First A Little Bit About You. . .

1. How long have you been with Trans World Radio
    - ☐ Less than three years
    - ☐ 3 - 5 years
    - ☐ 6 – 10 years
    - ☐ 11 – 15 years
    - ☐ 16 -20
    - ☐ Greater than 20 years

2. Current Geographical and / or Regional Location
    - ☐ Africa
    - ☐ Americas
    - ☐ Asia
    - ☐ CIS
    - ☐ Europe
    - ☐ Middle East
    - ☐ Corporate Center/Global Services
    - ☐ Other: _____

3. Position / Role
    - ☐ International, Ministry, Service Director
    - ☐ Manager/Supervisor
    - ☐ Technical & Support

4. Are you a member of a Global Team?
    - ☐ No
    - ☐ Yes

Mission, Direction, Goal Clarity

Mission is the broad aim toward which we move. Although not measurable (like a goal), it provides the cornerstone of organizational effectiveness. It is an operational statement of meaning and explains "why" we are in existence as an organization. All organizational resources and efforts are directed to this end.

Do we have a clear sense of direction? Are we making progress against our strategic aspirations and the goals God has given us? Are we making a difference? Below we ask a number of questions to help us better understand your perspective regarding ministry direction and impact.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	TWR has a specific, well-communicated statement of mission that is known and understood by the majority of our staff.	☐	☐	☐	☐	☐
2.	TWR has a clear sense of direction – We know where we are going and how we are going to get there.	☐	☐	☐	☐	☐
3.	TWR as an organization is having a significant and growing ministry impact around the world	☐	☐	☐	☐	☐
4.	I have a clear understanding of the overall mission and strategic plan of TWR for this year.	☐	☐	☐	☐	☐
5.	My Job/Role makes a significant contribution to the TWR mission and ministry objectives.	☐	☐	☐	☐	☐
6.	We have a clear strategy about how we will achieve our objectives.	☐	☐	☐	☐	☐
7.	Every year we see increased ministry effectiveness and impact in pursuing the goals God has given us.	☐	☐	☐	☐	☐
8.	I am clear about the broad objectives TWR is pursuing and the strategies for achieving them.	☐	☐	☐	☐	☐
9.	There is a pervading sense of urgency among our staff about our purpose and ministry.	☐	☐	☐	☐	☐

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10.	The great majority of the current activities and programs of TWR fall within the scope of our mission statement.	☐	☐	☐	☐	☐
11.	I believe we are pursuing important strategic needs with our Five Key Domains (Leadership and Discipleship, Women's Needs, Youth and Children, Health Care/ HIV, and Oral Societies).	☐	☐	☐	☐	☐
12.	Our mission statement provides sufficient focus for planning, decision making, and evaluation of how we are doing.	☐	☐	☐	☐	☐
13.	Our mission and strategy has the strength and flexibility to adapt to the emerging technological and communication trends unfolding before us (e.g., internet, etc.).	☐	☐	☐	☐	☐
14.	The goals of my area of responsibility fit well into the overall mission of TWR.	☐	☐	☐	☐	☐
15.	TWR has a clear understanding of our constituents (needs, type, language, etc.)	☐	☐	☐	☐	☐
16.	My individual position can be characterized as having clear, well-stated goals and objectives.	☐	☐	☐	☐	☐

Our Core Values

An organization's values are the rules of the road. Values are commitments we keep as we make the journey.

At TWR we are committed to:

- God's Word
- Prayer and Faith
- Integrity
- Church
- Excellence
- Accountability
- Partnerships
- Respect
- Servant Attitude
- Innovation

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	If a visitor spent a few days visiting TWR, they would *see* our values in action.	☐	☐	☐	☐	☐
2.	Our values are consistently reflected in our plans, priorities, decisions, and relationships.	☐	☐	☐	☐	☐
3.	I believe we consistently live our values.	☐	☐	☐	☐	☐
4.	Our constituents who interact with TWR on a regular basis would see our ministry values being carried out.	☐	☐	☐	☐	☐

Structure / Organization

Structure is how we're organized – Are we organized for maximum effectiveness? Does our structure promote communication and collaboration?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Our current structure is clear and straight forward – I know where to go for help, information, and decisions within the TWR organization	☐	☐	☐	☐	☐
2. Our current structure is not overly complex—people in the ministry easily know where to go for help, information, decisions.	☐	☐	☐	☐	☐
3. Our current organizational structure promotes good coordination and communication between people and departments.	☐	☐	☐	☐	☐
4. The roles of each department are clear regarding what they do or do not do.	☐	☐	☐	☐	☐
5. There is little duplication or overlap between the organizational departments of TWR.	☐	☐	☐	☐	☐
6. Different departments appreciate their interdependency with other departments and work hard to collaborate with each other.	☐	☐	☐	☐	☐
7. Our current structure organizes our primary activities in a logical, efficient manner.	☐	☐	☐	☐	☐
8. The way we are organized facilitates both the speed and quality of decision making.	☐	☐	☐	☐	☐
9. I have a good understanding of the overall structure of the organization (i.e., how its various departments and entities relate to one another).	☐	☐	☐	☐	☐
10. Our current organizational structure is "best" suited to achieve our ministry objectives.	☐	☐	☐	☐	☐

