

GM@W Organizational Review Worksheet





PF3: CLEAR LEADERSHIP & EXPECTATIONS

OBJECTIVE: A work environment where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organization, and whether there are impending changes.

What are the benefits of effectively addressing Clear Leadership & Expectations?

- ✓ Employees have clear expectations regarding job responsibilities and roles
- ✓ Positive employee morale and resiliency, particularly during times of stress and change
- ✓ Reduced employee frustration and conflict
- ✓ Enhanced trust in the organization

What information may be helpful to refer to or collect?

-  Company vision/mission statements
-  Staff feedback (e.g., employee suggestions, meeting records, exit interviews)
-  Formal performance evaluations of managers/leaders
-  Existing employee survey data (e.g., feedback on leadership)

How would you describe your workplace/work unit? *(select all that apply; this will help you answer questions below)*

Effective Leadership & Management

- ☐ Management accountability (e.g., performance agreements)
- ☐ Promotion decisions consider leadership style
- ☐ Management training in leadership skills
- ☐ Regular performance reviews for leaders/managers

Clear & Effective Communication

- ☐ Mechanisms for regular communication with staff (e.g., newsletter, bulletin, intranet updates)
- ☐ Staff informed in a timely fashion of impending changes
- ☐ Opportunities for dialogue between staff and managers/leaders

Clear Job Roles & Responsibilities

- ☐ Clear and current job descriptions
- ☐ Regular performance evaluations for employees
- ☐ Job demands analyses

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. In their jobs, employees know what they are expected to do.	4	3	2	1
2. Leadership in our workplace is effective.	4	3	2	1
3. Staff are informed about important changes at work in a timely manner.	4	3	2	1
4. Supervisors provide helpful feedback to employees on their performance.	4	3	2	1
5. Our organization provides clear, effective communication.	4	3	2	1

PF1 GM@W Organizational Review Score (from above): _____ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): _____ (5 to 20)

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

If there is a difference between the **GM@W Organizational Review Score** and the **GM@W Survey Score**, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

Do issues related to **Clear Leadership & Expectations** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

What are the strengths in your workplace in terms of **Clear Leadership & Expectations** (e.g., what do you do well, what should you continue doing)?

What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

Is further action required? ☐ YES ☐ NO

If YES, see *GM@W Suggested Responses: PF3*