

Burke and Litwin High Level Checklist

#	B&L Factors	Question	Comment
1.	External Environment	Does the organisation know and recognise the external, environmental, and competitive business drivers?	
2.	Mission and Strategy	- Is there a clear, written vision and mission statement? - Do the employees know and understand the vision and mission?	
3.	Leadership	- Who provides overall direction for the organisation? - Who are the role models? - What is the style of leadership? (e.g., autocratic, collaborative)	
4.	Organisational Culture	What are the stated and unstated rules, values, customs and principles that guide organisational behaviour, and which of these are positive and negative?	
5.	Structure	- Are the functions and people arranged in specific areas and clear levels of responsibility? - What are the key decision-making, communication and control relationships?	
6.	Systems	- What are the organisation's policies and procedures, including systems for reward and performance appraisal, management information, HR and resource planning, etc? - Which systems are lacking?	
7.	Management Practices	- How do managers use human and material resources to carry out the organisation's strategy, and are they effective? - What is their style of management and how do they relate to subordinates, i.e., do they practice what they preach?	
8.	Work Unit Climate	- What are the collective impressions, expectations and feelings of staff? - What is the nature of relationship with work unit	

		colleagues and those in other work units?	
9.	Task and Individual Skills	- What are the task requirements and individual skills/abilities/knowledge needed for task effectiveness, and are people adequately component? - How appropriate is the organisation's "job-person" match?	
10.	Individual Needs and Values	- What do staff value in their work? - Does the organisation meet the cognitive, psychological and physical needs of the employees' life at work?	
11.	Motivation	- Do staff feel motivated to take the action necessary to achieve the organisation's strategy? - Of factors 1-10, which seem to be impacting most on motivation?	
12.	Individual and Organisational Performance	- What is the level of performance in terms of productivity, customer satisfaction, quality, etc.? - Which factors, including existing lack in these factors, have the biggest impact on performance?	