

What Needs Changing in Your Client's Organization?

Which processes and outcomes in your client organization are viewed more positively and less positively by employees? Which areas require modification, and which are the most important targets for change? What goals for change need to be formulated? What are the recommended steps for your client organization to begin implementing necessary changes?

The Organization Perception Questionnaire (OPQ) can assist you and members of your client organization in addressing these questions and establishing a foundation for change planning.

The instrument can be filled out during a consultation session or completed beforehand and brought to the session by the participants. Because the instrument evaluates a person's perceptions of "the organization," it is crucial to provide a clear definition of "the organization" so that respondents have a consistent understanding of the entity they are considering while completing the instrument. Different departments or work units may contribute to the completion of the instrument, but it is recommended to establish subgroups during the Scoring and Discussion phases to facilitate separate discussions for each department or work unit.

This questionnaire requires you to indicate your perception of various aspects of "The Organization" (TO). Before responding to the items or issues, it is necessary to define "The Organization" as a business unit, division, department, or work group, if it has not been done for you. Please give priority to this organizational unit when completing the OPQ. "The Organization" (TO) refers to the entity being discussed.

There are two response columns: A and B.

Column A: The way I perceive "The Organization" is now. (current)

Column B: The way I perceive "The Organization" should be. (desired)

Please record your perceptions on the response scale below for the 40 items or issues listed, both as they currently are and the way they should be.

RESPONSE SCALE

- 1 = Practically none; to a very small degree
- 2 = Not very; not very much
- 3 = Moderately (on the low side)
- 4 = Moderately (on the high side)
- 5 = Very; to a high degree
- 6 = Extremely; to a very high degree

There are no correct answers. Your perceptions matter!

A (current)	B (Desired)	Issues
		1. The degree to which TO produces a high-quality product or service.
		2. The degree to which TO is focused on addressing societal issues.
		3. The degree to which TO provides opportunities for personal growth and development.
		4. The degree to which experts are involved in decision-making in TO.
		5. The degree of comfort you have in taking risks and making mistakes while performing your job.
		6. The degree to which TO adapts its methods in response to changing conditions and needs.
		7. The degree of cooperation among the different departments and work groups within TO is integral to completing the job.
		8. The degree to which management stays informed about external factors impacting TO.
		9. The degree of concern among those in positions of authority to hear feedback on how members feel TO is being run, both positive and negative.
		10. The degree to which external reactions impact changes in TO is being considered.
		11. The degree to which TO's product or service is beneficial to society.
		12. The degree to which management emphasizes the responsibility of TO society.
		13. The degree of personal satisfaction derived from one's work in TO.
		14. The degree of involvement in the making of plans and decisions in TO.
		15. The degree of comfort you have in proposing alternative methods.
		16. The degree at which TO adapts to necessary changes.
		17. The degree of information provided to you regarding the necessary knowledge for your job.

		18. The degree to which management accurately assesses the influence of current events and trends on TO.
		19. The degree of openness in discussing problems and dissatisfaction with those who can address them.
		20. The degree of responsiveness of authority figures in Toronto to your suggestions and wishes.
		21. The degree of personal goals and aspirations in management decisions.
		22. The degree of success achieved by TO in accomplishing its goals.
		23. The degree of commitment that TO has towards solving social and environmental problems, involving investment, time, and knowledge.
		24. The degree of participation of people at different levels in TO in planning and decision-making activities.
		25. The degree to which taking risks and going beyond your job duties is beneficial to your future in TO.
		26. The degree of TO in long-range planning is being measured.
		27. The degree of understanding of TO's goals.
		28. The degree of currency of the product or service of TO.
		29. The degree of concern that management has regarding how those outside view its effectiveness.
		30. The degree to which the ideas and desires of members of TO affect changes that are made.
		31. The degree of awareness that TO has regarding new discoveries and methods in its field.
		32. The degree of TO's product or service is determined by its performance.
		33. The degree of TO's involvement in addressing societal issues alongside its primary product or service.
		34. The degree of concern that management has for the thoughts and feelings of people in TO.

		35. The degree to which one can utilize their abilities in their job.
		36. The degree of group decision making in TO is assessed based on its degree.
		37. The degree of tolerance of management towards employees in TO experimenting with new ideas and methods, even if they are unsuccessful.
		38. The degree of TO in predicting potential problems in achieving its objectives.
		39. The degree of obstruction in the upward communication flow in TO.
		40. The degree of leadership provided by management in TO.

Individual Scoring and Interpretation

Please mark with a check (✓) the items or issues in the OPQ for which the number you wrote in Column A is 4 or less. Based on observations, these are potential areas for improvement or adjustment. Please review the checked items and circle the check mark in front of any items where the number you wrote in Column B is significantly higher or lower than the number in Column A. These items are the Change Targets, areas in which substantial change should be made in The Organization.

Group Score Interpretation and Action Plan

Record the numbers of the Change Targets for each person who completed the OPQ on a flip chart, overhead, or computer projector. Please identify the five to ten OPQ items that most respondents have identified as Change Targets. Examine each of these items, identifying instances of behaviors within The Organization that exemplify each item. Please rank these items from most to least important either through voting or discussion. Next, generate change objectives for the top three to five ranked items and create a list of "next steps" and individuals responsible for change planning for each item.