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
11. Our regional structure makes sense and is the best way to approach our work geographically.	☐	☐	☐	☐	☐
12. We don't appear to have major gaps in our organizational structure (e.g., important but unprovided services, lacking systems, etc.	☐	☐	☐	☐	☐
13. Our current organizational structure minimizes bureaucracy.	☐	☐	☐	☐	☐

My Role and Responsibilities

Is your role clearly defined? Do you have the needed resources? Do you have proper authority to do your job? Do you receive adequate feedback and recognition?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I clearly understand what I'm expected to do.	☐	☐	☐	☐	☐
2.	Usually, the size of my workload is not too great to do a quality job.	☐	☐	☐	☐	☐
3.	I have well-defined standards of performance for my job.	☐	☐	☐	☐	☐
4.	I know what decisions I should and can make.	☐	☐	☐	☐	☐
5.	I receive timely feedback on my performance.	☐	☐	☐	☐	☐
6.	The performance feedback I receive is given in a positive, helpful manner that helps me improve my performance.	☐	☐	☐	☐	☐
7.	I have the resources (help, staff, equipment, time, budget, etc.) to do my job right.	☐	☐	☐	☐	☐
8.	I am encouraged to be creative and innovative in carrying out my responsibilities.	☐	☐	☐	☐	☐
9.	TWR is willing to invest the time and money necessary to train me and keep my skills current.	☐	☐	☐	☐	☐
10.	I have the freedom to suggest improvements, and feel I'm heard when I do so.	☐	☐	☐	☐	☐
11.	I was given adequate preparation and training for my present job.	☐	☐	☐	☐	☐
12.	My work and ministry with TWR allows me to balance my work and duties with family / social needs and responsibilities.	☐	☐	☐	☐	☐

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13.	I am adequately recognized for good performance.	☐	☐	☐	☐	☐
14.	I am clear about what constitutes success in my job.	☐	☐	☐	☐	☐
15.	My job brings the sense of fulfillment and satisfaction that I hoped I would find when I joined TWR.	☐	☐	☐	☐	☐
16.	When a person is given responsibility, he or she is given sufficient authority to do the job.	☐	☐	☐	☐	☐
17.	I am clear about how decisions are made in the ministry.	☐	☐	☐	☐	☐
18.	My department/division stresses results rather than activity.	☐	☐	☐	☐	☐
19.	I am kept well informed about TWR, including what's going on in different departments, changes in policy and procedures, etc.	☐	☐	☐	☐	☐
20.	I feel that the policies, procedures and guidelines I need to do my job effectively are sufficient.	☐	☐	☐	☐	☐
21.	I understand and am in agreement with the standards of performance for my job.	☐	☐	☐	☐	☐
22.	I feel I have a good opportunity to move into better jobs or opportunities.	☐	☐	☐	☐	☐
23.	If I have my way, I will be working here 12 months from now.		☐	☐	☐	☐
24.	My abilities, knowledge and experience are fully utilized in my current role.		☐	☐	☐	☐
25.	I am clear about where to/who to go to for specific types of decisions.		☐	☐	☐	☐

Present Assignment

Regardless of resources, role clarity, training, and other elements needed to do your job, how do you *feel* about the work you do? Use the opposing descriptors below to describe how you feel about your current assignment.

		Very	Fairly	Neutral	Fairly	Very	
1.	Not motivating	☐	☐	☐	☐	☐	Motivating
2.	Not challenging.	☐	☐	☐	☐	☐	Challenging
3.	My ability not fully utilized	☐	☐	☐	☐	☐	My ability fully utilized
4.	Hectic / unhealthy pace	☐	☐	☐	☐	☐	Measured/ healthy pace
5.	Stressful	☐	☐	☐	☐	☐	Not Stressful
6.	Not fulfilling nor rewarding	☐	☐	☐	☐	☐	Fulfilling / rewarding
7.	Crisis-oriented	☐	☐	☐	☐	☐	Orderly / planned
8.	Unrealistic Deadlines	☐	☐	☐	☐	☐	Realistic Deadlines
9.	Doesn't utilize spiritual gifts	☐	☐	☐	☐	☐	Utilizes spiritual gifts
10.	Not enjoyable	☐	☐	☐	☐	☐	Enjoyable
11.	Not contributing to my professional growth.	☐	☐	☐	☐	☐	Contributes to my professional growth
12.	Compensation doesn't match my contribution	☐	☐	☐	☐	☐	Compensation matches my contribution
13.	Not adequately recognized for good performance	☐	☐	☐	☐	☐	Adequately recognized for good performance
14.	Insufficient resources	☐	☐	☐	☐	☐	Sufficient resources
15.	Not relevant	☐	☐	☐	☐	☐	Relevant
16.	Does not contribute to my spiritual growth.	☐	☐	☐	☐	☐	Contributes to my spiritual growth.
17.	Weak accountability for personal performance	☐	☐	☐	☐	☐	Strong accountability of personal performance
18.	Overall, unsatisfactory.	☐	☐	☐	☐	☐	Overall, satisfactory

Communication

Are you sufficiently connected to what's going on "around here" at TWR and "out there" with our constituents?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am kept well informed about TWR, including what's going on in different departments, changes in policies, procedure, etc.	☐	☐	☐	☐	☐
2.	I am clear about how we are doing as a department (e.g., where we are heading, what we are trying to accomplish, how we are doing, etc.)	☐	☐	☐	☐	☐
3.	I feel "connected" to what's going on in and around the ministry.	☐	☐	☐	☐	☐
4.	The staff is regularly and adequately informed about what God is doing in our ministry around the world.	☐	☐	☐	☐	☐
5.	New ideas and best practices are shared quickly throughout TWR.	☐	☐	☐	☐	☐

