

## Why are We Evaluating Our Organization's Health?

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Today's article is written as if you, the leader of your organization, have invited an independent consultant to evaluate the strength of your company's results, operations, relationships, and culture.

You might use this article as a script to explain to the members of your organization why you've chosen such an intervention, enrolling them to cooperate in responding to the consultant's questions.

If you are considering a possible organization health assessment, clip this article and file it for future reference. When you are closer to conducting the evaluation, modify it to meet your specific needs.

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"As you know, we've wanted to make a step change improvement in the quality of our organization for some time. We've been working diligently, and we're already in pretty good shape!

"I'm extremely pleased with the work that all of you collectively perform. And I appreciate the way you have creatively improved how we interact with our customers and with each other.

"We've also seen improvement over the years in the quality of the results we achieve. [Show graphs or other representations of the good (and improving) outcomes of everyone's efforts.]

"The leaders of your organization, [name the other leaders who have participated in the decision to conduct a formal organizational health assessment], have decided to approach this concept of 'organizational improvement' in a way we've not yet tried.

"We have been talking with an individual who helps organizations like ours make step-change improvements in their operations and their results. We believe he can help us with our ongoing desire to make [name of organization] an 'organization of excellence.'

"We will use the term 'organization of excellence' in a very specific way. I confess that I don't yet understand the concept very well myself. But rather than learn about it alone, I want us to learn about this next level of organizational quality together.

"So, I have decided to invest some money in conducting an 'organization health assessment.' Some of you will be interviewed to determine a snapshot of our organization as it exists right now. It's similar to going to your doctor for a physical exam---you obtain a report of your status as of that particular day.

"There will be some written questions and some in-person interviews. I'd like to have everyone in the organization participate, but that's not practical. So, I'll be working with [name the people who will select those who participate] to select a representational group of individuals.

"Please know that I want you to be totally honest! This consultant will be a major ally and needs to understand what really goes on around here. So, if you participate, I want you to share what you really think about our operations, including any suggestions you have for improving your leaders!

"Well, that's about all I know to share at this point. What are your questions? I confess I may not know the answers, but I want to know your questions so I can go ask them myself!

"I have great confidence in our team and in the future of where our organization is headed. This intervention is designed to make good organizations better---it's not a repair effort! I look forward to the insights this evaluation will provide for us, and I look forward to working with you to make [name of organization] an 'organization of excellence'."

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