HEALTH + CULTURE

Company: Acme Company

Group: Overall

Survey Date: Friday, May 29, 2015 Report Run: Friday, June 12, 2015



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Your Goals

Goals

- Goal 1
- Goal B
- Goal iii

Health

Health is an organization's ability to function, change, and grow effectively. Everyone wants to work for a Healthy Organization. It helps create a positive attitude within the organization as well as a positive reputation. Health includes themes such as trust, leadership, commitment, engagement, and resource allocation. It is measured on a Bad to Good scale.

Culture

Culture is the uniqueness of an organization. It represents how things get done through the unique social and psychological environment within work groups and organizations. There are only good cultures - it comes down to the right choices to align with an organization's purpose and strategy. Culture includes themes such as decision-making, customer interactions, and risk tolerance.

Overall Scores







Personal Demographics

The numbers and the size of the circles represent the percentage (%) of participants who represent each response. Note that the percentages represent rounded numbers and may not always add up to 100%.

Invited: 1,050 Received: 1,050 Response Rate: 100%

Age

- 34-25 31%
- 35-44 21%
- 45-54 25%
- 55 Over 18%
- Under 25 5%

Certification

- a 20%
- 19%
- c 22%
- f 19%
- s 20%

Organizational Demographics

The numbers and the size of the circles represent the percentage (%) of participants who represent each response. Note that the percentages represent rounded numbers and may not always add up to 100%.

Invited: 1,050 Received: 1,050 Response Rate: 100%

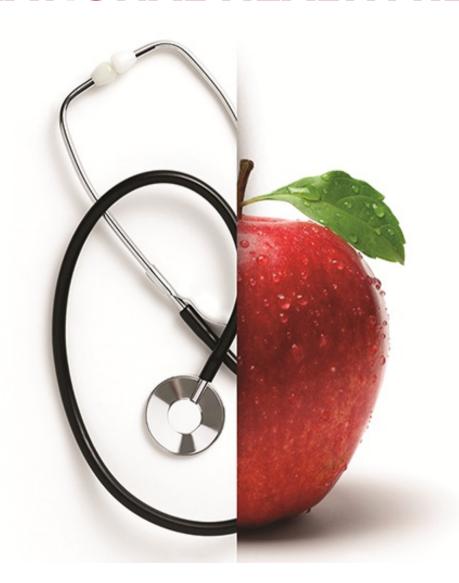
Department	t		Length of Employment
Corporate	•	9%	10-20 Years • 28%
Event Workers		48%	1-2 Years • 5%
HR	•	6%	2-5 Years • 4%
IT	•	3%	5-10 Years
Payroll		1%	6 Months-1 Year · 3%
PR & Legal	•	4%	Over 20 Years • 5%
Sales & Marketing	•	13%	Under 6 Months · 2%
Track Maintenance	•	15%	Location
			Houston • 38%
			Minneapolis 48%

North Carolina • 14%

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ORGANIZATIONAL HEALTH RESULTS



Interpreting Health Results

The Health Summary pages tell you "at a glance" which dimensions are of highest priority in creating and sustaining a healthy organization. A high priority area is one that is high in importance, but low in organizational health. The results displayed on the Health Summary pages are specific to the report group; for example, your work group, department, division, etc.

Health and Importance

The vertical axis is for Health. Survey questions were asked on a continuum scale, with one end of the scale representing a positive or favorable response, and the other end representing a negative or unfavorable response. Questions where employees responded most favorably are above the line, indicating Healthy, least favorably are below the line. The horizonal axis is for Importance. The more important an aspect of Health is, the farther to the right ir appears on the chart.

Interpreting the Health Summary Pages

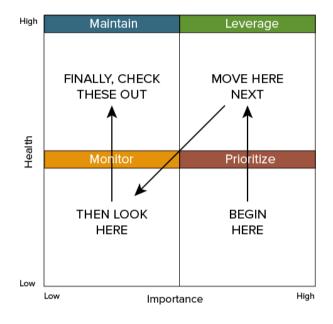
Begin with the lower right-hand corner box labeled PRIORITIZE.

