Center for Equity, Effectiveness and Efficiency

LORE READINESS ASSESSMENT

Is this the right moment, approach, and commitment for our organization?

LORE focuses on the internal environment of large public organizations. We work with leaders and staff who are interested in focusing on how to remove barriers to impact and performance with an equity-based approach that emphasizes inclusion and accountability within organizational culture.

HOW TO USE THIS WORKSHEET

This assessment is best completed by:
- At least one (1) senior leader (city manager, assistant city manager, village administrator, assistant v.m, executive director, deputy director, etc. – positions that are globally responsible for the overall operations and health of the organization)
- And/or one (1) department head

Differences in answers are as important as the scores.

SECTION 1: PURPOSE & MOTIVATION

Why are we considering LORE now? Check all boxes that apply

- [ ] There is a clear challenge or opportunity that existing technical solutions have not resolved.
- [ ] Equity is framed as a governance and decision-making issue, not just a programmatic one.
- [ ] Leaders can articulate *what is not working* internally—not just externally.
- [ ] There is a shared understanding that this work will take time and iteration.

Reflection Prompt

What pressures (political, organizational, community) are creating urgency for change right now? Give us some short details on some concrete opportunities and challenges in your organization.

SECTION 2: LEADERSHIP POSTURE & AUTHORITY

How do leaders currently exercise power and decision-making? Check all the boxes that apply.

☐ Senior leadership is willing to examine how authority is distributed across the organization

☐ Leaders are open to changing how decisions are made, not just what decisions are made

☐ Participants will have enough authority or protection to question existing practices

☐ Leadership understands that equity and organizational change work may surface conflict and disagreement

Reflection Prompt

When hard tradeoffs arise, who absorbs the political or organizational risk?

SECTION 3: ORGANIZATIONAL CONDITIONS

Can the organization support learning and experimentation? Check all the boxes that apply.

☐ Staff can dedicate consistent time to learning and reflection (not just implementation)

☐ Cross-department collaboration is encouraged, even when roles overlap

☐ The organization tolerates small-scale failure as part of learning

☐ Data, feedback, and lived experience are used to inform decisions

Reflection Prompt

Where does your organization currently struggle to work across silos?

SECTION 4: EQUITY PRACTICE MATURITY

How is equity currently understood and practiced? Check all the boxes that apply.

- [ ] Equity efforts go beyond training or compliance requirements
- [ ] There is a shared vocabulary for discussing equity, power, and outcomes
- [ ] Staff understand the difference between individual intentions and institutional impact
- [ ] Equity is connected to internal processes (budgeting, hiring, performance, policy design)

Reflection Prompt

Does equity show up in our day to day decision making? Or is there only one or two people who are responsible for the practice of equity? Can you identify some challenges to the model you have in place within your organization?

SECTION 5: CAPACITY FOR COLLECTIVE LEARNING

Is the organization ready for peer-based leadership development? Check all the boxes that apply.

☐ Participants are willing to learn from peers inside and outside their department

☐ The organization values reflection, dialogue, and shared problem-solving

☐ Leaders are open to insights that challenge long-standing norms

☐ There is interest in building internal capacity, not relying on external experts forever

Reflection Prompt

How do people in our organization currently learn from one another? Do they see this opportunity for collective learning as an asset or a burden?

SECTION 6: COMMITMENT & SUSTAINABILITY

What happens after the cohort ends? Check all the boxes that apply.

- ☐ Leadership is thinking beyond a single cohort or pilot
- ☐ There is interest in embedding lessons into structures, policies, or roles
- ☐ The organization can resource participation (time, attention, coordination)
- ☐ There is clarity about how learning will be shared beyond participants

Reflection Prompt

What would success look like one year after completing LORE?

SCORING & INTERPRETATION

STEP 1: CALCULATE SECTION AVERAGES

Count the number of boxes you checked overall.

STEP 2: INTERPRET RESULTS

16+ boxes - Strong readiness
Your organization is likely well-positioned to benefit from LORE's leadership and governance focus.

16 - 15 boxes - Emerging readiness
LORE may be a good fit, but expectations should be calibrated and initial work may need to focus on alignment and capacity-building.

0 - 5 boxes - Limited readiness
Your organization may benefit from more targeted or preparatory work before engaging in LORE.

OPTIONAL: GROUP DEBRIEF QUESTIONS

- Where did we score ourselves differently—and why?
- Which assumptions about leadership or equity were surfaced?
- What conditions would need to change for LORE to be successful here?