

Assess your Knowledge Skills and Abilities (KSAs)

Management KSAs for Organizational Change and Vitality



A Healthy Systems How-To Guide Supplement

by Sara S. Grigsby

Copyright © 2005, Sara Grigsby. All rights reserved.

Assess Your KSAA
Healthy Systems How To Supplement 2005

Published by:

Healthy Systems
PO Box 146
Corbett, OR 97019 USA
<http://www.healthysystems.net>

October, 2005

Healthy Systems ebooks provide readers with practical information and tools, focusing on organizational development. We welcome your feedback. info@healthysystems.net.

This ebook is does not employ copy protection. If you know of someone who would find it useful, please refer them to the web site (<http://www.healthysystems.net>) so that they may purchase a copy to enhance his or her own library.

Healthy Systems How-To Guide Series

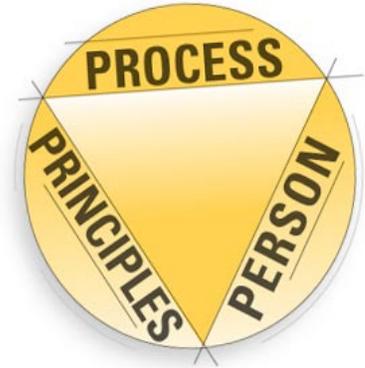
Healthy Systems How-To Guides focus on organization development topics such as meeting facilitation, project management and organizational change.

Each topic is presented as a Series of three stand-alone Guides —

- Process and Tools
- Principles and Mental Models
- Personal Skills and Practices

Additional Supplements such as this are published from time to time on special challenges associated with the Series.

You may start with any of the three Guides — Process, Principles or Person. All three Guides are filled with practical information, tools and illustrations. Together they form a framework of understanding and practice.



Assess your Knowledge Skills and Abilities (KSAs)

Management KSAs for Organizational Change and Vitality

Yes = Y No = N Not applicable = NA	Read each statement and then place a Y (for yes), N (for no) or NA (for not application) in the column to the left.
	1. For the level of work I am responsible I have a written plan for the year.
	2. My job title and position description are representative of the work that I perform.
	3. Others in my organization, customers and/or clients understand my role, product and services.
	4. My work life supports my personal goals and vision for my life.
	5. I understand the core processes of my professional work.
	6. I have created process maps of these processes in the past year.
	7. I have at least one meaningful measurement I use to evaluate the success of each of my work processes.
	8. I have identified the internal and external customers of my processes.

	9. When I manage a project I have a set of tools and/or formats that I use consistently.
	10. For each of the projects that I manage I have documented goals, timeframes and resources?
	11. I know the stakeholders and their needs for each of the projects I manage.
	12. I personally create or see that agendas are created for the meetings I manage.
	13. I have tools that I use consistently for the meetings that I manage.
	14. I know the difference between meeting process and meeting outcomes.
	15. I know how to keep my meetings on track in order to achieve desired outcomes within the time frame allotted.
	16. I make decision-making roles clear in my meetings, projects and general management of work.
	17. I involve others in setting agendas for my meetings
	18. I involve others in defining the projects I manage.

	19. I involve my internal and/or external customers in identifying improvement ideas for my processes.
	20. I perform some type of formal project evaluation with stakeholders and/or team members after each of my projects
	21. I have reliable methods that I use consistently to store and retrieve key documents.
	22. I have received feedback on my performance and/or on my style from my internal customers and/or co-workers in the past year.
	23. I have received feedback on my performance and/or my style from my project teams in the last year
	24. I perform meeting evaluations, no matter how simple, at the end of each meeting.
	25. I seek information on how my work fits into the larger organization.
	26. I seek information on how my processes serve the goals my work group and/or of the organization.
	27. I seek to align my projects with the goals of my work group and/or the organization.

	28. If I assign work to or supervise others (formally or informally), I always make sure they know how that works fits into the broader organization and its relevance to our success. (How and Why)
	29. If I assign work to or supervise others (formally or informally), I always make sure they know what is expected of them. (What)
	30. If I assign work to or supervise others (formally or informally), I remain accessible for questions and coaching.
	31. If I assign work to or supervise others (formally or informally), I try to provide them with the resources they need to be successful.
	32. If I supervise others, I see to it they know the goals of our work group.
	33. If I supervise others, I see to it they have a documented plan for the year.
	34. I coach others in the basic tools and activities of strategic planning
	35. I coach others in the basic tools and activities of process management and improvement.
	36. I coach others in the basic tools and activities of project management.
	37. I coach others in the basic tools and activities of meeting management.