PRIORITIZE (lower right-hand corner) - these aspects are high in importance and low in health. Action should be taken here first; focues efforts here should cause the greatest importance. If you have nothing reported in the Prioritize box, move on to the Leverage box.

LEVERAGE (upper right-hand corner) - these aspects are high in both importance and health. These are the strengths that can be leveraged, and should be reinforced so the organization doesn't lose positive momentum moving the culture forward.

MONITOR (lower left-hand corner)- these aspects are low in both importance and health. They should be monitored because things that are low in health, if ignored, tend to 'creep up' in importance.

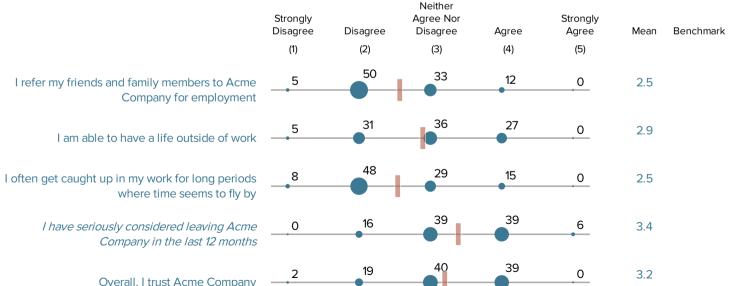
MAINTAIN (upper left-hand corner) - these aspects are low in important and high in health. Whatever is being done in these areas is working well; it simply needs to be maintained.



Indicators of Health

Five statements from the survey are used to calculate the Importance Scale as seen in the charts. The Importance Scale is seen as the horizonal axis in the charts within the Health Summary. These statements were asked as part of the survey, aiding in caclulating how critical certain aspects of Health are to your organization. The scores for these questions appear here.

Please note that question 4 is a reverse-scored item.





Health Summary

- Leadership: Strong, quality leadership within the organization at both the Senior Leadership and Direct Supervisor levels. Measures the ability to lead, build trust, and inspire others.
- **Trusted Organization**: Employees, customers, and partners trust and are committed to the organization as a whole. Measures confidence in the future, communication, and fairness with customers.
- **Trusted Individuals:** Organization and leadership demonstrate trust in employees. Measures respect, honesty, and freedom to be productive in the workplace.

- Individual Capacity: Employees are confident they are in the right job with potential for growth. Measures skill utilization, job fit, and job expectations.
- Team Capacity: Work teams are highly effective at getting things done. Measures talent alignment, process management, and resource allocation.
- Organizational Climate: The organization promotes a safe and fair work environment to be successful.

 Measures physical and emotional safety, organizational learning, and fairness with employees.
- **Organizational Capacity:** The organization consistently performs at the top of its game. Measures rigth talent fit, efficiency, goal orientation, and performance excellence.



The aspects within each of the Health dimensions which are most important to note are seen below. The top strengths to Leverage are first, followed by the most critical areas to Priorize second.

Leverage

Organizational Climate: The organization promotes a safe and fair work environment to be successful. Measures physical and emotional safety, organizational learning, and fairness with employees.

Leadership: Strong, quality leadership within the organization at both the Senior Leadership and Direct Supervisor levels. Measures the ability to lead, build trust, and inspire others.

Organizational Capacity: The organization consistently performs at the top of its game. Measures rigth talent fit, efficiency, goal orientation, and performance excellence.

