

Next, leaders are asked to project ahead as to how they see the external environment over the next five years. In the assessment results below, senior leaders’ answers averaged out to a value of 85.4 – between difficult and very difficult, in other words. Most physicians and department directors rated it as difficult or normal. A few directors even rated it easy or very easy.

When people are at different spots in the organization, they are naturally going to see things differently based on their positions. The goal here is to get everybody seeing external forces the same way. If leaders don’t get everyone to align, they won’t get the performance they need. And if everyone doesn’t have the same information, alignment is nearly impossible.

Organizational Assessment

Over the next five years, the external healthcare market in your area will be:

		Very Easy 1	Easy 2	Normal 3	Difficult 4	Very Difficult 5
Senior Leader	85.4	0	0	0	28	20
Physician	80.0	0	0	3	18	9
Department Director	80.2	1	3	12	84	53
Manager	73.4	2	5	63	178	59
Other	76.3	0	1	4	7	7
Total	76.8	3	9	82	315	148

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