

The next question in the organizational assessment analyzes alignment. Leaders are asked to rate the external environment in their market area over the last five years.

Usually, there is a slight gap between the senior leaders and the rest of the organization. This gap shows that, in the past, senior leaders may have not communicated enough of what is happening in the external environment to the managers and supervisors. Many leaders withhold external information with the best of intentions. Often, leaders don't tell the rest of the workplace exactly what is going on because they don't want to burden them. But good intentions don't always mean good results.

Organizational Assessment

Over the past five years, the external healthcare market in your area has been:

		Very Easy 1	Easy 2	Normal 3	Difficult 4	Very Difficult 5
Senior Leader	68.2	0	1	15	28	4
Physician	67.5	0	0	14	11	5
Department Director	63.1	1	8	62	74	8
Manager	60.3	1	13	156	133	4
Other	61.8	0	1	10	6	2
Total	62.2	2	23	257	252	23

* Calculation: 1=0, 2=25, 3=50, 4=75, 5=100