Prioritize

Health Summary

	I have confidence in senior leaders' ability to lead Acme Company When things aren't working, senior leaders are willing to make a change	M aintain	Leverage
Leadership	 Senior leaders in Acme Company act with integrity in all situations and environments 3.9 My direct manager inspires me to do my best My direct manager helps to remove obstacles to help me succeed Senior leaders in Acme Company are effective at building trusted relationships I can count on my direct manager to follow-through on decisions My direct manager is skilled and knowledgeable 	35 29 14 9 8 4 22 12	31 33 5 38 0 0
Trusted Organization	10 Acme Company is focused on the right priorities 11 I am proud of what we do as an organization 12 Acme Company is always fair and honest with its customers 13 Acme Company is truthful in all interactions and communications	27 26 17 19 10 20	23 3 23 30 40 40 6 37 39
Trusted Individuals	I have the freedom I need to decide how to do my work Overall, I feel trusted by the people I work with I am consistently treated with respect in Acme Company My manager regularly asks for my input on important decisions Speaking openly and honestly is always encouraged in Acme Company		
Individual	10 My skills are fully utilized in this organization 20 I am excited to come to work everyday 21 I have a clear understanding of what is expected of me in my job	Monitor	Prioritize
Capacity	I see a clear link between my work and Acme Company's objectives I feel encouraged to come up with new and better ways of doing things	Low	Importance High
Team Capacity	Our team has clear and achievable goals Our team has the talent it needs to succeed Our team has good processes for getting work done Everyone on our team is committed to the success of the team Our team has the resources it needs to succeed Capacity Compared to other teams, ours is a top performing team	We produce outstandin Everyone in Acme Com Acme Company has the All things considered, A	tands and meets customer needs better than its competitors g products and services spany is working towards the same goals e right talent to get the work done acme Company is run efficiently tently provides the resources necessary to get the work done
Organizational Climate	Acme Company is supportive to people who make mistakes Acme Company treats me fairly I work in a safe and secure environment People in Acme Company are easy to work with Acme Company confronts unacceptable behavior in an effective and timely manner		



Leadership

Strong, quality leadership within the organization at both the Senior Leadership and Direct Supervisor levels. Measures the ability to lead, build trust, and inspire others.



N = 1,050

= percentage* of responses

= Average Response

	Strongly Disagree (1)	Disagree (2)	Neither Agree Nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean
I have confidence in senior leaders' ability to lead Acme Company	4	11	34	35	16	3.5
When things aren't working, senior leaders are willing to make a change	6	15	34	31	14	3.3
Senior leaders in Acme Company act with integrity in all situations and environments	6	13	35	30	16	3.4
My direct manager inspires me to do my best	9	9	24	31	27	3.6
My direct manager helps to remove obstacles to help me succeed	9	11	24	31	25	3.5
Senior leaders in Acme Company are effective at building trusted relationships	10	12	35	30	13	3.3
I can count on my direct manager to follow- through on decisions	8	10	29	30	23	3.5
My direct manager is skilled and knowledgeable	7	8	22	34	29	3.7

Trusted Organization

Employees, customers, and partners trust and are committed to the organization as a whole. Measures confidence in the future, communication, and fairness with customers.



N = 1,050

= percentage* of responses

= Average Response

	Strongly Disagree (1)	Disagree (2)	Neither Agree Nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean
I have confidence in Acme Company's future success	4	9	23	37	27	3.7
Acme Company is focused on the right priorities	8	17	33	29	14	3.2
I am proud of what we do as an organization	4	8	23	39	26	3.8
Acme Company is always fair and honest with its customers	5	12	27	36	21	3.6
Acme Company is truthful in all interactions and communications	6	9	27	36	23	3.6

Trusted Individuals

Organization and leadership demonstrate trust in employees. Measures respect, honesty, and freedom to be productive in the workplace.



N = 1,050

= percentage* of responses

= Average Response

	Strongly Disagree (1)	Disagree (2)	Neither Agree Nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean
I have the freedom I need to decide how to do my work	7	8	21	38	26	3.7
Overall, I feel trusted by the people I work with	5	7	22	40	26	3.8
I am consistently treated with respect in Acme Company	7	7	28	37	21	3.6
My manager regularly asks for my input on important decisions	10	16	23	30	21	3.4
Speaking openly and honestly is always encouraged in Acme Company	9	13	29	31	18	3.4

Individual Capacity

Employees are confident they are in the right job with potential for growth. Measures skill utilization, job fit, and job expectations.



N = 1,050

= percentage* of responses

= Average Response

	Strongly Disagree (1)	Disagree (2)	Neither Agree Nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean
My skills are fully utilized in this organization	9	14	34	29	14	3.3
I am excited to come to work everyday	9	13	39	27	13	3.2
I have a clear understanding of what is expected of me in my job	4	8	25	35	29	3.8
I see a clear link between my work and Acme Company's objectives	4	10	28	39	19	3.6
I feel encouraged to come up with new and better ways of doing things	7	15	28	32	19	3.4

Team Capacity

Work teams are highly effective at getting things done. Measures talent alignment, process management, and resource allocation.



