

HEALTH + CULTURE

Company: Acme Company

Group: Overall

Survey Date: Friday, May 29, 2015

Report Run: Friday, June 12, 2015



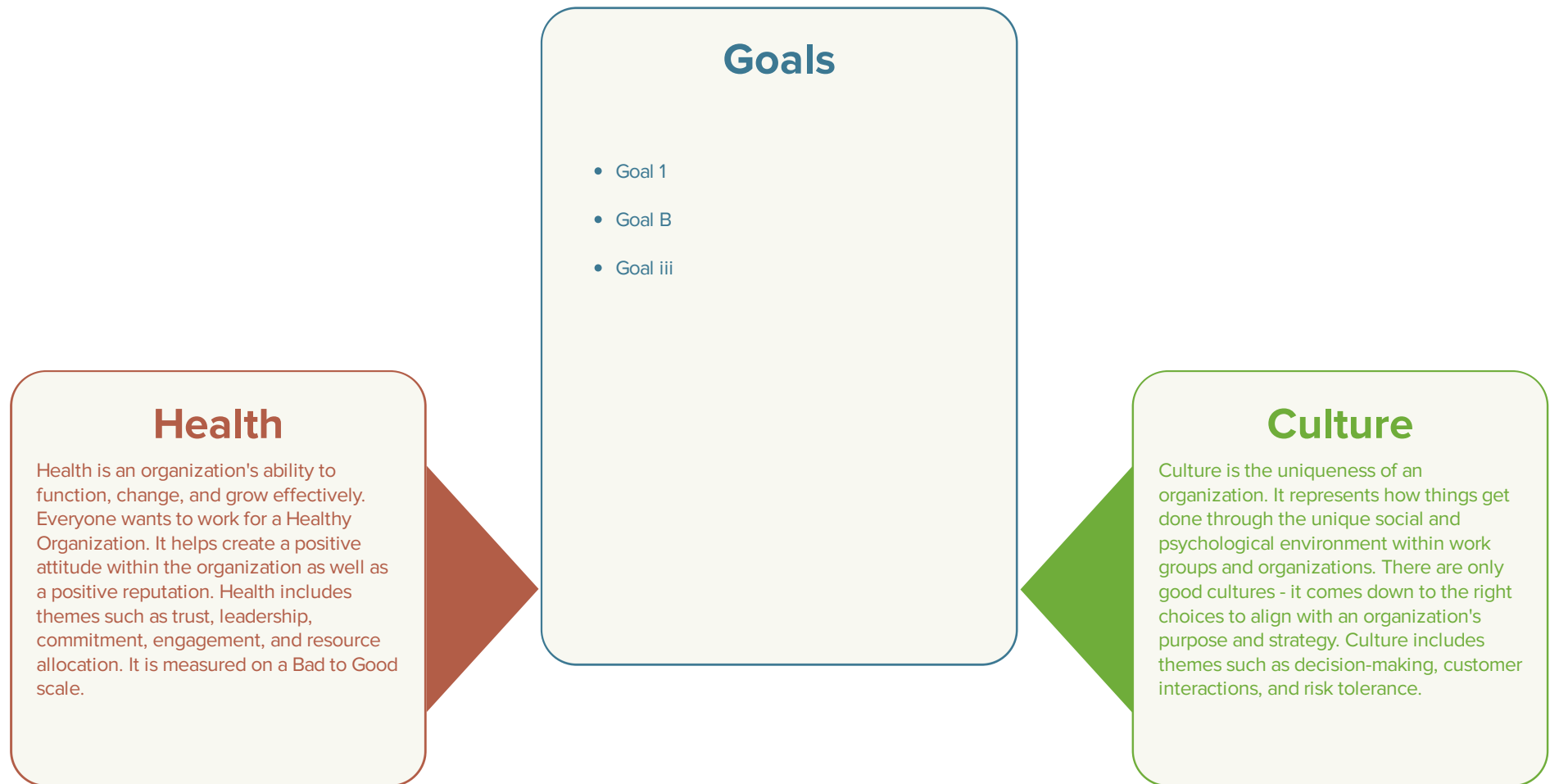
LEADERSHIP & CULTURE ALIGNMENT

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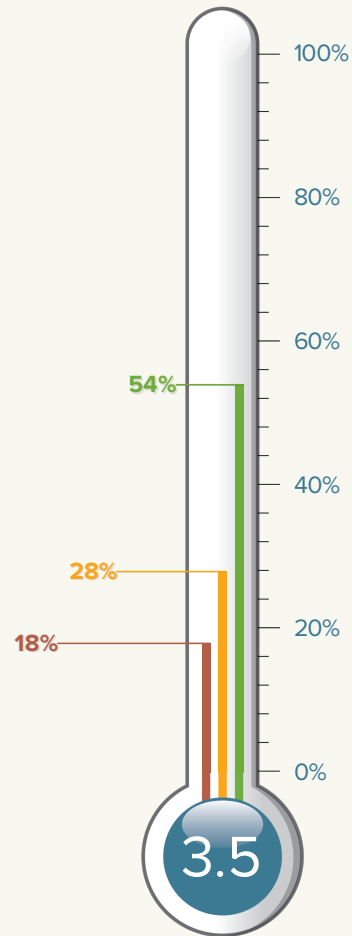
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Your Goals



Overall Scores

Health



Overall Health Score

The thermometer represents your Organizational Health. The red line in the thermometer shows unfavorable, or unhealthy, responses. The orange line shows neutral responses. The green line shows favorable, or healthy, responses. The overall mean score at the bottom represents the health of the group.

■ % Unfavorable ■ % Neutral ■ % Favorable

Culture



Overall Culture Alignment Score

This dial represents the alignments of Organizational Culture between the stated or intended culture (as provided by your Senior Leadership) and the reported culture from employees. An organization that is well aligned will land over 80%.

■ Low Alignment ■ High Alignment

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%
b	●	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

Corporate	•	9%
Event Workers	●	48%
HR	•	6%
IT	•	3%
Payroll	•	1%
PR & Legal	•	4%
Sales & Marketing	•	13%
Track Maintenance	•	15%

Length of Employment

10-20 Years	●	28%
1-2 Years	•	5%
2-5 Years	•	4%
5-10 Years	●	51%
6 Months-1 Year	•	3%
Over 20 Years	•	5%
Under 6 Months	•	2%

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 horizontal axis is for Importance. The more important an aspect of Health is, the farther to the right it appears on the chart.

Interpreting the Health Summary Pages

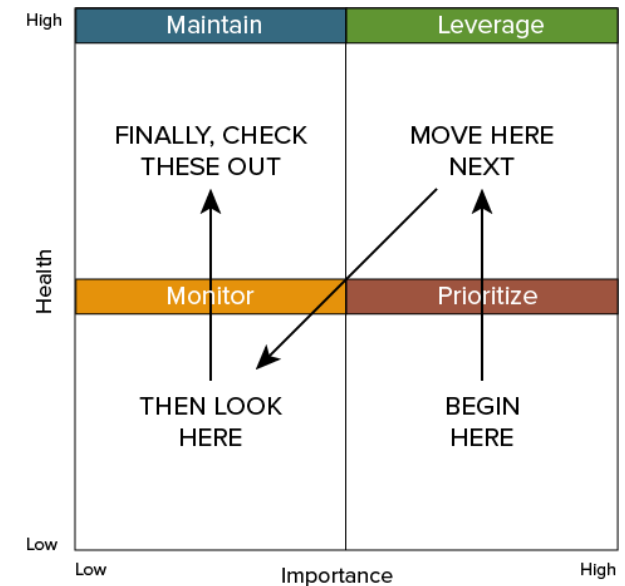
Begin with the lower right-hand corner box labeled PRIORITIZE.

PRIORITIZE (lower right-hand corner) - these aspects are high in importance and low in health. Action should be taken here first; focuses 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.

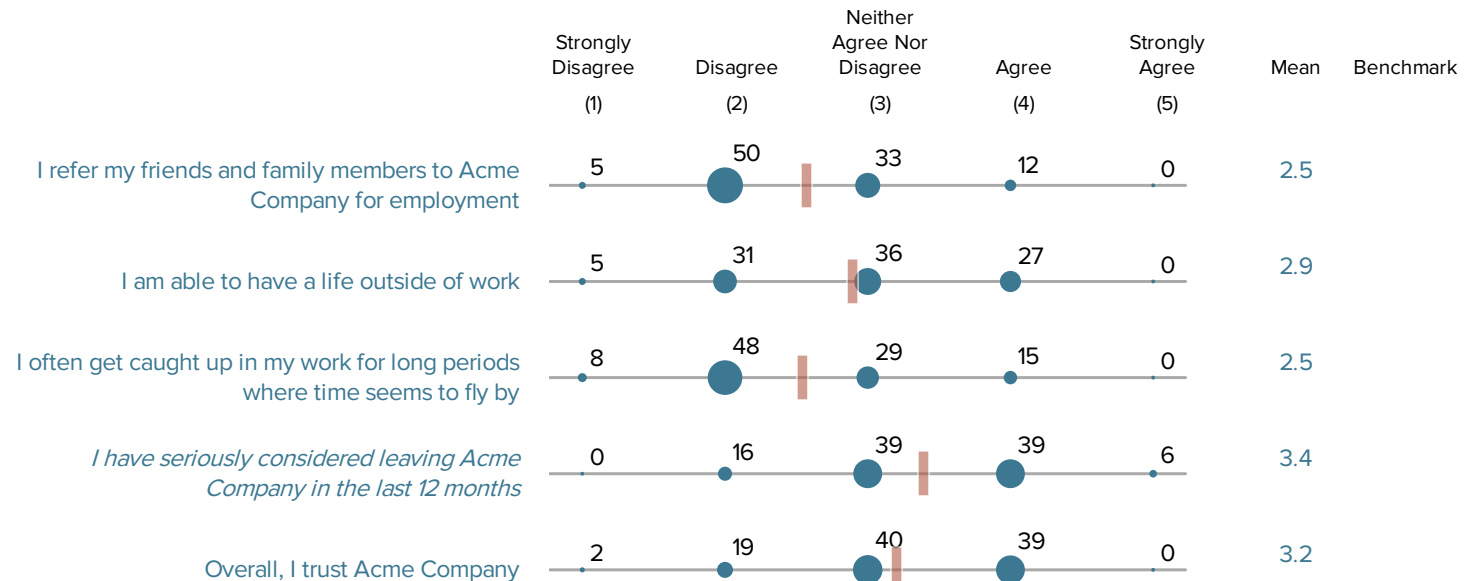
MAINTAIN (upper left-hand corner) - these aspects are low in important and high in health. Whatever is being done in these areas is working well; it simply needs to be maintained.



