

Assessment grounded in state of the art theory

Evidence-based Responses

Comprehensive programs, services & resources

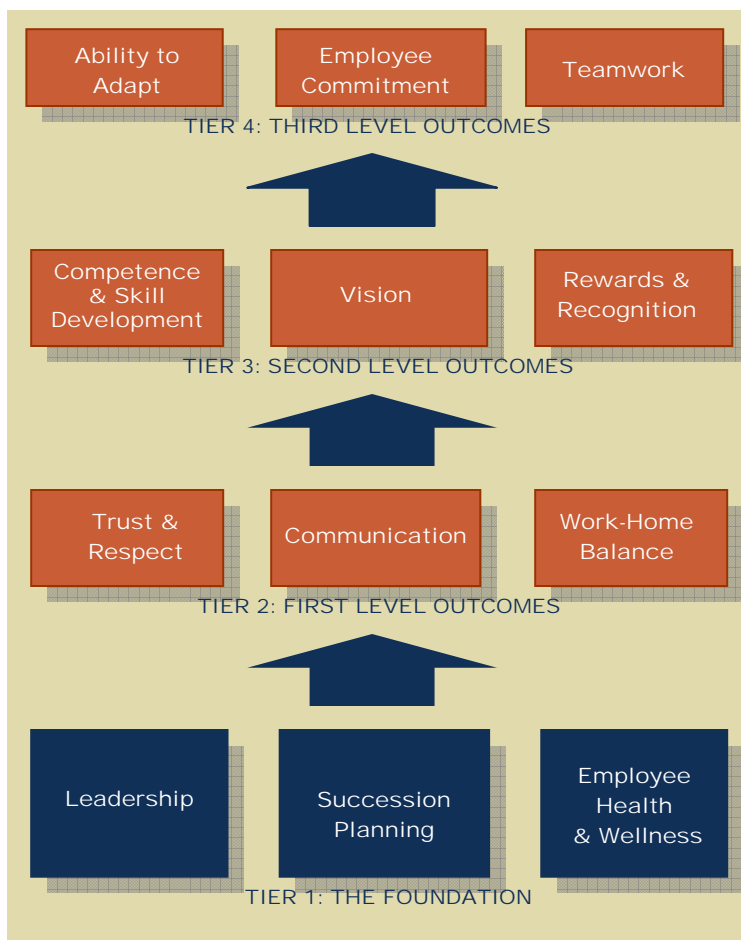
ORGANIZATIONAL HEALTH DIAGNOSTIC The 12-Factor Organizational Health Report & Recommendations

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Organizations face many complex challenges to their viability, productivity and stability. One common factor contributes to an organization's capacity to meet these challenges – the human element – the focus of an Organizational Health approach.

Organizational Health includes all the psycho-social and culture elements that contribute to organizational function and capacity. Biology provides a good analogy: while **Organizational Structure** describes the skeleton, **Organizational Health** describes the muscle and soft tissues that animate that skeleton and allow it to function.

Our 4-tier Model of Organizational Health incorporates 12 critical factors, which fall into a base set of **Foundation Elements** and three layers of **Outcome Elements**. Consider how critical each of these elements is to the culture and functioning of your organization.



A 4-TIER, 12-FACTOR MODEL OF ORGANIZATIONAL HEALTH

TIER 4: THIRD LEVEL OUTCOMES: This is the functional level that organizations typically pay the most attention to. However, performance at this level is largely dependant on the lower 3 tiers. Successful organizations are adaptive and creative, teamwork is effective and productive, and employees are committed to their future with the organization.

TIER 3: SECOND LEVEL OUTCOMES: This level contains the cultural and structural elements that directly effect the functional capacity of the top tier. Staff and managers need a clear and congruent vision of the organization's purpose within a framework that recognizes and rewards their contributions. Equally, in successful organizations, employees willingly embrace opportunities to enhance their competency and develop their skills

TIER 2: FIRST LEVEL OUTCOMES: These are first level culture outcomes of the foundation elements and set the stage for the remaining elements. The functional capacity of a work culture founded on mutual trust and respect, with effective 360° communication is very different from one characterized by suspicion, distrust and communication failures. Equally important is the ability of employees to balance their personal and professional lives.

TIER 1: THE FOUNDATION: These 3 provide the foundation for all the other elements of Organizational Health. High quality, effective leadership is vital to every outcome factor, as is the mental and physically well-being of staff and managers. Of course, even with both of these in place, the absence of effective succession planning severely limits the sustainability of a healthy organization.

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THE ORGANIZATIONAL HEALTH ASSESSMENT PROCESS

The Organizational Health Assessment Process involves 2 main sources of information that providing both qualitative and quantitative data. These are:

1. The 12-Factor Organizational Health Survey

Our efficient 72-item assessment tool identifies organizational areas of strength, risk and challenge in each of the 12 Organizational Health Factors, and is available both as an *online web-based instrument* and as a *paper and pencil booklet*.

The assessment instrument also gathers background demographic information, and is customized to the specific needs of each client. Demographic considerations generally include job type, age, gender, years with the organization, turnover intentions, retirement plans, and family factors.

2. Structured Interviews

In addition to completion of the actual survey tool, 1-hour structured interviews are also conducted with key individuals within the organization

REPORT & RECOMMENDATIONS

Based on the structured interviews and survey results, a user-friendly report provides a specific and detailed analysis of the organization's areas of strength and challenge, taking into account the demographic differences. The report will also provide a set of practical and specific strength-based recommendations designed to address the challenges facing the organization.

While the results support targeted recommendations for action and intervention, they also provide a benchmark against which to measure gains in later surveys.

We look forward to discussing how this diagnostic tool can assist your organization as it addresses the many opportunities and challenges ahead.

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