N = 1,050

= percentage* of responses

= Average Response

	Strongly Disagree (1)	Disagree (2)	Neither Agree Nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean
Our team has clear and achievable goals	6	15	34	31	14	3.3
Our team has the talent it needs to succeed	5	8	28	40	19	3.6
Our team has good processes for getting work done	7	10	32	35	16	3.4
Everyone on our team is committed to the success of the team	7	12	30	33	18	3.4
Our team has the resources it needs to succeed	7	13	28	37	14	3.4
Compared to other teams, ours is a top performing team	7	7	24	37	26	3.7

Organizational Climate

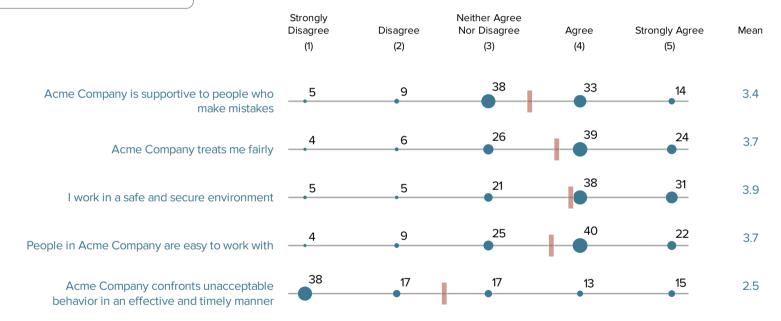
The organization promotes a safe and fair work environment to be successful. Measures physical and emotional safety, organizational learning, and fairness with employees.



N = 1.050

= percentage* of responses

= Average Response



Organizational Capacity

The organization consistently performs at the top of its game. Measures rigth talent fit, efficiency, goal orientation, and performance excellence.



N = 1,050

= percentage* of responses

= Average Response

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Mean
	(1)	(2)	(3)	(4)	(5)	
Acme Company understands and meets customer needs better than its competitors	6	7	24	39	25	3.7
We produce outstanding products and services	4	.4	18	42	32	3.9
Everyone in Acme Company is working towards the same goals	9	15	34	28	15	3.2
Acme Company has the right talent to get the work done	4	9	34	38	15	3.5
All things considered, Acme Company is run efficiently	10	10	35	33	12	3.3
Acme Company consistently provides the resources necessary to get the work done	5	11	32	39	13	3.4

PURPOSEFUL CULTURE RESULTS



Culture Summary

Organizational Culture is represented by 10 dimensions, measuring how things get done in your organization.

= Needed culture

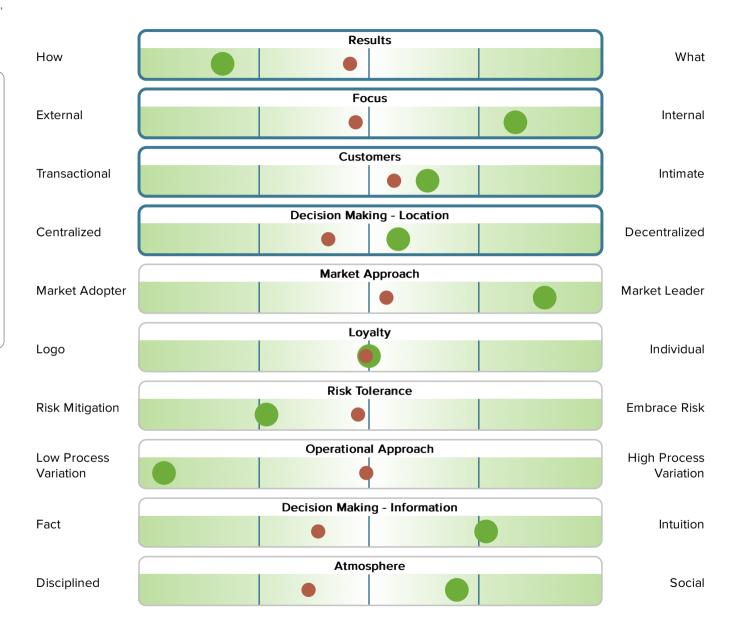
Your leaders previously identified the culture needed on each of the ten dimensions

Highest priorities

Your leaders have prioritized the most critical dimensions of culture required to acheive your organization's goals.