Plans and Work Processes

Please indicate the degree to which you agree or disagree with the following statements about TWR's plans and work processes. Processes are how work flows within our organization. When processes are inadequate, nonexistent, or breakdown, our efforts to accomplish things are hindered. Examples of key processes might include: how we create and distribute new programs, how we make decisions, solve problems, plan, resolve conflict, etc.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	TWR has well-defined goals and working strategies, plans to accomplish them.	☐	☐	☐	☐	☐
2.	We spend the necessary time in my department or working group developing the action plans necessary to accomplish our purpose and goals.	☐	☐	☐	☐	☐
3.	We have clearly defined success measures or indicators that allow us to evaluate progress and ministry effectiveness.	☐	☐	☐	☐	☐
4.	Our department / function periodically takes the time to evaluate its performance and make any necessary mid-course corrections.	☐	☐	☐	☐	☐
5.	We effectively measure how we are doing against our goals.	☐	☐	☐	☐	☐
6.	We have a good system (written and oral) for feedback on how we are doing in achieving goals.	☐	☐	☐	☐	☐
7.	We have an effective, agreed upon process (based on biblical principles) to manage and resolve interpersonal conflict.	☐	☐	☐	☐	☐
8.	Our plans specify who is to do what and when each task is to be completed.	☐	☐	☐	☐	☐
9.	Decisions are followed-up and implemented.	☐	☐	☐	☐	☐
10.	I feel well informed about what's going on around here.	☐	☐	☐	☐	☐
11.	Our meetings are productive and characterized by effective communication.	☐	☐	☐	☐	☐

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12.	There is good coordination between the different offices, departments, and activities within the ministry.	☐	☐	☐	☐	☐
13.	Among all TWR staff within the organization, there is a strong sense that "all things are possible" (a "can-do" attitude).	☐	☐	☐	☐	☐
14.	As a team, we use a systematic approach to solving problems, setting priorities, and making important decisions.	☐	☐	☐	☐	☐
15.	We constantly discover and implement better ways to do things.	☐	☐	☐	☐	☐
16.	We invest meaningful prayer in support of our work.	☐	☐	☐	☐	☐
17.	Overall, the ministry does its work very efficiently.	☐	☐	☐	☐	☐
18.	If donors could clearly see our work and processes, they would conclude we are good stewards of their money.	☐	☐	☐	☐	☐
19.	We have clear and well-defined processes for accomplishing the major on-going tasks of the ministry	☐	☐	☐	☐	☐
20.	I am encouraged to play a meaningful part in the planning process within my department/division.	☐	☐	☐	☐	☐
21.	The leadership at TWR encourages a biblical approach to making decisions, resolving conflict, solving problems, etc. (e.g., treating others the way we want to be treated).	☐	☐	☐	☐	☐
22.	We do not waste too much time in meetings.	☐	☐	☐	☐	☐
23.	New ideas are encouraged and given time to develop.	☐	☐	☐	☐	☐
24.	We keep up with new technology (e.g., computers, legal changes, new procedures, etc.).	☐	☐	☐	☐	☐

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
25.	Our policies, rules, and procedures usually make sense to me.	☐	☐	☐	☐	☐
26.	We have the numbers of staff with the right skills to accomplish our ministry objectives in my department, functions, or office.	☐	☐	☐	☐	☐
27.	My department/office demonstrates flexibility and can deal effectively with changes in our environment (e.g. economy, technology, etc.)	☐	☐	☐	☐	☐
28.	I feel we have improved in our ability to work together and get the job done within our department/division.	☐	☐	☐	☐	☐
29.	We have the needed numbers of skilled staff to accomplish our long-term strategic objectives for TWR.	☐	☐	☐	☐	☐

Leadership - Immediate Supervisor/ Director Manager

Remember, this profile is both confidential and anonymous. Supervisors will see this feedback only in summary form, which aggregates data from several departments. The summary feedback alerts us to training needs, as well as the overall quality of supervisors across the ministry.

My Immediate Supervisor…	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Is straightforward and honest with me.	☐	☐	☐	☐	☐
2. Effectively involves others in the decision process especially those closest to the work.	☐	☐	☐	☐	☐
3. Encourages and recognizes initiative, innovation, and creativity.	☐	☐	☐	☐	☐
4. Provides timely, direct and "actionable" feedback.	☐	☐	☐	☐	☐
5. Encourages and helps me in my professional and spiritual growth.	☐	☐	☐	☐	☐
6. Models well the qualities he/she requires of me.	☐	☐	☐	☐	☐
7. Keeps me informed about the ministry and our specific area of responsibility (e.g., where we are heading, what we are trying to accomplish, how we are doing, etc.)	☐	☐	☐	☐	☐
8. Creates an environment that promotes clear, open, honest communication.	☐	☐	☐	☐	☐
9. Demonstrates patience when listening; effectively questions for clearer understand and insight.	☐	☐	☐	☐	☐
10. Is an effective communicator – Able to communicate in a clear and motivational manner.	☐	☐	☐	☐	☐
11. Is a good delegator – Provides ample direction, clear expectations, and appropriate "elbow room."	☐	☐	☐	☐	☐
12. Promotes the importance of a "customer-centered" mindset among the staff.	☐	☐	☐	☐	☐

