



Organization Performance & Readiness Assessment (OPRA)

A. Participant Instructions: The following instrument has been designed to help assess improvement needs and change readiness in your organization. While the questions are by no means inclusive, they will generate discussion and thought and be of great help to your organization's leadership. To save you time, there is no need for you to total your scores. Please complete as much as appropriate to your situation and return it to the originating party for tabulation and review. Replies are anonymous and will be kept confidential. Thank you for your assistance.

Job Level (✓ One): _____ Director/Manager; _____ Executive; Organization Name: _____

B. Instructions for Originating Party: Distribute a copy of the OPRA to each executive and a good sampling of your department managers. (Where widescale change is anticipated, it is recommended that all executives and most managers complete the questionnaire to better sample opinions among the management group). Upon completion of the OPRA, collect the results and tabulate the number of "yes" and the number of "no" responses to each question for the executive group, and again for the managerial group. Fax the summary of tabulated results for each question to Management House, 480-437-9024. We will return to you an easy-to-read summary report which will be used in your telephone conference with Management House.

I. Improvement Needs

A. CUSTOMER SATISFACTION

YES NO

- _____ 1. Is the organization gaining greater current & potential market share year by year?
- _____ 2. Are only a few, low level customer complaints received, & are they immediately handled?
- _____ 3. Are customers' expectations of products & services understood in detail?
- _____ 4. Are customers actively involved in direct feedback & systems improvement?
- _____ 5. Is the organization perceived in the community as the provider of choice?
- _____ 6. Do 95%+ of customers rate the organization as "above average" or "excellent?"

B. PRODUCTIVITY

YES NO

- _____ 7. Do people in the organization meet their work commitments 90% of the time?
- _____ 8. Does the organization stay within budget & meet cost targets?
- _____ 9. Are profits growing faster than overhead?
- _____ 10. Have direct service/production costs & cycle times been reduced to optimum levels?
- _____ 11. Have continuous improvement practices been widely implemented?
- _____ 12. Have quality programs achieved significant system improvements & economic results?

□ Management House, PO Box 2708, 36422 Sidewinder Rd., Carefree, AZ 85377-2708
480-437-9023 • Fax 480-437-9024 • e-mail ManagementHouse@cox.net

C. PEOPLE STRENGTH

YES NO

- ___ ___ 13. Are the organization's people doing the best work they can & is it acceptable?
- ___ ___ 14. Is employee morale, commitment & pride at high levels?
- ___ ___ 15. Are you able to recruit & retain the best people to your organization?
- ___ ___ 16. Are our people the greatest competitive advantage we have when compared to competitors?
- ___ ___ 17. Is enough spent on management & employee education compared to costs of quality errors?
- ___ ___ 18. Is the employee suggestion system generating many ideas, & are a high proportion implemented?

II. Organization Behavior

A. ORGANIZATION PERFORMANCE

YES NO

- ___ ___ 1. Does the organization respond rapidly, process decisions quickly, & implement in a timely manner?
- ___ ___ 2. Does the current organization structure primarily serve the customer/market rather than management's needs or those of a privileged professional group?
- ___ ___ 3. Is the organization highly integrated? Does the left hand know what the right hand is doing?
- ___ ___ 4. Is the response time in getting decisions made acceptable to those doing the implementation?
- ___ ___ 5. Would you describe the organization as highly innovative & open to change?
- ___ ___ 6. Is the organization able to adapt quickly to change when the market so dictates?

B. CULTURE & VALUES CLARITY

YES NO

- ___ ___ 7. Are the primary values & mission of the organization clear to all?
- ___ ___ 8. Do the hourly people have a single sentence definition of the organization's values that is universally understood?
- ___ ___ 9. Are values enforced? If a manager or employee violated the central philosophy of the organization, would negative sanctions ensue?
- ___ ___ 10. Little effort has to be expended to fight the system in getting things done.
- ___ ___ 11. People feel respected for their capabilities & contribution, & feel free to speak up.
- ___ ___ 12. Your organization's management team is excellent.
- ___ ___ 13. At your organization, competence, not position or authority, makes the decisions.
- ___ ___ 14. Does the organization have too many levels & departments, is it too "chopped up?"
- ___ ___ 15. Do people feel empowered to take action, & can you see it in their behavior?