	38. I am generally proactive in my communications.
	39. If asked, I could articulate my vision and values – my philosophy – of a healthy and vital organization.
	40. If asked, I could describe my philosophy in actionable and operational terms – the specific things I do to create and sustain a healthy organization.
	<p>Total Points</p> <p>Count the number of “Y” (yeses) and place that number in the box to the left. Score: Y = 1, N = 0, NA = omit that question in your tallies.</p>
	<p>Numeric Assessment Score</p> <p>Divide your Total Points from the box above by the total number of questions that you answered either Y (yes) or N (no). Omit those answered “NA”. Place that number (whole or fraction) in the box to the left.</p>
	<p>Percentage Score</p> <p>If you want to translate your Numerical Score into a Percentage, multiply the number above by 100 and add a percentage (%) sign at the end. Place your percentage (%) score in the box to the left.</p>

Evaluating Yourself and This Instrument:

You decide. A perfect score is a “1” and that means 100%! Try benchmarking with others.

Are key questions missing? Add one here or give us your feedback.

Send input to info@healthysystems.net at place “KSAs Assessment” in the subject line. Thank you.

Other Healthy Systems How-To Guides

You have completed a Healthy Systems How-To Guide Supplement. Each How-To Guide and Series fits into our leadership and management model illustrated on this page. The table below provides a sampling of the topics covered in other Healthy Systems products.



Content	Process - steps	Principles - guidance	Person - roles
Identity and Direction	Strategic purposing and planning	If you don't know where you are going, any road will do. Identity is self-organizing.	Executive Leadership Leaders at all levels Management
Process Design	Redesign and improvement	Processes are designed to serve the goals and strategies of the organization.	Operations Managers Quality Improvement Teams Organization Development
Project Management	Defining to implementing	Cross boundaries judiciously	Project Managers Teams Administration Support
Meetings	Start up to wrap up	First Understanding and then agreement Go Slow to Go Fast	Facilitators Teams Project Managers
Relationships and Teams	Communication, collaboration and conflict resolution	Relationships are the most personal and meaningful way to practice integration and alignment. Focus on Interests, Not Positions	Human Resources All people, all positions
Culture	Aligning through story telling, surfacing assumptions, problem solving and celebrating	Surface assumptions Define Values Create heroes that define your ideal culture.	Organization Development Human Resources Social Networks All people, all positions
Corporate Wellness	Including a human resource goal in your strategic plan.	There is a reciprocal relationship between the health of the organization and the well being of the people who work there.	All people, all positions
Design and Change	Involving, designing, redesigning, diffusing	Principles of All Systems: Everything is interconnected. Structure dictates functioning. Systems resist change. Lasting change takes time.	Organization Development, Leaders at all levels Managers
Healthy Organization	Integrating all the processes above. Creating a Balanced Scorecard for the health of your organization	Focus on flow, integration and alignment. Release tensions and bottlenecks.	Organization Development Leaders at all levels Managers Social Networks



About Healthy Systems

Healthy Systems is a management consulting firm that aligns and integrates the people, processes and strategic directions of an organization—for the health of the organization and the well-being of its employees.

We train and coach organizations in the dynamics of complex systems and in the skills, tools and strategies for creating and sustaining a vital and balanced workplace.

Healthy Systems works in collaboration with organization development and training specialists to meet your specific and customized needs.

Healthy Systems provides consulting and customized training for organizational effectiveness, focusing on methods to create and sustain vitality and relevance in meetings, projects, processes, planning and interpersonal relationships.

About Sara Grigsby



Sara Grigsby has worked professionally as an organizational development consultant, trainer and facilitator since 1985, providing project-based management, coaching, training and event facilitation services to a variety of corporate, public agency and health care clients.

Sara is the founder of Healthy Systems and its lead consultant.

She has been writing about Organization Development and creating tools to help others create healthy systems since 1995. Her CV is available online: <http://healthysystems.net/htmls/about/sara.html>

Sara is currently Senior Organization Development consultant for NWNatural in Portland, Oregon. She lives in Corbett, Oregon at Benfield Farm <<http://www.benfieldfarm.com>>.