



Assessing Your Organization's Commitment to Resilience

How well do the following statements describe your work, unit, department, or organization? Score each question below with a number from 1 to 3 that best reflects your conclusion.

1 = Not at all 2 = To some extent 3 = A great deal

QUESTION		SCORE
1.	Resources are continually devoted to training and retraining people to operate the technical system.	
2.	People have more than enough training and experience for the kind of work they do.	
3.	This organization is actively concerned with developing people's skills and knowledge.	
4.	This organization encourages challenging "stretch" assignments.	
5.	People around here are known for their ability to use their knowledge in novel ways.	
6.	There is a concern with building people's competence and response repertoires.	
7.	People have a number of informal contacts that they sometimes use to solve problems.	
8.	People learn from their mistakes.	
9.	People rely on one another.	
10.	Most people have the skills to act on the unexpected problems that arise.	
TOTAL:		

Scoring

1. Add the numbers. If you score higher than 20, the commitment to resilience is strong.
2. If you score between 12 and 20, the commitment to resilience is moderate.
3. Scores lower than 12 suggest that you should be actively considering how you can immediately begin building resilience and the capacity for mindfulness.



Assessing the Deference to Expertise in your Organization

How well do the following statements describe your work, unit, department, or organization? Score each question below with a number from 1 to 3 that best reflects your conclusion.

1 = Not at all 2 = To some extent 3 = A great deal

QUESTION		SCORE
1.	People are committed to doing their job well.	
2.	People respect the nature of one another's job activities.	
3.	If something out of the ordinary happens, people know who has the expertise to respond.	
4.	People in this organization value expertise and experience over hierarchical rank.	
5.	In this organization, the people most qualified to make decisions make them.	
6.	People typically "own" a problem until it is resolved.	
7.	It is generally easy to obtain expert assistance when something comes up that we don't know how to handle.	
TOTAL:		

Scoring

1. Add the numbers. If you score higher than 14, the deference to expertise is strong.
2. If you score between 8 and 14, the deference to expertise is moderate.
3. Scores lower than 8 suggest that you should be actively thinking of ways to improve the deference to expertise and capacity for mindfulness.



Audit: Assessing Your Organization's Preoccupation with Failure

How well do the following statements describe your work, unit, department, or organization? Score each question below with a number from 1 to 3 that best reflects your conclusion.

1 = Not at all 2 = To some extent 3 = A great deal

QUESTION		SCORE
1.	We actively look for failures of all sizes and try to understand them.	
2.	When something unexpected occurs, we always try to figure out why our expectations were not met.	
3.	We treat near misses as information about the health of our system and try to learn from them.	
4.	We regard near misses as failures that reveal potential dangers rather than as successes that show our capability to avoid disaster.	
5.	We often update our procedures after experiencing a near miss.	
6.	If you make a mistake it is not held against you.	
7.	People report significant mistakes even if others do not notice that a mistake is made.	
8.	Managers actively seek out bad news.	
9.	People feel free to talk to superiors about problems.	
10.	People are rewarded if they spot potential trouble spots.	
TOTAL:		

Scoring

1. Add the numbers. If you score lower than 12, you are preoccupied with success and should be actively considering how you can immediately improve your focus on failure.
2. If you score between 12 and 20, you have a moderate preoccupation with success rather than a fully mindful preoccupation with failure.
3. Scores higher than 20 suggest a healthy preoccupation with failure and a strong capacity for mindfulness.



Assessing Your Organization's Reluctance to Simplify

How well do the following statements describe your work, unit, department, or organization? Score each question below with a number from 1 to 3 that best reflects your conclusion.

1 = Not at all 2 = To some extent 3 = A great deal

QUESTION		SCORE
1.	People around here take nothing for granted.	
2.	Questioning is encouraged.	
3.	We strive to challenge the status quo.	
4.	People feel free to bring up problems and tough issues.	
5.	People generally deepen their analyses to better grasp the nature of the problems that arise.	
6.	People are encouraged to express different views of the world.	
7.	People listen carefully, and it is rare that someone's view goes unheard.	
8.	People are not attacked when they report information that could interrupt operations.	
9.	When something unexpected happens, people spend more time analyzing than advocating for their view.	
10.	Skeptics are highly valued.	
11.	People trust each other.	
12.	People show considerable respect for one another.	
TOTAL:		

Scoring

1. Add the numbers. If you score higher than 24, the potential to avoid simplification is strong.
2. If you score between 15 and 24, the potential to avoid simplification is moderate.
3. Scores lower than 15 suggest that you should be actively considering how you can immediately improve your capabilities to prevent simplification in order to improve your firm's capacity for mindfulness.



Assessing Your Organization's Sensitivity to Operations

Indicate whether you *AGREE* or *DISAGREE* with each of the following statements about your work unit, department or organization.

QUESTION		AGREE	DISAGREE
1.	On a day-to-day basis, there is always someone who is paying attention to what is happening.		
2.	Should problems occur, someone with the authority to act is always accessible to people on the front lines.		
3.	Supervisors readily pitch in whenever necessary.		
4.	People have discretion to resolve unexpected problems as they arise.		
5.	During an average day, people interact often enough to build a clear picture of the current situation.		
6.	People are always looking for feedback about things that aren't going right.		
7.	People are familiar with operations beyond their own job.		
8.	We have access to a variety of resources whenever unexpected surprises crop up.		
9.	Managers constantly monitor workloads and reduce them when they become excessive.		
TOTAL:			

Scoring

- Count the number of "agree" and "disagree" responses. The greater the number of "disagree" responses, the less the sensitivity to operations.
- Use these questions to begin thinking of ways to improve your sensitivity to operations and capacity for mindfulness.



Is Your Organization a Highly Effective and Reliable Organization (HERO)?

How well did your organization rate in managing the unexpected? Use the below information to improve your organization's performance in the age of complexity.

QUIZ	YOUR SCORE	HIGH SCORE
Commitment to Resilience		30
Deference to Expertise		21
Preoccupation with Failure		30
Reluctance to Simplify		36
Sensitivity to Operations		9
TOTAL:		126

Scoring

1. The highest possible score is 126. If your organization scored an 85 or above, then you are well on your way to being a Highly Effective and Reliable Organization (HERO).
2. A score between 52 and 85 implies that you are moderately effective and reliable, but there is room to improve.
3. A score of 52 or below shows room for immediate improvement in the areas noted.