

Assessing Organizational Viability: An Evaluation of the Site Location

(For classroom discussion ONLY)

John Gardner has outlined nine requirements that are essential to organizational viability. Please evaluate your Internship host site in terms of these nine requirements, including documentation where appropriate. This evaluation will be discussed at one of our group supervisory conferences.

Requirement 1: The organization must have an effective program for the recruitment and development of talent.

A shortage of talent and/or developmental programs exists

Some talent exists but much is being wasted

A steady supply of highly trained and motivated personnel exists

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Observations:

Requirement 2: The organization must be a hospitable environment for the individual.

No "sparks" of individuality are present

Some idea people are present but too often smothered

Individuality is encouraged and supported

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Observations:

Requirement 3: The organization must have built-in provisions for self-- criticism.

Those in power are often self-deceived and fail to see what is really going on

Certain organizational members are allowed to criticize the organization but many more are not afforded the luxury

An atmosphere exists in which uncomfortable questions can be asked of those in power

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Observations:

Requirement 4: The organization must have a fluidity of internal structure.

Jurisdictional boundaries are set in concrete

Some room for flexibility exists but boundaries tend to be relied upon

Jurisdictional lines are not sacred

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Observations:

Requirement 5: The organization must have an adequate system of internal communication.

A guarded, often unspoken, formal system prevails

Some obstacles present

An open, sharing, and spontaneous system prevails

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Observations:

Requirement 6: The organization must have some means of combating the process by which members become prisoners of their procedures.

Total reliance on and subservience to procedures

Procedures are invoked mostly in cases of dispute

Procedures are perceived as means to ends and not ends in themselves

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Observations:

Requirement 7: The organization must have some means of combating the vested interests that grow up in every organization.

Members and their subunits hold on ferociously to their turf

Changes encounter moderate resistance but the organization's interests prevail

Members accept the notion that in the long run everyone's overriding vested interest is the continuing vitality of the organization

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Observations:

Requirement 8: The organization is interested in what it is going to become and not in what it has been.

Members rest on their laurels and pay homage to the organization's historical roots

Members look forward to the future but are constrained by the organization's past

Members habitually look ahead and develop contingencies to cope with the future

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Observations:

Requirement 9: The organization must have members who have strong convictions developed in an atmosphere that strives toward continual improvement.

Most members are apathetic and lack commitment to the organization's development

Members tend to get worn down by their continued efforts to change the organization

Members have a strong belief in the notion that it really makes a difference whether they do well or poorly

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Observations:

Other Comments:
