

# HEALTH + CULTURE

Company: Acme Company  
Group: Overall  
Survey Date: February 25, 2019  
Report Run: April 2, 2019



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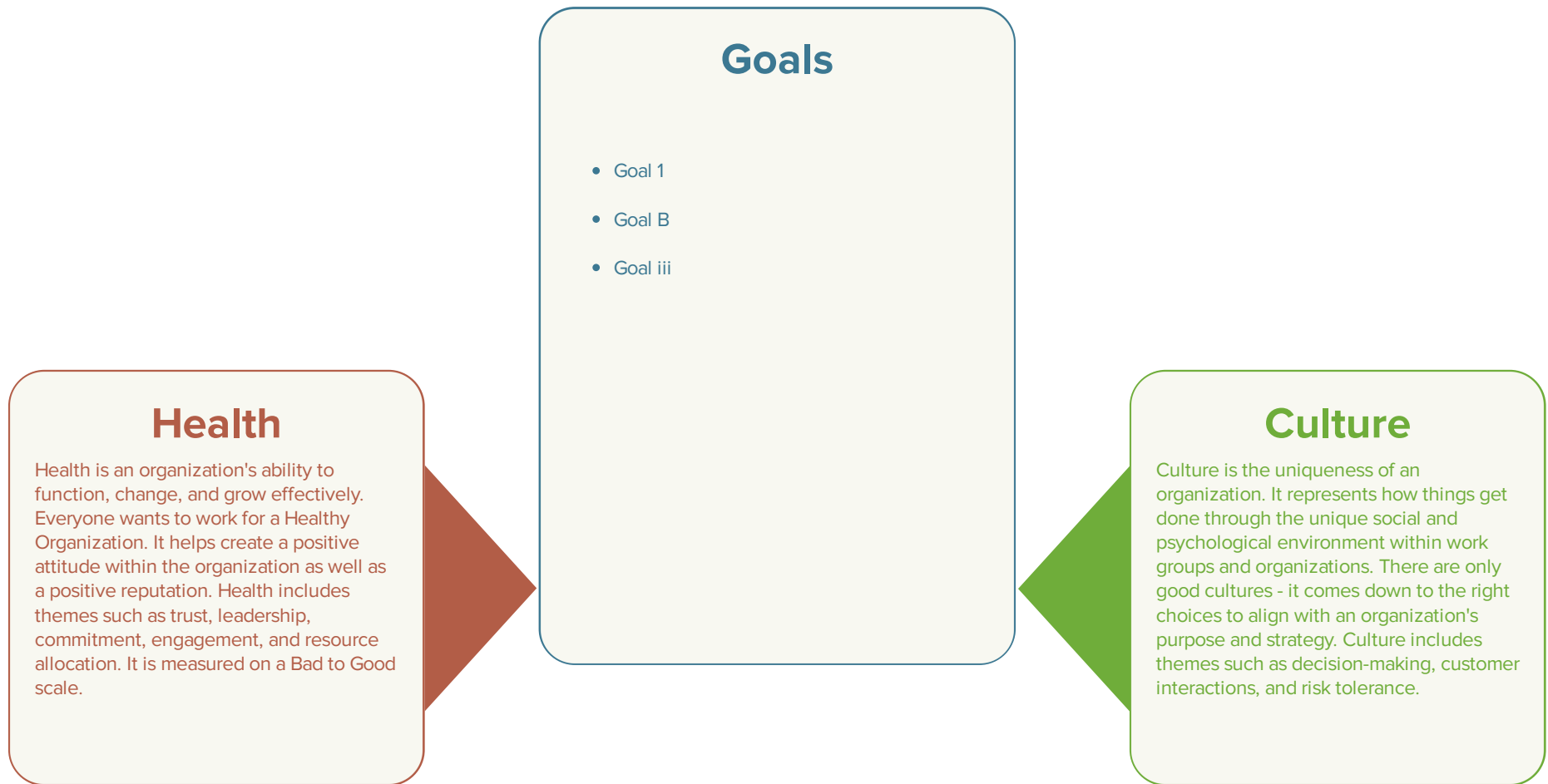
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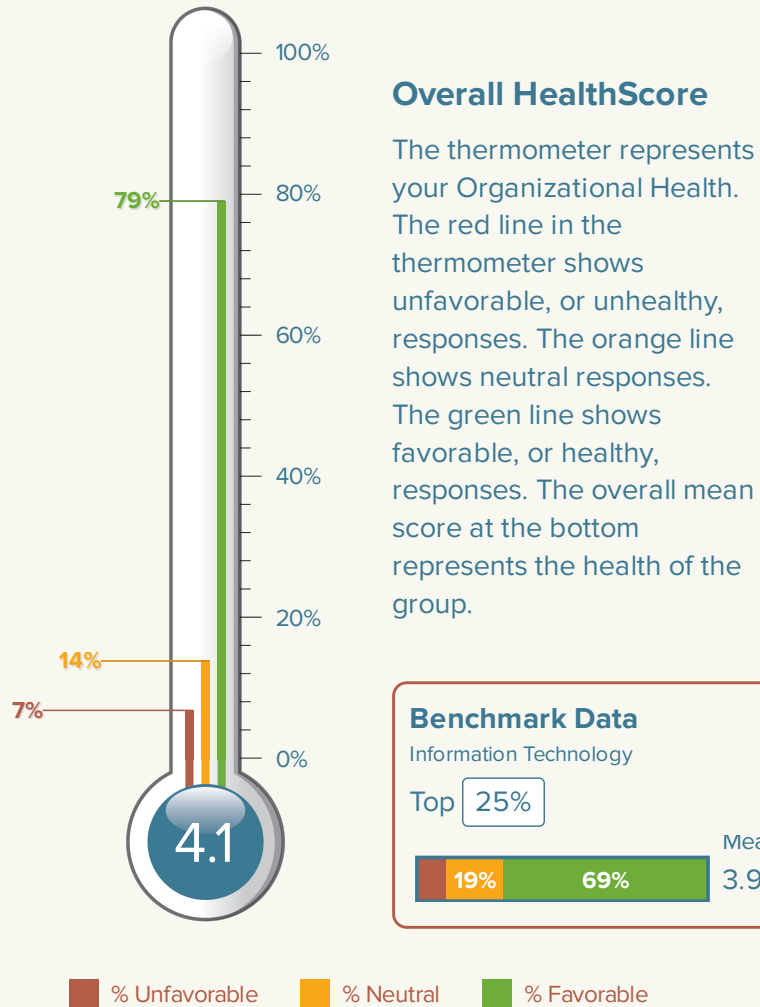
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# Your Goals



