Adaptive Leadership Self-Assessment
FOR ORGANIZATIONS

What is the Adaptive Leadership Self-Assessment for Organizations and How Can It Help You?

While some challenges are well defined with known solutions, other challenges can be complex, persistent, or without tested solutions. Solving these challenges requires addressing different perspectives and engaging in new learning—adaptive leadership skills. Family planning organizations can use this tool to identify their strengths and areas for growth in adaptive leadership skills.

Follow the steps below to complete the assessment.

• **Step 1: Decide whom to include in the assessment.** A broad group of people spanning different teams and/or departments from the organization—the parent organization or agency in which the Title X program is housed—should complete the organizational assessment. This group may also decide whether to complete the entire assessment at once or assess one competency at a time based on the organization's needs.

• **Step 2: Identified members from the organization should complete the assessment** according to their experience with and perceptions of how the organization handles a complex challenge and/or uncertainty. The assessment takes about 20 minutes to complete. Responses should be kept confidential, so that respondents can feel comfortable being candid in their responses. This assessment is not a performance appraisal, but is intended to identify your organizational strengths and areas for needed skills and abilities.

• **Step 3: One designated person should compile the responses** using the Organizational Adaptive Leadership Assessment Summary Results Excel file. Although anonymity may not be possible, this designated person should ensure the confidentiality of individual responses when tabulating results.

• **Step 4: Discuss results and next steps.** The group should discuss the compiled results to identify organizational strengths and areas for growth and then access resources on the Organizational Adaptive Leadership Assessment Summary Results Excel file that may support needed adaptive leadership skills.

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Name of the Organization:_____

When you're filling out the sections below, think about how your **ORGANIZATION** works to address c**omplex challenges and/or uncertainty**. In the following questions, please rate the adaptive leadership skills of your organization. Please circle the number to express how much you agree or disagree with the following statements, where **1 = Strongly Disagree; 2 = Somewhat Disagree; 3 = Neutral; 4 = Somewhat Agree; 5 = Strongly Agree. You will need to designate someone to collect and tabulate all responses in the accompanying spreadsheet. You will then be able to review the summary results together and make decisions regarding next steps.**

CHANGE MANAGEMENT: Ability to strategically move an organization from the current state to a desired future state

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My organization is receptive to innovation, change, and new ideas.	1	2	3	4	5
2. My organization is aware of changing directions relative to the field of family planning and reproductive health.	1	2	3	4	5
3. My organization is able to flexibly modify work processes and procedures to respond to evolving needs.	1	2	3	4	5
4. My organization enables meaningful collaboration between partners (e.g., organizational units, subrecipients, clients, funders) that allow it to develop solutions to problems.	1	2	3	4	5
5. My organization is able to implement change by anticipating/working around barriers that arise.	1	2	3	4	5
6. My organization is able to sustain changes by creating systems that reinforce new processes and behaviors.	1	2	3	4	5

CONTINUOUS IMPROVEMENT: Ability to strive consistently to improve services or processes to the highest standards

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My organization communicates on a regular basis that enables the workforce to get needed information and provide feedback in a timely way.	1	2	3	4	5
2. My organization creates systems to measure gaps between current and expected performance.	1	2	3	4	5
3. My organization makes its lessons learned available to the entire workforce.	1	2	3	4	5
4. My organization encourages everyone to bring clients' views into the decision-making process.	1	2	3	4	5
5. My organization resists doing what has always been done or just enough to get by.	1	2	3	4	5

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DIVERSITY AND INCLUSION: Ability to make diverse employees, clients, and stakeholders feel valued, welcomed, integrated, and included

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My organization respects and appreciates diverse employees, clients, and stakeholders.	1	2	3	4	5
2. My organization's staff are broadly representative of the client populations we serve.	1	2	3	4	5
3. My organization is committed to establishing a diverse workforce through its hiring and promotion practices.	1	2	3	4	5
4. My organization values different perspectives and is open to the ideas and views of others.	1	2	3	4	5
5. My organization includes relevant stakeholders within the service system in decision making.	1	2	3	4	5
6. My organization seeks to remove barriers to ensure that all clients can equitably access and benefit from services.	1	2	3	4	5

PROBLEM SOLVING: Ability to work with colleagues to define and determine the cause of a problem: identify, prioritize, and implement a solution

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My organization states clearly and explicitly what the problem is that it is working on.	1	2	3	4	5
2. My organization gathers as much information as we can about what the problem is and its underlying causes before trying to solve it.	1	2	3	4	5
3. My organization uses different methods for understanding a complex problem.	1	2	3	4	5
4. My organization has techniques to develop creative and innovative solutions to complex problems.	1	2	3	4	5
5. My organization generates several potential solutions to a complex problem, instead of only identifying one obvious solution.	1	2	3	4	5

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REFLECTION AND CONTINUOUS LEARNING: Ability to provide a collective, dynamic system of reflection and feedback that directs the learning of staff within an organization

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My organization supports the workforce in gaining new knowledge or skills related to their jobs by working alongside more experienced people.	1	2	3	4	5
2. My organization regularly seeks information and feedback about workforce strengths and weaknesses in terms of job-related knowledge, skills, abilities, or other characteristics.	1	2	3	4	5
3. My organization views work challenges as opportunities to develop skills of the workforce.	1	2	3	4	5
4. My organization supports the workforce in trying new things.	1	2	3	4	5
5. My organization shares feedback about the workforce's performance.	1	2	3	4	5
6. When giving feedback, my organization avoids referring to personal characteristics and focuses on problems or solutions instead.	1	2	3	4	5

STRATEGIC THINKING: Ability to take a disciplined approach to produce fundamental decisions and actions shaping the nature and direction of an organization's activities

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My organization spends the necessary time to consider system trends and their implications for our service delivery.	1	2	3	4	5
2. My organization monitors system changes beyond clients and partners.	1	2	3	4	5
3. My organization involves relevant staff across all levels and units in strategic discussions.	1	2	3	4	5
4. My organization uses a systematic and transparent approach to making organizational decisions.	1	2	3	4	5
5. My organization reaches out to external stakeholders, experts, and partners in order to challenge our strategic assumptions.	1	2	3	4	5

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SYSTEMS THINKING: Ability to understand how systems behave, interact with their environment, and influence each other	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My organization recognizes how a problem in one part of the organization can affect the rest of the organization.	1	2	3	4	5
2. My organization recognizes how values can influence patterns of behavior.	1	2	3	4	5
3. My organization recognizes how the organization's culture affects the outcomes of our work at all levels (e.g., individual employees, teams, organization).	1	2	3	4	5
4. My organization recognizes how the organization's processes (e.g., how decisions are made, how services are provided) affect the outcomes of our work at all levels.	1	2	3	4	5
5. My organization recognizes how the organizational environment affects individuals' performance.	1	2	3	4	5
6. My organization recognizes how the external environment influences our work at all levels.	1	2	3	4	5

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