**Practices of Adaptive Organizations:   
Assessment Tool**

**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.

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| **ADAPTIVE AREAS** | **PRACTICES** | **Assessment** |
| **1.**  **Elephants in the Room** | 1. Crises are identified quickly and brought up for discussion immediately. |  |
| 1. We are intentional about speaking the unspeakable in staff meetings. |  |
| 1. We place a high value on candor. |  |
| **2. Organizational Accountability** | 1. Managers understand their organizational accountability. |  |
| 1. Managers place organizational goals above functional and/or programmatic goals. |  |
| 1. The management team speaks with one voice about organizational issues. |  |
| **3.**  **Independent Judgment** | 1. There are structures, incentives, and supports in place for individuals to exercise their own judgment. |  |
| 1. There are structures, incentives, and supports in place for individuals to take risks. |  |
| 1. When new ideas or programs/services don’t succeed, it’s seen as an opportunity for learning rather than as a negative. |  |
| **4.**  **Leadership Capacity** | 1. The organization invests in professional development activities for staff. |  |
| 1. There are structures, incentives, and supports in place for staff to develop leadership skills and gain leadership experiences. |  |
| 1. There is an expectation that senior managers develop (support, mentor, and coach) staff at all levels of the organization. |  |
| 1. There are succession plans in place for key positions. |  |
| **5.**  **Continuous Learning** | 1. The organization carves out time for individual and collective reflection, including lessons learned. |  |
| 1. The organization devotes resources to bring in diverse perspectives on how the organization can improve its work. |  |
| 1. The organization recognizes when certain services models or frameworks need to be discarded and new ones developed. |  |
| 1. The organization has a process in place for knowledge sharing among individuals and across teams. |  |
| **6.**  **Systems Thinking** | 1. The organization’s problem solving process first looks to systems for root causes before looking at individual performance. |  |
| 1. Managers hear “unpopular” or alternative perspectives as important systems perspectives rather than as individual troublemakers or critics. |  |

Adapted from The Practice of Adaptive Leadership (Heifetz, Grashow and Linsky) and The Fifth Discipline (Senge).

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CompassPoint Nonprofit Services provides the leadership development component of Blue Shield of California Foundation’s Strong Field Project.