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?	