

Quick Health Assessment



Score each area: 1 = “we’re livin’ it” 3 = “somewhat” 5 = “not at all”

Our leadership team is always on the same page; we work together effectively to meet the organization’s goals.



Everyone in the organization is focused on the same objectives.



We continually work to grow our leadership skills across our organization.



We hold one another and ourselves as an organization accountable to our work and our goals.



When we make decisions, the entire extended team trusts the process.



Our board is an effective accountability partner and oversight body.



When we make decisions, the entire extended team is committed to the decision even if they would have made a different choice, and the decision is acted upon.



We assess our programs and our work rigorously and honestly on an annual basis.



Our organizational morale is high, people trust one another, and there is an overarching positive energy.



We seek input and feedback from our partners, our constituents and other stakeholders.



Our vision is clear and our work is guided by measurable goals.



How healthy is your organization?

LEVEL 1 (score of 11)

Your leadership team is made up of skilled individuals who work together smoothly for the good of the entire organization. You're continually building leadership skills and depth for long-term health and sustainability. Your focus is clear: a vibrant vision with a strategic path to get there. There are goals to track your progress and priorities to guide work plans and resource allocation. Your culture fuels your team and supports them to be their best. You hold yourselves, and each other accountable to achieve results. Your board is engaged and governing effectively. You take an honest and objective look at your work, assessing programs and other efforts on a regular basis. Your assessments are guided by perspectives of those both inside and adjacent to your organization. People work hard and it pays off in measurable results, yet team members also feel a semblance of balance in their lives.

LEVEL 2 (score of 12-22)

You have a strong leadership team comprised of competent leaders who collaborate well. Occasionally, leaders hyper focus on their area of the organization and fall out of alignment as a team. Your vision, goals, and priorities are clear however, you could do a better job ensuring everyone in the organization is bought in and sees how their work contributes to the bigger picture. People are committed, putting themselves into the work. You strive to ensure everyone enjoys balance in their lives. You hold each other accountable but perhaps not as consistently as you could. Occasionally you avoid providing feedback when it's challenging, but you continue to check-in. You meet most of your goals as an organization; some teams are stronger than others in getting things done and you could be more efficient or effective in some areas. You're proud of your overall impact, and see room to deliver even more for your constituents. Your board and donors have confidence in your strategies and ability to execute.

LEVEL 3 (score of 23-33)

Your organization is doing fine but experiences recurring issues that keep you from moving the needle the way you'd like. Your team works really hard but doesn't seem to accomplish as much as you feel you could. Your leadership is small and mighty, however, your team would benefit from additional skills or experience. As the ED, you spend more time than you'd like filling the gaps. Your best talent gets recruited away and you never have a full team with the capacity you need. Your mission is clear and your team is passionate about it. Your strategic plan could stand to be updated and your team asks a lot of questions about their role(s) and how everyone's work ties together. Team priorities aren't always clear and you don't meet goals in a way that feels consistent or satisfactory. You have to follow up with your team a lot to make sure things get done. You feel pulled in many directions and don't know when to say no. It's frustrating when your board probes about results – they don't have insight into all that you're doing. People don't seem to get on board with decisions consistently: you'll decide something in a meeting but then no one executes on it. People seem tired and the vibe isn't energizing. At the same time, people care about one another and believe in what you do. You make your annual fundraising goal but with a lot of last-minute gifts, struggle, and high pressure asks. It's stressful to lead the organization on a daily basis and you feel spread thin. You measure outcomes for grant purposes and don't feel you have time to pause to do a full review of everything you work on and what needs tweaking or to be sunset – it's all important. You know your work matters and that people value your programs.

LEVEL 4 (score of 34-44)

You feel the weight of the organization's leadership on your shoulders and lack support. Despite working harder and harder, things don't get easier. You sometimes wonder if you're cut out for your role and/or you have doubts about the leaders on your team. They are struggling - they complain a lot and frequently ask for role clarity. Morale is low and conflict is common. People don't collaborate and seem to be isolated to their own teams or work. Team members don't consistently know what their work is or what they're striving to accomplish. You aren't meeting your goals in a satisfactory way. The board and/or donors have been asking about results. Turnover is an issue. Accountability and feedback aren't well received so you don't do much of it. Financially your organization is living paycheck-to-paycheck. You're making it work through sheer will and creative maneuvering and it's consuming a lot of energy. You're making a difference but don't know how much. You are burned out and losing sleep. You need help.

LEVEL 5 (score of 45-55)

Your organization is struggling in so many areas you can't stay on top of it all. People you thought would never leave are departing with little notice. The entire team is burned out and showing signs of physical and emotional distress. Things feel stressful all the time without relief. People are using words like toxic to describe the workplace. Conversations are hushed and people startle when you catch them talking. There is a lack of trust. Information does not flow effectively and people seem confused about what they should be working on or what is happening across the organization. Things are up in the air: budgets are unclear due to financial strain, decisions are on hold because of limited resources. You don't have a real plan – you're just working crazy hard and trying to stay afloat. Your financial situation is dire and you're not sure how much longer you can sustain your current staff. You are taking extraordinary measures to meet payroll. You need a huge fundraising win but don't have a solid plan or prospects. You haven't set goals in a while but know what you need to do if you can just stabilize. You just need some relief.

No matter what stage of health you are in currently, Zipline Consulting can help.

- Level 1:** You're doing great – keep it up and call if you want pointers on maintaining your current health.
- Level 2:** You're in good shape but want to build on what's working to become a truly vibrant organization. You're in a great spot to take small, simple steps to become even stronger, more sustainable, and impactful.
- Level 3:** You're managing, but want to make life easier for yourself and your team and see greater results from all of your hard work. This is the time to understand what is getting in the way and make shifts that will lead to a healthier, more impactful organization.
- Level 4-5:** You're struggling, but you and your organization do not need to live in distress. There is hope, help and steps to take to see improvement and create stability.

Let's get you back on your feet with your eyes on the goal so you can truly enjoy this amazing work you do and see the results you work so hard to achieve: 901-497-7170 or katie@joyofleading.com