Indicators of Health

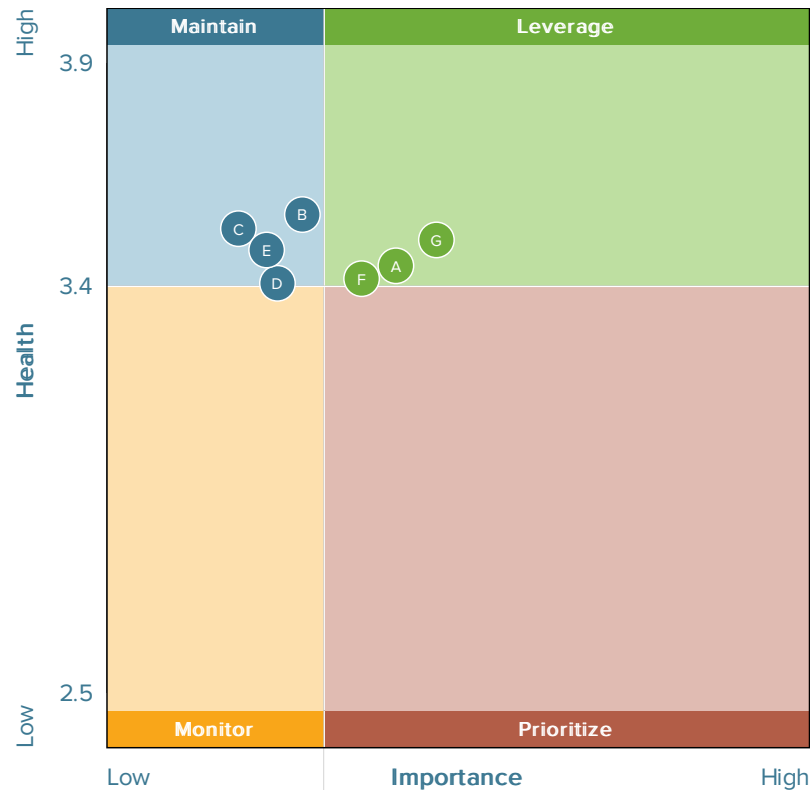
Five statements from the survey are used to calculate the Importance Scale as seen in the charts. The Importance Scale is seen as the horizontal axis in the charts within the Health Summary. These statements were asked as part of the survey, aiding in calculating how critical certain aspects of Health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

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



Health Summary

- A 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.
- B 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.
- C Trusted Individuals:** Organization and leadership demonstrate trust in employees. Measures respect, honesty, and freedom to be productive in the workplace.
- D Individual Capacity:** Employees are confident they are in the right job with potential for growth. Measures skill utilization, job fit, and job expectations.
- E Team Capacity:** Work teams are highly effective at getting things done. Measures talent alignment, process management, and resource allocation.
- F 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.
- G Organizational Capacity:** The organization consistently performs at the top of its game. Measures right 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

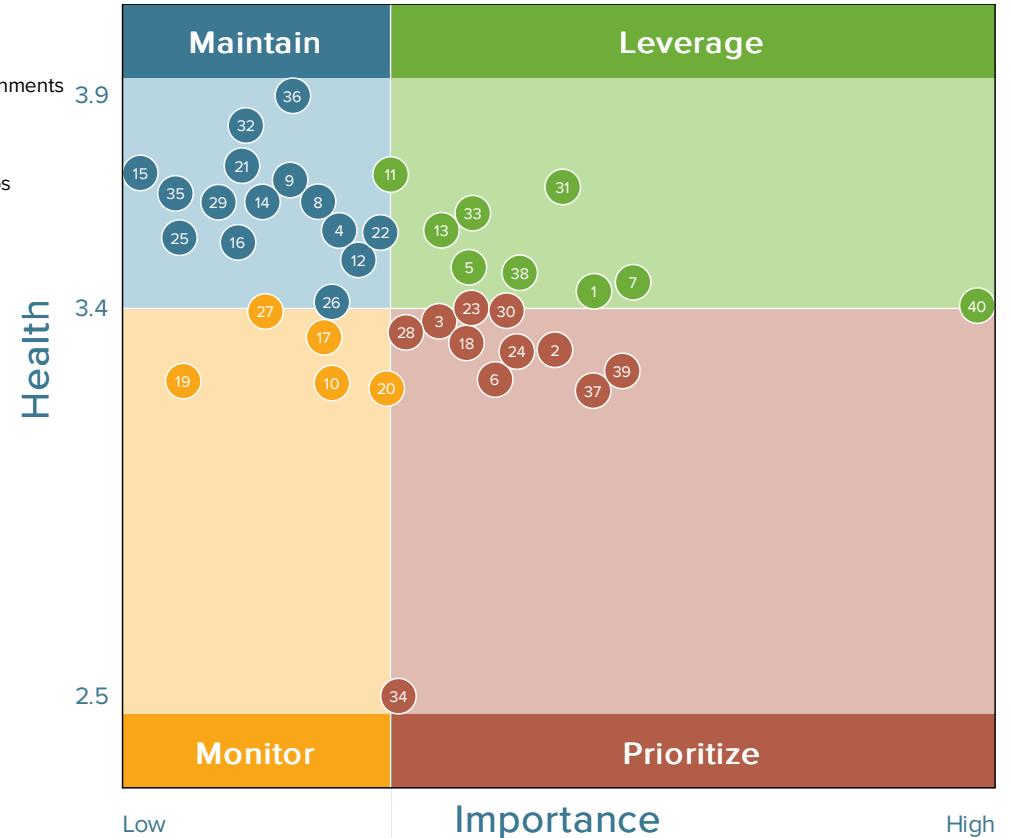
Organizational Climate: The organization promotes a safe and fair work environment to be successful. Measures physical and emotional safety, organizational learning, and fairness with employees.

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 right talent fit, efficiency, goal orientation, and performance excellence.

Prioritize

Health Summary



- 35 Acme Company understands and meets customer needs better than its competitors
- 36 We produce outstanding products and services
- 37 Everyone in Acme Company is working towards the same goals
- 38 Acme Company has the right talent to get the work done
- 39 All things considered, Acme Company is run efficiently
- 40 Acme Company consistently provides the resources necessary to get the work done

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.

