



ORGANISATIONAL DIAGNOSIS QUESTIONNAIRE

PRIVATE & CONFIDENTIAL

The following questionnaire is split into four parts – each asking for a different set of information. Some, you will be able to complete relatively quickly. Others, you will need to go and do some research before you get back to us. It's okay to split it down and send it back to us separately, providing you make the name of your organisation clear on each section.

We use the information you provide us to better help you. Refer to the Business Gym document, **Building Better Business** for details about how the Business Gym model works, and why we ask for the information in this questionnaire.

You can be assured that the information you provide us will be treated in **confidence**. We repeat this statement throughout this document. The only people who will have access to the information you provide us are those within the Business Gym who are directly involved with your business. The only people with whom we will discuss specifics about your business are those who are identified by you. The rest of this is a confidential discussion between you and us. For learning purposes, we may ask you if we can write case studies based on your business. Where we do this we will ensure that neither you nor your business can be identified, unless you give us permission to do so.

PART 1

BACKGROUND INFORMATION

1. Information about your business. Complete the following information about your organisation. The boxes will expand as required to enable you to fit as much information in as you can.

1	Name of Organisation.	
2	Type of Organisation – e.g. Ltd., Plc., Partnership, Charity, etc.	
3	What best describes the type of business you are in?	
4	Country in which your organisation is registered	
5	Company Registration Number (if applicable).	
6	Registered Address:	
7	Name of Subsidiary using Business Gym (if different)	
8	Name of Parent Company (if different)	
9	Contact Telephone Number	
10	Fax Number	

11	Email Address	
12	Web address	WWW.
13	Name of Senior Sponsoring Director	
14	Name of Sponsoring Manager	
13	Number of Employees	

2. What are your biggest income-generating lines? From which parts of the business do you derive the most income? Complete the grid, below, giving details of your best-selling lines. There are 15 rows in this table. You can put in additional rows if you wish to tell us about more lines.

Period the Income Refers to (how many months)	Quarters/Months/Weeks
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	Income Line Descriptor	Income	Costs	Unit Price	Units Sold
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					

12					
13					
14					
15					
	TOTALS				

3. In the next grid, insert some further information that you will find on your balance sheet, or schedule of annual accounts.

1	Earnings before Interest & Tax	
2	Earnings after tax	
3	Value of Fixed Assets	
4	Value of Current Assets	
5	Value of Current Liabilities	
6	Value of Long-Term Liabilities	

This information is **confidential**. We will only use it to help us understand your business better, and to help you to appreciate how each product or service line performs within the context of your overall business.

The grids, above, have been designed in Microsoft Word format, so you can fill in the numbers on your computer. We have also formatted it with larger size boxes so you can print the form off and complete it by hand. If you choose the latter, please ensure that you write in **black ink** and that you use **block capitals**.

PART 2

HOW EFFECTIVE IS YOUR BUSINESS?
SELF-ANALYSIS

In the questionnaire that follows, there are 49 statements, followed by 7 boxes marked O, and A through F. Put a mark in the box that best describes your organisation's approach to each statement. Be as honest as you can. We will use the information you give us to form the basis of your development plan.

FOR EACH STATEMENT, ONLY TICK ONE BOX

The scoring grid is defined as follows:

- O** This is not relevant to us.
- A** We do not do this. This is definitely not true.
- B** We rarely do this – infrequent, from time to time. This is rarely true.
- C** We sometimes do this – from time to time, normally in response to something happening. This is sometimes true.
- D** We do this from time to time, more often than not – it is reactive. This is occasionally true.
- E** We frequently do this – often reactively, in response to something. This is often true.
- F** We usually do this – it is something that we typically do as part of our normal working. This is definitely true.

SECTION 1: STRATEGY & VISION

How well does your organisation plan for the future? Do you have a vision for how your organisation will develop, and a plan for how you will reach your goals?

No	Statement	Not Relevant	A	B	C	D	E	F
1	We have both strategic and business plans in place.							
2	We review the relevance of our strategy and vision.							
3	We review the business' progress against strategy.							
4	We monitor the competence of our organisation to deliver strategy							
5	We ensure that our organisation is healthy – finance, people, etc.							
6	We grow the value of our organisation							
7	We communicate our strategy and vision to appropriate stakeholders							

SECTION 2: ORGANISATIONAL PROCESSES

How effectively do you get goods and/or services from the drawing board to your customers? Are your organisational processes both efficient and effective, are they subject to continuous programmes of improvement, and do you effectively communicate with each other?

