

Organizational Effectiveness Survey (7S + 4 OE)

(Based on the McKinsey model and the four key measures of organizational effectiveness)

S1: STRATEGY (8 items)

S1A. The Mission/Vision of the organization is clear.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S1B. The Goals of the organization are clear.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S1C. Our organization's strategies address issues that exist in our external environment.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S1D. Our organization anticipates and responds well to changes in the people and units we serve.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S1E. The plans of our organization create value for our constituencies.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S1F. Employees have a clear understanding of how their work will help the organization reach its goals.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S1G. I'm aware of how my performance affects my organization's performance.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S1H. I understand the strategic direction of our organization.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S2: STRUCTURE (11 items)

S2A The organization is structured in a manner that makes sense considering the programs and functions that must be addressed.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S2B. Cooperation and collaboration across functions and roles is actively encouraged.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S2C. Communication across departments/units happens regularly in my company.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S2D. Our jobs are defined in a way that provides clear understanding of responsibilities.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S2E. Our jobs are defined in a way that provides coordination across other jobs, tasks, units.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S2F. The work that is assigned to most individuals at my organization is challenging but attainable.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S2G. My job requires the use of a wide variety of skills.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S2H. I do an entire piece of work...I do the job from start to finish. What is done is clearly "mine".

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S2I. My job has a substantial impact on the work of other people.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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136. I have autonomy over how I do my job. Once a task is assigned to me, I can determine how to go about doing the task.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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137. My job is structured such that I receive timely feedback on how well I am performing.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S3: SYSTEMS (9 items)

S3A. Our organization has systems that help us operate effectively and efficiently.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S3B. Our organization has clear and appropriate policies and procedures.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S3C. We have norms (“unwritten rules”) and informal procedures that serve us to work more effectively together.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S3D. The budgeting process is fair and provides access to the resources I need to perform my job.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S3E. There is a high level of agreement about the way that we do things in my organization.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S3F. The planning process we use as an organization is effective and efficient.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S3G. The procedures we use to conduct meetings in this organization are effective and efficient.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S3H. The procedures we use to monitor our progress as an organization are effective and efficient.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S3I. As an organization, we use a systematic approach to problem solving.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4: STYLE (13 items)

S4A. The style used by management in this organization is effective.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4B. The style used by management in this organization produces a culture that is good to work in.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4C. The style used by management in this organization produces positive morale.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4D. Management clearly explains expectations about the assigned job tasks.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4E. Management behaves consistently from one employee to another.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4F. Managers here are effective decision-makers.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4G. Management follows through on commitments.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4H. Management sets a personal example of what is expected from others. They walk the talk.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4I. Management involves its employees in the decision making process.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4J. Management is willing to delegate responsibilities and not act as micro-managers.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4K. The management style here is flexible enough to meet the diverse needs of the staff

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4L. The management style here is motivating

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S4M. The management team has credibility

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5: STAFF (18 items)

S5A. Employees in this organization are treated with respect and dignity.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5B. We have positive employee relations in this organization.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5C. Employees here are encouraged to grow and develop.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5D. My organization is a welcoming work place for individuals from diverse backgrounds.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5E. My organization capitalizes on diversity as an attempt to make everybody's opinions valued and everyone's voice heard.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5F. In my organization, people get appropriate recognition when they perform their job well.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5G. Employees in my organization feel comfortable to express their opinions openly.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5H. There are opportunities here for me to learn and grow.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5I. My employer encourages personal development.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5J. I am held accountable for my actions.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5K. I am actively engaged and feel a sense of ownership for the work that I do.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5L. I am encouraged to learn from my mistakes.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5M. I receive useful and constructive feedback from management.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5N. Management listens and pays attention to its employees.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5O. I am satisfied with the extent to which horizontal communication with other employees is accurate and free-flowing.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5P. My coworkers offer assistance when I experience difficulties.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5Q. The "blame game" does not exist within my organization.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S5R. There is a climate of trust amongst the employees of this organization.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S6: SKILLS (4 items)

S6A. We are a talented organization.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S6B. The strengths and talents of the people in this organization are utilized effectively.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S6C. Innovative thinking is encouraged here.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S6D. Innovative thinking is encouraged here.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S7: SHARED VALUES/SUPERORDINATE GOALS (4 items)

S7A. The values of our organization clear and appropriate.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S7B. We live up to the values we espouse.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S7C. Being a member of this organization provides a sense of belonging

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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S7D. There is a shared vision of what it should be like to work here in the future.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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Organizational Effectiveness (OE) Measures (4 items)

OE1. My organization effectively achieves/accomplishes its goals.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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OE2. My organization effectively acquires the resources it needs to operate.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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OE3. My organization effectively functions smoothly with a minimum of internal strain.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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OE4. My organization satisfies the demands and expectations of its key constituencies.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Don't Know
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Overall Ratings:

Overall, on a 0 to 100% scale, I would rate the **effectiveness** of my organization:

_____ %

Overall, on a 0 to 100% scale, I would rate the **morale level** of my organization:

_____ %

Overall, on a 0 to 100% scale, how confident are you that our organization is getting better?

_____ %

Open-Ended Comments:

On a separate sheet of paper, please feel free to add any additional comments regarding the Strengths, Weaknesses, Opportunities, or Threats facing your organization.

Scoring Procedures:

Assign the following weights to your responses:

Strongly Disagree = - 3 points

Disagree = - 2 points

Slightly Disagree = - 1 point

Slightly Agree = + 1 point

Agree = +2 points

Strongly Agree = +3 points

Your Organization's Scores on the 7S's:

S1: Strategy = sum of points assigned to S1A through S1H divided by the number of items answered in this section

S2: Structure = sum of points assigned to S2A through S2K divided by the number of items answered in this section

S3: Systems = sum of points assigned to S3A through S3I divided by the number of items answered in this section

S4: Style = sum of points assigned to S4A through S4M divided by the number of items answered in this section

S5: Staff = sum of points assigned to S5A through S5R divided by the number of items answered in this section

S6: Skills = sum of points assigned to S6A through S6H divided by the number of items answered in this section

S7: Shared Values = sum of points assigned to S7A through S7D divided by the number of items answered in this section

Any positive average score is at least some good news. Any negative average score is at least some reason for concern.

Rank order the scores for your organization to examine which of the 7S's your team is doing relatively well on and which S's were ranked relatively low.

Also examine which items within each S obtained relatively higher scores and which items were assigned relatively lower scores.

Overall Organizational Effectiveness can be examined by calculating the average score across the OE 1 through OE 4 items. Also examine which OE items obtained a relatively higher score and which were items were assigned relatively lower scores.

Finally note the overall scores on **Effectiveness** and on **Morale**.