My Immediate Supervisor…	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13. Acts on problems immediately and decisively.	☐	☐	☐	☐	☐
14. Encourages discussion to resolve a conflict when one arises between the staff or with him/her.	☐	☐	☐	☐	☐
15. Helps me to understand the significance of my job in relation to the whole organization.	☐	☐	☐	☐	☐
16. Treats me with dignity and respect.	☐	☐	☐	☐	☐
17. Exemplifies godly principles in the way he/she leads this group.	☐	☐	☐	☐	☐
18. Has my utmost confidence.	☐	☐	☐	☐	☐
19. Knows me and is sensitive to my strengths and weaknesses.	☐	☐	☐	☐	☐
20. Has provided adequate training for me to do a good job in my area of responsibility.	☐	☐	☐	☐	☐
21. Encourages me to put my family before work.	☐	☐	☐	☐	☐
22. Involves me (and others in my work group or team) in identifying and solving problems, setting priorities, etc.	☐	☐	☐	☐	☐
23. Balances criticism of my performance with encouragement and recognition.	☐	☐	☐	☐	☐
24. Confronts me appropriately when I am not performing adequately.	☐	☐	☐	☐	☐
25. Models TWR's core values.	☐	☐	☐	☐	☐
26. Has the enthusiastic support of those who report to him/her.	☐	☐	☐	☐	☐
27. Gathers and listens to staff input regarding goals, improvements/suggestions, major decisions, etc.	☐	☐	☐	☐	☐
28. Flexible, is willing to change and take risks.	☐	☐	☐	☐	☐
29. Motivates me to do my best.	☐	☐	☐	☐	☐
30. Is good at making and following up with decisions.	☐	☐	☐	☐	☐

My Immediate Supervisor…	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
31. Acts on problems immediately and decisively.	☐	☐	☐	☐	☐
32. Demonstrates spiritual maturity.	☐	☐	☐	☐	☐
33. Is approachable—makes it easy to communicate "bad news" to him/her.	☐	☐	☐	☐	☐
34. Consistently presents me with new challenges that help me grow.	☐	☐	☐	☐	☐

Leadership – President/CEO TWR

Here we are asking you to comment on the President/CEO of TWR, David Tucker. We understand that most of you have not reported directly to him. It's your "perspective" of him in general that we are trying to understand, regardless of the distance from which it is developed. David asked us to encourage candor as you answer the questions below. As with all of the survey feedback, results will be confidential and anonymous and only presented in summary form.

		Don't Know	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Provides clear vision and direction for the ministry.	☐	☐	☐	☐	☐	☐
2.	Encourages creativity, innovation, and initiative.	☐	☐	☐	☐	☐	☐
3.	Represents TWR well in the Christian community.	☐	☐	☐	☐	☐	☐
4.	Knows what is going on in the ministry of TWR.	☐	☐	☐	☐	☐	☐
5.	Has a clear understanding of the needs of our staff.	☐	☐	☐	☐	☐	☐
6.	Has a clear understanding of the needs of our constituents.	☐	☐	☐	☐	☐	☐
7	Has a clear understanding of the needs of our many partners.	☐	☐	☐	☐	☐	☐
8.	Appears to adequately hold the management team accountable for ministry performance.	☐	☐	☐	☐	☐	☐
9.	Demonstrates the ability to balance **both** the strategic and tactical dimensions of an issue.	☐	☐	☐	☐	☐	☐
10.	Leads the organization to create realistic yet challenging annual goals.	☐	☐	☐	☐	☐	☐
11.	Creates an environment that promotes open, honest communication.	☐	☐	☐	☐	☐	☐
12.	Doesn't "micro-manage" or interfere with the day-to-day activities.	☐	☐	☐	☐	☐	☐

18

13. Exemplifies godly principles in the way he leads the ministry. ☐ ☐ ☐ ☐ ☐ ☐

14. Is straight forward and honest in dealing with everyone at TWR. ☐ ☐ ☐ ☐ ☐ ☐

15. Maintains an environment where the professional, personal, and spiritual potential of each individual is developed. ☐ ☐ ☐ ☐ ☐ ☐

16. Promotes cooperation among staff, regions, functions, etc. ☐ ☐ ☐ ☐ ☐ ☐

17. Has ensured there is clarity about how decisions are made (who makes specific decisions) throughout the ministry. ☐ ☐ ☐ ☐ ☐ ☐

18. Keeps staff informed about what is going on in ministry. ☐ ☐ ☐ ☐ ☐ ☐

19. Models TWR Ministries' core values. ☐ ☐ ☐ ☐ ☐ ☐

20. Helps people maintain a clear sense of direction in the midst of change. ☐ ☐ ☐ ☐ ☐ ☐

21. Appears to effectively get input when making key decisions. ☐ ☐ ☐ ☐ ☐ ☐

22. Listens well and is attentive to the needs of the staff throughout the TWR family. ☐ ☐ ☐ ☐ ☐ ☐

23. Balances his efforts on the internal organizational needs and external constituent needs (partners, donors, etc.) ☐ ☐ ☐ ☐ ☐ ☐

24. Is able to effectively gain alignment of the TWR regions to the strategies and ministry initiatives of TWR. ☐ ☐ ☐ ☐ ☐ ☐

25. Has my utmost confidence. ☐ ☐ ☐ ☐ ☐ ☐

Leadership – Chief Operating Officer of TWR

Here we are asking you to comment on the COO of TWR, Samuel Chiang. We understand that most of you have not reported directly to him. It's your "perspective" of him in general that we are trying to understand, regardless of the distance from which it is developed. Samuel asked us to encourage candor as you answer the questions below. As with all of the survey feedback, results will be confidential and anonymous and only presented in summary form.

