

Five C Organizational Diagnostic

A structured reflection for institutions, teams and associations examining how private relationships and public responsibilities interact.

PURPOSE Complete separately before comparing answers. A score is a conversation starter, not an audit finding, accreditation, legal conclusion or public rating.

Rating scale

1 = rarely true; 2 = sometimes true; 3 = uneven or unclear; 4 = usually true; 5 = consistently true. Record evidence, not only impressions.

Context

Organization or team

Function, decision or service being examined

Participants and date

Culture and public responsibility

Statement	1	2	3	4	5	Evidence or example
Values are translated into behavior and decision rules.	☐	☐	☐	☐	☐	
Respect for authority does not prevent responsible disagreement.	☐	☐	☐	☐	☐	
Family, political and social relationships are disclosed when relevant.	☐	☐	☐	☐	☐	
Leaders model the same standards expected from staff.	☐	☐	☐	☐	☐	
Belonging widens responsibility rather than shielding insiders.	☐	☐	☐	☐	☐	

What evidence supports the strongest rating?

What evidence supports the weakest rating?

Whose experience may be missing?

Corruption and private access

Statement	1	2	3	4	5	Evidence or example
Conflicts of interest are declared and managed.	☐	☐	☐	☐	☐	
Recruitment, procurement and benefits use documented criteria.	☐	☐	☐	☐	☐	
Fees, requirements and decision routes are visible.	☐	☐	☐	☐	☐	
Exceptions are recorded, justified and reviewable.	☐	☐	☐	☐	☐	
People can report pressure or wrongdoing without retaliation.	☐	☐	☐	☐	☐	

What evidence supports the strongest rating?

What evidence supports the weakest rating?

Whose experience may be missing?

Citizenship and fair standing

Statement	1	2	3	4	5	Evidence or example
An unknown person can understand and use the process.	☐	☐	☐	☐	☐	
Complaints receive references, owners and response expectations.	☐	☐	☐	☐	☐	
Decisions can be questioned through a defined review route.	☐	☐	☐	☐	☐	
Political or personal loyalty is not required for service.	☐	☐	☐	☐	☐	
Rights and responsibilities are communicated in plain language.	☐	☐	☐	☐	☐	

What evidence supports the strongest rating?

What evidence supports the weakest rating?

Whose experience may be missing?

Contentment and hidden subsidy

Statement	1	2	3	4	5	Evidence or example
The organization measures costs shifted to staff, families or users.	☐	☐	☐	☐	☐	
Informal workarounds are treated as evidence, not permanent solutions.	☐	☐	☐	☐	☐	
Resilience is recognized without using it to excuse failure.	☐	☐	☐	☐	☐	
Scarcity decisions use transparent and fair criteria.	☐	☐	☐	☐	☐	
Minimum acceptable service is defined and monitored.	☐	☐	☐	☐	☐	

What evidence supports the strongest rating?

What evidence supports the weakest rating?

Whose experience may be missing?

Complacency and follow-through

Statement	1	2	3	4	5	Evidence or example
Repeated failures remain visible until resolved.	☐	☐	☐	☐	☐	
Projects and commitments have owners, dates and completion standards.	☐	☐	☐	☐	☐	
Leadership receives bad news without punishing the messenger.	☐	☐	☐	☐	☐	
Partial progress is recognized without erasing remaining obligations.	☐	☐	☐	☐	☐	
Lessons from complaints and incidents change future practice.	☐	☐	☐	☐	☐	

What evidence supports the strongest rating?

What evidence supports the weakest rating?

Whose experience may be missing?

Interpret and act

Do not average away an important weakness. A single low rating involving safety, fairness, retaliation, conflicts or access may require immediate attention.

Patterns across the five areas

One practice to stop

One practice to protect

One process to redesign

Action	Owner	Evidence of completion	Review date

Review the evidence again on the recorded date. Improvement should be visible in procedure and experience, not only in a new statement.