

## **OAL (Organizational Awareness and Leadership) Q**

Adapted from: Kilburg, R.R. (2006). *Executive Wisdom: Coaching and the Emergence of Virtuous Leaders*. Washington, DC: American Psychological Association.

1. What are the key values in your organization?.....

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Do your staff share them?.....

Have they been publicly discussed and adopted?.....

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2. What is the mission of your organization?.....

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Do the staff understand the mission?.....

3. What are your business unit's goals for this year?.....

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What are the priorities within these goals?.....

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4. How well is your organization performing financially in the marketplace compared with competitors?.....

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5. Do your colleagues understand the nature of their roles in the organization?.....  
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6. Is the performance-management system in use in your organization yielding excellent results?.....  
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7. Are you satisfied with the quality, accuracy, and timeliness of the decision-making process in your organization?.....  
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8. Are the strategies and tactics you are pursuing in your organization aligned with the threats and opportunities and organizational strengths and weaknesses facing you?.....  
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9. Is the leadership team in your organization flexible in managing problems, barriers, changes, demands?.....  
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10. Does the leadership team manage well (vision, mission, external monitoring, delegation, discipline, crisis management, finances)?.....  
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- 11.** Are the leadership and staff members of your organization working well together?.....  
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- 12.** Are there problems that routinely get in the way of your staff members working together (such as deviance-conformity, diversity, norms and values, morale and cohesion, teamwork, followership, leadership, harassment and discrimination, negative affect, addition or loss of group members)?.....  
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- 13.** How effectively does your organization deal with change?.....  
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- 14.** Is your approach to management-building an inclusive culture in which differences in gender, age, race, skills, ethnicity, and other dimensions of diversity are valued?.....  
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- 15.** Are there major barriers that interfere with the effective performance of your organization?.....  
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- 16.** If you could wave a magic wand, what would you change in your organization?.....  
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