

The following questions attempt to give us some starting points concerning the systems, environment, culture, and values of an organization. Answering some or all of these begins to reveal the story, the assumptions, the pain, and the opportunities the organization has.

Read through the following questions, and highlight the 7-10 questions you think the organization needs to be asking in order to be sustainable, creative, purposeful, and effective.

The questions here will be most useful if you consider each question in terms of real experiences or stories that guide your thinking. Make a few notes to yourself, reminding yourself of the story that helps give meaning to your answer.



### MOTIVATION

Describe your best effort and the context in which it happened.

Why do you do what you do?

What conditions make people want to do the right thing at this place?

What is the best way to motivate people at this work place?

What puzzles you about yourself?

What are you thankful for in your work?

Besides money, what motivates people in this organization to engage in a task?

In your experience, describe obstacles that sometimes prevent performance for people in the organization?



### DESIGN

What experiences here puzzle you? Give an example.

Describe what you enjoy about your work space and your work place.

What are the organization's strengths? Where does the company have opportunity to perform better for you?

Explain the systems or processes in the organization that seem to operate well for you.

Explain any pain that at times prevents excellent performance.

Describe who your role directly blesses, surprises, and delights.

What must not change about work?

What must change about work?

How could one explain the structure of the people in this workplace?

What suggestions would you make in order to: make employees more capable, make the product more relevant to the consumer, or make the organization more efficient?



## **INFLUENCE**

What is more important than money in this organization?

In what forms do you enjoy learning? Describe the formats of learning available to you at work.

In your opinion, what is your sphere of influence (what/who can you influence) within the organization? Give an example.

Describe an experience in this organization in which you found it easy to follow the leader.

What makes a person a leader within this organization? Give an example.

Describe an experience in which you felt capable and comfortable leading.

What people are good leaders to you and why?

What does this organization do right in how it manages expert knowledge? Give an example.

What puzzles you about how this organization manages its expert knowledge? Give an example.



## **EXCELLENCE**

Describe an experience (anywhere) in which your very best was drawn out of you.

What outcomes do we want from our work, and how will we know we've gotten them?

How is your work measured? Describe how useful you think it is.

How do you think you should be measured? Within your role, what is important that we measure?



## **COMMUNICATION**

Give an example of how feedback is given in this organization.

Share how you learned about how the organizational culture works.

Complete this analogy. We are the \_\_\_\_\_ of \_\_\_\_\_. (An example from another company might be "We are the Yahoo! of fast food.")

What is effective about how people are inducted into this organization? What was left out? Give an example.

How are people developed at this work place? What is your personal development plan?



## **CULTURE**

Of what is this organization proud? Give an example that shows this.

Why do employees choose to work here?

What do you feel about clients? What do you feel about those you work with?

Describe the culture of this organization. Give an example.

How do you know the team is unified?

How does a person move ahead in this organization? Give an example.