## Cultural Health Discussion Tool

<table>
<thead>
<tr>
<th>Vibrant Organization (0 to 5)</th>
<th>Warning Signs (0 to 3)</th>
<th>Challenged Organization (0 to 5)</th>
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</table>
| Respectful dealings among colleagues and departments | Complaints/media reports belie values professed by public media outlets | Serious misconduct: discrimination; sexual; financial; criminal, etc. (arrests, lawsuits…)
| Openness, transparency, empowered staff | Email and/or social media wars, harassment, silos, conflict aversion | Culture that suppresses or hides problems; punishes reporting; staff or departmental schisms, battles, flare-ups
| Culture of excellence and quality | Weak or ineffective hiring, requests for transfers, departures | Repeated inability to hire and/or retain quality staff and interns
| Strong job candidates; support and mentoring for staff and interns | Performance and promotion practices that fail to address pay and power disparities | Toxic atmosphere, especially for junior staff and interns
| Open discussion of ideas and goals; high productivity | Declining internal indicators (low productivity, loss of veteran employees with institutional knowledge, slowed promotions for skilled employees from diverse groups) | Organizational or departmental reputation is negative with outsiders or in media
| Distributed responsibilities, aligned with staff strengths | Financial disarray | Culture of suppression; people afraid to speak up or question management
| High level of communication—willingness to listen, compromise; problems addressed, not submerged | Ad hoc practices; forum-shopping and seeking desired answers from different managers; hiding problems | Lack of transparency, hidden agendas; staff involve interns or public in disputes
| Policy and procedure innovations, adaptation to meet changing audience and media needs | High turnover in low and mid-level positions | Programming stagnation, outdated programming
| Leadership has high expectations, uses policies, makes decisions, builds community | Evaluations reflect favoritism or biases; generational discord; blaming problems on outside factors | Weak or autocratic leadership; different messages to different audiences; meddling by previous leader(s) of unit
| Shared vision of goals and priorities. | Lack of alignment between priorities and management decisions | Many individual priorities without shared purpose

**TOTAL**

**TOTAL** (subtract)