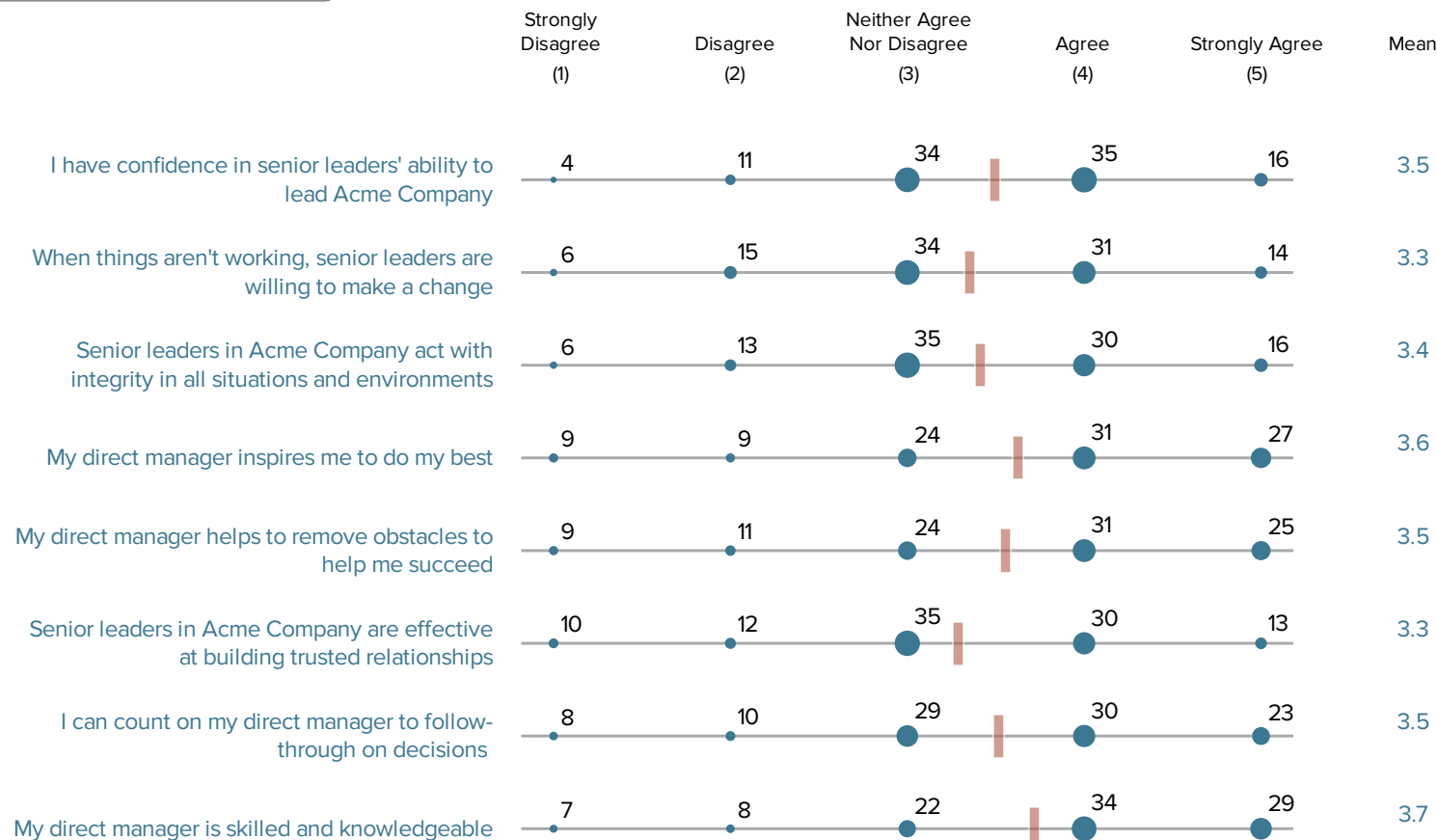
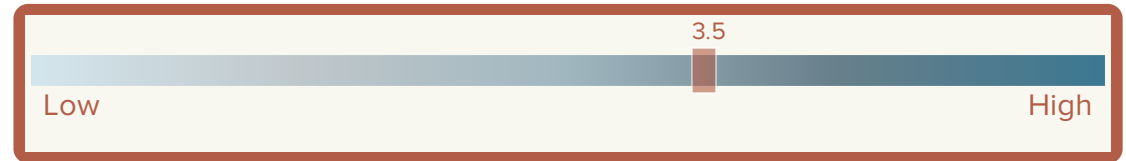
N = 1,050

● = percentage* of responses

| = Average Response

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

■ = Mean



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.

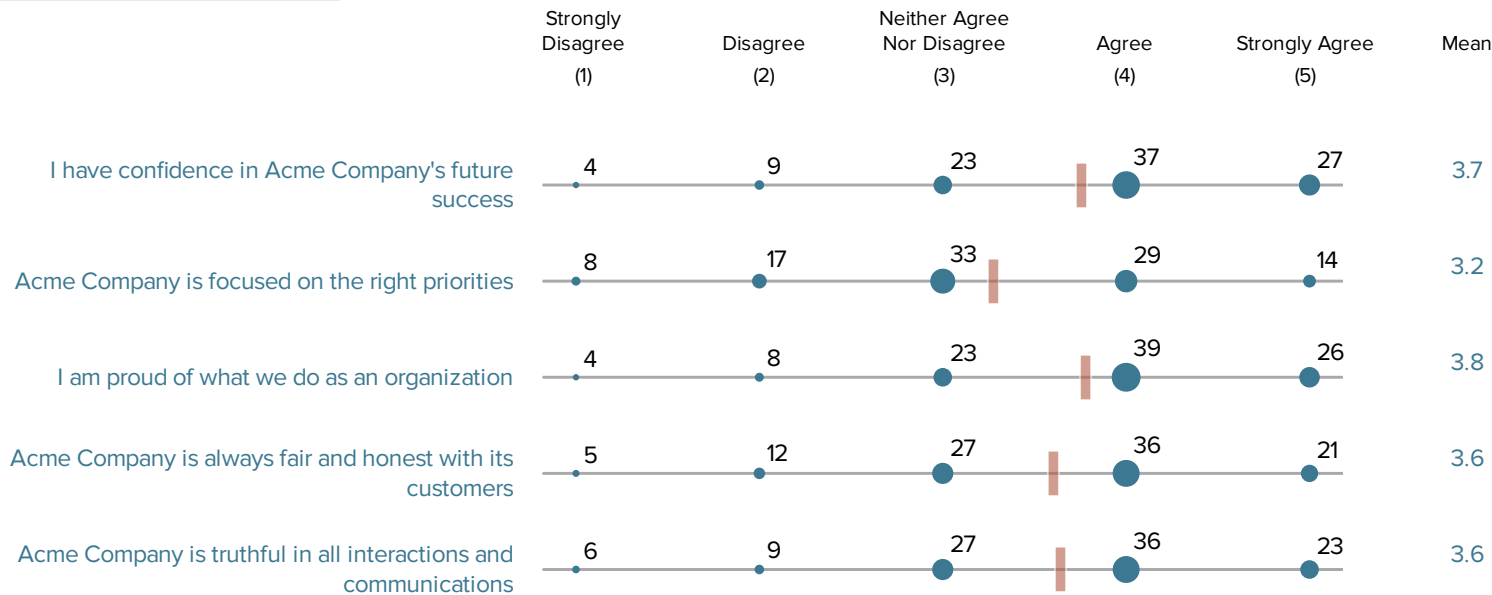
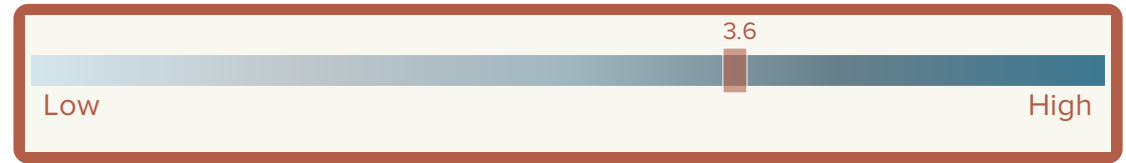
N = 1,050

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100%

■ = Mean



Trusted Individuals

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

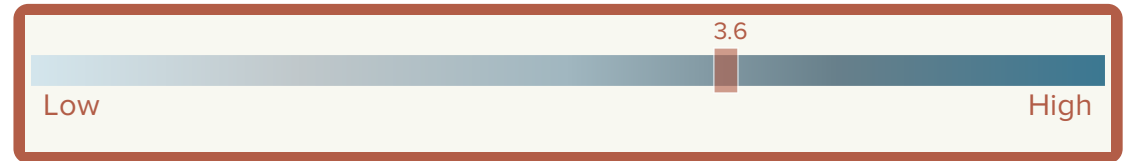
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Individual Capacity

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

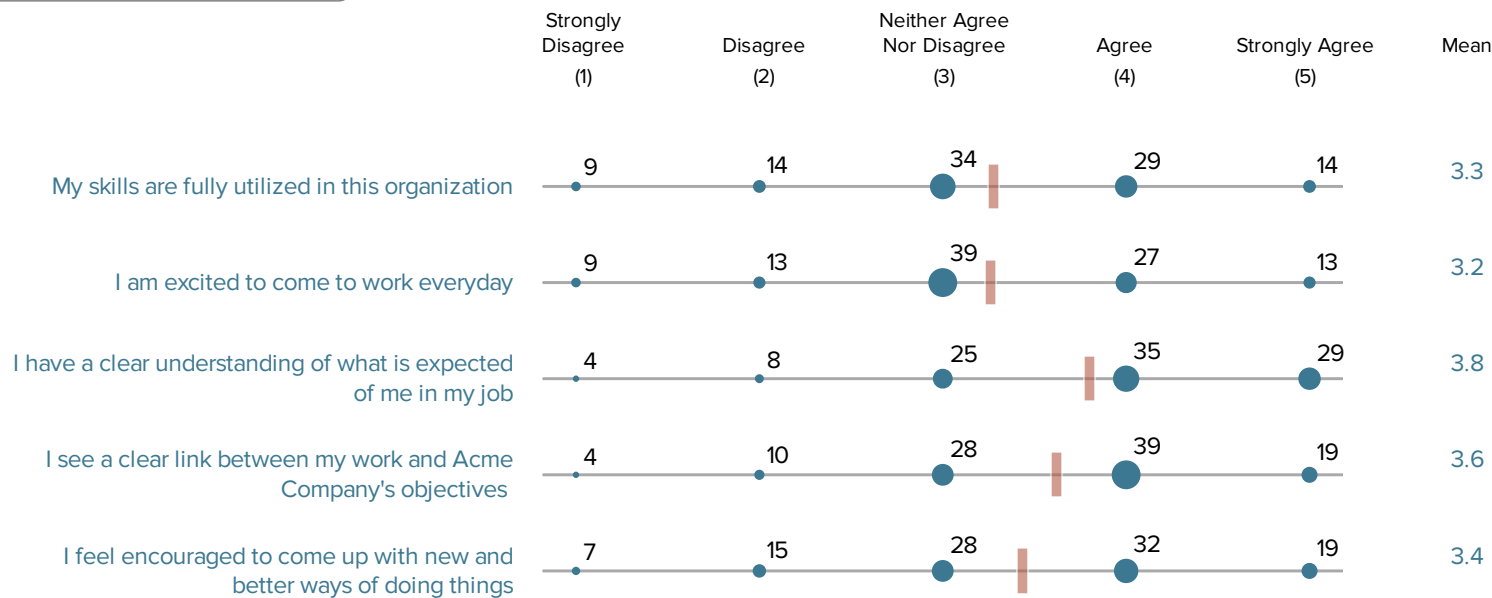
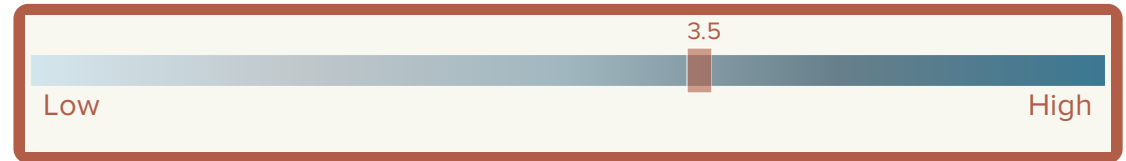
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Team Capacity

