**LEVEL 4: FIERCE FACTOR ORGANIZATIONAL ASSESSMENT**

<http://www.fiercesurvey.com/mfiercefactor>

Circle the number which most closely represents your organization’s tendency

(1 = the description on the left is most accurate, 10= the description on the right is most accurate)

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| Focus on activities. On reasons why it is not possible to reach individual or team goals. Stalled initiatives. | **1 2 3 4 5 6 7 8 9 10** | Focus on results. Deep-seated accountability. Initiatives executed |
| Beating around the bush, dancing around the subject, skirting the issues. No one engages. Nothing changes. | **1 2 3 4 5 6 7 8 9 10** | Naming and addressing the issues truthfully and effectively. Impetus for change. |
| An "us versus them", "me versus you" culture. Politics, turf wars, competition for resources and attention. | **1 2 3 4 5 6 7 8 9 10** | High levels of alignment, collaboration and partnership across functions in service to the organization’s goals. |
| A culture of terminal "niceness." Avoiding or working around problem employees. Tolerating mediocrity. | **1 2 3 4 5 6 7 8 9 10** | Effectively confronting attitudinal, performance or behavioral issues. Enhanced performance. |
| Leaders overwhelmed by the complexity of their tasks. Everything is a priority. Micromanaging versus leading. | **1 2 3 4 5 6 7 8 9 10** | Timely resolution of periodic leadership challenges. Clear priorities. Effective coaching and delegation. |
| Original thinking is happening elsewhere. Sleepwalking through the manual. | **1 2 3 4 5 6 7 8 9 10** | Shared enthusiasm for agility, innovation and risk taking. Shared standards of performance. |
| A relationship with employees based primarily on an exchange of time and talent for a pay check. Low engagement scores. | **1 2 3 4 5 6 7 8 9 10** | A relationship with employees based on passion for the organization’s goals and a genuine connection with customers and co-workers. High engagement scores. |
| Most meetings are pointless, a waste of time. They are attended by the usual suspects who say what they always say. Nothing new or useful emerges. | **1 2 3 4 5 6 7 8 9 10** | Most meetings tackle our most pressing issues. Create shifts in thinking and confidence that we can take our organization where it needs to go. |
| Information starved, need-to-know culture. | **1 2 3 4 5 6 7 8 9 10** | Open, transparent, inclusive culture |

**FIERCE FACTOR ORGANIZATIONAL ASSESSMENT SCORING**

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| **Min** | **Max** | **Stage** |
| 0 | 20 | Crisis - This organization is on an extremely dangerous trajectory. Immediate action is needed. |
| 21 | 37 | Serious attention is needed. |
| 38 | 53 | Organization is stifled. |
| 54 | 67 | This organization may be surviving, however, it's in no danger of thriving. |
| 68 | 77 | Organization is comfortable, and may lack any impetus to change. |
| 78 | 86 | Doing okay and plenty of room to improve. |
| 87 | 94 | Organization is performing close to its potential. |
| 95 | 100 | Is this organization on the "Best Places to Work" List? |