

High Performance System Survey

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This survey is designed to create an in-depth analysis of the degree to which your organization is high performance system. Respond to each of the following statements, based on the following criterion: the degree to which you personally agree or disagree that the statement is an accurate description of your organization or work unit.

1 2 3 4 5 6 7 8 9 10
Strongly Agree Strongly
Disagree

1. This organization strives to create a sense of fairness in its decision making regarding its members.

1 2 3 4 5 6 7 8 9 10

2. There is a sense of purpose and meaning within the organization.

1 2 3 4 5 6 7 8 9 10

3. The atmosphere is grim and cheerless, very little room for any light-heartedness.

1 2 3 4 5 6 7 8 9 10

5. There is allowance for dualities by avoidance of black/white thinking.

1 2 3 4 5 6 7 8 9 10

6. Emphasis is on quality of work rather than allowing sloppiness.

1 2 3 4 5 6 7 8 9 10

7. The organization appears to operate clumsily, to be straining, fatiguing, rather than moving smoothly, effortlessly.

1 2 3 4 5 6 7 8 9 10

8. Organization maintains an environment of truth, working to avoid dishonesty and covering-up in internal operations.

1 2 3 4 5 6 7 8 9 10

9. Organization is comfortable with uniqueness, rather than imposing uniformity and sameness on its membership.

1 2 3 4 5 6 7 8 9 10

10. There is a sense of direction and self-sufficiency; the organization is proactive rather than reactive.

1 2 3 4 5 6 7 8 9 10

11. There is a reasonable, assured response to time pressures, rather than continual operation in a "due yesterday" mode.

1 2 3 4 5 6 7 8 9 10

12. Conflict is avoided here rather than confronted.

1 2 3 4 5 6 7 8 9 10

13. This organization provides enough time off for members to take care of personal and family needs.

1 2 3 4 5 6 7 8 9 10

14. Factors external to the organization (such as the economy, competition) seem to always have this organization on the defensive.

1 2 3 4 5 6 7 8 9 10

15. The organization has a real interest in the welfare of its members.

1 2 3 4 5 6 7 8 9 10

16. The difficult tasks are usually assigned to executive management.

1 2 3 4 5 6 7 8 9 10

17. Crises tend to prompt blame from the members on factors outside of its control (such as the economy, competition, regulation).

1 2 3 4 5 6 7 8 9 10

18. This organization has a real interest in the welfare of its customers/clients.

1 2 3 4 5 6 7 8 9 10

19. Fostering good human relationships among the membership is a low priority.

1 2 3 4 5 6 7 8 9 10

20. There is not enough time allocated to manage the workloads.

1 2 3 4 5 6 7 8 9 10

21. It is OK to make a mistake around here.

1 2 3 4 5 6 7 8 9 10

22. A cut throat competition is maintained among the different work groups.

1 2 3 4 5 6 7 8 9 10

23. Feedback from organizational management is fair and objective.

1 2 3 4 5 6 7 8 9 10

24. There is an open forum for dealing with work-related frustrations.

1 2 3 4 5 6 7 8 9 10

25. Mistakes are viewed as learning opportunities rather than failures.

1 2 3 4 5 6 7 8 9 10

26. Inter-group collaboration occurs easily and is not strained.

1 2 3 4 5 6 7 8 9 10

27. Administrative policies and procedures are developed (or exist) as a sincere effort to help organizational members accomplish their jobs.

1 2 3 4 5 6 7 8 9 10

28. The organization works to reduce job constraints for its members.

1 2 3 4 5 6 7 8 9 10

29. Feedback is straightforward rather than indirect.

1 2 3 4 5 6 7 8 9 10

30. There are functional mechanisms in place that allow grievances to be addressed.

1 2 3 4 5 6 7 8 9 10

31. There is an honest commitment to group decision making.

1 2 3 4 5 6 7 8 9 10

32. Organizational goals, objectives, and values are easily identifiable.

1 2 3 4 5 6 7 8 9 10

33. Organizational structure encourages preoccupation with titles, status and territory.

1 2 3 4 5 6 7 8 9 10

34. Members share goals, objectives and values, and put consistent energy into them.

1 2 3 4 5 6 7 8 9 10

35. Problems are clearly defined and quickly brought out into the open.

1 2 3 4 5 6 7 8 9 10

36. There is very little teamwork among organizational members in planning and performance.

1 2 3 4 5 6 7 8 9 10

37. There exists a great deal of genuine liking and respect for others' judgments and opinions.

1 2 3 4 5 6 7 8 9 10

38. The organization fosters collaboration and fair competition in the reaching of shared goals.

1 2 3 4 5 6 7 8 9 10

39. Members have a strong sense of belonging and loyalty.

1 2 3 4 5 6 7 8 9 10

40. When confronted with problems, the organization solicits suggestions from its members and stakeholders.

1 2 3 4 5 6 7 8 9 10

41. The organization does not allow enough time to deal with problems.

1 2 3 4 5 6 7 8 9 10

42. Organization readily adjusts to the demands of a new situation.

1 2 3 4 5 6 7 8 9 10

43. This organization is sensitive to the effects of its actions on others.

1 2 3 4 5 6 7 8 9 10

44. The organization is diligent in taking correction action to problems.

1 2 3 4 5 6 7 8 9 10

45. There are adequate resources made available for problem solving.

1 2 3 4 5 6 7 8 9 10

46. There is flexibility in dealing with problems and a willingness to adjust policies and procedures to facilitate problem solving.

