

The Engaged Organisation Scorecard™

	DYSFUNCTIONAL			FRAGMENTED			SUCCESSFUL			ENGAGED			
	1	2	3	4	5	6	7	8	9	10	11	12	SCORE
ENGAGED PURPOSE	No Purpose, No Direction Non-existent or woefully out of date, the purpose is an inaccurate document that is never referenced and bears no relevance to the organisation's strategic direction, goals and business activities. Without an effective core purpose, business activity is disorganised and inefficiency is commonplace.			Not Shared, Not Used A written purpose that is occasionally referred to by the senior team, but not often updated or utilised to drive strategic direction and business activities. It is not shared with the whole organisation or customers, and as a result, most employees and customers are unaware of the business' overall purpose and goals.			General Awareness A written purpose that is kept up-to-date, and usually referred to when driving strategy, direction and business activities. The written purpose is shared with most customers, and people within the business are aware of the purpose, where to find it, and the role they play in supporting it.			Clear, Shared, Connected A clearly articulated, living, breathing, written purpose shared with every member of the business and its customers. It is regularly used and updated as context for creating a sustainable business model, driving strategy, direction and business activities the leadership has confidence in. Everyone in the business feels connected to and excited by the organisation's ultimate purpose, goals and how the business will achieve them. Relationships with the organisation's customers are aligned with and support the purpose.			
ENGAGED OWNERSHIP	Trapped, Reactive, Overwhelmed Ownership feels trapped in reactive attempts to deal with cash flow, debt and credit crises. As a result, they're disengaged from daily activities. Ownership doesn't care about the well-being of their workforce, nor recognise or appreciate their efforts. They value technology over people, and aren't excited about their organisation's future.			No Plan, No System Owners are minimal, short-range goal setters, with no system for measuring achievement beyond financial results. They have few or no mechanisms in place to create an Engaged Organisation, because they don't truly understand the power of engagement and its impact. They view success purely in financial terms and don't "know" their people and the true potential they can offer the organisation.			Closely Held Goals These are committed goal-setting owners, but share their goals with only a few individuals. They have some mechanisms in place to help their organisation progress and develop, and offer fair reward and recognition to their teams. They take some time to get to know people in their organisation and are open minded to the power of engagement.			Visionary Leadership Ownership has written plans for its own future, and a purpose it's passionate about. They embrace change and innovation and are on a forward trajectory. Ownership shares their inspiration and motivation. They are genuinely concerned about their employees, actively encouraging them to fulfil their own potential. They lead by example and are passionate about creating an Engaged Organisation.			
ENGAGED LEADERS	Self-Centered Survival Due to the organisation's financial crises, leaders are forced into short-term survival strategies. They do not give or receive regular feedback, rarely conduct scheduled review meetings and are not genuinely interested in team members' well-being. Leaders lack autonomy and responsibility to turn purpose into action. They often use their status to further only their own interests and have high staff turnover within their teams.			Competing, Conflicting, Silos Leaders plan and operate with a few business goals they focus on to maintain and improve upon their organisational status and rewards. They provide sporadic feedback to team members, but it is viewed as a necessary (but not rewarding) part of their role. They are only interested in employees performing their roles to satisfaction rather than their happiness and achievements.			Operational Execution Leaders support the goals of the owners and organisation, but communicate only within the framework of the organisation's operating and growth structures. They often give and receive team member feedback and conduct planned reviews that are purely focused on business objectives at least once per year. They have some knowledge of engagement, but don't always have a system in place to effectively apply that knowledge.			Growth Integrators Leaders are passionate about the organisation's goals. They break down barriers, putting people first by getting to know them, showing appreciation and encouraging a culture of self-improvement. They feel connected to ownership and empowered to proactively translate purpose into action. Leaders engage in effective, regular communication and feedback with team members and conduct open, two-way reviews on at least a quarterly basis.			
ENGAGED EMPLOYEES	Shut-Down, Fearful "A-players" are already gone, and remaining employees are hanging onto their jobs from one paycheck to the next. They operate with a blame culture and are simply going through the motions by doing the minimum possible to get the job done. They do not engage or communicate with team members or leaders, nor do they set goals. They have no energy or passion for their work.			Unmotivated, Minimum Effort Employees are largely disengaged from both the purpose and goals of the organisation beyond ensuring continued job security and promotion. They usually work to the required standard and see their job as a means to pay bills, but no more. They may have some short-term personal goals, but they are not written down or shared with their colleagues or leaders. They're taking no proactive action to achieve them.			Satisfactory, Impersonal Employees are engaged with the organisation's success goals. They contribute to team activities when asked and proactively prepare for annual reviews, sometimes actively seeking feedback on an on-going basis. They feel their organisation supports their professional growth and that their leaders are supportive. They have confidence in the business' leadership and direction and generally enjoy coming to work.			Personal-Teamwork Alignment Employees, inspired by the goals of ownership and leaders, use their progress and success in the workplace as a foundation for greater personal futures. They understand how their role contributes to the organisation's success, often suggesting improvements to enhance either their own or business performance. They enjoy trusting, open communication with their leaders and bring their "whole selves" to work.			
ENGAGED CUSTOMERS	Suspicious, Adversarial Relationships with customers are negative, time-consuming and strained. The best customers are long gone and those remaining withhold payment and constantly complain. Customers view their relationship with the organisation as short-term and commit minimum effort and focus on protecting only their own interests. The organisation is considered difficult to deal with and relationships feel like hard work, energy zapping and counter-productive.			Commoditised, Disposable The organisation fails to attract the best customers. Relationships with existing customers are run-of-the-mill, fickle and price sensitive. Opportunities to grow the business relationship to the benefit of both the organisation and the customer are often missed. There's a lack of innovative thinking and mediocrity is the norm.			Productive, Conventional Relations The organisation as a whole attracts and cultivates successful, growth-oriented customers and provides excellent products and services to them. Interaction with customers is business-like and successful, but sometimes lack fun, inspiration and "10x thinking."			Everything Grows, Everybody Wins The organisation cares about its customers and passionately, abundantly and contagiously multiplies its goals culture to positively impact relationships with them. It attracts proactive, positive feedback, and customers go the extra mile to nurture the relationship, regularly providing referrals and, in turn, become more engaged themselves. Interaction is enjoyable, productive, energizing and often doesn't feel like work.			

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ENGAGED OWNERSHIP	Trapped, Reactive, Overwhelmed			No Plan, No System			Closely Held Goals			Visionary Leadership			
ENGAGED LEADERS	Self-Centered Survival			Competing, Conflicting, Silos			Operational Execution			Growth Integrators			
ENGAGED EMPLOYEES	Shut-Down, Fearful			Unmotivated, Minimum Effort			Satisfactory, Impersonal			Personal-Teamwork Alignment			
ENGAGED CUSTOMERS	Suspicious, Adversarial			Commoditised, Disposable			Productive, Conventional Relations			Everything Grows, Everybody Wins			

NAME _____ DATE _____

SCORECARD TOTAL / 60