# Overall Scores

## Health



## 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%.

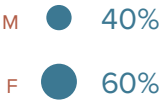
■ Low Alignment ■ High Alignment

# Personal Demographics

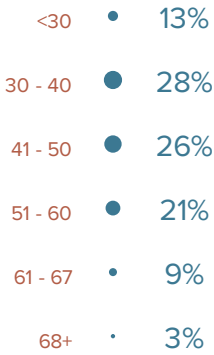
The numbers and the size of the circles represent the percentage (%) of participants who represent each response. Note that the percentages represent rounded numbers and may not always add up to 100%.

Invited: 446   Received: 391   Response Rate: 88%

## Gender



## Age Range



## Tenure Range

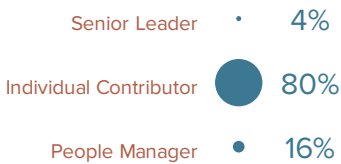


# Organizational Demographics

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: 446 Received: 391 Response Rate: 88%

## Level



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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

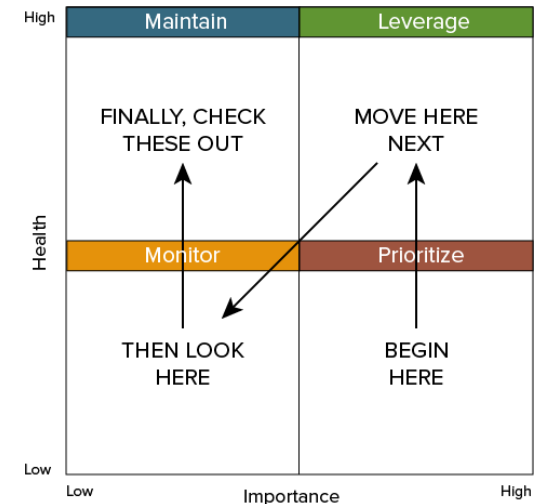
Begin with the lower right-hand corner box labeled PRIORITIZE.

**PRIORITIZE** (lower right-hand corner) - these aspects are high in importance and low in health. Action should be taken here first; focused 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 importance and high in health. Whatever is being done in these areas is working well; it simply needs to be maintained.



