**CSIT**

A toolkit to help the culture, sport, green space & tourism sectors to

***re-group, survive & re-grow the services for the community***

Document 3.9

**Self-Assessment of ‘One Team’**

**Assessing & understanding your organisation or partnership’s current strengths & areas for improvement**

***“He who asks the questions cannot avoid the answers”***

A Cameroon proverb!

Version 2, July 2011



**Introduction**

The *Red* *Thread* Self-Assessment tools enable you to focus on one or more *threads* running throughout the CSIT Benchmark, which represent vital subjects for the culture, sport, green space & tourism sectors. The *threads* are based on the *Vision for Excellence* shown in Document Two and contain ‘key features’ from the CSIT[[1]](#footnote-1) Benchmark.



**What are you working towards by using this ‘One Team’ Red Thread?**

*Excellent organisations develop true ownership amongst its people & partners, creating one team which is passionate about meeting the needs of the community, collectively responsible for results and willing & able to change in response to the changing external environment.*

Self-Assessment method

The organisation or partnership should establish a cross-functional Self-Assessment Team, responsible for reaching a consensus on current strengths & areas for improvement and planning improvement projects (the process of conducting Self-Assessment develops ownership & teamwork amongst those involved). This should take approximately one day.

The following process is recommended (adjust this to suit your specific needs & style – it is your Self-Assessment!):

1. Take one section at a time (e.g. ‘Leadership style, values & system’, etc)
2. Individually (i.e. each Self-Assessment Team member by themselves) consider the ‘key features’ shown on the Self-Assessment Questionnaire, reading the words carefully, and decide which of the following statements best reflects the organisation or partnership’s current progress for each ‘key feature’:

***a = Not yet***

***b = We are in the early stages of developing this***

***c = We partly do this***

***d = We do all of this, most of the time***

***e = We have been doing all of this for a few years - we have assessed & refined our behaviour in this area***

Shade or tick the appropriate box

1. When everyone has completed this for the section, discuss your perceptions and reach a team consensus on ratings, strengths & areas for improvement (focus the discussions on the disparities)
2. Move on to the next section and repeat the process
3. When you have completed this, review your Self-Assessment and discuss & agree the following:

**What are the most significant areas for improvement?**

**What themes run through your Self-Assessment results (‘golden threads’ & ‘fault lines’)?**

**What are the few underlying causes of most of the areas for improvement?**

**Health Warning!**

**Remember that self-assessment is not a competition, a points-scoring exercise, a ‘blame game’ or a way to improve your image; it is merely an exercise to help you to agree priorities for improvement.**

