

### Note

The following sample survey is to be used at the start of a Strategic Planning effort. It should be deployed across the organization to all stakeholders.

**ABC COMPANY**

## Organizational Survey

Respondent:

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Department:

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Please return completed form NO LATER THAN: \_\_\_\_\_

Read instructions carefully before completing this questionnaire.



## INSTRUCTIONS

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You are about to take a brief survey to measure the performance of *ABC Company* in the following areas:

- Vision, Mission and Goals
- Change Management
- Communication
- Job Satisfaction and Employee Involvement
- Client Focus and Commitment
- Recognition and Rewards
- Teamwork
- Training and Development

We sincerely appreciate your participation in this assessment. We want to understand ABC Company's strengths and weaknesses in the areas described here, from the perspective of our employees. This survey should only take 15-20 minutes to complete.

**Please complete this survey and return it via email to **JANE SMITH by Friday, January 3, XXXX.****

If you have any questions, please contact **Scott Jones at XXX-XXX-XXXX** for more information. Thank you very much for your participation.

Sincerely,

**ABC Company** Management Team

## THE FEEDBACK PROCESS

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Thank you for participating in the feedback process. Your time and effort are appreciated. Please give careful thought to your feedback in order to identify strengths and provide a basis for improvement. Do not rate higher or lower than deserved.

## YOUR FEEDBACK IS CONFIDENTIAL

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- Your name will never be linked to the feedback you give.
- Other people will also contribute feedback. Your ratings will be combined (without your name) with their ratings to produce an average score, which will be summarized in a feedback report.

## YOUR COMMENTS

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- When writing comments, describe both positive and constructive aspects.
- The best comments are very specific and include examples.
- Avoid emotional comments, whether positive or constructive.



Please rate **ABC Company** on the following areas:

How strongly do you agree that the **ABC Company** performs this action well?

**Vision, Mission and Goals**

	Strongly disagree	Disagree	Mildly agree	Agree	Strongly agree	
1. Our mission for the <i>ABC Company</i> is clearly defined.	1	2	3	4	5	NA
2. I understand the mission for the <i>ABC Company</i> .	1	2	3	4	5	NA
3. I understand how I contribute to the mission of the <i>ABC Company</i> .	1	2	3	4	5	NA
4. I agree with the mission of the <i>ABC Company</i> .	1	2	3	4	5	NA
5. Goals and objectives are clearly defined for the <i>ABC Company</i> .	1	2	3	4	5	NA
6. The new strategic direction for the <i>ABC Company</i> is clearly defined.	1	2	3	4	5	NA
7. I understand the new strategic direction for the <i>ABC Company</i> .	1	2	3	4	5	NA
8. I agree with the new strategic direction of the <i>ABC Company</i> .	1	2	3	4	5	NA
9. We are moving in the right direction at the <i>ABC Company</i> using a more strategic orientation.	1	2	3	4	5	NA
10. Management is addressing the right issues and opportunities for the <i>ABC Company</i> .	1	2	3	4	5	NA

**Change Management**

	Strongly disagree	Disagree	Mildly agree	Agree	Strongly agree	
1. Innovation is encouraged in the <i>ABC Company</i> .	1	2	3	4	5	NA
2. Changes are communicated before they are implemented at the <i>ABC Company</i> .	1	2	3	4	5	NA
3. I participate in making changes that affect me at the <i>ABC Company</i> .	1	2	3	4	5	NA

**Communication**

	Strongly disagree	Disagree	Mildly agree	Agree	Strongly agree	
1. I receive news and information in a timely fashion in the <i>ABC Company</i> .	1	2	3	4	5	NA
2. There is good top-down communication in the <i>ABC Company</i> .	1	2	3	4	5	NA
3. There is good bottom-up communication in the <i>ABC Company</i> .	1	2	3	4	5	NA
4. There is good lateral communication among my peer group at the <i>ABC Company</i> .	1	2	3	4	5	NA
5. I am encouraged to speak up and communicate freely at the <i>ABC Company</i> .	1	2	3	4	5	NA

### Job Satisfaction and Employee Involvement

	Strongly disagree	Disagree	Mildly agree	Agree	Strongly agree	
1. I am optimistic about my future with the <i>ABC Company</i> .	1	2	3	4	5	NA
2. I am satisfied with my job at the <i>ABC Company</i> .	1	2	3	4	5	NA
3. Employees are respected and appreciated at the <i>ABC Company</i> .	1	2	3	4	5	NA
4. My work is interesting and challenging at the <i>ABC Company</i> .	1	2	3	4	5	NA
5. I am involved in making decisions that affect me at the <i>ABC Company</i> .	1	2	3	4	5	NA
6. I am empowered to solve problems and make decisions at the <i>ABC Company</i> .	1	2	3	4	5	NA

### Client Focus and Commitment

	Strongly disagree	Disagree	Mildly agree	Agree	Strongly agree	
1. The <i>ABC Company</i> is client-focused.	1	2	3	4	5	NA
2. The <i>ABC Company</i> understands its clients' requirements and expectations.	1	2	3	4	5	NA
3. The <i>ABC Company</i> welcomes client feedback to assess and improve its performance	1	2	3	4	5	NA
4. Top management at the <i>ABC Company</i> balances the needs of its clients and employees.	1	2	3	4	5	NA
5. The <i>ABC Company</i> attempts to resolve all significant client requests.	1	2	3	4	5	NA
6. The <i>ABC Company</i> attempts to provide appropriate assistance in resolving threats at a high level.	1	2	3	4	5	NA

### Recognition and Rewards

	Strongly disagree	Disagree	Mildly agree	Agree	Strongly agree	
1. I am recognized when I do good work at the <i>ABC Company</i> .	1	2	3	4	5	NA
2. I get regular feedback on my work at the <i>ABC Company</i> .	1	2	3	4	5	NA
3. I am recognized or rewarded for taking innovative risks at the <i>ABC Company</i> .	1	2	3	4	5	NA
4. People are recognized or rewarded for finding better ways to do their job at the <i>ABC Company</i> .	1	2	3	4	5	NA



### Teamwork

	Strongly disagree	Disagree	Mildly agree	Agree	Strongly agree	
1. The <i>ABC Company</i> does an effective job of sharing responsibility among members.	1	2	3	4	5	NA
2. There is a high degree of trust among team members at the <i>ABC Company</i> .	1	2	3	4	5	NA
3. Individuals show support for team decisions in the <i>ABC Company</i> .	1	2	3	4	5	NA

### Training and Development

	Strongly disagree	Disagree	Mildly agree	Agree	Strongly agree	
1. I have the skills I need to do my job at the <i>ABC Company</i> .	1	2	3	4	5	NA
2. People are encouraged to learn new skills in the <i>ABC Company</i>	1	2	3	4	5	NA
3. The <i>ABC Company</i> provides adequate training opportunities.	1	2	3	4	5	NA

### Summary questions

1. What is your opinion about the new strategic direction at the *ABC Company*?
2. How can we improve the future direction of the *ABC Company*?
3. How can we improve communication within the *ABC Company*?
4. How can we improve our client focus and commitment at the *ABC Company*?