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

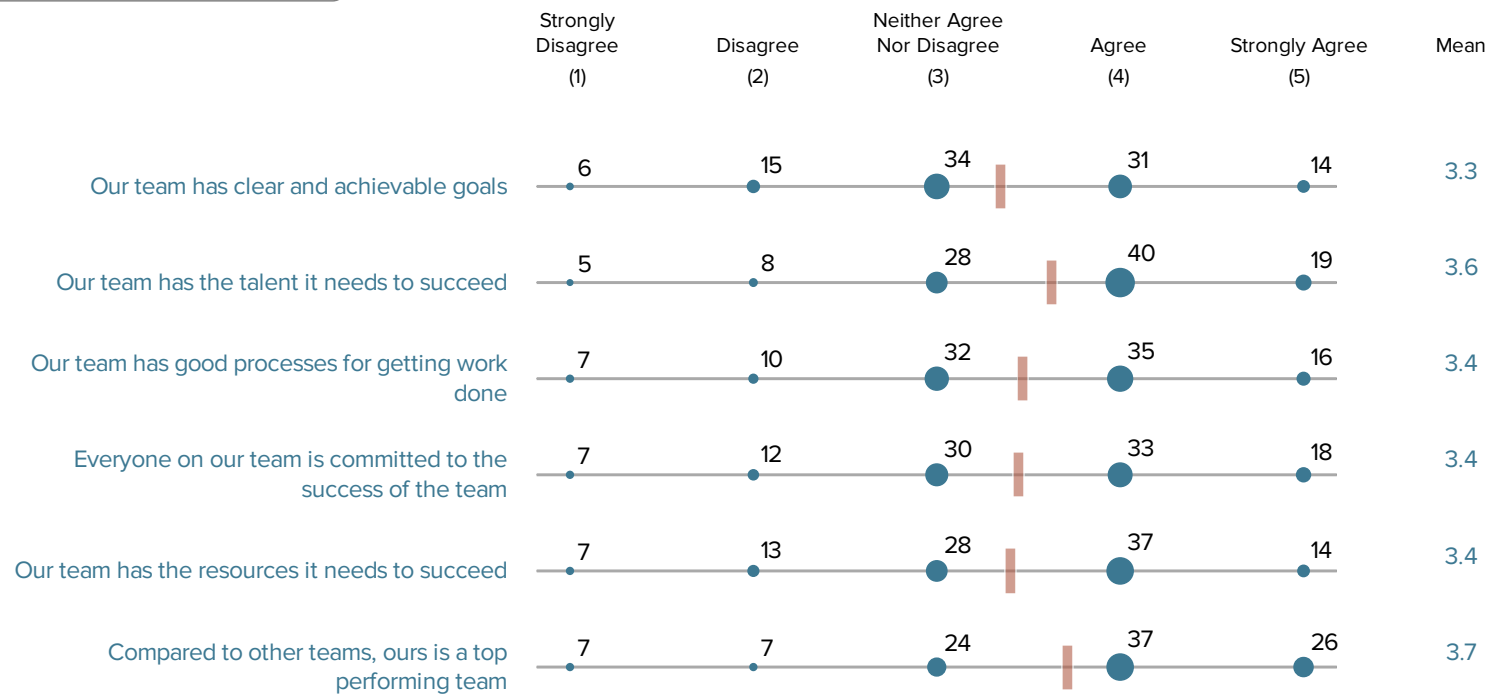
N = 1,050

● = percentage* of responses

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■ = Mean



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.

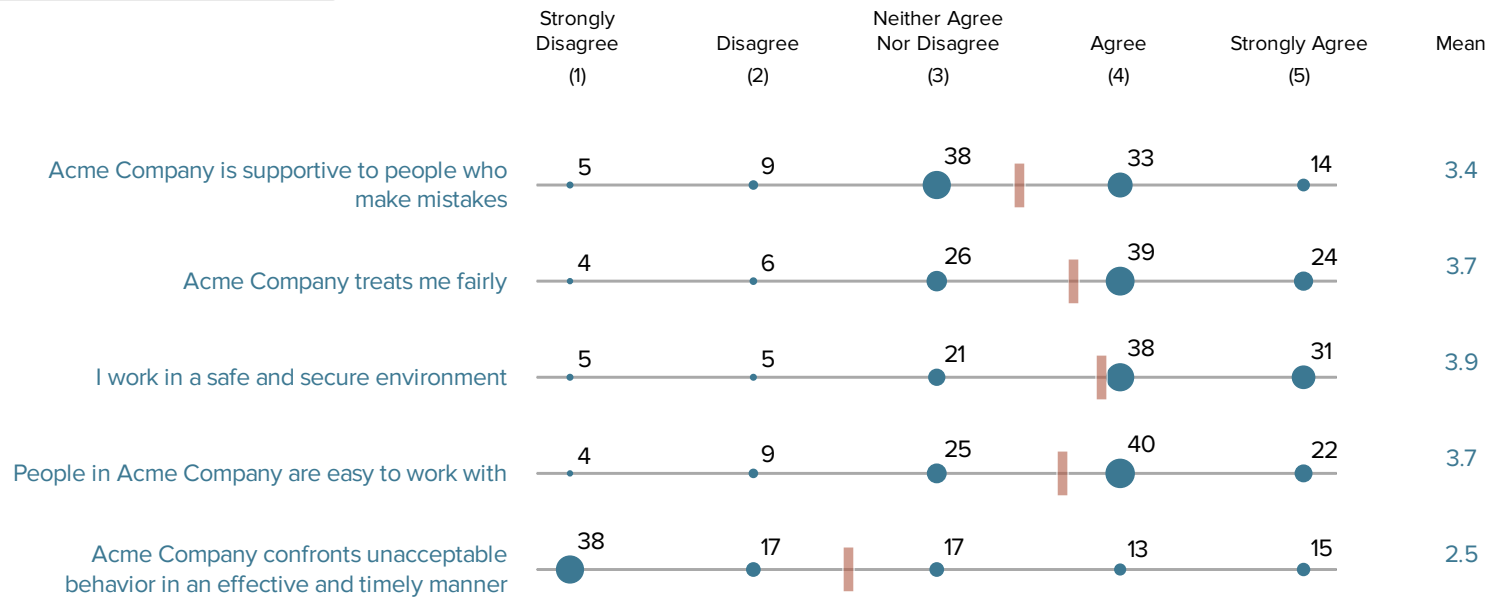
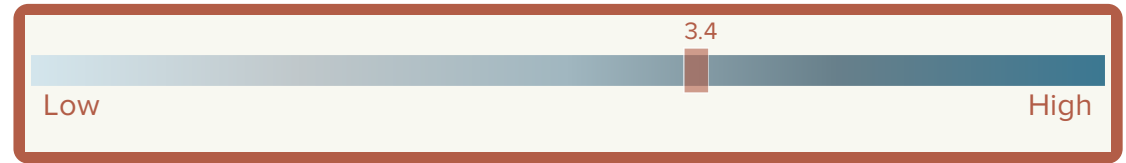
N = 1,050