		Don't Know	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Provides clear vision and direction for the ministry.	☐	☐	☐	☐	☐	☐
2.	Encourages creativity, innovation, and initiative.	☐	☐	☐	☐	☐	☐
3.	Represents TWR well in the Christian community.	☐	☐	☐	☐	☐	☐
4.	Knows what is going on in the ministry of TWR.	☐	☐	☐	☐	☐	☐
5.	Has a clear understanding of the needs of our staff.	☐	☐	☐	☐	☐	☐
6.	Helps people maintain a clear sense of direction in the midst of change.	☐	☐	☐	☐	☐	☐
7	Has a clear understanding of the needs of our many partners.	☐	☐	☐	☐	☐	☐
8.	Ensures roles and authority levels are spelled out and clear to the organization.	☐	☐	☐	☐	☐	☐
9.	Appears to adequately hold the management team accountable for ministry performance.	☐	☐	☐	☐	☐	☐
10.	Is an effective delegator in working with others, particularly the management team.	☐	☐	☐	☐	☐	☐
11.	Ensures we have a systematic and effective process for making important ministry decisions.	☐	☐	☐	☐	☐	☐
12.	Leads the organization to create realistic yet challenging annual goals.	☐	☐	☐	☐	☐	☐

	Don't Know	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13. Creates an environment that promotes open, honest communication.	☐	☐	☐	☐	☐	☐
14. Doesn't "micro-manage" or interfere with the day-to-day activities.	☐	☐	☐	☐	☐	☐
15. Facilitates collaboration and alignment between the regions and "Corporate Center."	☐	☐	☐	☐	☐	☐
16. Exemplifies godly principles in the way he performs his role.	☐	☐	☐	☐	☐	☐
17 Clearly possesses the skills and gifts to be an effective COO.	☐	☐	☐	☐	☐	☐
18. Facilitates the development of the operating plans needed to implement our strategic aspirations.	☐	☐	☐	☐	☐	☐
19. Is straight forward and honest in dealing with everyone at TWR.	☐	☐	☐	☐	☐	☐
20. Maintains an environment where the professional, personal, and spiritual potential of each individual is developed.	☐	☐	☐	☐	☐	☐
21. Ensures there is clarity between what is centralized across the ministry and decentralized among the TWR regions.	☐	☐	☐	☐	☐	☐
22. Promotes cooperation among staff and departments.	☐	☐	☐	☐	☐	☐
23. Keeps staff informed about what is going on in ministry.	☐	☐	☐	☐	☐	☐
24. Models TWR's core values.	☐	☐	☐	☐	☐	☐
25. Appears to work effectively and harmoniously with the management team.	☐	☐	☐	☐	☐	☐
26. Appears to effectively get input when making key decisions.	☐	☐	☐	☐	☐	☐
27. Ensures we have the needed systems and processes in place to accomplish our work.	☐	☐	☐	☐	☐	☐
28. Demonstrates the ability to balance **both** the strategic and tactical dimensions of an issue.	☐	☐	☐	☐	☐	☐
29. Listens well and is attentive to the needs of the staff throughout the TWR family.	☐	☐	☐	☐	☐	☐

	Don't Know	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
30. Is able to effectively gain alignment of the TWR regions to the strategies and ministry initiatives of TWR.	☐	☐	☐	☐	☐	☐
31. Has my utmost confidence.	☐	☐	☐	☐	☐	☐

The Board of Directors

Here we are asking you to evaluate the Board from your perspective. You are evaluating them as a group and we understand that you do not report directly to them, and in some cases may not even know all of them. However, you feel the effect of their work and decisions, and they would appreciate it if you would make a candid, overall "subjective" assessment of their effectiveness from your viewpoint. They need such feedback if they are to be able to increase their effectiveness as a Board of Directors.

		Don't Know	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Knows what's going on in this ministry.	☐	☐	☐	☐	☐	☐
2.	Appears to have a good understanding of our ministry, including the needs of our constituents.	☐	☐	☐	☐	☐	☐
3.	Exemplifies godly principles in the way they conduct and lead the ministry.	☐	☐	☐	☐	☐	☐
4.	Appears to work effectively and harmoniously with the CEO and management team.	☐	☐	☐	☐	☐	☐
5.	Appears to effectively get input when making key decisions.	☐	☐	☐	☐	☐	☐
6.	Appears to hold the President accountable for effective leadership and achieving the mission of the ministry.	☐	☐	☐	☐	☐	☐
7.	Makes high-quality decisions.	☐	☐	☐	☐	☐	☐
8.	Has a clear understanding of our vision, mission, and Statement of Faith.	☐	☐	☐	☐	☐	☐
9.	Has a clear understanding of the separation between establishing policy and the implementing of policy.	☐	☐	☐	☐	☐	☐
10.	Has my utmost confidence.	☐	☐	☐	☐	☐	☐

Overall Organizational Climate

Organizational climate plays a significant role in overall job satisfaction. While "climate" is not a tangible thing, there is generally agreement as to what it is and what it feels like at any given time. Read the pair of words below and give your best estimate of the "feel" of the organizational climate at TWR, *as a whole*, at this time. Please be sure you check only one box for each pair of words.

