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Organizational Risk and Readiness Snapshot

How to use this snapshot:

This snapshot is designed to help libraries pause and reflect on current organizational conditions.

It highlights potential areas of readiness, strain, and emerging risk, but it does not interpret results or provide recommendations on its own.

Patterns across responses are often more meaningful than individual answers.

This snapshot does not interpret root causes, assess severity, or determine appropriate next steps on its own.

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Organizational Risk and Readiness Snapshot Questionnaire

Completed by:

Time to Complete: 15 minutes

A. Library Profile

1. Library Name:
2. Population served:
3. Number of branches:
4. Total Staff (FTE or Headcount):
5. Is the Library currently:

- ☐ Stable
- ☐ Growing
- ☐ In transition
- ☐ In crisis
- ☐ Unsure

B. Governance

6. Do board members clearly understand their governance roles vs. operational role?
 - ☐ Yes
 - ☐ Mostly
 - ☐ Sometimes

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☐ No

7. Are board policies current and actively used and reviewed?

☐ Yes

☐ Some are outdated

☐ Many are outdated

☐ Unsure

8. Are difficult decisions (staffing, budgets, service changes) handled in a timely way?

☐ Yes

☐ Usually

☐ Often delayed

☐ Avoided

C. Leadership and Organizations

9. Do managers and staff clearly understand who makes which decisions?

☐ Yes

☐ Mostly

☐ Sometimes

☐ No

10. Do problems get discussed openly?

☐ Yes

☐ Sometimes

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- ☐ Rarely
- ☐ Not at all

11. Is there unspoken tension or conflict affecting how work gets done?

- ☐ No
- ☐ Some
- ☐ Significant
- ☐ Unsure

D. Workforce and Capacity

12. Are staff workloads manageable?

- ☐ Yes
- ☐ Borderline
- ☐ Often stretched
- ☐ Unsustainable

13. Is burnout or turnover a concern?

- ☐ No
- ☐ Some
- ☐ High
- ☐ Severe

14. If one key leader left tomorrow, would the organization cope?

- ☐ Yes

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- ☐ Probably
- ☐ Not really
- ☐ No

E. Strategy and Future Readiness

15. Does the library have a clear, current, strategic direction?

- ☐ Yes
- ☐ Somewhat
- ☐ Outdated
- ☐ No

16. Is the Library prepared for funding or political changes?

- ☐ No
- ☐ Maybe
- ☐ Likely
- ☐ Definitely

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Interpreting Your Snapshot:

This snapshot is designed to surface early signals related to organizational readiness, capacity, and risk.

On its own, it does not determine causes, severity, or required action. Its value lies in the patterns that emerge across responses, rather than in any single answer.

As you review your results, consider:

- Are areas of uncertainty or strain clustered in specific sections?
- Do responses suggest misalignment between ambition and capacity?
- Are governance, leadership, and operational pressures reinforcing one another?
- Are there signals that timing or sequencing may require reconsideration?

Many organizations find that these questions are difficult to interpret internally, particularly when leaders are deeply embedded in the day-to-day operations.

If You're Seeing Areas of Concern:

Many libraries find that once areas of exposures or misalignment are identified, the next challenge is understanding:

- What is contributing to these patterns
- How urgent they may be
- What risks exist if they are left unaddressed
- How they may affect future decisions

A full Organizational Risk and Readiness Review is designed to explore these questions in-depth. It aims to support clarity, context, and informed discussion.

A Note On Use

This snapshot does not constitute legal, HR, or financial advice and is intended solely as an organizational reflection tool. The purpose of this process is to create space for thoughtful consideration.