● = percentage* of responses

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Organizational Capacity

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

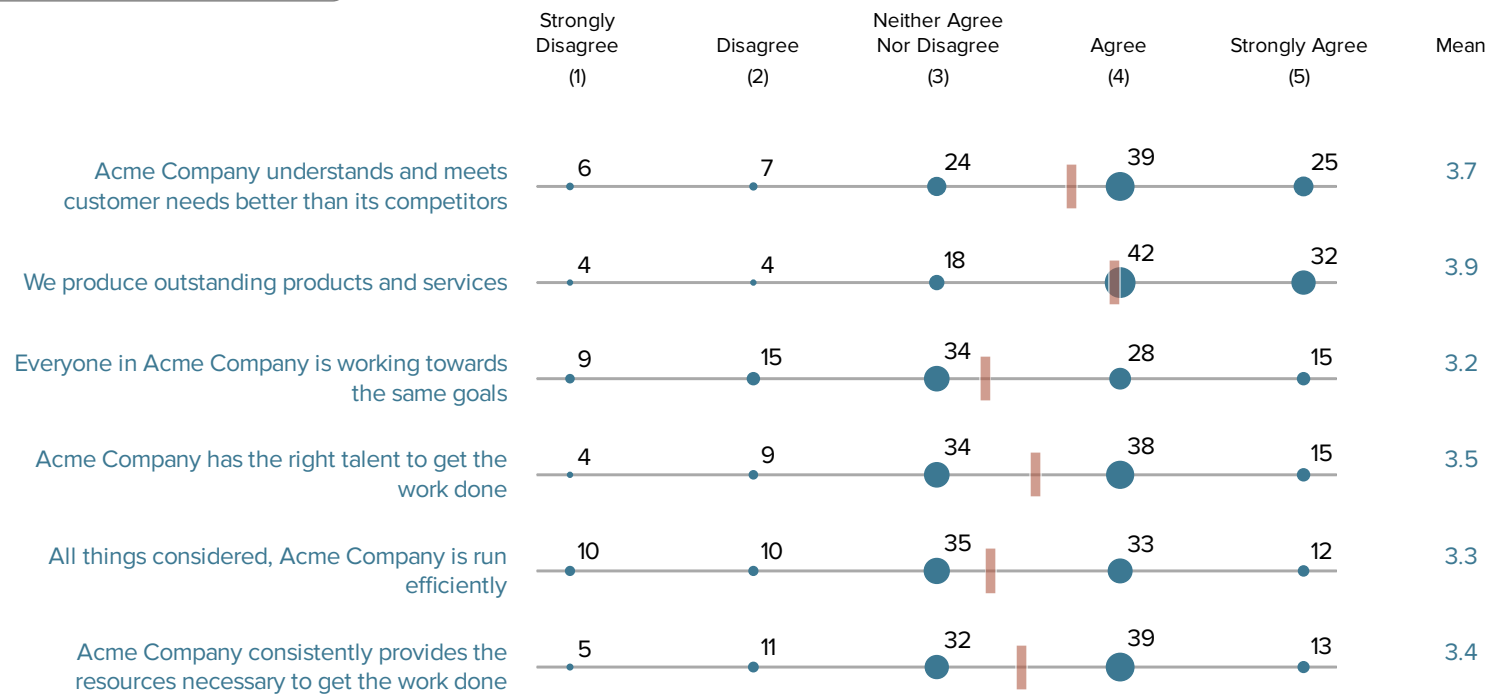
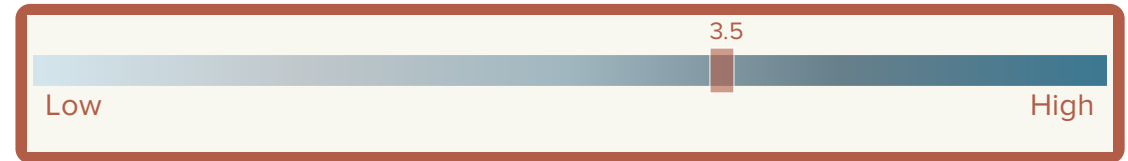
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■ = Mean



PURPOSEFUL CULTURE RESULTS



Culture Summary

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

● = Needed culture

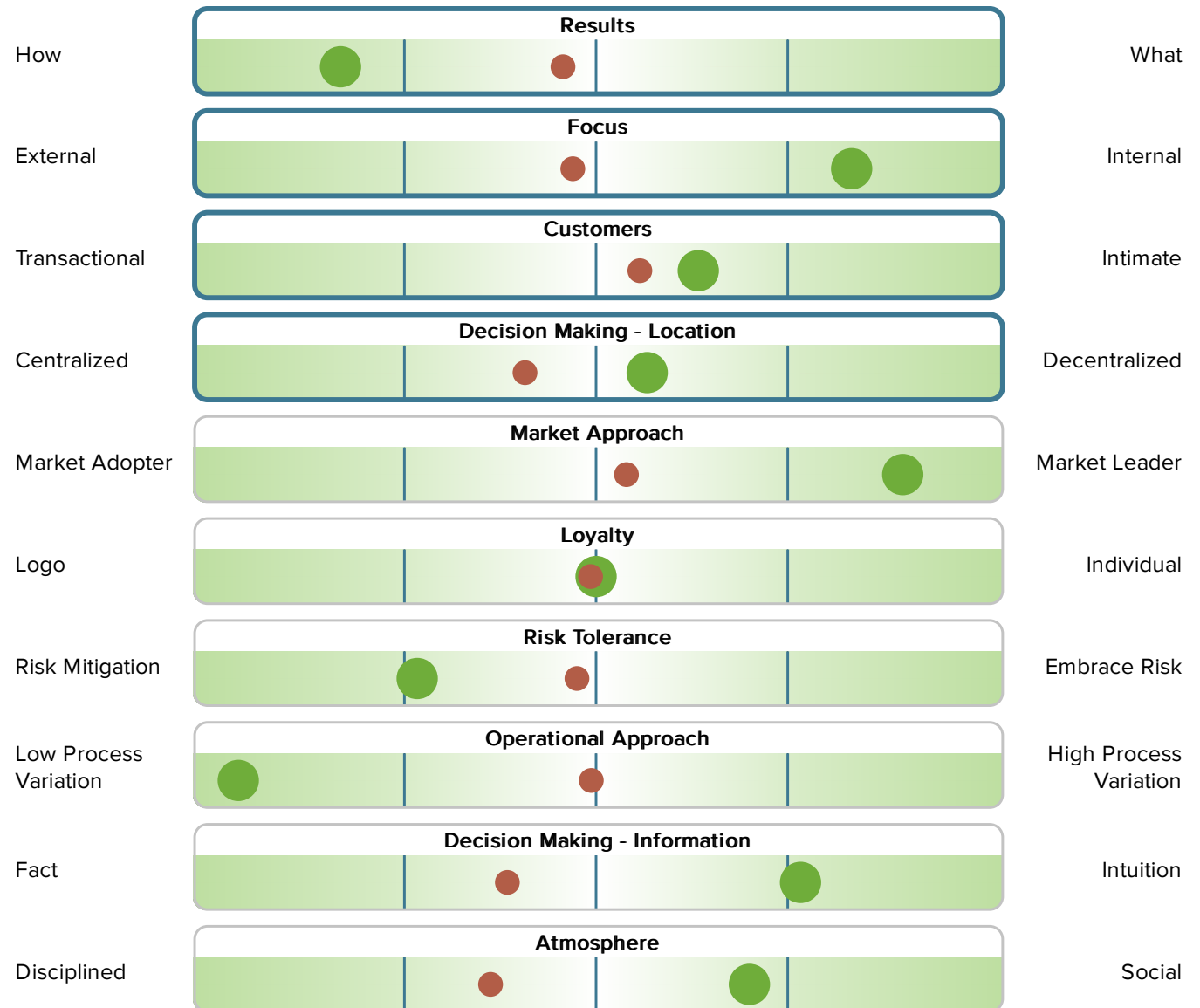
Your leaders previously identified the culture needed on each of the ten dimensions

Highest priorities

Your leaders have prioritized the most critical dimensions of culture required to achieve 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

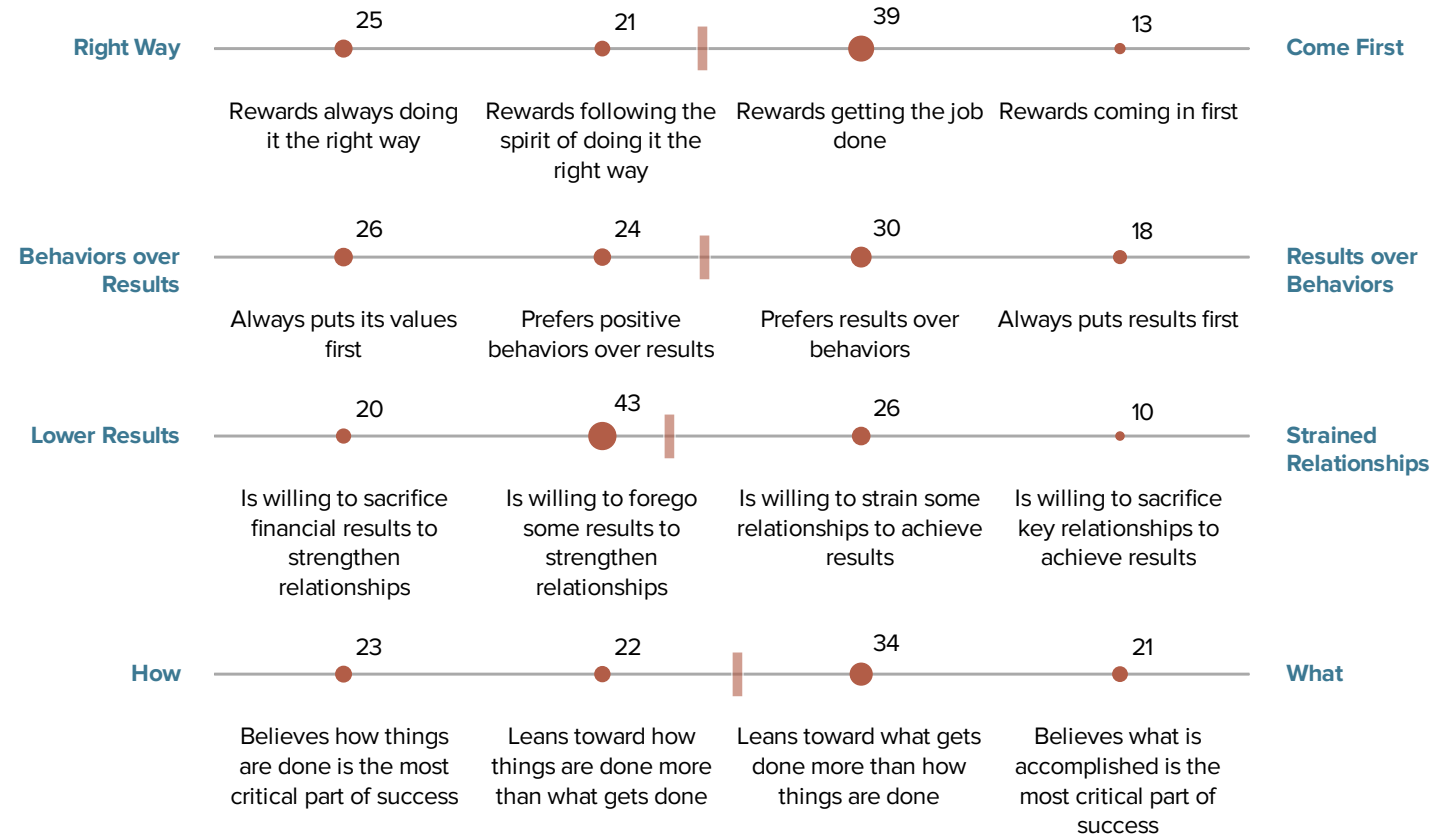
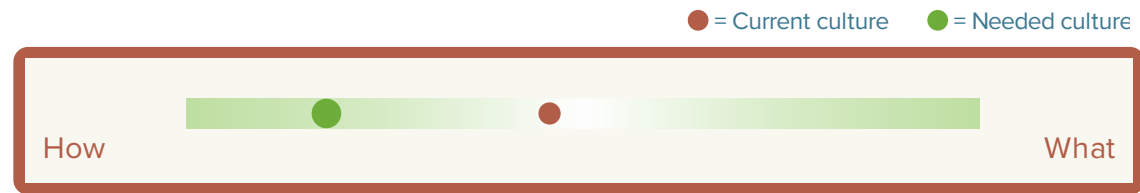
| = Average response

