

Checklist for organizational diagnosis

Are there, under the respective headings, any incompatible or unfulfilled requirements that may create frictions and conflicts?

I. Identity

Are the goals of the organization and its functions in the society clearly articulated, unambiguous and uncontroversial?

Are there any disagreements as to which values and quality criteria should serve as guidance?

Are the staff proud of their organization?

Are there any aspects of the organization that cannot be discussed openly?

II. Strategy

Are there any unresolved disputes over concrete goals to be attained?

Are there disagreements about which procedures/working methods should be used to attain the goals?

Are there well-functioning methods for coordinating the work of employees, groups and units such that everyone is pursuing, to a reasonable extent, the same goals using the appropriate methods?

III. Structure

Is the division of responsibility and authority clear and intelligible?

Does the division of labor between different units and individuals work well?

Is the workload reasonable?

Do the staff have access to the resources (e.g., time) and qualifications needed to manage their work well?

IV. Support systems

Are there well-functioning routines and procedures for dealing with the work assignments and problems that emerge?

Do the staff have access to adequate equipment? Is the physical work environment reasonable?

Do the information channels between different parts of the organization function well?

V. Reward systems and feedback

Are salary levels and benefits perceived as unfair to the extent that tensions arise between individuals/occupational groups/units, or between employees and management?

Are staff shown recognition for their work efforts?

Are there well-functioning methods for dealing with situations in which individuals fail to live up to reasonable demands regarding their work efforts?

VI. Relations and culture

What is the collaborative climate, the general atmosphere, like?

How are problems with collaboration and conflicts dealt with?

Do unsound, informal roles exist among staff or between units?

Is there a reasonable degree of tolerance for idiosyncrasies and differences?

VII. Leadership

Do managers have a reasonable work situation that enables them to exercise their management role?

Do managers have the will and capacity to assume responsibility for management when it comes to psychosocial relations?

Are managers' leadership styles adequate?

Do managers have the necessary qualifications (within their specialty as well as in human relations) to fulfill their managerial role?

Is there acceptance of management among the staff?

VIII. Employeeeship

Do employees assume a reasonable degree of responsibility for ensuring that the organization functions well?

Do employees have an adequate understanding of the commitments involved in being employed by the organization?

IX. Changes in the environment

Are there any important changes taking place in the organization's external environment that may lead to internal disagreements concerning, e.g., the need for sweeping changes in the organization itself?

Organizational diagnosis

