

Vibrant Organization (0 to 5)

Warning Signs (0 to 3)

Challenged Organization (0 to 5)

- _____ Respectful dealings among colleagues and departments
- _____ Openness, transparency, empowered staff
- _____ Culture of excellence and quality
- _____ Strong job candidates; support and mentoring for staff and interns
- _____ Open discussion of ideas and goals; high productivity
- _____ Distributed responsibilities, aligned with staff strengths
- _____ High level of communication—willingness to listen, compromise; problems addressed, not submerged
- _____ Policy and procedure innovations, adaptation to meet changing audience and media needs
- _____ Leadership has high expectations, uses policies, makes decisions, builds community
- _____ Shared vision of goals and priorities.

- _____ Complaints/media reports belie values professed by public media outlets
- _____ Email and/or social media wars, harassment, silos, conflict aversion
- _____ Weak or ineffective hiring, requests for transfers, departures
- _____ Performance and promotion practices that fail to address pay and power disparities
- _____ Declining internal indicators (low productivity, loss of veteran employees with institutional knowledge, slowed promotions for skilled employees from diverse groups)
- _____ Financial disarray
- _____ *Ad hoc* practices; forum-shopping and seeking desired answers from different managers; hiding problems
- _____ High turnover in low and mid-level positions
- _____ Evaluations reflect favoritism or biases; generational discord; blaming problems on outside factors
- _____ Lack of alignment between priorities and management decisions

- _____ Serious misconduct: discrimination; sexual; financial; criminal, etc. (arrests, lawsuits...)
- _____ Culture that suppresses or hides problems; punishes reporting; staff or departmental schisms, battles, flare-ups
- _____ Repeated inability to hire and/or retain quality staff and interns
- _____ Toxic atmosphere, especially for junior staff and interns
- _____ Organizational or departmental reputation is negative with outsiders or in media
- _____ Culture of suppression; people afraid to speak up or question management
- _____ Lack of transparency, hidden agendas; staff involve interns or public in disputes
- _____ Programming stagnation, outdated programming
- _____ Weak or autocratic leadership; different messages to different audiences; meddling by previous leader(s) of unit
- _____ Many individual priorities without shared purpose

TOTAL _____

TOTAL _____(subtract)

TOTAL _____(subtract)