* 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

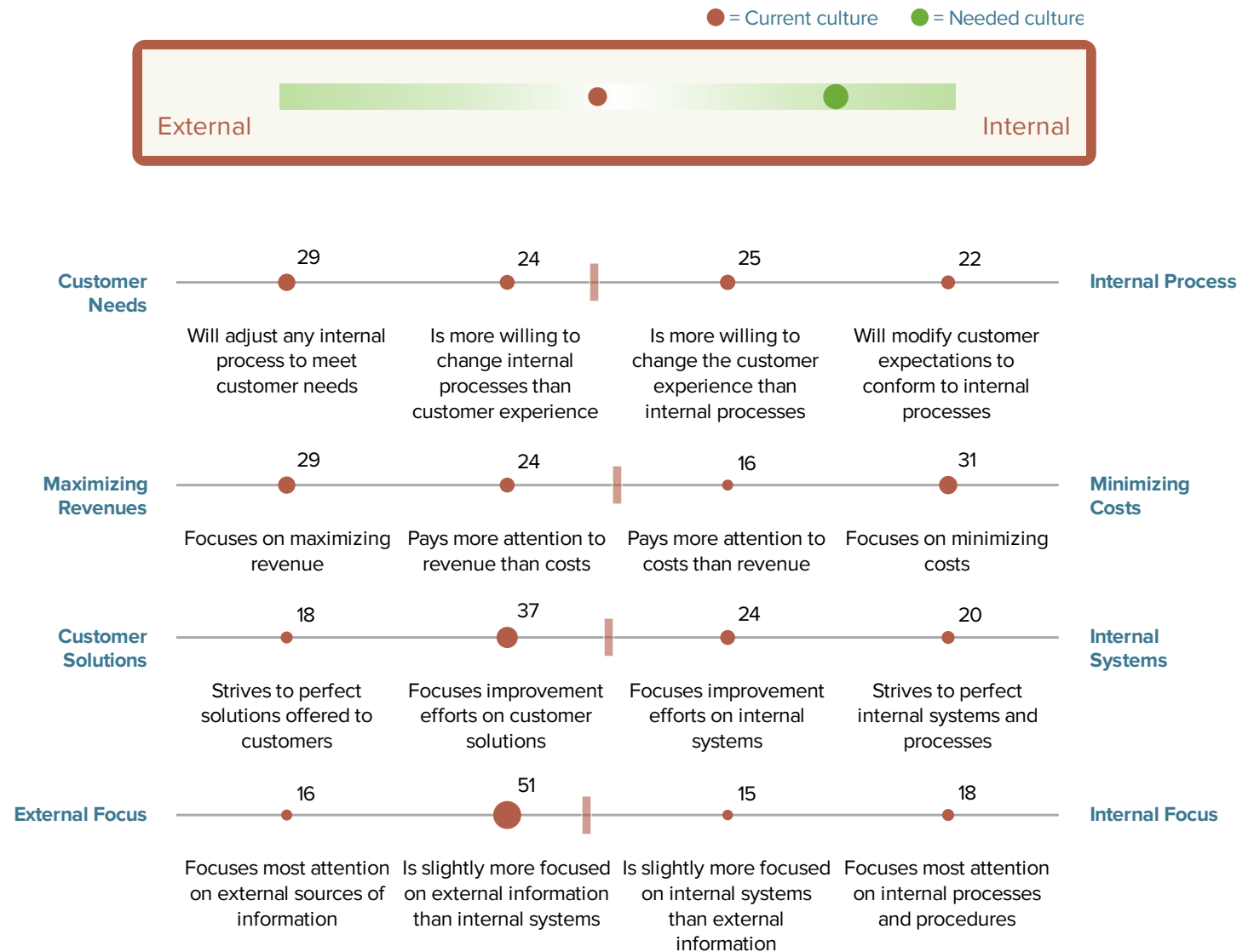
| = Average response

* 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

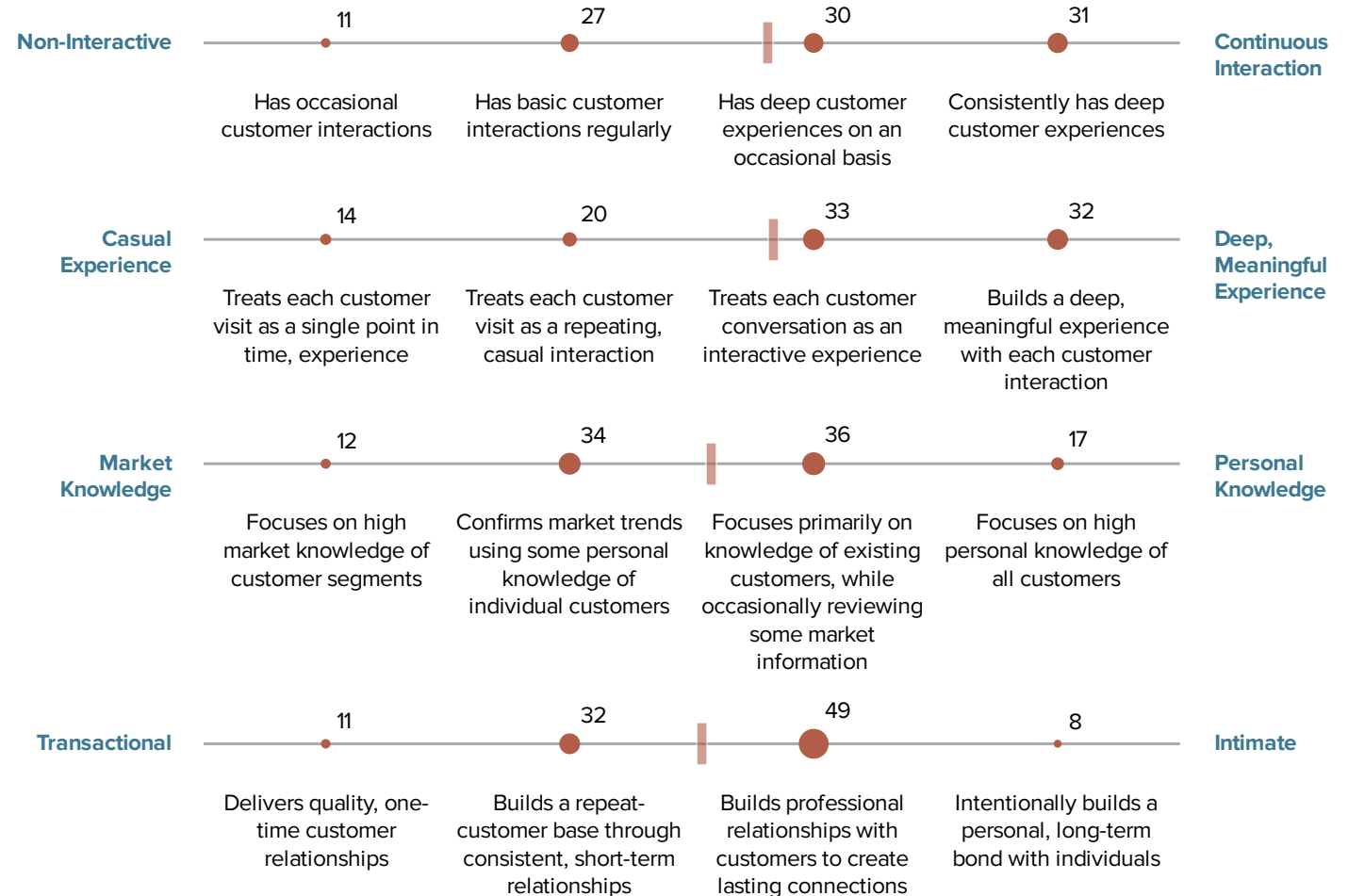
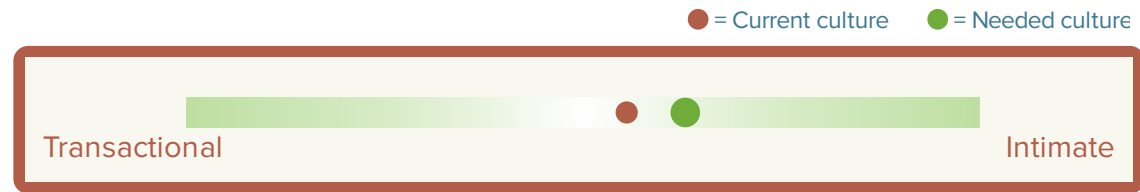
| = Average response

