
Appendix C: Elements of an Effectively Managed Organization (EEMO™)—A Self-Assessment Tool

HOW THIS SELF-ASSESSMENT TOOL CAN BE USEFUL

- This tool focuses on the elements of managing an organization. It is useful as a basis for discussion. For example, as part of a management retreat, strategic planning process, or as a stand-alone exercise, using the EEMO assessment tool can help staff compare notes about the strengths and weaknesses of the various dimensions in management of an organization.
- Because the tool requires subjective judgments, it can only be completed usefully by people who have an opinion about the questions asked. Some, like the questions about mission are quite general. However, others, like the questions about structure and systems require familiarity with the internal workings of the organization.
- Finally, the tool focuses on management, as opposed to governance. The Board would need to use a separate tool that focuses on governance in order to assess its effectiveness.

HOW TO COMPLETE THE SURVEY

Step One

Decide who should fill out the survey. For small organizations (less than 25 staff), all staff might be invited to complete the survey. For larger organizations, only department or senior managers might fill out the survey, although they might ask their staff for input regarding the relative strengths and weaknesses of the elements described. Alternatively, a team (for example, the management team) might

discuss each of the elements and as a group decide whether the element is primarily a strength or a weakness.

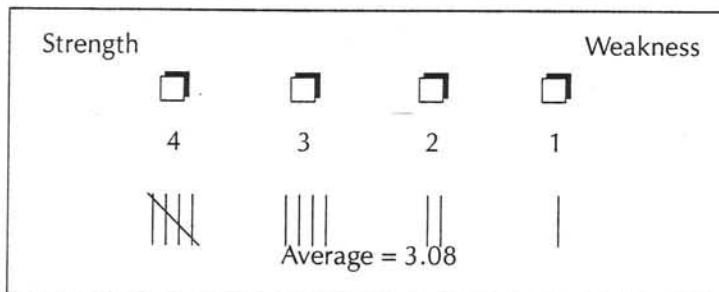
Step Two

If EEMO is being used as a survey instrument, people should be asked to complete the survey anonymously, although they should state their position within the organization (for example, senior management, program manager, line staff, support staff, etc.). To complete the survey, individuals are asked to rate each of the eight elements and its related dimensions on a scale of 4-1 relative to whether they perceive it as a strength or a weakness of the organization. They are also asked to add any comments and recommendations regarding their responses.

Step Three

Collate the results, either an outside consultant or someone within the organization should tally the number of responses for each rating, as well as the average score. Comments and recommendations about the ratings should be summarized.