## Indicators of Health

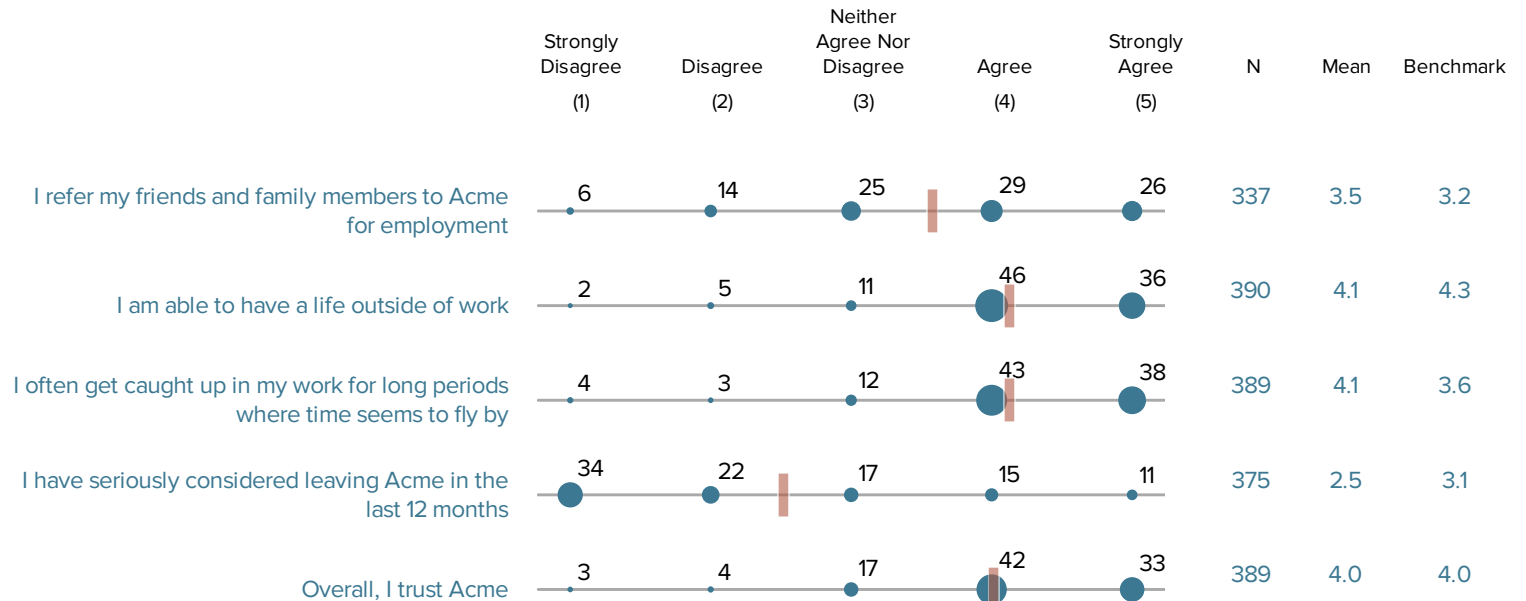
Five statements from the survey are used to calculate the Importance Scale as seen in the charts. The Importance Scale is seen as the horizontal axis in the charts within the Health Summary. These statements were asked as part of the survey, aiding in calculating how critical certain aspects of Health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

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



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# 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.

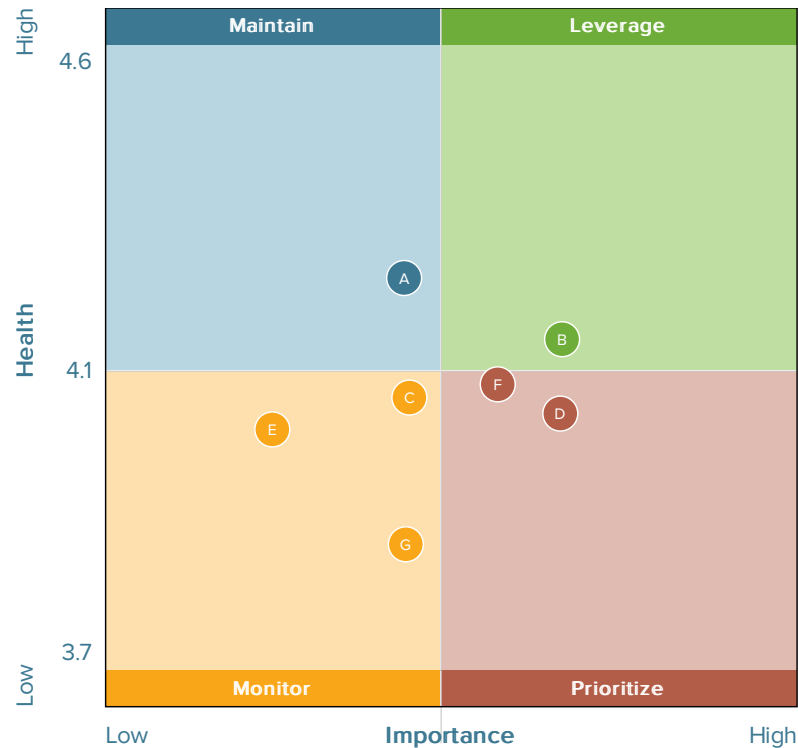
**C Trusted Individuals** Organization and leadership demonstrate trust in employees. Measures respect, honesty, and freedom to be productive in the workplace.

