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Enhancing Organizational performence : a toolbox for self assessment

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Abstrak

Organizations usually conduct self-assessments to better understand their own performance and to address their strategic issues and thus, ultimately, to improve their performance. Organizational self-assessment is often used as a diagnostic, or a starting point, for organizations implementing an internal change or strategic planning process, or both. It can also be used as a way to engage in dialogue with other stakeholders, such as the Board of Directors or donor agencies. Enhancing Organizational Performance was developed to accompany our previous publications, Institutional Assessment and Évaluation institutionnelle, which described our conceptual framework for assessing organizational capacity through various possible interventions, such as internal self-assessments or external evaluations by a funding agency. Our model of self-assessment goes beyond measuring the results of an organization?s programs, products, and services. It integrates these results with the techniques of formative assessment, in which the assessment team becomes involved in helping the organization become more effective in meeting its goals. Focusing on organizational selfassessment, the framework has since been tested in a variety of organizations around the world. This guide is not definitive. It has evolved as organizations share their experiences with us. As a matter of interest, if you are familiar with our book Institutional Assessment, you will notice that in this guide we have refined or expanded some of the terms used in our original model. This is a true sign of work in progress. We invite you to share your experiences and comments on this guide and the self-assessment process it presents.