: \_\_\_\_\_

\_\_\_\_\_

3) How would you rate your mission statement relative to the following core quality mission statement characteristics:

	Lousy	Outstanding
BRIEF	0 _____	_____ 10

Comment: \_\_\_\_\_

\_\_\_\_\_

	Lousy	Outstanding
FOCUSED	0 _____	_____ 10

Comment: \_\_\_\_\_

\_\_\_\_\_

	Lousy	Outstanding
UNIQUE TO ORGANIZATION	0 _____	_____ 10

Comment: \_\_\_\_\_

\_\_\_\_\_

VISIONARY

Lousy  
0

Outstanding  
10

Comment: \_\_\_\_\_  
\_\_\_\_\_

4) How would you improve your organization's mission statement? Rewrite below:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Explain your thought processes: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



SIMPLE  
(CORE WISDOM)

Lousy Outstanding  
0 \_\_\_\_\_ 10

Comment: \_\_\_\_\_  
\_\_\_\_\_

POSITIVE

Lousy Outstanding  
0 \_\_\_\_\_ 10

Comment: \_\_\_\_\_  
\_\_\_\_\_

DEVELOPMENTAL

Lousy Outstanding  
0 \_\_\_\_\_ 10

Comment: \_\_\_\_\_  
\_\_\_\_\_

EMPOWER

Lousy Outstanding  
0 \_\_\_\_\_ 10

Comment: \_\_\_\_\_  
\_\_\_\_\_

TIMELY/  
CONSTANT

Lousy Outstanding  
0 \_\_\_\_\_ 10

Comment: \_\_\_\_\_  
\_\_\_\_\_

OVERALL  
ATMOSPHERE OF  
EMPOWERMENT

Lousy Outstanding

0 \_\_\_\_\_ 10

Comment: \_\_\_\_\_

\_\_\_\_\_

2) What percentage of all staff live the following traits:

**Positive:**

	Low	High
Top Management	0	10
Middle Management	0	10
Staff	0	10

**Happy:**

	Low	High
Top Management	0	10
Middle Management	0	10
Staff	0	10

**Alert:**

	Low	High
Top Management	0	10
Middle Management	0	10
Staff	0	10

**Confident:**

	Low	High
Top Management	0	10
Middle Management	0	10
Staff	0	10

**Energetic:**

	Low	High
Top Management	0	10
Middle Management	0	10
Staff	0	10

**Sophisticated:**

	Low	High
Top Management	0	10
Middle Management	0	10
Staff	0	10

Integrity:

	Low	High
Top Management	0	10
Middle Management	0	10
Staff	0	10

Empathy/Compassion:

	Low	High
Top Management	0	10
Middle Management	0	10
Staff	0	10

Success of the Organization/Mission is their top priority:

	Low	High
Top Management	0	10
Middle Management	0	10
Staff	0	10

3) Based on what criteria are staff hired/promoted at each level?

Top Management: 1) \_\_\_\_\_  
2) \_\_\_\_\_  
3) \_\_\_\_\_

Mid Management: 1) \_\_\_\_\_  
2) \_\_\_\_\_  
3) \_\_\_\_\_

Staff: 1) \_\_\_\_\_  
2) \_\_\_\_\_  
3) \_\_\_\_\_

4) After reflecting on your responses in the 'Mission' and 'Empowerment' sections, discuss ways in which you would improve your organization's atmosphere of empowerment:

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_

## THE ADRENALIN RUSH

ADRENALIN	RUSH/IDEAS
BACKLOGS 1) 2)	1) 2)
CUSTOMER COMPLAINTS 1) 2)	1) 2)
EMPLOYEE COMPLAINTS 1) 2)	1) 2)
EMPLOYEE TURNOVER 1) 2)	1) 2)
HIGH RESOURCE USE 1) 2)	1) 2)
HIGH VOLUME FUNCTIONS 1) 2)	1) 2)
IDEAS/SUGGESTIONS OF MANAGEMENT/STAFF 1) 2)	1) 2)
MISSED DEADLINES 1) 2)	1) 2)
POOR COMPARATIVE PERFORMANCE MEASURES 1) 2)	1) 2)
PROFESSIONAL LITERATURE 1) 2)	1) 2)

