# OPENNESS AUDIT

From the book *Open Leadership* by Charlene Li

The purpose of this openness audit is to help you understand just how open you are today. Once you understand how open you are, you can then figure out how open you need to be to achieve your goals. More about "Open Leadership" can be found at **http://open-leadership.com**.

The audit consists of two sections, one around the six elements of information sharing, and the other around the four types of decision making. Conduct an openness audit throughout your organization, compare the results, and gain alignment and definition on how open you are.
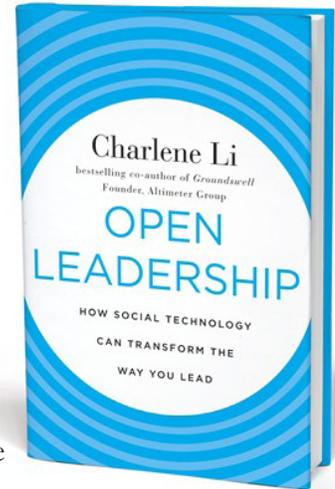
INFORMATION SHARING

There are many ways to share information. For each statement about each type of information sharing, rate yourself on a "1" to "5" scale, with "1" being "Strongly Disagree" and "5" being "Strongly Agree." Just as important, provide examples both internally and externally of each type of information sharing.

Explaining _____ My organization is disciplined about keeping company information confidential, so that people feel comfortable sharing sensitive information. _____ The executive team takes the time to explain to employees how decisions are made. _____ Customers and partners outside the organization feel they understand how and why the company makes decisions.	**TOTAL** _____
Updating _____ Technology and processes are in place to facilitate sharing and collaboration. _____ Many executives and employees frequently use social technologies like blogs, microblogging, or collaboration platforms to provide updates. _____ Shared updates are useful and easily accessible.	**TOTAL** _____
Conversing _____ Employees and executives are free to blog and participate publicly in social media as long as they act responsibly. _____ The organization is committed to hearing from and talking with customers and employees—even when those conversations may be negative in tone. _____ There is a strong community of customers and partners who help expand the scope of conversation with each other.	**TOTAL** _____

Open Mic _____ There are channels through which employees and customers can contribute ideas and content. _____ The organization actively encourages employees and customers to contribute their ideas and best practices. _____ Customers and/or partners frequently contribute ideas and suggestions that are adopted by the organization.	**TOTAL** _____
Crowdsourcing _____ There is a platform for large groups of people to be able to contribute ideas, innovations, and solutions in an organized way. _____ There is an appetite to seek out and try new sources of ideas and innovation. _____ Ideas from outside the organization are frequently incorporated into products, services, and processes.	**TOTAL** _____
Platforms _____ Architecture and data platforms are defined and open for widespread access. _____ Open platforms are seen as a strategic and competitive advantage for the organization, and invested in appropriately. _____ Many employees, developers, and partners tap open platforms to create new products and experiences for customers.	**TOTAL** _____
TOTAL SCORE	

Interpreting your score: These scores are not to be used as on absolute scale, but rather as a diagnostic tool for you to understand where your organization is open and where it is not. In particular, understand how you do or don't have the right level of structure, encourage, and exhibited behavior in each area of information sharing.

DECISION MAKING PROCESS

Decisions are made every day in your organization. This part of the audit examines some of the most common decisions that are made in every organization. For each type of decision, identify the decision- making process that is used today, who is involved, what kind of shared information is used to make the decision, and how effective the decision making process is.

To improve effectiveness, you may want to change the decision making process to be more open, but you may also want to consider who is involved or if better information sharing could improve effectiveness as well.

Type of decisions	Type of decision-making used (Centralized, Democratic, Consensus, Distributed)	Who is involved?	What shared information is used to help make the decision?	Effectiveness (Score on a "1" to "5" scale, with "1"=not effective at all and "5"=highly
Acquisition				
Partnerships				
Branding/positioning				
Product development				
Budgeting				
Workflow design				
Hiring				
Others				