		Very	Fairly	Neutral	Fairly	Very	
1.	Impersonal and Distant	☐	☐	☐	☐	☐	Personal and Close
2.	Hectic Pace.	☐	☐	☐	☐	☐	Balanced Pace
3.	Not Listening	☐	☐	☐	☐	☐	Listening
4.	Insensitive	☐	☐	☐	☐	☐	Sensitive
5.	Not "Customer-Oriented"	☐	☐	☐	☐	☐	"Customer-Oriented"
6.	Unproductive	☐	☐	☐	☐	☐	Productive
7.	Divided	☐	☐	☐	☐	☐	United
8.	Tense	☐	☐	☐	☐	☐	Relaxed
9.	Critical / Blaming	☐	☐	☐	☐	☐	Affirming
10.	Cool	☐	☐	☐	☐	☐	Warm
11.	Does Not Value and Care for staff	☐	☐	☐	☐	☐	Values and Cares for Our Staff
12.	Morale is Low	☐	☐	☐	☐	☐	Morale is High
13.	Overall Spiritual Tone is Poor at This time	☐	☐	☐	☐	☐	Overall Spiritual Tone is Good at This time
14.	Reactive	☐	☐	☐	☐	☐	Proactive
15.	Negative	☐	☐	☐	☐	☐	Positive
16.	Unfocused	☐	☐	☐	☐	☐	Focused
17.	Uncreative	☐	☐	☐	☐	☐	Creative, Innovative
18.	Western Orientation	☐	☐	☐	☐	☐	Global / International Orientation
19.	Avoids Problems	☐	☐	☐	☐	☐	Faces Problems

		Very	Fairly	Neutral	Fairly	Very	
20.	Morale is Getting Lower	☐	☐	☐	☐	☐	Morale is Getting Higher
21.	Uncooperative	☐	☐	☐	☐	☐	Cooperative
22.	Distrustful	☐	☐	☐	☐	☐	Trustful
23.	Bureaucratic	☐	☐	☐	☐	☐	Not Bureaucratic
24.	Accepts Mediocrity	☐	☐	☐	☐	☐	Stresses Excellence
25.	Unresponsive	☐	☐	☐	☐	☐	Responsive
26.	Task-Oriented	☐	☐	☐	☐	☐	People-Oriented
27.	Values Systems	☐	☐	☐	☐	☐	Values People
28.	Formal	☐	☐	☐	☐	☐	Informal
29.	Closed to Change	☐	☐	☐	☐	☐	Open to Change
30.	Not Strategic	☐	☐	☐	☐	☐	Strategic
31.	Not Efficient	☐	☐	☐	☐	☐	Efficient
32.	Rigid	☐	☐	☐	☐	☐	Flexible
33.	Money-Driven	☐	☐	☐	☐	☐	Ministry-Driven
34.	Promotes the Status quo	☐	☐	☐	☐	☐	Promotes Change and Innovation
35.	Political	☐	☐	☐	☐	☐	Not Political
36.	Top-Down Planning	☐	☐	☐	☐	☐	Bottom-Up Planning

Relationships. . .People

What is the character of the overall relationships between CO-WORKERS with whom you have direct contact both within and between your department, office, or function?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I have a strong sense of "belonging" to the overall organization of TWR..	☐	☐	☐	☐	☐
2.	Communication among team members could be characterized as open, clear and honest.	☐	☐	☐	☐	☐
3.	Staff members effectively work through problems and conflicts with one another.	☐	☐	☐	☐	☐
4.	Interpersonal relationships among team members are characterized by trust, acceptance and respect.	☐	☐	☐	☐	☐
5.	Co-workers demonstrate a genuine concern for each other.	☐	☐	☐	☐	☐
6.	The climate of my work team enables us to detect and resolve frustration of individual co-workers.	☐	☐	☐	☐	☐
7.	In TWR staff appreciates and are sensitive to cultures among staff.	☐	☐	☐	☐	☐
8.	I feel valued and appreciated as a person by my co-workers.	☐	☐	☐	☐	☐
9.	The climate of TWR encourages transparency and open communication.	☐	☐	☐	☐	☐
10	There is a healthy relationship of trust, respect, and acceptance between North American missionaries and national staff.	☐	☐	☐	☐	☐
11.	We hold each other accountable in a loving, biblical manner.	☐	☐	☐	☐	☐
12.	I feel my work contribution is appreciated and valued by my co-workers.	☐	☐	☐	☐	☐
13.	I feel that my opinions are heard, regardless of whether they are positive or negative.	☐	☐	☐	☐	☐

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
14.	We take time to celebrate when we accomplish significant goals and realize success in our efforts.	☐	☐	☐	☐	☐
15.	TWR clearly values our staff and does whatever it can to care for them and meet their needs.	☐	☐	☐	☐	☐

Centralization/Decentralization

Like most global organizations, TWR has many organizational elements (country offices, regional offices corporate offices, broadcasting sites, etc.). The corporate functions of TWR are spread out around the world. The Cary Corporate Staff (IT/IS, Finance, Media Relations, etc.), Swansea Corporate Staff (Knowledge Officer, Learning Resource Officer, Executive Liaison Office), Hong Kong (COO), Vienna (IT/IS, Security), and Monte Carlo (Media Research, Internal Audit). For the purpose of this survey, we will call these entities the "Corporate Center" as though they resided in one location.

