

Is Your Organization NEXT GENERATION? Self-Assessment & Reflection Questions

Assessment Codes

- 1 = We do not do this at all.
2 = We do this very little or irregularly.
3 = We practice this at times, but not regularly.
4 = We do this regularly.

Characteristics	PRACTICES	Code
1. Impact Driven	1. The organization has defined its impact, has a way of measuring it, and does so regularly.	
	2. The organization embraces failure as acceptable on the path to eventually arriving at successful outcomes.	
	3. There are structures, incentives, and supports in place for individuals to take risks.	
	4. The organization does not preserve sacred cows; it is "solution agnostic" and will try new things to achieve impact.	
2. Finance & Business Savvy	5. All staff and board of the organization understand the organization's business model.	
	6. The executive director views herself as a financial leader responsible for the organization's financial health over time.	
	7. Meaningful and timely financial information is shared and discussed with all staff and board.	
	8. The organization pursues annual surpluses (profit) without apology so that it can maintain appropriate cash reserves and invest in its own capacity to deliver impact.	
	9. Recognizing that people are by far its greatest asset, the organization invests in competitive salaries, attractive benefits, and regular professional development for its staff.	
3. Continuous Learning	10. The organization has a process in place for knowledge sharing among individuals and across teams.	
	11. The organization recognizes when certain services models or frameworks need to be discarded and new ones developed.	
	12. The organization has a process in place for knowledge sharing among individuals and across teams.	
	13. The organization carves out time for individual and collective reflection, including lessons learned.	
	14. The organization devotes resources to bring in diverse perspectives on how the organization can improve its work.	
4. Shared Leadership	15. The organization distinguishes and honors positional power as well as cultural power; it understands that shared/collective power and leadership contribute to mission sustainability.	
	16. The organization demonstrates a value of shared leadership by putting into place concrete practices that operationalize the value (walking the talk).	
	17. The organization spreads leadership down and throughout the organization, fostering an environment of inclusion and shared accountability.	
	18. Managers are committed to developing leadership in others; they trust staff and are comfortable sharing power and decision making.	
	19. There are structures, incentives, and supports in place for staff to develop leadership skills and gain leadership experiences.	
5. Wired for Policy Advocacy	20. The organization includes policy and advocacy as part of its program work.	
	21. Policy and advocacy activities are written into staff job descriptions; staff receive skills training in policy advocacy.	
	22. The organization partners with other organizations, networks, collaboratives, or coalitions that are involved in policy advocacy.	

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6. Ambiguity of Work-Life Boundaries	23. The organization stays in tune with the aspirations staff have for their lives and careers and supports their aspirations through projects, responsibilities, or professional development opportunities.	
	24. The organization seeks to bring talent, networks or knowledge that staff carry from areas outside their work into the organization (note: be open to something not working out by setting ways to measure impact before going into new territory).	
	25. The organization understands that staff are in different stages of their lives and may benefit from a re-imagination of how, when, or where they're expected to meet their job responsibilities. We take into consideration how the organization needs to position itself and adapt to staff's changing needs.	
7. Constituents as Thought Partners	26. The organization values the clients as assets and partners, not just service recipients.	
	27. The organization understands that those to whom they are accountable are in the best position to participate in problem solving.	
	28. The organization includes clients in program design, service delivery, community activities, or evaluation activities.	
	29. The organization sees clients as credible candidates for staff and volunteer positions and prioritizes their recruitment.	
8. Boards as Value Add	30. The organization engages board members in provocative dialogue about mission impact and does not isolate or limit their sphere of influence.	
	31. The board derives its priorities from organizational needs and judges itself not by efficiency measures but by the quality of its leadership as it relates to organizational impact.	
	32. The organization takes an asset-based approach to board recruitment; it encourages members to contribute in ways that engage their strengths.	
	33. The organization has a strategy in place to match board member skills, talents, interests, and passions with organizational needs.	
	34. If the board were to disappear tomorrow, it would have an immediate and significantly negative impact to the organization.	
9. Multicultural & Culturally Competent	35. Multiculturalism and cultural competence are organizational values and priorities and have been incorporated explicitly into organizational strategies.	
	36. The organization dedicates resources for board and staff to explore their understanding of culture and difference and to deepening their cultural competence.	
	37. The organization regularly assesses and updates its programs and services to ensure that they are responsive to a diverse constituency.	
	38. The organization has inclusive practices, understands and works to undo social and economic inequity, and shares resources and power.	
	39. The organization recognizes various forms of power, privilege, and disadvantage attached to social and political categories, e.g., race, ethnicity, gender, class, and sexual orientation, and seeks to operate internally and in the community in ways that counteract oppression.	