

CAPACITY DEVELOPMENT CONSULTANCIES (CADECO)
Organization Development (OD) Practitioners

P.O Box 1884 Blantyre, Malawi
 Tel/fax: 01 676 504 Cell: 09 944435/ 08 868624
 e-mail: zoe@clcom.net

PROVERBS ORGANISATION SELF-ASSESSMENT TOOL

Rating (0 –5) where 0 = we do not experience this in our organization, 5 = we strongly experience or observe this in our organization

Category and its 'reflection' proverbs	Rate (0 –5)	Explanation
<p style="text-align: center;">Culture</p> <p><i>How conscious are the people of the effect of their behaviors and attitudes on the effectiveness of the organization?</i></p> <ul style="list-style-type: none"> * The owner of a smell does not notice it * You cannot tell the quality of a fig fruit by its outside appearance 		
<p><i>How clear is the identity of the organization both to insiders and other stakeholders?</i></p> <ul style="list-style-type: none"> * Because of his double identity, the bat was never buried 		
<p><i>Types of culture in the organization</i></p> <p>How free are people to express their real feelings in this organization?</p> <ul style="list-style-type: none"> * When hunting animals will only come out when you make noise/ the man who kicks his old friend for warning him that the path he has chosen is disastrous can only be headed for trouble * How are people judged in this organization/ what is given value? * Do not be quick to insult the mad man who frequently comes at your home's door steps, he may become your mother's husband 		
<p>How transparent are processes and the way decisions are made in this organization?</p> <ul style="list-style-type: none"> * You can't hide the smoke when the house is burning 		

<p>How well does the organization balance action and learning?</p> <ul style="list-style-type: none"> * When the lion runs and looks back its not that he is afraid, rather he is trying to see the distance he has covered 		
<p>How committed are employees to stay on in this organization?</p> <ul style="list-style-type: none"> * A bird in hand is worthy two in the bush * Grass may be greener on the other side but it is just as difficult to cut 		
<p><i>How well does the organization do in terms of trying to create an empowering organizational culture?</i></p> <ul style="list-style-type: none"> * Constructive arguments build a village * A visitor brings a sharper razor blade 		
<p>Leadership and Vision</p> <p><i>How clear and well shared is the vision of the organization?</i></p> <ul style="list-style-type: none"> * What the eyes have seen the heart cannot forget * You can only jump over a ditch if you have seen it from a far <p><i>How effective is the leadership role in this organization?</i></p> <ul style="list-style-type: none"> * An army of sheep led by a lion would defeat an army of lions led by a sheep * When kings lose direction they become servants <p><i>How do the leadership styles being practiced in this organization meet the different leadership needs of the organization?</i></p> <ul style="list-style-type: none"> * When the beat of the drum changes, so must the step of the dance 		
<p><i>How well does the organization develop its leadership for current and future needs in the areas of:</i></p> <p>Effective time management</p> <ul style="list-style-type: none"> * Time never goes back <p>Concentrating and focusing on high leverage efforts and activities</p> <ul style="list-style-type: none"> * At the cross road you cannot go in both directions at the same time 		

<p>Leadership succession</p> <ul style="list-style-type: none"> * When a reed dries up, another one grows in its place <p>Building integrity</p> <ul style="list-style-type: none"> * A crab's daughters cannot walk differently from their mother * Character is like pregnancy, you cannot hide it for long <p>Widening personal and organizational exposure</p> <ul style="list-style-type: none"> * To him who has never traveled a small garden is a big forest * The eyes that have seen an ocean cannot be satisfied by a mere lagoon 		
<p>Strategy</p> <p><i>How well is the organization using its 'cutting edge' against competition?</i></p> <ul style="list-style-type: none"> * A mother of twins must sleep on her back 		
<p><i>How well does the leadership balance long-term and short-term needs in their thinking and planning in this organization?</i></p> <ul style="list-style-type: none"> * Since men have learnt to shoot without missing, birds have learnt to fly without perching * There is no such a thing as bad weather only bad clothing 		
<p><i>How consciously and proactively does the organization learn from what is happening in its task environment?</i></p> <ul style="list-style-type: none"> * Being away from where bad things are happening does not mean that you are safe * Somebody else's misfortunes must give one wisdom * If you can bear the hissing of a snake do not complain when you are bitten 		
<p><i>How conscious are people in the organization about the changes in the state of the internal health of the organization over time?</i></p> <ul style="list-style-type: none"> * An egg does not go bad in one day 		
<p><i>In addressing its issues, is the organization addressing real issues or only symptoms of the issues?</i></p> <ul style="list-style-type: none"> * If you cut a piece of a liana creeper without removing the 		

roots, it will continue to creep		
<p><i>How effective are the strategies the organization is implementing in terms of:</i></p> <p>Identifying and utilizing leverage</p> <ul style="list-style-type: none"> * A hunter with one arrow does not shoot a careless aim * If you are not pretty know how to sing <p>Being focused for concentration</p> <ul style="list-style-type: none"> * When you are at the crossroad you cannot go in both directions at the same time <p>Being realistic about the organization's capacity to carry out its work</p> <ul style="list-style-type: none"> * What a duck has failed to pick, a chicken cannot <p>Recognizing that organizational growth and development takes time</p> <ul style="list-style-type: none"> * There are no short cuts to the top of a palm tree * Even the biggest cock that crows the loudest was once upon a time just an egg * Little by little the snail reached its destination 		
<p>Roles and responsibilities</p> <p><i>How well are the roles and responsibilities defined and respected in this organization?</i></p> <ul style="list-style-type: none"> * Two cocks do not crow in the same pen * Two fingers cannot enter into one nostril * A cat in his house has the teeth of a lion 		
<p><i>How well is conflict managed in this organization?</i></p> <ul style="list-style-type: none"> * You cannot kill the rat when it is sitting on your clay pot * There is no venom like that of the tongue * When elephants fight it is the grass that suffers 		
<p><i>How strong is the team spirit in this organization?</i></p> <ul style="list-style-type: none"> * No matter how powerful a man, he cannot make rain fall on his farm alone * One person cannot move a mountain * Friendship is adding value * The man who eats alone dies alone 		

<ul style="list-style-type: none"> * United we are rock and divided we are sand 		
<p><i>How well do individuals and departments work together and how well does the organization work together with other organizations?</i></p> <ul style="list-style-type: none"> * When cobwebs unite, they can tie up a lion 		
<p><i>How well are power and politics exercised in the organization?</i></p> <ul style="list-style-type: none"> * Those who live in peace work for it * We make war so that we can live in peace * Negotiate with your enemy whilst you are a strong and formidable force, and he will always fear and respect you; but negotiate at the brink of defeat, and he will trample you down 		
<p>Policies, systems and procedures</p> <p><i>How effective are the rules and regulations in the organization?</i></p> <ul style="list-style-type: none"> * Rules are stronger than an individual's power * There can be no village without rules 		
<p><i>How effective is the process of formulating the policies, systems and procedures</i></p> <ul style="list-style-type: none"> * A chief should not make rules alone * A chief should not make rules when he is angry 		
<p>Sustainability</p> <p><i>How sustainable is the organisation in its client, organisational and financial aspects?</i></p> <ul style="list-style-type: none"> * Money is not everything * Your own farm implements are more important than your mother and father * The time to make friends is before you need them * Recognition comes with having one's own possession 		