III. Managerial Factors

A. MANAGEMENT TEAM

YES NO

- ___ ___ 1. Are 90% of the managers clearly winners with sufficient horsepower to do their jobs?
- ___ ___ 2. Are managers accomplishing sufficient work on the Key Results Areas of customer satisfaction, quality, people growth, innovation, productivity, economics & improved organization climate to make you happy with their performance?
- ___ ___ 3. Do most managers show the "eye of the tiger," aggressively resolving problems rather than passively waiting for orders?
- ___ ___ 4. Do managers have enough freedom to act? (As opposed to requiring approval by many sources to move something down the line.)
- ___ ___ 5. Can a middle manager make a \$1,000 budget expenditure without having to get executive permission? (Assumes there is normal budget control.)
- ___ ___ 6. Are the organization's performance evaluation systems effective?
- ___ ___ 7. Are performance standards established so managers know when they've done well? Is there recognition for good performance?
- ___ ___ 8. Is there a history of sustained management training & development for current managers?

B. MANAGEMENT SYSTEM

YES NO

- ___ ___ 9. Is the organization's strategic plan understood & made operational at working levels?
- ___ ___ 10. Is work managed with some kind of written, quarterly plan, & is it evaluated every 90 days?
- ___ ___ 11. Do meetings routinely start on time, have an agenda, make good use of participants' talents, & accomplish something?
- ___ ___ 12. Does the organization have a managing system (beyond accounting & personnel policies), a set of procedural rules by which the manager's job is accomplished?
- ___ ___ 13. Do managers operate smoothly together so there is little disruption in getting work done?
- ___ ___ 14. Is there a project management system in place that governs how new programs will be developed so that each new project doesn't have to reinvent the process of how-to-get-things-done?
- ___ ___ 15. Are there forums for middle management input to decisionmaking other than chain of command or manager meetings?
- ___ ___ 16. Do managers find it easy to sell their ideas because of proposal formats & clear channels for getting projects approved?

IV. Change Agents & Political Support

A. EXECUTIVE SUPPORT

YES NO

- _____ 1. Is the CEO or executive in charge committed to changing things in the organization? Is he/she dissatisfied with things as they are?
- _____ 2. Are members of the top management cadre agreed among themselves as to the value of the CEO's new organization change direction?
- _____ 3. Will political crosswinds & divergent opinions among top leaders be adequately handled to prevent upsetting the program?
- _____ 4. Is top management willing to commit the organizational resources (time, money, staff effort) necessary to complete the program?
- _____ 5. If part of a larger system, are system executives aware & supportive of the idea to pursue organization renewal?

B. POLITICAL CLIMATE

YES NO

- _____ 6. Decisions here are primarily made for the right reasons and not overly politicized.
- _____ 7. Is management supportive of mavericks & idea people? Is risk taking appreciated?
- _____ 8. Are vice presidents & top directors committed to changing things in the organization? Are they dissatisfied with things as they are?
- _____ 9. Are middle managers & first line supervisors committed to changing things in the organization? Are they dissatisfied with things as they are?
- _____ 10. Do you have the sense that hourly employees are waiting for management to take action to improve things, & would they help?
- _____ 11. When conflict occurs, do managers find themselves supported rather than compromised?
- _____ 12. Important constituencies (board, physicians, community) will not react negatively if systematic organization renewal is undertaken.

C. WIDESCALE CHANGE READINESS

YES NO

- _____ 13. Organization renewal is a lot of work. Will the press of other work be sufficiently controllable to allow changes required by the program to occur? Would renewal be sustained as a work priority?
- _____ 14. Is the organization ready to change its system of managing on such items as time usage, meeting management, the use of a simplified MBO system, & lower level decisionmaking?
- _____ 15. The organization would benefit if an organization revitalization effort were undertaken.
- _____ 16. Do you think a majority of managers & hourly employees share this opinion?

Please return the completed questionnaire to the originating party. Thank you for your assistance!