= Current culture

The results of the culture survey indicate the current culture





Results

These items relate to how things get done in your organization.

N = 1050

= percentage* of responses

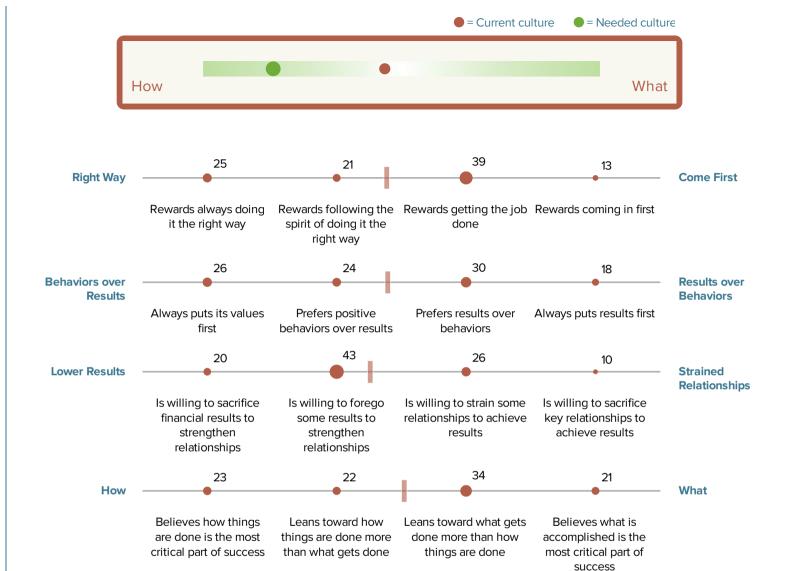
= Average response

* percents are rounded numbers and may not always add up to 100%

How Your organization believes that how things are done is the most critical part of success, consistently emphasizing values and doing things 'the right way'

VS.

What Your organization believes that what is accomplished is the most critical part of success, consistently emphasizing results and coming in first





Focus

These items relate to whether the organization focuses on internal or external affairs.

N = 1050

= percentage* of responses

= Average response

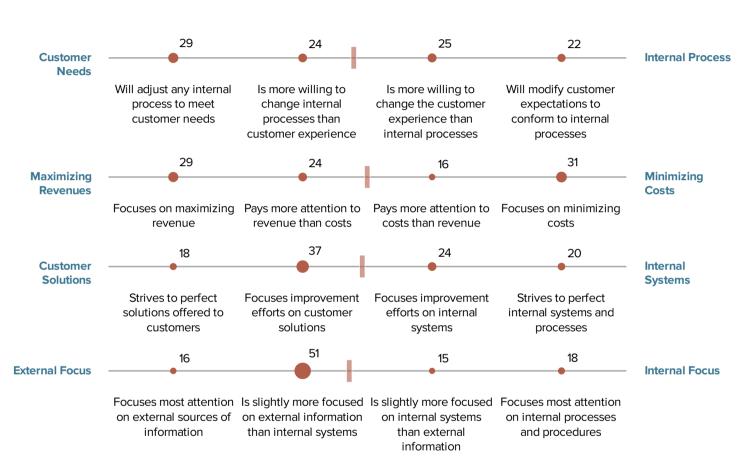
* percents are rounded numbers and may not always add up to 100%

External Your organization focuses on external forces, prioritizing revenue and customer experiences, and will adjust any internal processes to provide for customers

VS.

Internal Your organization focuses on internal forces, prioritizing internal processes and cost control, and will help customer expectations conform to internal capabilities





Customers

These items relate to the how your organization thinks about customer relationships.

