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

<table>
<thead>
<tr>
<th>Category and its ‘reflection’ proverbs</th>
<th>Rate (0–5)</th>
<th>Explanation</th>
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</thead>
<tbody>
<tr>
<td><strong>Culture</strong></td>
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<tr>
<td>How conscious are the people of the effect of their behaviors and attitudes on the effectiveness of the organization?</td>
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<tr>
<td>* The owner of a smell does not notice it</td>
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<td>* You cannot tell the quality of a fig fruit by its outside appearance</td>
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<tr>
<td>How clear is the identity of the organization both to insiders and other stakeholders?</td>
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<tr>
<td>* Because of his double identity, the bat was never buried</td>
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<tr>
<td><strong>Types of culture in the organization</strong></td>
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<tr>
<td>How free are people to express their real feelings in this organization?</td>
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<tr>
<td>* 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</td>
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<tr>
<td>* How are people judged in this organization/ what is given value?</td>
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<tr>
<td>* 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</td>
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<tr>
<td>How transparent are processes and the way decisions are made in this organization?</td>
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<tr>
<td>* You can’t hide the smoke when the house is burning</td>
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</table>
### How well does the organization balance action and learning?

- When the lion runs and looks back its not that he is afraid, rather he is trying to see the distance he has covered

### How committed are employees to stay on in this organization?

- 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

### How well does the organization do in terms of trying to create an empowering organizational culture?

- Constructive arguments build a village
- A visitor brings a sharper razor blade

### Leadership and Vision

#### How clear and well shared is the vision of the organization?

- What the eyes have seen the heart cannot forget
- You can only jump over a ditch if you have seen it from a far

#### How effective is the leadership role in this organization?

- 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

#### How do the leadership styles being practiced in this organization meet the different leadership needs of the organization?

- When the beat of the drum changes, so must the step of the dance

#### How well does the organization develop its leadership for current and future needs in the areas of:

- Effective time management
  - Time never goes back

- Concentrating and focusing on high leverage efforts and activities
  - At the cross road you cannot go in both directions at the same time
### Leadership succession

- When a reed dries up, another one grows in its place

### Building integrity

- A crab’s daughters cannot walk differently from their mother
- Character is like pregnancy, you cannot hide it for long

### Widening personal and organizational exposure

- 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

### Strategy

**How well is the organization using its ‘cutting edge’ against competition?**

- A mother of twins must sleep on her back

**How well does the leadership balance long-term and short-term needs in their thinking and planning in this organization?**

- 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

**How consciously and proactively does the organization learn from what is happening in its task environment?**

- 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

**How conscious are people in the organization about the changes in the state of the internal health of the organization over time?**

- An egg does not go bad in one day

**In addressing its issues, is the organization addressing real issues or only symptoms of the issues?**

- If you cut a piece of a liana creeper without removing the
How effective are the strategies the organization is implementing in terms of:

Identifying and utilizing leverage
- A hunter with one arrow does not shoot a careless aim
- If you are not pretty know how to sing

Being focused for concentration
- When you are at the crossroad you cannot go in both directions at the same time

Being realistic about the organization’s capacity to carry out its work
- What a duck has failed to pick, a chicken cannot

Recognizing that organizational growth and development takes time
- 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

Roles and responsibilities

How well are the roles and responsibilities defined and respected in this organization?
- 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

How well is conflict managed in this organization?
- 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

How strong is the team spirit in this organization?
- 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
**How well do individuals and departments work together and how well does the organization work together with other organizations?**

- United we are rock and divided we are sand

- When cobwebs unite, they can tie up a lion

**How well are power and politics exercised in the organization?**

- 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

**Policies, systems and procedures**

**How effective are the rules and regulations in the organization?**

- Rules are stronger than an individual’s power
- There can be no village without rules

**How effective is the process of formulating the policies, systems and procedures**

- A chief should not make rules alone
- A chief should not make rules when he is angry

**Sustainability**

**How sustainable is the organisation in its client, organisational and financial aspects?**

- 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