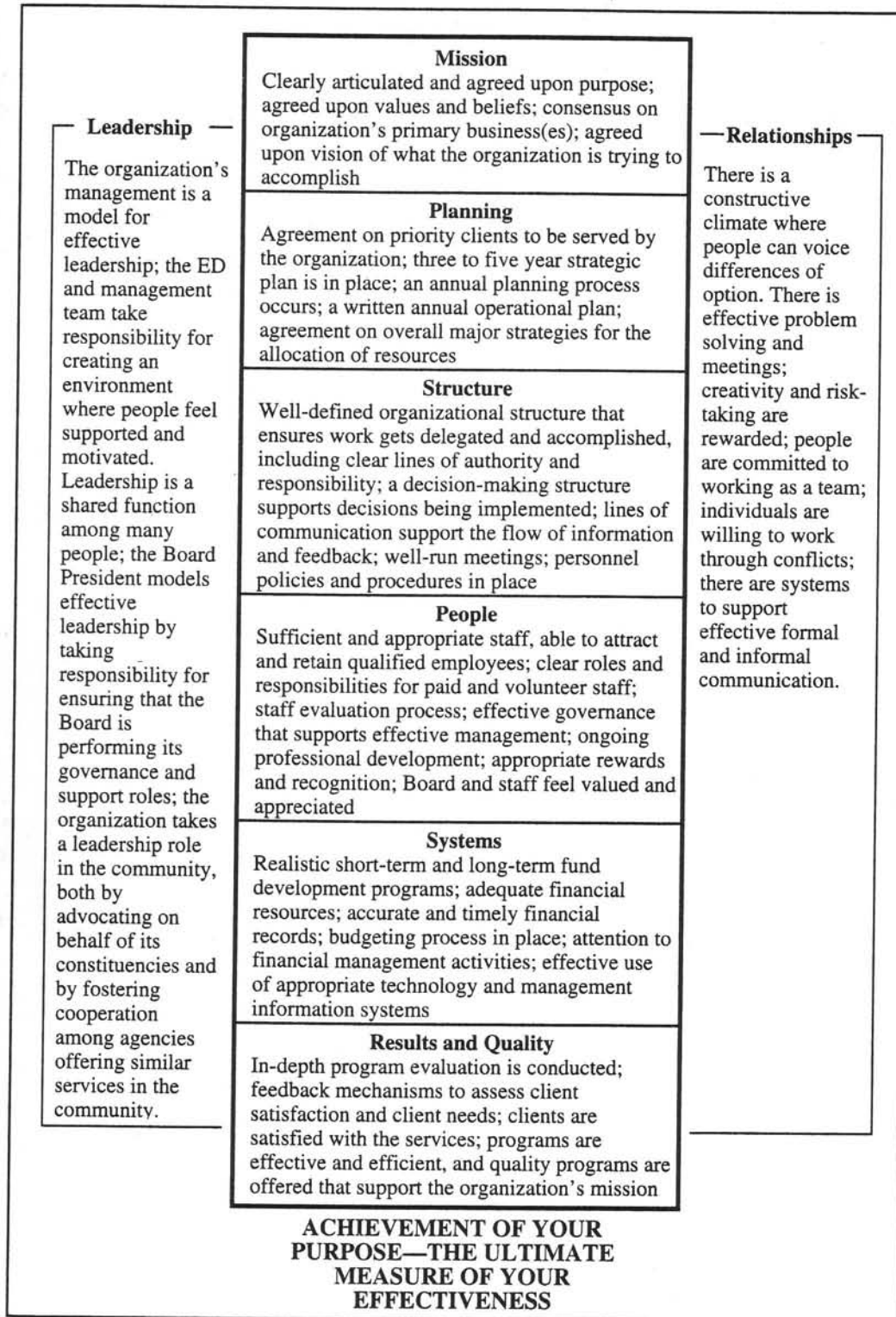
Sample



If EEMO is being used as part of a strategic planning process, then the senior management team should summarize key findings and present them to the Planning Committee. The Planning Committee would then use the data as part of its Assessing the Environment Phase and as a vehicle for not only assessing key organizational strengths and weaknesses, but also for help in identifying possible organizational responses.

If EEMO is being used as a stand-alone exercise, senior managers could either use the tool as a framework for discussing the organization's strengths or weaknesses, or they could survey individuals, review the findings (sometimes prepared by an outside neutral consultant), and then use the findings as a basis for discussing what needs improvement or attention within the organization, and what should be done regarding how to proceed next.

Elements of an Effectively Managed Organization (EEMO™)



INSTRUCTIONS ON FILLING OUT THE EEMO SURVEY

(To be given to all individuals completing the survey.)

There are eight elements of an effectively managed organization: Mission, Planning, Structure, Systems, People, Results and Quality, Leadership, and Relationships.

For each of the eight elements there are descriptions of its specific dimensions. You are being asked to rate each of the elements, and its related dimensions, on a scale of 4–1 relative to whether you perceive it as a strength (rating of 4) or as a weakness of the organization (rating of 1). Remember, this is a subjective judgment, so precision is impossible!

Sample

Strength	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Weakness
	4	3	2	1	

If you have any specific recommendations regarding any of the dimensions, or comments about why you gave it the rating that you did, please print or write legibly your responses; short, succinct statements are appreciated.

Your responses will be considered confidential, although it would be helpful to know your position within the organization—circle one: senior manager; department or program manager; line staff; support staff; other (specify: _____).

Please write legibly or type your responses. Specific recommendations in response to your ratings are extremely important.

_____ will be collecting the survey.

Put your survey in a sealed envelope and return the survey to the individual named above, no later than the following due date: _____.

MISSION

<p>1. The organization has a clearly articulated and agreed upon purpose (a statement that describes the ultimate result the organization is working to achieve).</p> <p>Specific recommendations/comments:</p>	<p>Strength</p>	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<p>Weakness</p> <input type="checkbox"/> 1
<p>2. There is a consensus on the primary business(es) primary services the organization should provide.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p>	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<p>Weakness</p> <input type="checkbox"/> 1
<p>3. There are shared values and beliefs that guide the organization and its members.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p>	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<p>Weakness</p> <input type="checkbox"/> 1
<p>4. There is a clear and agreed upon vision of what the organization is trying to accomplish and what it will take to make that vision happen.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p>	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<p>Weakness</p> <input type="checkbox"/> 1
<p>Mission: Overall Assessment</p>	<p>Strength</p>	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<p>Weakness</p> <input type="checkbox"/> 1

PLANNING

<p>5. There is agreement on clients the organization should be serving.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>6. A three to five year strategic plan is in place. The plan is reviewed yearly and modified as needed to reflect trends in the environment, current and future client needs, and the organization's capacity to meet those needs.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>7. There is an annual planning process to set program goals and budget.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>8. There is a written annual operational plan that includes timelines and identification of who is responsible for which outcomes or activities.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>9. There is agreement on overall major strategies that the organization will use for the allocation of resources. (Strategies are priority responses that an organization will use to best accomplish its purpose.)</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>Planning: Overall Assessment</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>

