

## Healthy Organization Assessment

<p><i>To what extent do you disagree or agree that each of these statements describes your organization? Put the number of your response in the box to the right of each statement:</i></p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree</p>	
<b>Vibrant Workplace</b>	<b>Your response:</b>
a) Employees are empowered to be innovative in their jobs.	
b) Working relationships are based on mutual respect.	
c) Employees are supported to learn and to develop their abilities.	
d) Employees' contributions are valued and recognized.	
e) Managers believe that employee well-being is key to performance.	
<b>SECTION SCORE:</b>	<b>/25</b>
<b>Inspired Employees</b>	
a) Employees actively collaborate in the interests of customers or clients.	
b) Employees seek opportunities to contribute their skills and abilities.	
c) Employees are passionate about meeting customer or client needs.	
d) Employees do their work with enthusiasm.	
e) Employees feel they have a personal stake in the future of the organization.	
<b>SECTION SCORE:</b>	<b>/25</b>
<b>Inclusive Leadership</b>	
a) Managers encourage employees to take initiative in their job.	
b) Managers listen to employees' suggestions for how to create a better workplace.	
c) Employees have taken action to improve their immediate work environment.	
d) Employees feel responsible for living the organization's values.	
e) Employees are trusted to do what is best for customers and clients.	
<b>SECTION SCORE:</b>	<b>/25</b>
<b>Positive Culture</b>	
a) The organization has strong people-focused values.	
b) Employees know and personally identify with the values of the organization.	
c) Supervisors are selected based on their people skills.	
d) Employees are involved in planning and implementing change.	
e) There is a sense of community in the workplace.	
<b>SECTION SCORE:</b>	<b>/25</b>
<b>Sustainable Success</b>	
a) The organization supports community causes and employee volunteering.	
b) Clear ethical principles guide relationships with community stakeholders.	
c) The organization acts in environmentally responsible ways.	
d) The organization has a long-range plan for renewing its workforce.	
e) Managers are committed to sustainable business practices.	
<b>SECTION SCORE:</b>	<b>/25</b>
<b>TOTAL SCORE (ADD THE SECTION SCORES):</b>	<b>/125</b>

*See reverse for guidelines...*

## Guidelines for interpreting your results

To calculate your score for each section in the survey, and an overall score, add the points for each question in the response column. There are no right or wrong answers. Rather, the survey is intended to generate thinking and discussions that will lead to healthy organization actions.

Scores in each section range from 5 to 25 and between 25 and 125 for the survey. Use the following grid to locate your scores:

Score Range	Getting Started	Gaining Momentum	Strong Foundation
Each Section	5–12	13–17	18–25
Survey Total	25–60	65–85	90–125

**GETTING STARTED:** Scores in this range suggest that there is little being done in your organization to support a healthy trajectory. So you need to carefully identify starting points.

**GAINING MOMENTUM:** Scores in this range suggest there is modest momentum toward a healthy organization, that some action is being taken, and that you have strengths to build on.

**STRONG FOUNDATION:** Scores in this range suggest there are strong healthy organization building blocks in place and a sustainable approach to business success. Your challenge will be to ensure that this progress can be maintained and further leveraged.

It is useful to look at how you rated each section. Look for differences in scores across sections, discussing and trying to understand reasons for them.

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For more information on how to create a healthier organization, see my book: *Creating Healthy Organizations: Taking Action to Improve Employee Well-being*. (University of Toronto Press, 2020). For details go to: [www.grahamlowe.ca](http://www.grahamlowe.ca)