N = 1050

= percentage* of responses

= Average response

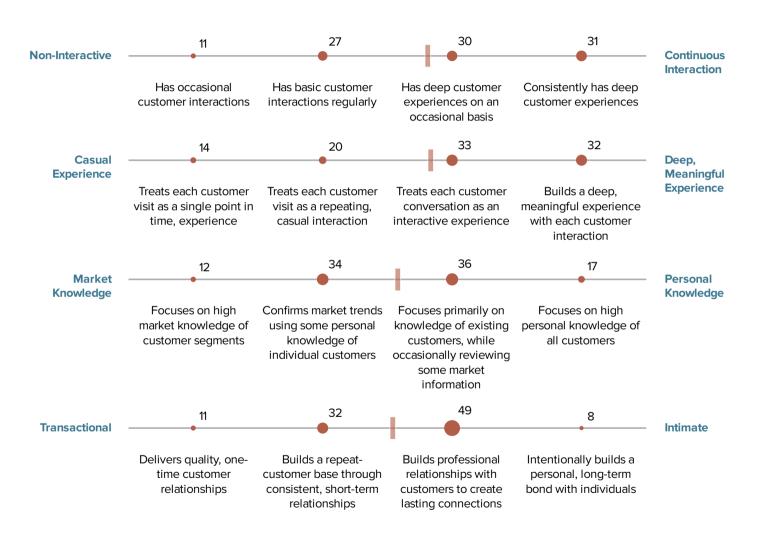
* percents are rounded numbers and may not always add up to 100%

Transactional Your organization seeks to create transactional customer relationships, focusing on single-point-in-time experiences

VS.

Intimate Your organization builds individual connections through frequent and deep customer experiences





Decision Making Location

These items relate to how decisions are made at the organization.

N = 1050

= percentage* of responses

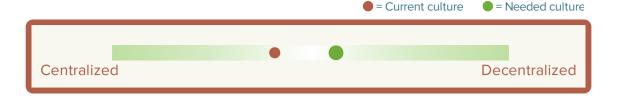
= Average response

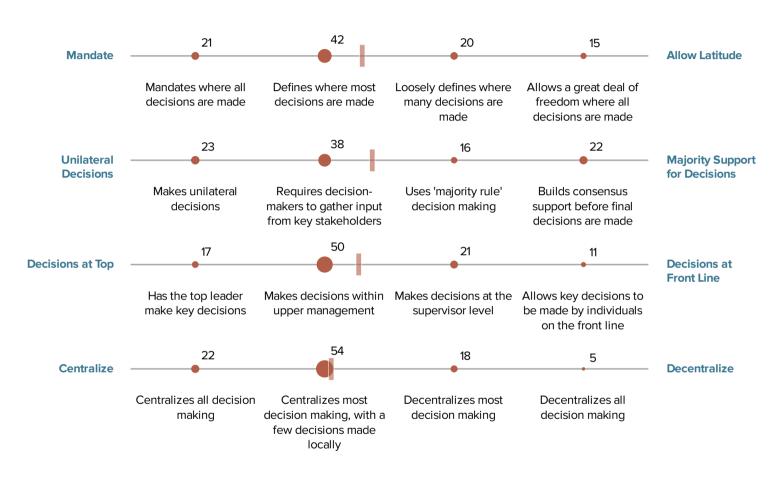
* percents are rounded numbers and may not always add up to 100%

Centralized Your organization formally centralizes all decision making, with the top leader making key decisions

VS.

Decentralized Your organization is very flexible on where decisions are made, sometimes allowing individuals on the front line to make key decisions





Market Approach

These items relate to the role that market approach plays in your organization.

N = 1050

= percentage* of responses

= Average response

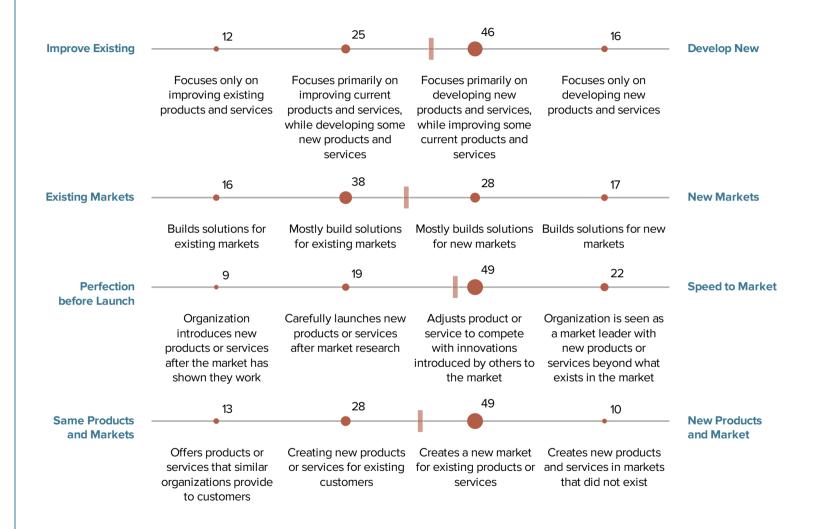
* percents are rounded numbers and may not always add up to 100%

