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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?

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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. EMPLOYEESHIP
- 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?

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ORGANIZATIONAL DIAGNOSIS

Environment

Identity

Structure

Employeeship

Support systems

Strategy

Leadership

Reward system and feedback

Environment

Relationships and culture