No	Statement	Not Relevant	A	B	C	D	E	F
8	We have defined quality – and are working to improve it.							
9	We have effective processes in place to deliver our business.							
10	We have efficient processes in place to deliver our business.							
11	Processes are integrated across our organisation.							
12	We continuously improve our processes.							
13	We continuously improve our overall products or services.							
14	We have effective communication about our processes.							

SECTION 3: BUSINESS SYSTEMS

How do you know how each part of your business is performing? Do you have effective information systems that tell you which parts are working, and which are not?

No	Statement	Not Relevant	A	B	C	D	E	F
15	We have effective planning in place across our organisation.							
16	We have robust financial systems in place.							
17	We have routine monitoring of our business systems.							
18	We have a high quality information system that tells us what we need to know.							
19	We have effective risk management systems in place.							
20	We have effective business control systems in place.							
21	We actively develop our organisation's memory.							

SECTION 4: PEOPLE

How effective are you at getting the right people into positions, and then developing their knowledge and skills so that you can maximise the contribution each makes to your business?

No	Statement	Not Relevant	A	B	C	D	E	F
22	We have effective recruitment systems in place.							
23	We continually develop the competence of our people.							
24	We have an effective performance management system in place.							
25	We have effective mechanisms for our staff to give feedback to management.							
26	We develop our teams, in terms of skills, knowledge and attitude.							
27	We have a robust set of Human Resources Policies and Procedures.							
28	We effectively communicate with our staff.							

SECTION 5: CUSTOMERS, SUPPLIERS & THE PUBLIC

How connected are you to your customers, suppliers and the market in general? Do you have a handle on how satisfied they are in dealing with your organisation? How effective are you at attracting new customers, whilst retaining existing ones?

No	Statement	Not Relevant	A	B	C	D	E	F
29	We measure 'customer experience' of dealing with our organisation.							
30	We monitor how stakeholders perceive our organisation.							
31	We routinely collect, monitor and evaluate customer feedback.							
32	We are effective at communicating with customers, suppliers and the market.							
33	We are aware of, and manage, our organisational body language.							
34	We are effective at retaining existing customers.							
35	We are effective at attracting new customers.							

SECTION 6: BUSINESS ENVIRONMENT

What do you know about the environment in which your organisation operates – from political influences, to the state of the economy? How well do you understand your customers, and what their needs and aspirations are?

No	Statement	Not Relevant	A	B	C	D	E	F
36	We monitor and review external political influences on our organisation.							
37	We monitor and review external economic influences on our organisation.							
38	We monitor and review other external influences on our organisation.							
39	We conduct and review regular market analyses.							
40	We monitor and review the market demographics relevant to us.							
41	We monitor and review technological developments in our market.							
42	We have an excellent understanding of our 'competitors' – others in the market.							

SECTION 7: VALUES & CULTURE

Sitting at the heart of your organisation are its values and its culture. What do your values say about you (if anything), and do you have a culture that properly supports your values?

No	Statement	Not Relevant	A	B	C	D	E	F
43	We have defined and published our organisation's values.							
44	We concentrate our energy on what matters most to our organisation.							
45	The culture of our organisation fully supports our published values.							
46	We have developed our own highly-effective 'Company Way'.							
47	We regularly review and renew our organisation's values.							
48	We encourage staff and other stakeholders to challenge us on our values.							
49	We effectively communicate our values inside and outside the organisation.							

Ensure that you have completed each section. We will treat any statements that are not marked as "Not Relevant".

We will use your self-analysis as the basis of a development strategy that we will propose to you. It is important that you complete your answers as honestly as possible. Your returns to us will be treated in the **strictest confidence**, unless you give us explicit permission to share it. We will not share this with anyone inside our company not directly connected with this project. Nor will we share it with anyone in your company other than you. Finally, we will not share this with anyone outside our organisation, unless you specifically give us permission to do so.