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

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