STRUCTURE

<p>10. There is well-defined organizational structure (work gets delegated and thus accomplished in an efficient and effective way, and there are clear lines of authority and responsibility including reporting relationships). An up-to-date organizational chart accurately reflects the reporting relationships.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>11. There is a decision-making process and structure that supports decisions being implemented (including clarity as to who has input and who has responsibility for making various decisions).</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>12. Lines of communication encourage and support the flow of information and feedback between and among managers, staff, and the Board. There are communication structures in place to support this information flow.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>13. Meetings are well-organized and well-run.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>14. Personnel policies and procedures are in place and followed.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>Structure: Overall Assessment</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>

PEOPLE

15. The organization is sufficiently and appropriately staffed with paid and volunteer personnel who are able to meet the needs of the clients. The organization is able to attract and retain qualified, competent, and committed employees.	Strength	Weakness		
	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
Specific recommendations/comments:				
16. Roles and responsibilities for paid and volunteer staff are clear and understood; there are accurate and up-to-date written job descriptions for all staff.	Strength	Weakness		
	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
Specific recommendations/comments:				
17. There is a staff evaluation process that includes established performance expectations, periodic work review sessions, and an annual evaluation.	Strength	Weakness		
	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
Specific recommendations/comments:				
18. There is effective governance that supports effective management: governance responsibilities for the Board of Directors are understood; there are written job descriptions for the Board and all committees; specific expectations of members are clearly articulated; the Board annually evaluates its performance.	Strength	Weakness		
	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
Specific recommendations/comments:				
19. There is ongoing professional development of all personnel (training opportunities to enhance current skills, learn new skills, and career planning).	Strength	Weakness		
	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
Specific recommendations/comments:				
20. There are appropriate rewards and recognition for all personnel. Staff and Board feel valued and appreciated.	Strength	Weakness		
	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
Specific recommendations/comments:				
People: Overall Assessment	Strength	Weakness		
	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1

SYSTEMS

<p>21. A realistic short-term and long-term fund development program is in place.</p> <p>Specific recommendations/comments:</p>	Strength	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	Weakness	<input type="checkbox"/> 1
<p>22. The fund development activities secure adequate financial resources for the organization.</p> <p>Specific recommendations/comments:</p>	Strength	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	Weakness	<input type="checkbox"/> 1
<p>23. Accurate and timely financial records are maintained.</p> <p>Specific recommendations/comments:</p>	Strength	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	Weakness	<input type="checkbox"/> 1
<p>24. A budgeting process is in place that ensures the effective allocation of resources.</p> <p>Specific recommendations/comments:</p>	Strength	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	Weakness	<input type="checkbox"/> 1
<p>25. Financial management activity adequately attends to such items as cash flow, internal controls, cost analysis, and tax compliance.</p> <p>Specific recommendations/comments:</p>	Strength	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	Weakness	<input type="checkbox"/> 1
<p>26. There is effective use of appropriate technology, computers, and other management information systems.</p> <p>Specific recommendations/comments:</p>	Strength	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	Weakness	<input type="checkbox"/> 1
<p>Systems: Overall Assessment</p>	Strength	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	Weakness	<input type="checkbox"/> 1

RESULTS AND QUALITY

<p>27. In-depth program evaluation is conducted as part of the planning process. This includes assessment based on identified benchmarks for quality and specific outcome and process objectives. The analysis of outcomes and processes are integrated into the monitoring and adjustment of the organization's long-range and operational plans.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p>			<p>Weakness</p>
	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
<p>28. The organization has feedback mechanisms in place to assess client satisfaction and client needs.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p>			<p>Weakness</p>
	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
<p>29. Clients are satisfied with the services offered by the organization.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p>			<p>Weakness</p>
	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
<p>30. Programs are effective and efficient. The organization provides quality programs that support the organization's mission.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p>			<p>Weakness</p>
	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
<p>Results and Quality: Overall Assessment</p>	<p>Strength</p>			<p>Weakness</p>
	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1

LEADERSHIP

<p>31. The organization's management is a model for effective leadership (including inspiring shared values and a shared vision, holding people accountable for achieving results, and leading by example.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>32. The ED (and management team if applicable) takes responsibility for creating an environment in which all personnel feel supported and motivated to produce quality results.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>33. Leadership is not just personified in one person, but is a shared function among many people.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>34. The Board President models effective leadership by taking responsibility for ensuring that the Board is performing its governance and support roles, that Board committees are operating effectively, and that individual Board members are fulfilling their commitments.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>35. The organization takes a leadership role in the community, both in advocating on behalf of its constituencies and playing a key role in fostering cooperation among agencies offering similar services in the community.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>Leadership: Overall Assessment</p>	<p>Strength</p> <p><input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>