TWR attempts to maintain the appropriate balance of centralization and decentralization between the organizational "Corporate Center" (as described as above) and the regional offices. Below we ask you to evaluate how you perceive that balance as it **actually is** and then what you believe it **should be**.

"As It Is"

	CENTRALIZED			DECENTRALIZED	
	Highly	Moderately	Balanced	Moderately	Highly
1. Policy Making	☐	☐	☐	☐	☐
2. Planning and Strategy Development	☐	☐	☐	☐	☐
3. Reporting (Results, Finances, etc.)	☐	☐	☐	☐	☐
4. Spending Decisions	☐	☐	☐	☐	☐
5. Overall	☐	☐	☐	☐	☐

"As It Should Be"

	CENTRALIZED			DECENTRALIZED	
	Highly	Moderately	Balanced	Moderately	Highly
1. Policy Making	☐	☐	☐	☐	☐
2. Planning and Strategy Development	☐	☐	☐	☐	☐
3. Reporting (Results, Finances, etc.)	☐	☐	☐	☐	☐
4. Spending Decisions	☐	☐	☐	☐	☐
5. Overall	☐	☐	☐	☐	☐

Corporate Center and Regional Relationship

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	There is an appropriate level of accountability between the Regions and the Corporate Center.	☐	☐	☐	☐	☐
2.	There is a good balance between freedom and structure (policies, process, guidelines, etc.) between the Regions and the Corporate Center.	☐	☐	☐	☐	☐
3.	There is a good balance between local/regional focus and global focus.	☐	☐	☐	☐	☐
4.	For the most part, we are *clear about* what the Regions are accountable for to the Corporate Center.	☐	☐	☐	☐	☐
5.	For the most part, we are *in agreement* as to what the Regions are accountable for to the Corporate Center.	☐	☐	☐	☐	☐
6.	For the most part, we *are clear* what the Corporate Center is accountable for to the Regions.	☐	☐	☐	☐	☐
7.	For the most part, we are *in agreement* as to what the Corporate Center is accountable for to the Regions.	☐	☐	☐	☐	☐

Overall, how would you describe the levels of accountability of the Regions to the Corporate Center?

		Less Accountability is Needed		Appropriate Levels of Accountability Exist		More Accountability is Needed
1.	Alignment with Vision/Mission	☐	☐	☐	☐	☐
2.	Living Out Core Values	☐	☐	☐	☐	☐
3.	Setting Ministry Goals	☐	☐	☐	☐	☐
4.	Reporting on Ministry Results	☐	☐	☐	☐	☐
5.	Fund Development	☐	☐	☐	☐	☐

		Less Accountability is Needed		Appropriate Levels of Accountability Exist		More Accountability is Needed
6.	Financial Reporting	☐	☐	☐	☐	☐
7.	Fund Budgeting and Stewardship	☐	☐	☐	☐	☐
8.	Following Policy and Standards	☐	☐	☐	☐	☐
9.	Programming Content	☐	☐	☐	☐	☐
10.	Other: _____	☐	☐	☐	☐	☐
11.	Other: _____	☐	☐	☐	☐	☐

How would you evaluate the Corporate Center (Cary, Swansea, Hong Kong, Vienna, and Monte Carlo) using the statements below:

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am clear about what the Corporate Center staff does, that is, its primary role and functions.	☐	☐	☐	☐	☐
2.	I believe that the Corporate Center staff adds significant value to the overall effectiveness of the global TWR ministry.	☐	☐	☐	☐	☐
3.	The Corporate Center is effective in providing leadership about overall ministry models and strategies.	☐	☐	☐	☐	☐
4.	The Corporate Center is effective in motivating our global ministry, e.g. in creating vision and passion about the ministry's direction.	☐	☐	☐	☐	☐
5.	The Corporate Center is effective in building up the ministry's staff, e.g. through identifying effective leaders, providing necessary training.	☐	☐	☐	☐	☐
6.	The Corporate Center is effective in helping to raise the resources necessary for us to accomplish our ministry.	☐	☐	☐	☐	☐
7.	The Corporate Center is effective in eliminating obstacles and barriers to greater ministry effectiveness.	☐	☐	☐	☐	☐

Corporate Center and Regional Relationship

Overall, how would you describe the relationship between the Corporate Center and the Regions?

		Very	Fairly	Neutral	Fairly	Very	
1.	Not Trustful	☐	☐	☐	☐	☐	Trustful
2.	Not Caring	☐	☐	☐	☐	☐	Caring
3.	Uncooperative	☐	☐	☐	☐	☐	Cooperative
4.	Insensitive	☐	☐	☐	☐	☐	Sensitive
5.	Unresponsive	☐	☐	☐	☐	☐	Responsive
6.	Not Listening	☐	☐	☐	☐	☐	Listening
7.	Not Loving	☐	☐	☐	☐	☐	Loving
8.	Not Available/Accessible	☐	☐	☐	☐	☐	Readily Available/ Accessible
9.	Ignoring Problems	☐	☐	☐	☐	☐	Facing Problems
10.	Closed / Tense	☐	☐	☐	☐	☐	Open / Relaxed
11.	Deteriorating	☐	☐	☐	☐	☐	Improving

Looking specifically at the **TWR Corporate Center in Cary,** how would you evaluate their service?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I am clear about what the Cary Corporate Center staff does, that is, its primary role and functions.	☐	☐	☐	☐	☐
2. I believe that the Cary Corporate Center staff adds significant value to the overall effectiveness of the global TWR ministry.	☐	☐	☐	☐	☐
3. The Cary Corporate Center is effective in building up the ministry's staff, e.g. through identifying effective leaders, providing necessary training.	☐	☐	☐	☐	☐
4. The Cary Corporate Center is effective in eliminating obstacles and barriers to greater ministry effectiveness.	☐	☐	☐	☐	☐
5. The Cary Corporate Center provides its services in a cost-effective manner.	☐	☐	☐	☐	☐

Quality of Services Provided by the Cary Corporate Center to the TWR Regions

Please evaluate the following with regards to the overall work and service of the Cary Corporate Center to the Regions.