1 2 3 4 5 6 7 8 9 10

47. The organization is open to sharing the decision making process.

1 2 3 4 5 6 7 8 9 10

48. The organization encourages informal communication between levels.

1 2 3 4 5 6 7 8 9 10

49. Individual skills and abilities are utilized well.

1 2 3 4 5 6 7 8 9 10

50. Decisions are made at levels where the most adequate information is available.

1 2 3 4 5 6 7 8 9 10

Appendix II: High Performance System Assessment

This survey is designed to create an in-depth assessment of the degree to which your present organization exhibit the attributes of high performing systems. Respond to each of the following statements, based on the following criterion: the degree to which you personally agree or disagree with the statement as an accurate description of your organization.

1. Clarity of purpose exists amongst members.

1 2 3 4 5 6 7 8 9 10

2. Clarity about the objectives for achieve the purpose exists amongst members.

1 2 3 4 5 6 7 8 9 10

3. Members tell the same purpose story.

1 2 3 4 5 6 7 8 9 10

4. There is exceptional commitment to the organization.

1 2 3 4 5 6 7 8 9 10

5. There is exceptional commitment to its purpose.

1 2 3 4 5 6 7 8 9 10

1 2 3 4 5 6 7 8 9 10

6. Organization energy is high and focused.

1 2 3 4 5 6 7 8 9 10

7. Outsider's might characterize our motivation as "weird," strange and peculiar.

1 2 3 4 5 6 7 8 9 10

8. There is a feeling of rhythm to this organization.

1 2 3 4 5 6 7 8 9 10

9. Our environment tends to feel "good."

1 2 3 4 5 6 7 8 9 10

10. We feel vibrant and alive.

1 2 3 4 5 6 7 8 9 10

11. This organization is exciting.

1 2 3 4 5 6 7 8 9 10

12. We have a high task focus.

1 2 3 4 5 6 7 8 9 10

13. Spirit, task and purpose creates form and structure.

1 2 3 4 5 6 7 8 9 10

14. We have a self-created theory of organizing.

1 2 3 4 5 6 7 8 9 10

15. Leadership is strong and committed.

1 2 3 4 5 6 7 8 9 10

16. Leaders have a strong sense of self.

1 2 3 4 5 6 7 8 9 10

17. Our organization is a "hot bed" of focused innovation and creativity.

1 2 3 4 5 6 7 8 9 10

18. Members are continuously scouting for ways to improve all aspects of the system.

1 2 3 4 5 6 7 8 9 10

19. This organization has self-defined boundaries.

1 2 3 4 5 6 7 8 9 10

20. Our organization has a strong sense of organizational self.

1 2 3 4 5 6 7 8 9 10

21. We know our uniqueness.

1 2 3 4 5 6 7 8 9 10

22. Leaders devote a large amount of time to boundary maintaince.

1 2 3 4 5 6 7 8 9 10

23. We create our own standards.

1 2 3 4 5 6 7 8 9 10

24. Outsiders may consider us a problem because we resistance
external control and direction.

1 2 3 4 5 6 7 8 9 10

25. This organization welcomes "rejects," renegades and castoffs.

1 2 3 4 5 6 7 8 9 10

26. This organization has a "jelled" quality.

1 2 3 4 5 6 7 8 9 10

27. This organization just "feels" right.

1 2 3 4 5 6 7 8 9 10

28. This organization has develop our own language.

1 2 3 4 5 6 7 8 9 10

29. We have created a shared meaning.

1 2 3 4 5 6 7 8 9 10

30. This organization has lots of "good stories."

1 2 3 4 5 6 7 8 9 10

31. These stories support strong feelings for the organization and its leadership.

1 2 3 4 5 6 7 8 9 10

32. We have created unique symbols.

1 2 3 4 5 6 7 8 9 10

33. We have created our own unique rituals.

1 2 3 4 5 6 7 8 9 10

34. We have created our own rites.

1 2 3 4 5 6 7 8 9 10

35. Our symbols suport performance, jellying and pride in our organization.

1 2 3 4 5 6 7 8 9 10

36. Our culture triggers "peak experiences."

1 2 3 4 5 6 7 8 9 10

37. Members experience working in the system as exciting, thrilling and joyous.

1 2 3 4 5 6 7 8 9 10

38. Members have developed personalized systems for assessing their performance.

1 2 3 4 5 6 7 8 9 10

39. Members have developed personalized strategies for maintaining and enhancing their performance.

1 2 3 4 5 6 7 8 9 10