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| **STRUCTURES, MANAGEMENT AND PROCEDURES** | Line managers lack leadership skills |  |
| Ineffective performance management / appraisal system |  |
| Blame culture |  |
| KPIs/targets drive out opportunities for learning and improvement |  |
| Departmental/organisational boundaries delay decisions and inhibit innovation |  |
| Work gets held up by poor co-ordination between departments |  |
| **TOTAL SCORE FOR ELEMENT** |  |
| **Score 5 – 14:** Don’t be complacent! Keep reviewing and refreshing the things you’re doing right.**Score 15 – 35:** Rethinking the walls and ceilings that divide your organisation is a priority to enhance performance as well as employee engagement and well-being.**Score 36 – 50:** Urgent action is required to remove obstacles to innovation and to avoid poor productivity as well as wasted opportunity, talent and morale. |