Organization: \_\_\_\_\_

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Staff \_\_\_\_\_

### Quality Decision-Making

1) It's about the mission: \_\_\_\_\_

2) We believe that the core issue is: \_\_\_\_\_

a. Interview these affected parties: \_\_\_\_\_

b. Use "2-why" Socratic Interview:

THE PROBLEM	THE RESPONSE	Why?	Why?
What?			
Where?			
When?			
How Often?			
Who?			

c. Focus on:

- i. Facts – not perceptions
- ii. Data – not biases
- iii. Mission – not egos

d. Upon analysis, the true Core Issue is: \_\_\_\_\_

3) With affected parties:

a. Redefine identified Core Issue (A) as Desired Outcome Opportunities (Z):

Opportunity #1 \_\_\_\_\_

Opportunity #2 \_\_\_\_\_

Opportunity #3 \_\_\_\_\_

Opportunity #4 \_\_\_\_\_

b. Deliberate on the proposed Opportunity options:

<b>COSTS</b>	Op #1	Op #2	Op #3	Op#4	Op#5
Dev./Impl. Time					
Staff Time					
Dev./Impl. Cost					
Equip. Cost					
Recurring Annual Costs					
Other					
<b>BENEFITS</b>	Op #1	Op #2	Op #3	Op#4	Op#5
Effectiveness					
Efficiency					
\$ Savings					
▲ Profits					
New Markets					
Other					

c. Incubate, Deliberate, Meditate, Compare, Combine; synthesize the options

d. Following group deliberation, the most advantageous Outcome/Opportunity (Z) that Issue (A) has made possible for our organization is: \_\_\_\_\_

4) This Outcome/Opportunity can now be transferred to the “Organizational Improvement Worksheet” as a “strategic goal” or as a “specific action plan”.

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## Organizational Improvement Worksheet

Mission: \_\_\_\_\_

SWOT Analysis	► Suggested Strategic Goals	► Specific Action Plans
<b>STRENGTHS:</b> 1) 2) 3)	1) 2) 3)	1) 2) 3)
<b>WEAKNESSES:</b> 1) 2) 3)	1) 2) 3)	1) 2) 3)
<b>OPPORTUNITIES:</b> 1) 2) 3)	1) 2) 3)	1) 2) 3)
<b>THREATS:</b> 1) 2) 3)	1) 2) 3)	1) 2) 3)

## PRIORITIES

Now prioritize the strategic goals and specific action plans. Which are most urgent? Least? Most beneficial? Least?

- |    |    |    |     |
|----|----|----|-----|
| 1) | 4) | 7) | 10) |
| 2) | 5) | 8) | 11) |
| 3) | 6) | 9) | 12) |

### IMPLEMENTATION AND MONITORING

Prioritized Strategic Goals and Action Plans	'Z to A' Implementation Plan	Implementation Timetable	Measures of Success (use P.M. Worksheet)
Priority# _____	Team: _____ Resources: _____ Challenges/Solutions: _____	Target Progress Achievements/Date 1) _____/_____ 2) _____/_____ 3) _____/_____ 4) _____/_____ 5) _____/_____ 	Measures: 1) 2) 3)
Priority# _____	Team: _____ Resources: _____ Challenges/Solutions: _____	Target Progress Achievements/Date 1) _____/_____ 2) _____/_____ 3) _____/_____ 4) _____/_____ 5) _____/_____ 	Measures: 1) 2) 3)
Priority# _____	Team: _____ Resources: _____ Challenges/Solutions: _____	Target Progress Achievements/Date 1) _____/_____ 2) _____/_____ 3) _____/_____ 4) _____/_____ 5) _____/_____ 	Measures: 1) 2) 3)
Priority# _____	Team: _____ Resources: _____ Challenges/Solutions: _____	Target Progress Achievements/Date 1) _____/_____ 2) _____/_____ 3) _____/_____ 4) _____/_____ 5) _____/_____ 	Measures: 1) 2) 3)

PERFORMANCE MEASUREMENT WORKSHEET

HOW did we do?: Use the following grid to help you identify ways to measure each function:

POSSIBLE MEASURE	Function #1	#2	#3	#4	#5
Cost (per staff; task)					
Effectiveness					
Efficiency					
Errors					
Inputs					
Outcomes					
Outputs					
Productivity (per staff; task)					
Quality					
Response Times					
Satisfaction (customer or employee)					
Time to perform					
Volume					
Other					