Market Adopter Your organization improves existing products and services for familiar markets

VS.

Market Leader Your organization creates new products and services for markets that did not previously exist







These items relate to how the organization achieves customer loyalty.

N = 1050

= percentage* of responses

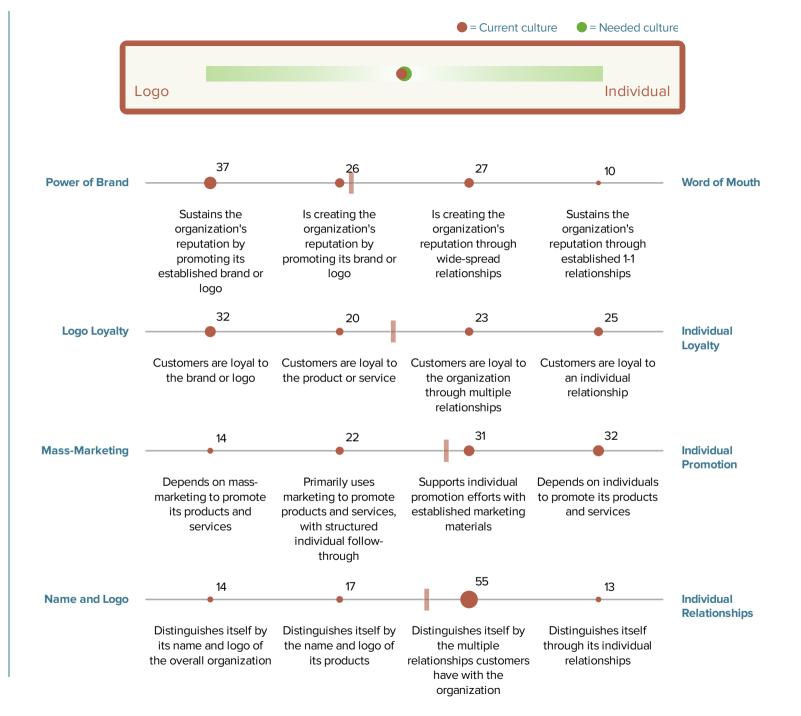
= Average response

* percents are rounded numbers and may not always add up to 100%

Logo Your organization is identifiable by its logo, and attracts/retains customers through an established brand

VS.

Individual Your organization is known for one-on-one relationships with customers, and attracts/retains customers through personalized, individual relationships





Risk Tolerance

These items relate to the risk posture of the organization.

N = 1050

= percentage* of responses

= Average response

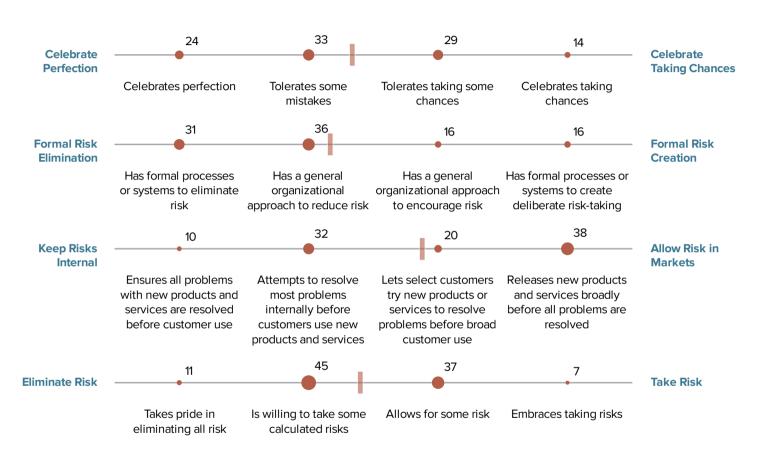
* percents are rounded numbers and may not always add up to 100%

Risk Mitigation Your organization prides itself in delivering perfected products and services by intentionally eliminating risk

VS.

