



ORGANIZATIONAL CHANGE & LEADERSHIP

# The Outcome Focus *Self-Assessment*

*A 20-question diagnostic for leaders — gauge where your organization stands on the outcome-versus-process spectrum.*

FROM THE BOOK

*Outcomes Over Processes*

BY

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HOW TO USE THIS ASSESSMENT

# Answer for the organization you have, not the one you want

This twenty-question assessment helps you gauge where your organization stands on the outcome-versus-process spectrum today. Answer each question honestly — not as you wish the answer were, but as the evidence in front of you supports.

**SCORE EACH QUESTION 1 TO 5**

- 1 Definitely not true of my organization.
- 2 Mostly not true.
- 3 True in some parts of the organization but not others.
- 4 Mostly true.
- 5 Definitely true of my organization.

Name \_\_\_\_\_ Date \_\_\_\_\_

Role / Org. \_\_\_\_\_

## SECTION 1 Outcome Clarity

- 1 Every employee in my organization, if asked, could state in one sentence what customer outcome the company exists to produce. 1 2 3 4 5
- 2 Our top three strategic priorities for the next twelve months are stated as outcomes (changes in customer behavior or measurable business results), not as activities. 1 2 3 4 5
- 3 We have explicit, measurable definitions of success for every senior leader’s role — definitions that go beyond “execute the plan.” 1 2 3 4 5
- 4 When we make a major decision, the first question asked is “what customer outcome does this support?” 1 2 3 4 5
- 5 Our mission statement is something employees actually invoke in decisions, not a poster in the lobby. 1 2 3 4 5

<b>SECTION 1 SUBTOTAL</b>	<b>/ 25</b>
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## SECTION 2 Metrics and Measurement

6 Our senior leadership review meetings spend more time on customer outcomes than on activity metrics. 1 2 3 4 5

7 Each of our customer-facing teams has between three and five clearly defined outcome metrics, visible to everyone in the organization. 1 2 3 4 5

8 We regularly retire metrics that are no longer useful, not just add new ones. 1 2 3 4 5

9 Our customer satisfaction or NPS data is reviewed at the executive level at least monthly and acted on. 1 2 3 4 5

10 We can name three specific decisions in the past year that were changed because of what we learned from outcome data. 1 2 3 4 5

SECTION 2 SUBTOTAL

/ 25

## SECTION 3 Process Hygiene

11 We have an active mechanism — workshop, retrospective, or audit — for identifying and retiring obsolete processes. 1 2 3 4 5

12 Employees feel safe nominating processes for elimination without fear of being seen as troublemakers. 1 2 3 4 5

13 In the past twelve months, we have actually retired at least three significant processes. 1 2 3 4 5

14 Our approval chains for routine decisions are short enough that decisions get made within days, not weeks. 1 2 3 4 5

15 We can distinguish, organization-wide, between safety-critical processes (which we preserve rigorously) and operational processes (which we are willing to challenge). 1 2 3 4 5

SECTION 3 SUBTOTAL

/ 25

## SECTION 4 Leadership and Culture

- 16 Our senior leaders model outcome focus visibly — including by retiring their own pet processes when necessary. 1 2 3 4 5
- 17 We measure and reward managers on the outcomes their teams produce, not just on the activities the teams perform. 1 2 3 4 5
- 18 Our hiring and promotion criteria explicitly value judgment, customer empathy, and the willingness to challenge existing processes. 1 2 3 4 5
- 19 Underperformers, including senior ones, are addressed promptly rather than allowed to drift. 1 2 3 4 5
- 20 The next generation of leadership in this organization is being deliberately developed with outcome focus as a core attribute. 1 2 3 4 5

SECTION 4 SUBTOTAL

/ 25

### SCORING

Add your scores — maximum possible is 100

Section 1 · Outcome Clarity	/ 25
Section 2 · Metrics and Measurement	/ 25
Section 3 · Process Hygiene	/ 25
Section 4 · Leadership and Culture	/ 25
<b>Total</b>	<b>/ 100</b>

<b>85–100</b>	Outcome-Focused	Your organization has internalized the principles of outcome focus across most of its functions. The remaining work is to deepen and sustain the discipline.
<b>65–84</b>	In Transition	You have made real progress but have significant pockets of process attachment. Identify your weakest section and focus the next twelve months of work there.
<b>45–64</b>	Process-Anchored with Awareness	You see the gap but have not yet built the systems to close it. Begin with the diagnostic phase of the 30-60-90 roadmap in Chapter 5.
<b>20–44</b>	Process-Trapped	Your organization is operating in a mode that will not survive a significant change in your industry’s outcome environment. The transformation needs to begin now, and it will require visible commitment from the top.

**TURN THE SCORE INTO ACTION**

## From verdict to agenda

**YOUR NEXT LEADERSHIP CONVERSATION**

My lowest-scoring section:

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My weakest individual question (#):

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One commitment I will make in the next quarter as a result of this assessment:

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*A note on this self-assessment: it is a starting point, not a verdict. The most useful thing to do with the score is not to grade yourself but to use the lowest-scoring questions as the agenda for your next leadership conversation. If you scored low on a question, the conversation worth having is simply: “what will we change in the next quarter?” That is the work.*

From *Outcomes Over Processes: Why Some Organizations Thrive Through Change and Others Don't* (Appendix A) · © 2026 Sean W. Chambers



**Bring outcome focus to your organization**

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