

## Ten Point Enterprise Assessment

The questions below are designed to guide examination of ten main components of social enterprise systems, all of which work together to deliver on mission and achieve impact. Your findings from the questions below will begin to illuminate both specific functional challenges and cultural trends that affect the stability, strength, and scalability of the enterprise.

Please use the questions below to inform how you look at the workings of your enterprise. Contact us at [info@trellispartners.org](mailto:info@trellispartners.org) to discuss constructive solutions, approaches, and interventions.

1. Business Processes	Notes/Findings
Are business processes generally clear and accessible to users? (Or do users claim they don't know how business processes work?)	
Are business processes efficient and timely for users? (Or do users complain about "bureaucracy"? Do they claim slow and/or inefficient transactions?)	
Are there effectively functioning, contemporary, and accessible checklists, models, templates, manuals for business processes?	
Is there a budget that reflects program plans? Are programmatic initiatives accurately factored for in budget?	
Is there an effective financial management system or protocol? Bookkeeping? Regular review of budget vs actuals?	
Is there general/a sense of alignment between "programs" and "administration"?	
Are there means for staff to provide feedback about business process functionality and effectiveness?	
Are there user compliance trends around business processes? If so, what are they?	
Other	
Recommended next steps:	
2. Organizational Finances	
Is funding a worry? Is cash flow a concern?	
Do programs change to accommodate funding?	
Are there reserves?	

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Are audits sound?	
Do staff understand funding picture?	
What are trends in this component of the enterprise?	
Other	
Recommended next steps:	
<b>3. Other Operations</b>	
Are there effective and efficient procurement and contracting processes? Is there a justification, due diligence, and approval process?	
Are there clear and accessible travel processes? Travel manual? Travel expense policies and practices?	
Is there a clear security policy and approach for travelers? Is there sufficient security support? Are both digital and physical security addressed?	
Are hardware and equipment fully functional? Are they tracked/inventoried? Are they maintained? Is there replacement system?	
Is tech infrastructure sufficient?	
Is the facility secure, orderly, functional, comfortable, and well managed?	
Are there means for staff to provide feedback about other operations functionality and effectiveness?	
What are trends in this component of the enterprise?	
Other	
Recommended next steps:	
<b>4. Communications &amp; Development Departments</b>	
Are Comms and Dev teams aligned with programs? Do they work effectively and in concert with program teams?	
Are they aligned with each other? In branding?	
Do they pursue and advance organizational	

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mission, vision, values, goals?	
What are trends in this component of the enterprise?	
Other	
Recommended next steps:	
<b>5. HR and Talent Management</b>	
Is there a recruiting, hiring and onboarding process that is clear to users—both internally and to candidates? Is it efficient?	
Is there a smooth and efficient performance management process?	
Is there a functioning staff recognition program?	
Is there a functioning and effective staff development program?	
Is there a salary logic that is documented and clear to users?	
Are salary conditions regularly assessed for internal equity and market factors?	
Is there a contemporary and accurate representative org chart?	
Are there accurate and contemporary job descriptions? Do staff understand their own and others' roles and responsibilities?	
Is there a history of employee relations challenges?	
How is staff morale?	
Are personnel policies clear to staff?	
Is there a diversity policy and approach? What are staff views of diversity in the enterprise?	
Is there effective professional development, opportunities for growth?	
Is there a lot of staff turnover?	
What are trends in this component of the enterprise?	
Other	
Recommended next steps:	
<b>6. Internal Communications and Knowledge Management</b>	

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Does relevant information flow to/from the individuals and teams who need to know it? How is information conveyed? Do staff feel appropriately included?	
Is the effectiveness of information sharing a factor in needless redundancies, reinventing of wheels, things falling through the gaps?	
Are meetings effective?	
Are email habits effective?	
Are there consistent definitions of organizational terms? (e.g. "campaign," "program," "project," "initiative")	
Is there an information architecture for organizational knowledge?	
Are organizational mission, vision, values, goals and objectives clear to all staff?	
Are information systems maintained so as to remain contemporary, accurate, accessible?	
Are there means for staff to provide feedback about internal communications functionality and effectiveness?	
What are trends in this component of the enterprise?	
Other	
Recommended next steps:	
<b>7. Board/Governance</b>	
Are roles and responsibilities of BOD/Advisory Board clear to board members and organizational leadership?	
Is there a fundraising (give or get) component of board service?	
Do board and chief executive function effectively and in complementarity toward organizational mission, vision, values and goals?	
Are organizational bylaws clear and accurate?	
Is diversity valued on board?	
Is the board appropriately engaged?	
What are trends in this component of the enterprise?	
Other	

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Recommended next steps:	
<b>8. Program Planning, Implementation, Evaluation, and Alignment</b>	
Do program goals and objectives support and advance organizational mission, vision, values, and goals?	
Are program goals clear and in alignment with team, and individual goals? Are mission goals aligned throughout the organization?	
Are program goals aligned within and across program teams, specifically?	
Is it clear to all staff who beneficiaries and stakeholders are?	
Do organizational partnerships have clear programmatic role?	
Is there a program/project planning process?	
Is there a program/project management process?	
Is program evaluation valued? Intentional? Effective? Integrated?	
Are there integrated ways to track impact? Is there clear understanding of the difference between outcomes and outputs?	
Do program evaluation findings inform planning and strategy?	
What are trends in this component of the enterprise?	
Other	
Recommended next steps:	
<b>9. Leadership, Management, and Supervision</b>	
Is the executive team coherent, collaborative, and in synch?	
Is executive team role in decision-making clear?	
Are there leadership succession plans to grow leaders from within?	
Is there a management development policy/practice?	
Are roles and responsibilities of managers and	

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supervisors clear?	
Is regular, specific feedback from managers to reports encouraged and facilitated?	
Is there a multi-angle feedback system (like 360 reviews)?	
Are managers accessible, consistent, fair?	
Do managers have skill in delegation?	
What values do leaders model?	
Do staff feel supported by managers and supervisors?	
Do managers and supervisors, themselves, feel supported?	
Is there an organization-wide ownership/management model in place like RACI, DARCI, MOCHA?	
What are trends in this component of the enterprise?	
Other	
Recommended next steps:	
<b>10. Organizational Culture, Climate, Ethos</b>	
How are values and notions like the following evident?	
*Blame, scapegoating, "othering"	
*Favoritism	
*Accountability	
*Deficit-orientation or strengths orientation	
*Gossip	
*Trust	
*Respect	
*Humor	
*Urgency	
*"Ideaphoria"	
*Learning and innovation	
*Consistency	
*Equity	
*Fairness	
*Frankness, candor	
*Intimidation	
*Defensiveness	
*Mutual support, crediting others	
*Co-creating & collaboration	

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*Initiative	
*Diversity	
*Other	
*Other	
*Other	
Are there fiefdoms and power centers?	
How is failure/error perceived?	
How are difficult conversations handled?	
How is work/life balance valued?	
Do staff feel psychologically secure?	
How is urgency perceived and handled?	
Do staff feel they have equitable access to resources (including the ear of leadership)?	
Is learning valued?	
Is feedback, assessment, evaluation valued?	
What are trends in this component of the enterprise?	
Other	
Recommended next steps:	

### Notes: