**The Organizational Effectiveness Inventory**

Based on extensive review of research done on effective organizations and organizations, fourteen characteristics have been identified by Cathy Jameson and William Bergquist that are key to effective performance. We are asking you to take several minutes to complete an inventory regarding the role played by each of these characteristics in your own organization. In the first section of this inventory we invite you to determine how important each of these characteristics is for your own organization. In the second section of this inventory we ask you to indicate the extent to which each of these characteristics is found in your organization as it currently operates.

**Section One: Rating the Relative Importance of Organizational Characteristic**

While all fourteen characteristics are important, each organization is faced with its own unique challenges and has its own distinctive experiences as a functioning organization. We ask that you review the following list of characteristics in order to determine which FIVE are most important for your own organization, which FIVE are least important and which FOUR are of intermediate importance.

Obviously, we believe all fourteen are important and expect that you also value each of them. However, we ask you to reflect on the experiences of your own organization and determine which five are most important and which five are least important FOR YOUR OWN ORGANIZATION. Please pick no more than five in each of these categories. The other four characteristics will then become those of moderate importance (relative to the other ten characteristics).

We suggest that you review all fourteen characteristics and then circle “Most Important” for each of the five you rate highest. The next step is to circle “Least Important” for each of the five you rate lowest. Finally, circle “Moderately Important” for the remaining four characteristics.

Once you have completed these three steps, we will ask you to move on to the second section of this inventory. You will be asked to indicate the extent to which you see each of the fourteen characteristics operating successfully in your own organization.

1. *The right people are in place on the organization*. Members of the organization of the organization are carefully selected with emphasis being placed on their interest in and commitment to work in the organization, as well as their understanding and appreciation of the organization’s vision and goals.
* Most Important
* Moderately Important
* Least Important
1. *Organization members of the organization have a positive attitude.* There is broad-based receptiveness among members of the organization to new ideas and to the inevitable changes that must be made by the organization. They are not frightened off by challenges.
* Most Important
* Moderately Important
* Least Important
1. *Members of the organization can work effectively with different personalities*. Members of the organization understand and appreciative the diversity of perspectives on their organization. They derive this appreciation from the recognition of their own unique perspectives and personality.
* Most Important
* Moderately Important
* Least Important
1. *The organization has a clear sense of mission and purpose*. Members of the organization recognize the ways in which their own efforts have meaning, relevance and purpose. This recognition enables members of the organization to work with less direct guidance and to more fully enjoy their job.
* Most Important
* Moderately Important
* Least Important
1. *The organization is goal-focused*. Members of the organization know what is required of them, accept their assignment(s) and challenge themselves to do the best possible job in achieving a specific set of clear goals.
* Most Important
* Moderately Important
* Least Important
1. *Members of the organization are held accountable.* They prepare and enact a plan of action for which they are responsible and recognize the ways in which their own efforts impact on the overall performance of the organization.
* Most Important
* Moderately Important
* Least Important
1. *Members of the organization practice clear and constructive communication*. They recognize that interactions with other members of the organization must be based on mutual respect and that careful and caring confrontation can be part of finding a solution that is good for all parties.
* Most Important
* Moderately Important
* Least Important
1. *Members of the organization have the ability to face and solve problems.* They are willing to engage in collaborative efforts when confronting problems, basing this willingness on not only courage, but also their shared knowledge and expertise.
* Most Important
* Moderately Important
* Least Important
1. *Members of the organization work in a trusting climate.* They trust those in a leadership position and trust one another with regard to interpersonal respect and a shared commitment to the goals of the organization.
* Most Important
* Moderately Important
* Least Important
1. *The organization is made up of decision makers*. Members of the organization are allowed to make decisions related to the accomplishment of required tasks and to work freely with other members of the organization on specific projects.
* Most Important
* Moderately Important
* Least Important
1. *Members of the organization hold productive, dynamic organizational meetings*. They spend quality time together, sharing their ideas and experiences in a way that enables the organization to focus and refocus on the organization’s vision.
* Most Important
* Moderately Important
* Least Important
1. *Members of the organization welcome a network of resources.* Members of the organization reach out to multiple resources outside the organization that provide additional skills, products and knowledge, as well as reaching out to one another as valuable resources.
* Most Important
* Moderately Important
* Least Important
1. *Members of the organization are rewarded for work well done*. These rewards are specifically tailored to the distinctive needs and interests of individual members of the organization and are aligned with the organization’s overall vision and purposes.
* Most Important
* Moderately Important
* Least Important
1. *The organization has focus and energy*. The energy of members of the organization is not wasted on unnecessary tasks or on duplicated efforts; rather, efforts put forth by members of the organization are both effective and efficient.
* Most Important
* Moderately Important
* Least Important

**Section Two: Rating the Presence in Your Organization of Each Characteristic**

While all fourteen characteristics are present at some time in every organization, some of the characteristics are often present, while others are more rarely present. We ask that you review the list of characteristics in order to determine the extent to which each has been present in the operation of your own organization DURING THE PAST YEAR (12 MONTHS).

Please indicate the extent to which each of the fourteen characteristics accurately describes the operation of your organization by clicking on one of the four descriptors:

1. very accurate description (this characteristic is usually present with regard to the operations of our organization)
2. Often accurate description (this characteristic is often present)
3. Sometimes accurate description (this characteristic is present sometimes)
4. Rarely accurate description (this characteristic is rarely present)
5. Inaccurate description (this characteristics in never present)
6. *The right people are in place in the organization*. Members of the organization are carefully selected with emphasis being placed on their interest in and commitment to work in the organization, as well as their understanding and appreciation of the organization’s vision and goals.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *Members of the organization have a positive attitude.* There is broad-based receptiveness among members of the organization to new ideas and to the inevitable changes that must be made by the organization. They are not frightened off by challenges.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *Members of the organization can work effectively with different personalities*. Members of the organization understand and appreciative the diversity of perspectives in their organization. They derive this appreciation from the recognition of their own unique perspectives and personality.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *The organization has a clear sense of mission and purpose*. Members of the organization recognize the ways in which their own efforts have meaning, relevance and purpose. This recognition enables members of the organization to work with less direct guidance and to more fully enjoy their job.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *The organization is goal-focused*. Members of the organization know what is required of them, accept their assignment(s) and challenge themselves to do the best possible job in achieving a specific set of clear goals.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *Members of the organization are held accountable.* They prepare and enact a plan of action for which they are responsible and recognize the ways in which their own efforts impact on the overall performance of the organization.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *Members of the organization practice clear and constructive communication*. They recognize that interactions with other members of the organization must be based on mutual respect and that careful and caring confrontation can be part of finding a solution that is good for all parties.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *Members of the organization have the ability to face and solve problems.* They are willing to engage in collaborative efforts when confronting problems, basing this willingness on not only courage, but also their shared knowledge and expertise.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *Members of the organization work in a trusting climate.* They trust those in a leadership position and trust one another with regard to interpersonal respect and a shared commitment to the goals of the organization.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *The organization is made up of decision makers*. Members of the organization are allowed to make decisions related to the accomplishment of required tasks and to work freely with other members of the organization on specific projects.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *Members of the organization hold productive, dynamic organizational meetings*. They spend quality time together, sharing their ideas and experiences in a way that enables members of the organization to focus and refocus on the organization’s vision.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *Members of the organization welcome a network of resources.* Members of the organization reach out to multiple resources outside the organization that provide additional skills, products and knowledge, as well as reaching out to one another as valuable resources.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *Members of the organization are rewarded for work well done*. These rewards are specifically tailored to the distinctive needs and interests of individual members of the organization and are aligned with the organization’s overall vision and purposes.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description
1. *The organization has focus and energy*. The energy provided by members of the organization is not wasted on unnecessary tasks or on duplicated efforts; rather, efforts put forth by members of the organization are both effective and efficient.
* Very accurate description
* Often accurate description
* Sometimes accurate description
* Rarely accurate description
* Inaccurate description