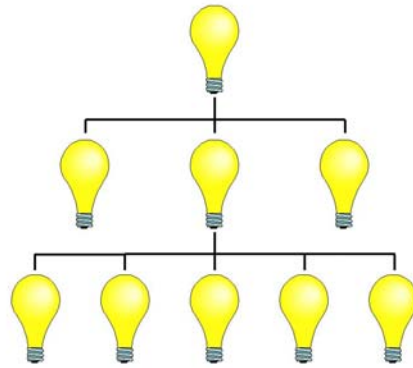


Organizational Intelligence Profile

Preliminary Assessment Questionnaire



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The detachable answer form (Pages 7-8) can be used for data analysis and compilation. Any users who would like to contribute their results to the international database of OI profiles are invited to mail photocopies of the answer forms to Karl Albrecht International with an explanation of their source.

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How “Intelligent” is Your Organization?

By answering the questions on this survey, you can contribute your opinions and impressions regarding your organization’s overall effectiveness, from the point of view of its “total intelligence,” or its ability to do things in a “smart” way.

Organizational intelligence can be defined as:

“The capacity of an organization to mobilize all of its brainpower, and to focus that brainpower on achieving its mission.”

“Dumb” organizations tend to defeat themselves by wasting human energy and failing to capitalize on the intelligence of their people. “Smart” organizations tend to succeed by multiplying the intelligence of their people.

We can describe an organization’s level of intelligence in terms of seven key dimensions, or categories:

1. **Strategic Vision:** Do we know where we’re going?
2. **Shared Fate:** Are we all in the same boat?
3. **Change:** Can we face the unexpected challenges?
4. **Heart:** Do we have the spirit and energy to succeed?
5. **Alignment:** Do the organization’s “rules and tools” help us succeed?
6. **Knowledge:** Do we share our information, knowledge, and wisdom?
7. **Performance:** Are we serious about getting things done?

This survey has a series of seven questions under each of those seven categories, for a total of 49 questions. Please read each statement carefully and decide how much you agree or disagree with it.

Please use the following scale of answers, and circle the number on the answer form (Pages 7 & 8) that matches your answer:

- 1 = Strongly disagree.**
- 2 = Disagree.**
- 3 = Neutral; no strong opinion.**
- 4 = Agree.**
- 5 = Strongly agree.**

The first item asks for the name of the organization you are evaluating, or the type of business it does. The person asking you for your opinions may tell you what to put here; otherwise, please use the type of business.

Thank you for taking the time and effort to contribute your views.

Organizational Intelligence Profile

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Organization (name, or type of business): _____

Leave a question blank if you feel you can't answer it properly.

Strategic Vision:

1. Is there an ongoing "strategic conversation" throughout the organization, i.e., a continuing discussion of the business environment and ways to meet the challenges it presents?
2. Is there a formal, disciplined process for "environmental scanning," i.e., a systematic review of the business environment to identify key trends, threats, and opportunities?
3. Is there an annual strategic review, in which all executives and other key leaders reconsider the organization's environment, direction, and key strategic priorities?
4. Have the executives articulated a credible "value proposition," i.e., the organization's promise to the marketplace, as the heart of the strategic concept?
5. Is there a meaningful and compelling statement of direction, i.e., vision, mission, or key principles for guiding the enterprise?
6. Do managers use the mission or vision statement regularly for guidance in making key decisions and setting major priorities?
7. Does the organization have an effective process for identifying, developing, and promoting its future leaders and strategic thinkers?

Shared Fate:

8. Does management share plans, priorities, and operating results with the employees?
9. Do people at all levels understand the key idea of the business and understand the overall strategic concept?
10. Do people in different departments help one another, share information and ideas freely, and generally support one another in getting work done?
11. Do employees express a sense of belonging, i.e., a sense that they are a part of the organization and not merely employees of it?
12. Do employees express a sense of partnership with management, rather than a sense of alienation and animosity?
13. Do employees believe in the organization's prospects for success?
14. Do most employees see their relationship to the organization as potentially long lasting?

Appetite for Change:

15. Are the products, services, and forms of value delivery continually evolving and keeping up with the changing demands of the business environment?
16. Are natural mechanisms in place to encourage innovation, e.g., experiments with new ideas, new product development teams, employee suggestion programs?
17. Are employees encouraged to find better ways to do their jobs?
18. Are people at various levels allowed to question the accepted way of doing things?
19. Is bureaucratic "underbrush" (e.g., rules for the sake of rules, outmoded policies and procedures) kept to a minimum?
20. Are the leaders of the enterprise willing to admit their mistakes and cancel misguided ventures that aren't working?
21. Does management promote an atmosphere of openness to and acceptance of change, and of thinking about the business in new and original ways?

"Heart":

22. Do employees perceive the overall quality of work life in the organization as high?
23. Do employees believe that management has their best interests at heart?
24. Do employees express a sense of pride in belonging to the organization?
25. Are employees willing to put in extra effort to help the organization succeed and achieve its goals?
26. Do employees express optimism regarding their career opportunities with the organization?
27. Do managers approach their jobs with energy, enthusiasm, and optimism?
28. Do managers model commitment, energy, enthusiasm, and optimism in the eyes of the employees?

Alignment & Congruence:

29. Is the overall structure of the organization appropriate to the business mission?
30. Do policies, rules, and regulations make sense in light of the key business priorities?
31. Do business processes facilitate employee performance and productivity rather than impede it?
32. Do the information systems and tools empower the employees to do their jobs effectively?
33. Do the information systems enable employees to create value for their customers?
34. Are authority and responsibility passed as far down into the organization as possible?
35. Are divisional and departmental missions aligned so as to facilitate cooperation and coordinated efforts, rather than inter-unit conflict?