		Very Poor	Below Average	Average	Above Average	Excellent
1.	Cost effectiveness / efficiency	☐	☐	☐	☐	☐
2.	Responsiveness to needs and requests	☐	☐	☐	☐	☐
3.	Quality of communication (e.g. accuracy of information).	☐	☐	☐	☐	☐
4.	Quality of work	☐	☐	☐	☐	☐
5.	Dependability/reliability of service	☐	☐	☐	☐	☐
6.	Overall attitude of service (e.g. pleasantness, friendliness, service-oriented, etc.).	☐	☐	☐	☐	☐
7.	Cultural sensitivity	☐	☐	☐	☐	☐
8.	Timeliness of service.	☐	☐	☐	☐	☐
9.	Overall spirit of cooperation	☐	☐	☐	☐	☐
10.	Treats others with dignity and respect	☐	☐	☐	☐	☐
11.	Sensitive to the needs of the Regions	☐	☐	☐	☐	☐
12.	Overall effectiveness.	☐	☐	☐	☐	☐

How Are You Doing Personally?

1. I am confident that we will continue to experience significant ministry impact well into the future.

   ☐ Strongly disagree
   ☐ Disagree
   ☐ So-So
   ☐ Agree
   ☐ Strongly agree

2. I have a sense of enthusiasm and energy about our work with TWR.

   ☐ Strongly disagree
   ☐ Disagree
   ☐ So-So
   ☐ Agree
   ☐ Strongly agree

3. Within the next year or two, I plan to:

   ☐ Undecided
   ☐ Stay where I am
   ☐ Leave TWR service (Comment: Please provide reason if possible)
   ☐ Another assignment with TWR

4. The overall benefit package (insurance, vacation, retirement, etc.) is adequate.

   ☐ Strongly disagree
   ☐ Disagree
   ☐ Neutral
   ☐ Agree
   ☐ Strongly agree

5. Our (my) basic salary in contrast to my needs is adequate..

☐ Strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly agree

Global Team

Please only answer the questions on this page if you are on a formal Global Team. If you are not on a formal Global Team then skip to the next page.

If you are on a formal Global Team, then answer these questions with that team in mind.

		Very Poor	Below Average	Average	Above Average	Excellent
1.	As a team we are clear about our task/mission.	☐	☐	☐	☐	☐
2.	I am clear about our team goals, objectives, and measures.	☐	☐	☐	☐	☐
3.	I am very clear about my role and expected contribution to this team.	☐	☐	☐	☐	☐
4.	The team is clear that although we all have individual roles and responsibilities, there is an overall mutual accountability for the results of the larger team.	☐	☐	☐	☐	☐
5.	Team members are quick to put the interests of the other members above themselves.	☐	☐	☐	☐	☐
6.	Overall, the team maintains clear direction, focus, and priorities.	☐	☐	☐	☐	☐
7.	We regularly sit down and ask how are we doing and what are we learning in order to improve our results.	☐	☐	☐	☐	☐
8.	Overall, we have a high level of trust in the character among team members.	☐	☐	☐	☐	☐
9.	We treat each other with dignity, respect and courtesy.	☐	☐	☐	☐	☐
10.	We have a safe team environment that encourages open, clear, honest communication.	☐	☐	☐	☐	☐
11.	In making decisions, solving problems, etc., there is a lot of listening and understanding.	☐	☐	☐	☐	☐
12.	This team has mastered the art of "straight talk". We know how to be tough on issues and soft on people.	☐	☐	☐	☐	☐

A Few Open-Ended Questions…

1. If I could suggest one thing that would increase the qualities of communication and "connectedness" to the staff it would be:

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2. Things TWR should **START** doing to become more effective.

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3. Things TWR should **STOP** doing to become more effective.

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4. If you could send one important message you'd like to send to David Tucker, our President, what would that be?

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5.   If you could send one important message to the TWR Board of Directors, what would that be?.

In Conclusion

1. I believe the Leadership Team and the TWR Board will carefully study the results of this survey and implement the needed changes.

   ☐ Strongly disagree
   ☐ Disagree
   ☐ Agree
   ☐ Strongly agree

2. I believe this survey is:

   ☐ Greatly needed at this time
   ☐ Somewhat needed at this time
   ☐ Neutral
   ☐ Somewhat not needed at this time
   ☐ Not needed at this

3. I feel this survey:

Addressed **all** of the relevant issues
Addressed **most** of the relevant issues (Comment: Please indicate issues that should have been included)
Addressed **some** of the relevant issues (Comment: Please indicate issues that should have been included)
Did not do a very good job of addressing the issues and questions important to TWR (Comment: Please indicate issues that should have been included)