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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

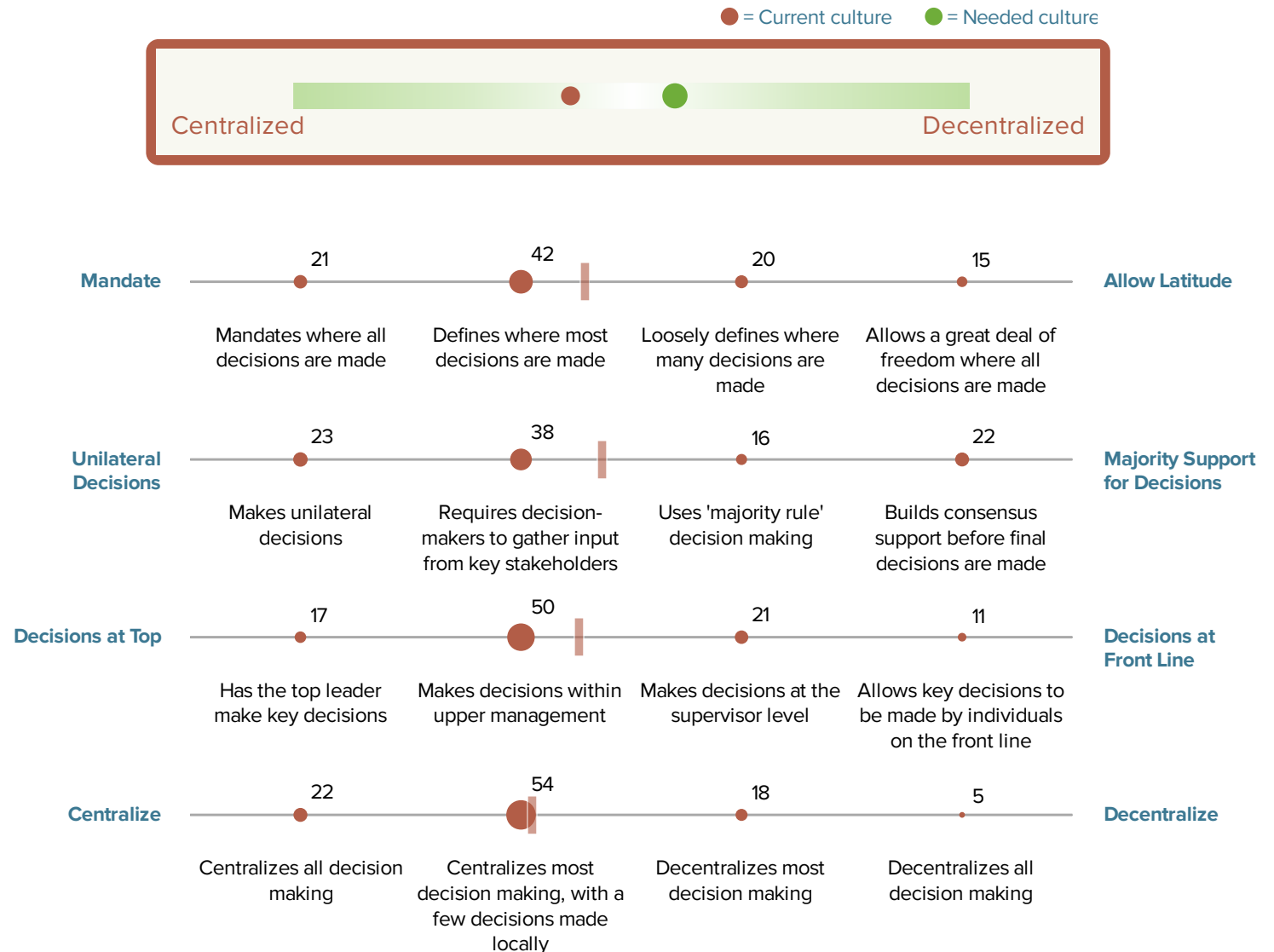
| = Average response

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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

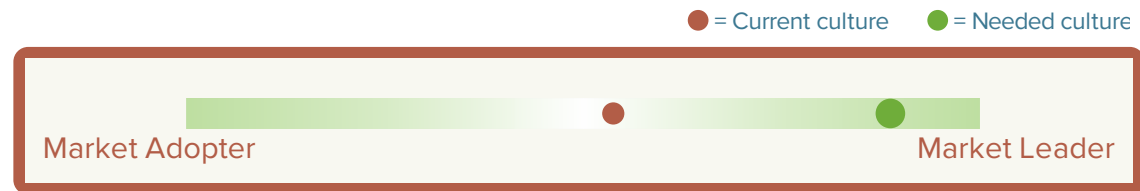
| = Average response

* 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



Loyalty

These items relate to how the organization achieves customer loyalty.

N = 1050

● = percentage* of responses

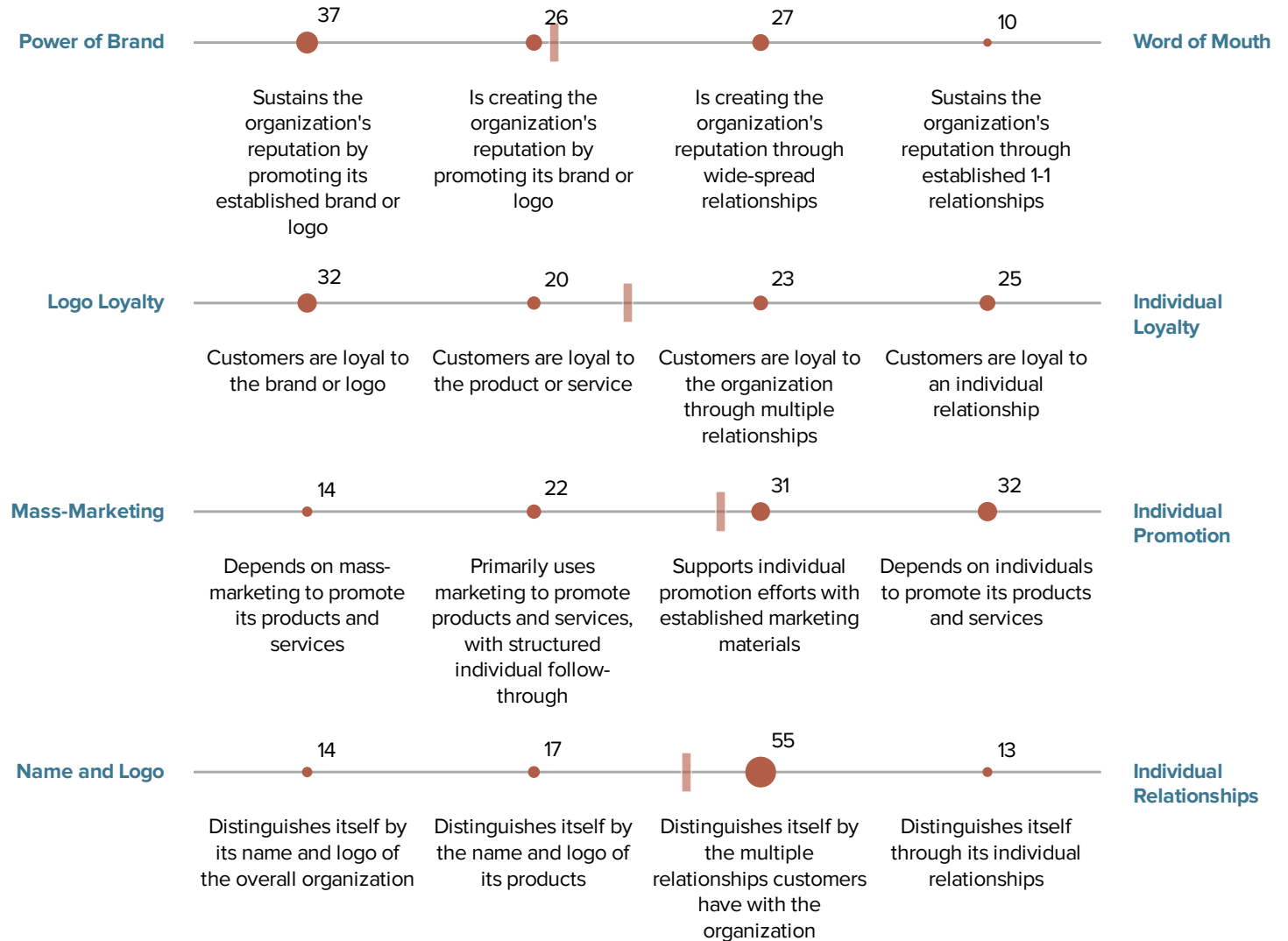
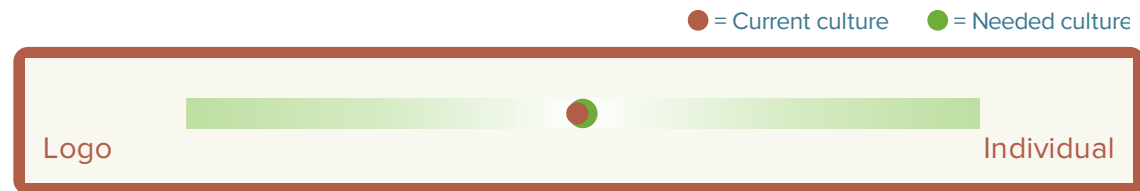
| = Average response

* 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



Operational Approach

These items relate to how your organization operates.

