

MANAGEMENT EFFECTIVENESS SURVEY

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An easy way to determine if there is organizational alignment and an understanding of expectations between people and functions is to survey your work unit. This survey will determine the extent to which *performance management* exists—i.e. the *planning and review* process.

The seven critical questions for which all employees want answers from management are listed below in italics:

| | Yes | No |
|--|-----|----|
| 1. Do you know <i>where we are going</i> ? | | |
| 2. Do you know <i>what's expected of you in your job</i> ? | | |
| 3. Do you know <i>how your job contributes</i> to the rest of the organization? | | |
| 4. Do you know <i>what level of performance is expected</i> of you? | | |
| 5. Do you know <i>how we are doing</i> as a business unit? | | |
| 6. A. Do you know <i>how you are doing</i> against the expectations of your supervising manager? | | |
| B. The expectations of your peers? | | |
| 7. Do you know <i>what's in it for you</i> ? | | |

TOTAL

Note: The percent of “No” to “Yes” answers will give you a quick operating benchmark. Cut the data by function and level. Eighty percent “yes” is a good standard. If you can achieve this, you are effectively managing your work unit.

Save these questions to your hard drive and create your own survey. Call us at (949) 759-1928 if you need help or have interesting results to share.

From the book *Understanding Organizational Evolution: Its Impact on Management and Performance*, by Douglas Scott Fletcher and Ian M. Taplin, published in 2002 by Quorum Books, Appendix A.