Knowledge Deployment:

36. Are there natural "cultural" processes by which people share knowledge and exchange important business information?
37. Do managers show respect and appreciation for knowledge and education as key resources and work skills?
38. Are organizational boundaries "porous" to ideas and information, allowing people to share what they learn rather than "hoarding" information?
39. Do the information systems support the wide availability and free flow of useful operating information?
40. Do executives, managers, and key staff people continually study the latest business ideas, trends, and research results related to the business?
41. Has management instituted programs to support continuous learning and career development for all employees?
42. Do managers fully comprehend and appreciate the various individual skills, qualifications, and knowledge available from employees in their units?

Performance Pressure:

43. Do employees at all levels understand clearly what their roles and responsibilities are, and what contributions are expected from them?
44. Do executives, managers, and supervisors communicate the performance goals, targets, and expectations clearly and continually?
45. Do supervisors act quickly and decisively to solve employee performance problems, rather than allow unproductive workers to undermine the efforts of productive workers?
46. Do senior and middle managers act to rehabilitate or remove failing managers, and to require a high level of managerial competence in all leadership positions?
47. Do employees receive feedback about their performance and recognition of their contributions?
48. Do employees feel their work contributes to the success of the enterprise?
49. Do employees believe their compensation and career successes are fairly determined by their job performance?
50. Which of these categories most closely describes your position in the organization?
 - 1 = Executive
 - 2 = Manager
 - 3 = Supervisor/Specialist
 - 4 = Staff
 - 5 =Other

Organizational Intelligence Profile

Organization (name, or type of business): _____

Question Circle Your Answer

1. Strategic Conversation	1	2	3	4	5
2. Environmental Scanning	1	2	3	4	5
3. Annual Strategic Review	1	2	3	4	5
4. Have a Value Proposition	1	2	3	4	5
5. Statement of Direction	1	2	3	4	5
6. Using Mission Statement	1	2	3	4	5
7. Finding Future Leaders	1	2	3	4	5
8. Share Plans & Results	1	2	3	4	5
9. All Understand Biz Idea	1	2	3	4	5
10. Depts Help & Share	1	2	3	4	5
11. Emps Sense of Belonging	1	2	3	4	5
12. Emps Sense of Partnership	1	2	3	4	5
13. Emps Believe in Success	1	2	3	4	5
14. Emps Lasting Relationship	1	2	3	4	5
15. Processes Always Evolving	1	2	3	4	5
16. Encouraging Innovation	1	2	3	4	5
17. Encouraged to Improve Job	1	2	3	4	5
18. Allowed to Question	1	2	3	4	5
19. Minimum Bureaucracy	1	2	3	4	5
20. Leaders Admit Mistakes	1	2	3	4	5
21. Atmosphere for Change	1	2	3	4	5
22. Quality of Work Life	1	2	3	4	5
23. Emp Interests at Heart	1	2	3	4	5
24. Pride in Organization	1	2	3	4	5
25. Emps Give Extra Effort	1	2	3	4	5
26. Career Opportunities	1	2	3	4	5
27. Mgrs' Attitude Toward Job	1	2	3	4	5
28. Mgrs Model Commitment	1	2	3	4	5
29. Structure is Appropriate	1	2	3	4	5
30. Policies Support Mission	1	2	3	4	5

- | | | | | | |
|-------------------------------|---|---|---|---|---|
| 31. Business Processes Help | 1 | 2 | 3 | 4 | 5 |
| 32. Info Systems Empower | 1 | 2 | 3 | 4 | 5 |
| 33. Info Systems - Cust Value | 1 | 2 | 3 | 4 | 5 |
| 34. Pass Responsibility Down | 1 | 2 | 3 | 4 | 5 |
| 35. Dept Missions Aligned | 1 | 2 | 3 | 4 | 5 |
| 36. Culture of Sharing Know. | 1 | 2 | 3 | 4 | 5 |
| 37. Mgrs Respect Knowledge | 1 | 2 | 3 | 4 | 5 |
| 38. Boundaries Porous - Ideas | 1 | 2 | 3 | 4 | 5 |
| 39. Operating Info Flows | 1 | 2 | 3 | 4 | 5 |
| 40. Execs Study Latest Ideas | 1 | 2 | 3 | 4 | 5 |
| 41. Emp Learning & Devel | 1 | 2 | 3 | 4 | 5 |
| 42. Mgrs Appreciate Skills | 1 | 2 | 3 | 4 | 5 |
| 43. Emps Und Expectations | 1 | 2 | 3 | 4 | 5 |
| 44. Mgrs Communicate Goals | 1 | 2 | 3 | 4 | 5 |
| 45. Mgrs Solve Perf Problems | 1 | 2 | 3 | 4 | 5 |
| 46. Bad Mgrs Not Tolerated | 1 | 2 | 3 | 4 | 5 |
| 47. Emps Receive Feedback | 1 | 2 | 3 | 4 | 5 |
| 48. Emps My Work Contributes | 1 | 2 | 3 | 4 | 5 |
| 49. Emps Advance on Merit | 1 | 2 | 3 | 4 | 5 |

50. Which of these categories most closely describes your position in the organization?

- 1 = Executive
- 2 = Manager
- 3 = Supervisor/Specialist
- 4 = Staff
- 5 =Other

Organizer: if you would like to contribute the data collected with this survey for inclusion in the international OI Profile database, (no organizations will be publicly identified) you are invited to mail copies of the answer sheets (pages 7 & 8) to:

Karl Albrecht International
 3120 Old Bridgeport Way #100
 San Diego California 92111
 USA

KarlAlbrecht.com