N = 1050

● = percentage* of responses

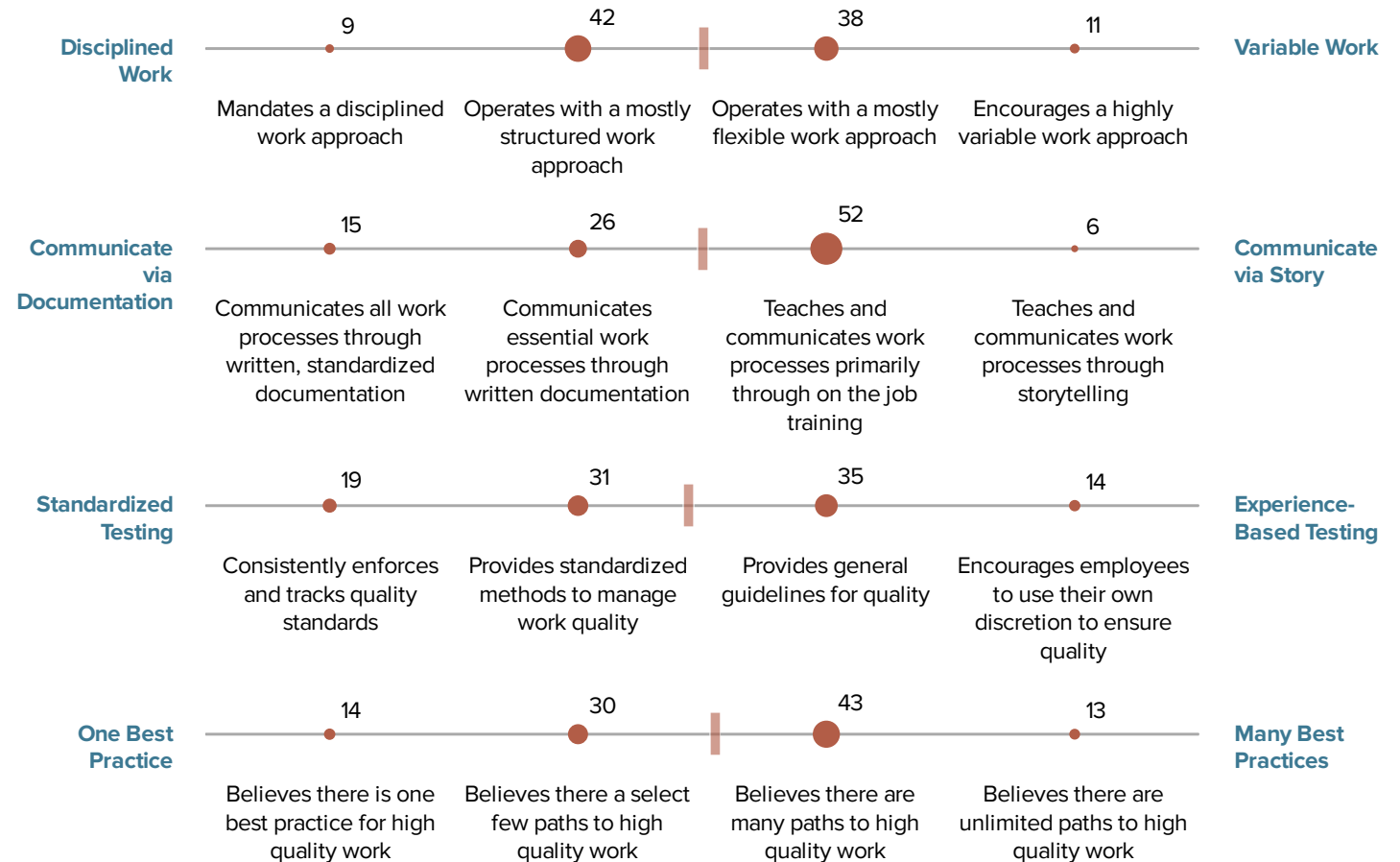
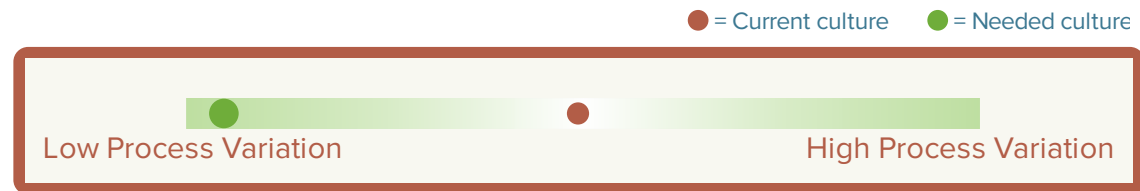
| = Average response

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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

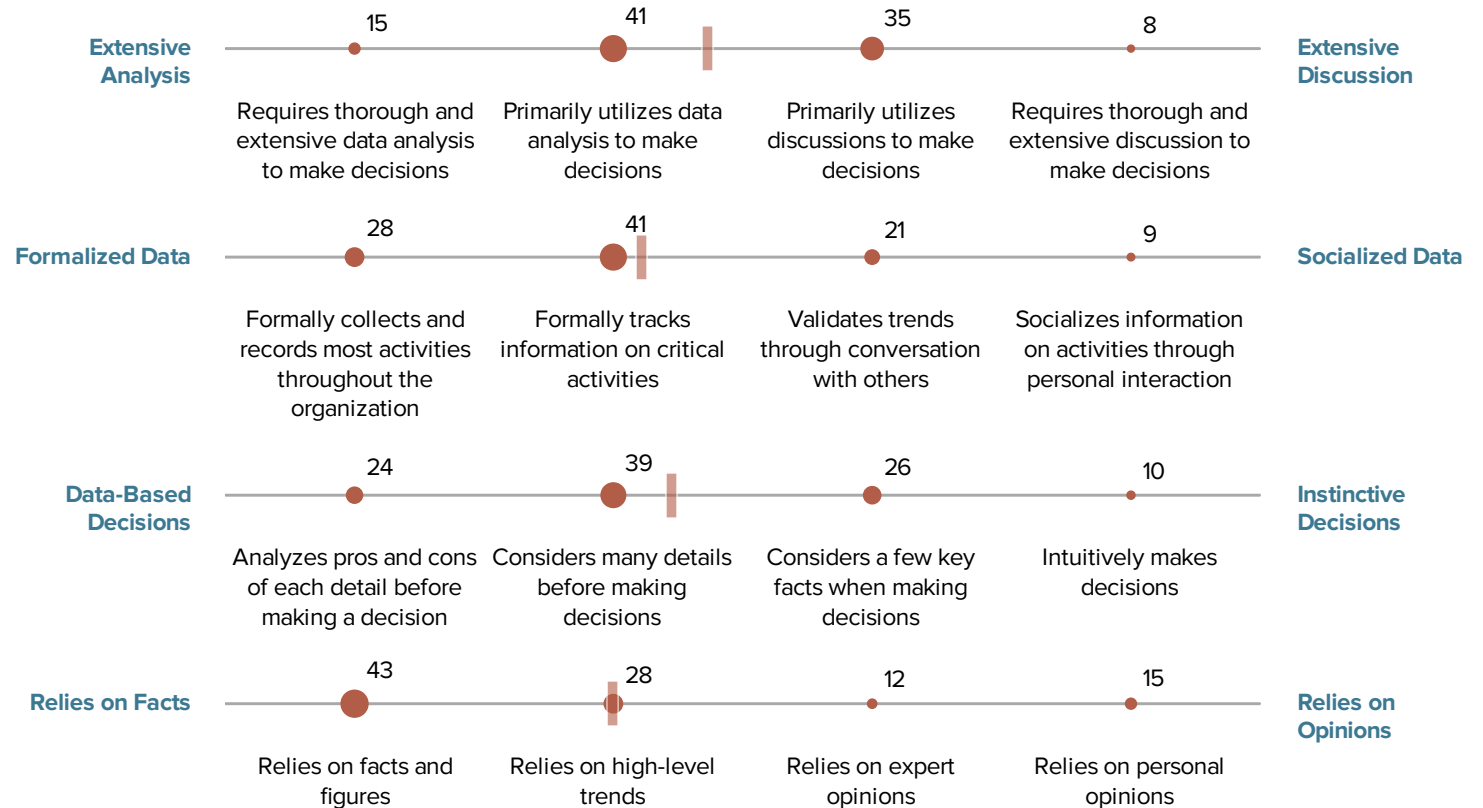
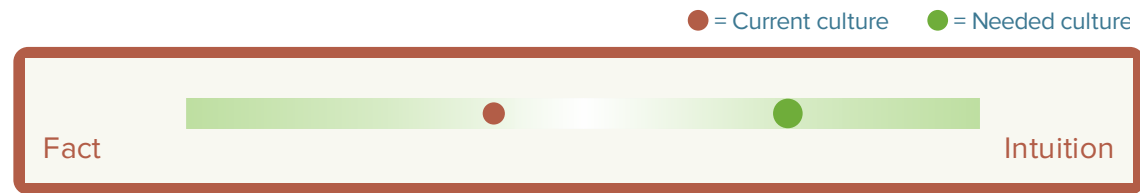
| = Average response

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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

