



ORGANIZATIONAL ASSESSMENTS

“Architecture does not create extraordinary organizations by collecting extraordinary people. It does so by enabling very ordinary people to perform in extraordinary ways.”

- John Kay



An organizational assessment is an impartial, external look at how one or several departments, offices or groups are structured and how well they are operating—all in service of your strategic plan.

We partner with you to gather qualitative and quantitative data via confidential interviews, focus groups, and surveys.

Assessments and recommendations are tailored to your

context and desired future state. Resultant data is distilled into a detailed, actionable report.

Working closely with your internal clients and stakeholders, we can also partner with you to implement the report recommendations.

Our expertise is collaborating on human centered, practical plans that leverage existing resources.

We provide thoughtfully assembled data and recommendations that support your goals. Examples of topics explored in an organizational assessment include:

Productivity and performance

Morale and climate

Systems, communications, and processes

Role clarity and needed capabilities in those roles

Organizational structure

Organizational interdependencies and redundancies

We also provide ongoing implementation support, including changes in strategy, workshops, and coaching.

Our Process

Pre-Agreement: Meeting(s) to explore desired outcomes for the assessment and scope the boundaries of the work.

Discovery

A discovery phase, where we work with you to uncover and begin to prioritize issues and identify interviewees and relevant survey instruments.

Stakeholder meetings to clarify scope and desired outcomes.

Communications advice and support.

Analysis

In-depth analysis of interview and survey data.

Report development, including both summary and detailed findings and recommendations.

Assessment

Support for project launch, including kick-off meetings and input to communications.

Confidential one-on-one interviews.

Design and implementation of any required online surveys.

Project management, including regular check-in calls on progress.

Findings and Next Steps

Presentation of the results to client and relevant stakeholders, including strategy discussions and detailed next steps.



Questions to Help You Find the Right Partner

What is your process when conducting organizational assessments? What methods do you use?

Have you worked within Higher Education before? Do you have examples you can share?

How do you engage key stakeholders in the process?

What is the anticipated timeline from start of project to report submission?

How will you help us with implementation?

Julie M. Wilson Ed.M.

has a Master's degree from the Harvard Graduate School of Education, specializing in adult development and behavioral change. She loves partnering with clients to help them gain the insights they need to make well-informed strategic decisions—and then being a trusted partner to transform those insights into action.

Jennifer K. (Jenny) Stine, Ph.D.

has a PhD from Stanford University and has taught organizational behavior at Harvard Extension School for more than a decade. She applies both her knowledge of organizational behavior and her experience gained in university administrative leadership roles to uncover organizational strengths and provide clarity around key challenges and decisions.

The Academic Leadership Group helps deans, faculty, and senior administrators design their organizations and build their people's capabilities to meet today's complex challenges.

To schedule an exploratory conversation with either Julie or Jenny, email

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