RELATIONSHIPS

<p>36. There is a constructive climate in which people are able to feel free to express unusual or unpopular views without fear of personal attack or reprisal.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>37. Individuals and groups have developed effective ways to be creative, innovative, and solve problems together.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>38. There is a strong commitment among all employees to working effectively as a team. Team spirit within and among departments is encouraged and supported, and there is effective coordinated services among departments.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>39. People are willing to work through conflicts. Difficult issues are discussed within an atmosphere of supportiveness and constructive criticism.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>40. Effective formal and informal communication systems are in place that encourage support, trust, and cooperation among groups and individuals.</p> <p>Specific recommendations/comments:</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>
<p>Relationships: Overall Assessment</p>	<p>Strength</p> <p><input type="checkbox"/> 4</p>	<p><input type="checkbox"/> 3</p>	<p><input type="checkbox"/> 2</p>	<p>Weakness</p> <p><input type="checkbox"/> 1</p>

Overall, how well is the organization doing in achieving its purpose?	Excellent	Good	Fair	Poor
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	4	3	2	1

Elements of greatest strength? How can we take advantage of this strength?

Which element is holding the organization back from achieving its purpose the most? What should we do to respond to this weakness?

Confidence that your assessment is widely shared?

Other comments:

Thank You!

Appendix D: Board Self-Assessment Survey

Please rate your assessment of the board-of-directors' performance in each category as Not Satisfied, Somewhat Satisfied, Satisfied, or Very Satisfied.

How satisfied are you that the board:

(Circle one)

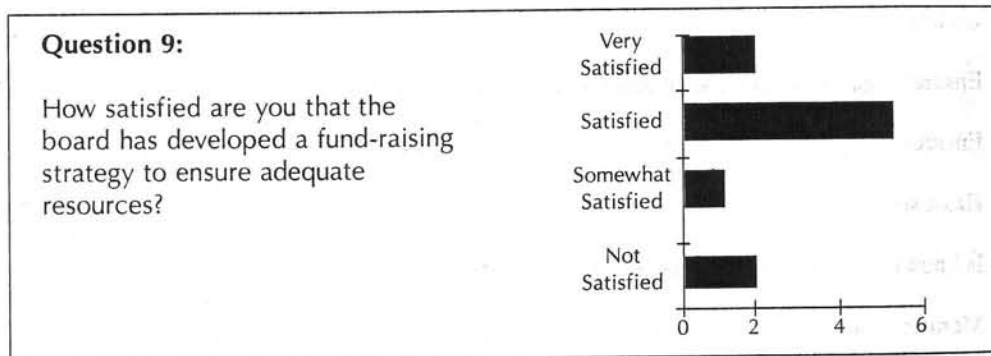
- | | |
|--|------------------|
| 1. Understands the mission and purpose of the organization? | NS SS S VS |
| 2. Ensures legal compliance with federal, state, and local regulations? | NS SS S VS |
| 3. Ensures that government contract obligations are fulfilled? | NS SS S VS |
| 4. Has a strategic vision for the organization? | NS SS S VS |
| 5. Is knowledgeable about the organization's programs and services? | NS SS S VS |
| 6. Monitors and evaluates the performance of the executive director on a regular basis? | NS SS S VS |
| 7. Provides financial oversight for the organization, including adopting a realistic budget that maximizes use of resources? | NS SS S VS |
| 8. Monitors financial performance and projections on a regular basis? | NS SS S VS |
| 9. Has adopted a fund-raising strategy to ensure adequate resources? | NS SS S VS |
| 10. Has a clear policy on the responsibilities of board members in fund-raising? | NS SS S VS |
| 11. Acts as ambassadors to the community on behalf of the organization and its clients? | NS SS S VS |
| 12. Understands the role that volunteers play in the organization and the organization's philosophy of volunteer management? | NS SS S VS |

(Circle one)

- | | | | | |
|--|----|----|---|----|
| 13. Understands the respective roles of the Board and staff? | NS | SS | S | VS |
| 14. Currently contains an appropriate range of expertise and diversity to make it an effective governing body? | NS | SS | S | VS |
| 15. Effectively involves all Board members in Board activities and responsibilities? | NS | SS | S | VS |
| 16. Regularly assesses its own work? | NS | SS | S | VS |

Once all the survey answers have been tallied, the compiled information should be presented to the board. Here is an example of how the results for one question were presented to a board that has ten members, all of whom completed the self-assessment survey:

Exhibit A-1 Self-Assessment Question



Based on the survey results, the board can see which areas call for greater attention over the coming year. For example, if some board members are satisfied that the board is adequately informed about the organization's programs and services, while others are not, perhaps a tour of the facility and a briefing can be held for the hour preceding a board meeting for those board members who would like to be better informed.