Embrace Risk Your organization celebrates risk taking, and is willing to broadly release new products and services with some imperfections





Operational Approach

These items relate to how your organization operates.

N = 1050

= percentage* of responses

= Average response

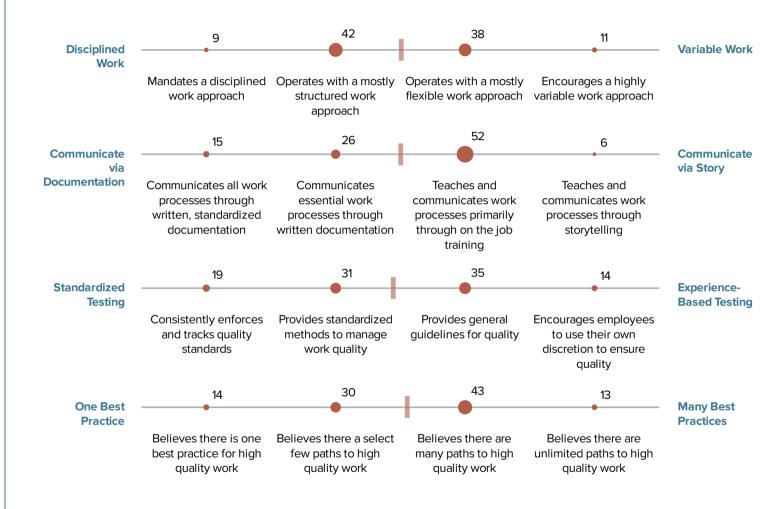
* percents are rounded numbers and may not always add up to 100%

Low Process Variation Your organization operates according to highly consistent and standardized processes to deliver high quality work

VS.

High Process Variation Your organization operates under variable approaches, allowing employees to select their own path to produce and deliver high quality work





Decision Making Information

These items relate to what kind of information is used in the organization's decision-making process.

N = 1050

= percentage* of responses

= Average response

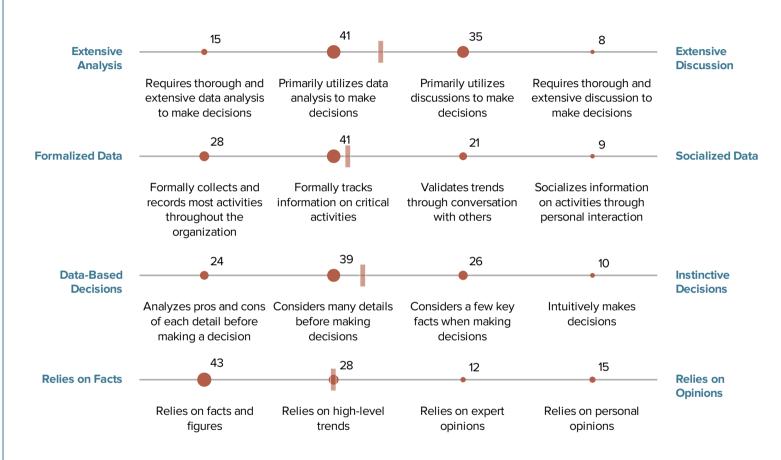
* percents are rounded numbers and may not always add up to 100%

Fact Your organization relies on facts, data analysis, and a comparison of pros and cons in order to make decisions

VS.

Intuition Your organization relies on personal opinion and experience, intuition, and thorough discussion in order to make decisions





Atmosphere

These items relate to the organization's approach to the social aspect of work.

N = 1050

= percentage* of responses

= Average response

* percents are rounded numbers and may not always add up to 100%

Disciplined Your organization has a formal and disciplined work environment, building coworker relationships through intellectual conversation about work

VS.

Social Your organization has an informal and flexible work environment, building coworker relationships through socializing off the clock

