

ORGANISATIONAL CULTURE

SCORING

Award one point for each aspect ticked in column 1, two points for each tick in column 2, and three points for each tick in column 3.

If the score is **9**, the culture of your organisation is conducive to managing change.

If the score is **27**, an organisational audit should be carried out immediately.

Between **9 and 15**, suggests that it should be possible to do some work to encourage flexibility and create a more open system.

CHARACTERISTICS OF A LEARNING ORGANISATION

SCORING

A total score of **150** for the 21 questions would be a good 'pass' score.

CHANGE AUDIT

SCORING

Give yourself the following points:

- 5** for "Strongly agree"
- 4** for "Agree"
- 3** for "Neither agree nor disagree"
- 2** for "Disagree"
- 1** for "Strongly disagree"

There is no absolute correlation between the scores in this Questionnaire and the ability of the organisation to manage change. However, as a general rule, the higher the score the better the chances of successful change management.

A score of less than 110 suggests that some of the necessary conditions for change may be missing.

MANAGING CHANGE QUESTIONNAIRE

ANSWERS

- | | | | | |
|-----------|-----------|-----------|-----------|-----------|
| 1. False | 2. True | 3. False | 4. True | 5. True |
| 6. False | 7. True | 8. True | 9. False | 10. False |
| 11. True | 12. Tue | 13. False | 14. False | 15. False |
| 16. True | 17. True | 18. True | 19. False | 20. False |
| 21. False | 22. False | 23. False | | |

LEADERSHIP STYLES: SCORING SHEET

Situation Question				
1	(a)	(c)	(b)	(d)
2	(d)	(a)	(c)	(b)
3	(c)	(a)	(d)	(b)
4	(b)	(d)	(a)	(c)
5	(c)	(b)	(d)	(a)
6	(b)	(d)	(a)	(c)
7	(a)	(c)	(b)	(d)
8	(c)	(b)	(d)	(a)
9	(c)	(b)	(d)	(a)
10	(b)	(d)	(a)	(c)
11	(a)	(c)	(b)	(d)
12	(c)	(a)	(d)	(b)
Total				

Instructions

1. Circle the option letter you have chosen for each question.
2. Add up the number of circles in each column and write the total at the bottom.

PARTICIPATING Low task High people	SELLING High task High people
DELEGATING Low task Low people	TELLING High task Low people

TELLING

- Control
- Standards
- Correct
- Direct
- Deadlines

SELLING

- Human touch
- Works with group
- Explains standards
- Considers group views
- Control

PARTICIPATING

- Staff set objectives
- Staff organise work
- Leader ensures involvement
- Leader supports

DELEGATING

- Staff set goals
- Staff solve problems
- Leader gives little support

The FIVE COMPANIES

OBSERVER BRIEFING

1. How much sharing of responsibility was there?
2. Were some people excluded?
3. Did leaders emerge?
4. Can you categorise the leader style?
5. Was there discussion about the way to complete the problem?
6. Did they work as a team?