Self-Assessment Questionnaire

| Ref | Key Feature | Tick the appropriate box | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| **Leadership style, values & system** | | | | | | |
| 1 | Leaders recognise & champion the value of creating collective *ownership* of the services amongst the organisation’s people (including volunteers & partners) | a | b | c | d | e |
| 2 | Leaders create a clear & compelling *vision* for culture, sport, green space and/or tourism and inspire the workforce (including volunteers) & partners to adopt this *vision* | a | b | c | d | e |
| 3 | Leaders develop, communicate & act as role models of shared *values* (which underpin the way in which people in the organisation behave) | a | b | c | d | e |
| 4 | Leaders identify & remove the barriers within the *system* to collective *ownership* & continuous improvement (e.g. allowing all people to work together in teams to implement new ideas, etc) | a | b | c | d | e |
| 5 | Leaders allow people to learn from mistakes without blaming individuals | a | b | c | d | e |
| 6 | Leaders encourage & develop teamwork, including shared goals & values, consensus decision making, mutual support and collective conflict resolution | a | b | c | d | e |
| 7 | Leaders encourage & support people to improve their own performance, drive their own learning & development and support their colleagues to learn, develop & improve | a | b | c | d | e |
| 8 | A programme of open meaningful communication (meaningful to the receiver) is put in place based on people’s needs, including many opportunities for ‘top-down’, ‘bottom-up’ and ‘horizontal’ dialogue involving all the organisation’s people and partners | a | b | c | d | e |
| 9 | People are encouraged to seek out information & knowledge and to participate in the communication process (rather than being a passive recipient of information) | a | b | c | d | e |
| 10 | Leaders develop true *synergy* (i.e. shared commitment, passion, ideas & action to achieve for the same goals) and joint continuous value improvement with partners (including contracted management partners) and resolve any conflicts & tensions | a | b | c | d | e |
| 11 | Leaders recognise & celebrate the achievements & contributions of all people in the organisation in a way which supports *ownership*, continuous improvement & achievement of the *vision* and *outcomes* | a | b | c | d | e |
| Strengths | | | | | | |
| Areas for Improvement | | | | | | |
| Strategy, policies & change | | | | | | |
| 12 | People are given the opportunity to input thoughts and ideas to strategy | a | b | c | d | e |
| 13 | Strategy is communicated with the organisation’s people & partners in a meaningful way | a | b | c | d | e |
| 14 | Leaders establish & communicate clear & compelling change goals and clearly articulate the purpose & benefits of change | a | b | c | d | e |
| 15 | Leaders implement a structured approach to managing change, which provides mechanisms for people at all levels within the organisation and partners to contribute thinking | a | b | c | d | e |
| 16 | Staff & partners are given the opportunity to participate in creating long-term development plans for facilities & public green space | a | b | c | d | e |
| 17 | The organisation works to engage partners in the scope of strategy & the process of developing strategy (making it their strategy) | a | b | c | d | e |
| 18 | A wide range of people are engaged in Self-Assessment and planning & implementing organisational improvements | a | b | c | d | e |
| 19 | People are engaged in developing people policies & plans | a | b | c | d | e |
| Strengths | | | | | | |
| Areas for Improvement | | | | | | |
| Service development, delivery & improvement | | | | | | |
| 20 | The organisation engages a wide range of staff & partners in developing the service offer, generating innovation and making the best use of knowledge & resources | a | b | c | d | e |
| 21 | A wide range of staff & partners are engaged in developing the communication & marketing methods, generating innovation and making the best use of knowledge & resources | a | b | c | d | e |
| 22 | People develop a shared understanding of the organisation & partnership’s value proposition (i.e. what difference will our services make to you), and are able to articulate this | a | b | c | d | e |
| 23 | People *own* collective responsibility for delivering a service which meets the expectations of the customers | a | b | c | d | e |
| 24 | Staff & partners are engaged in process improvement activity and their innovation & knowledge is captured & used | a | b | c | d | e |
| 25 | People work together as one team to resolve customer enquiries or complaints at the first point of contact and avoid ‘passing’ customers from person-to-person in the organisation or partnership (when they have asked for information or made a complaint) | a | b | c | d | e |
| Strengths | | | | | | |
| Areas for Improvement | | | | | | |
| Results | | | | | | |
| To what extent are staff satisfied with the way leaders develop collective *ownership* & teamwork?  To what extent are partners satisfied with the way leaders develop collective *ownership* & teamwork?  To what extent are customers satisfied with the service provided by our teams?  How many staff are actively involved in improvement & service development teams?  How many ideas for staff have we implemented relating to the service offer & marketing activities?  What improvements in results have been achieved through staff ideas? (what do the results tell us?)  What improvements in results have been achieved through enhanced team working? (what do the results tell us?) | | | | | | |
| Strengths | | | | | | |
| Areas for Improvement | | | | | | |

**What are the most significant areas for improvement (bearing in mind what is required to survive & thrive in the future?)**

**What themes run through your Self-Assessment results (‘golden threads’ & ‘fault lines’)?**

**What are the few underlying causes of most of the areas for improvement?**

1. This version of CSIT has been designed and developed in association with Steve Wood [steve-wood@talktalk.net](mailto:steve-wood@talktalk.net) [↑](#footnote-ref-1)