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

**E Team Capability** 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 Capability** 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 prioritize second.

## Leverage

**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.

## Prioritize

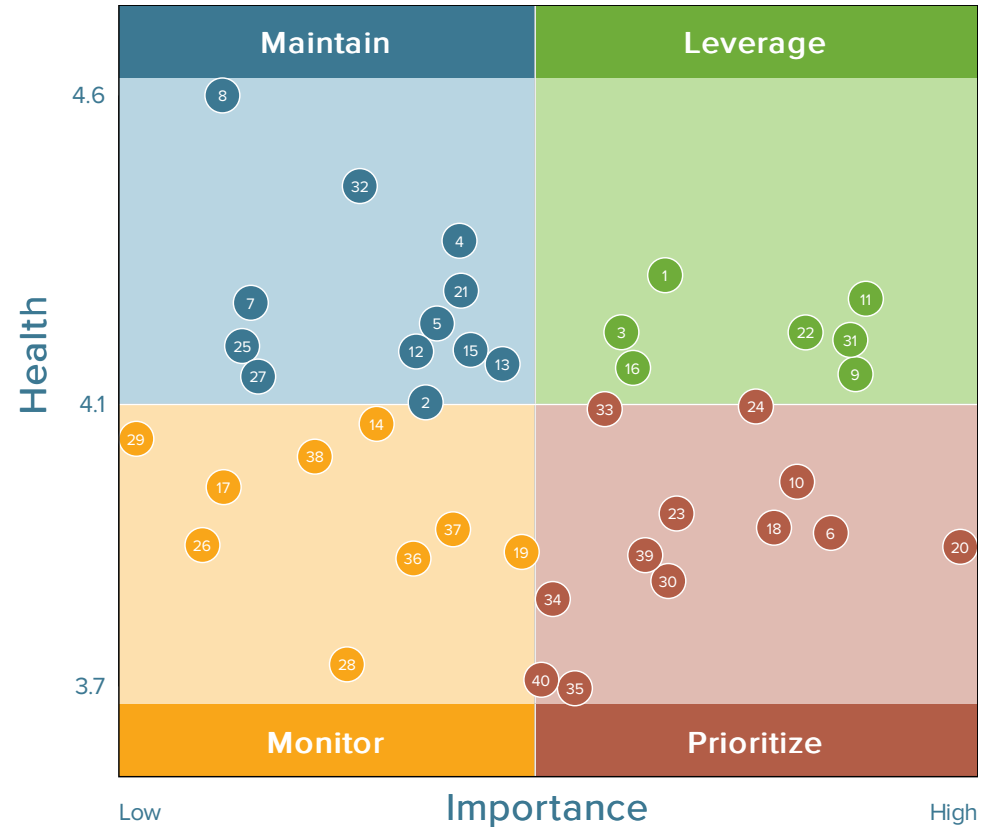
**Individual Capability:** Employees are confident they are in the right job with potential for growth. Measures skill utilization, job fit, and job expectations.

**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.

# Health Summary

Leadership	1	I have confidence in senior leaders' ability to lead Acme
	2	When things aren't working, senior leaders are willing to make a change
	3	Senior leaders at Acme act with integrity in all situations and environments
	4	My direct manager inspires me to do my best
	5	My direct manager helps to remove obstacles to help me succeed
	6	Senior leaders at Acme are effective at building trusted relationships
	7	I can count on my direct manager to follow through on decisions
	8	My direct manager is skilled and knowledgeable
Trusted Organization	9	I have confidence in Acme's future success
	10	Acme is focused on the right priorities
	11	I am proud of what we do at Acme
	12	Acme is always fair and honest with its customers
	13	Acme is truthful in all interactions and communications
Trusted Individuals	14	I have the freedom I need to decide how to do my work
	15	Overall, I feel trusted by the people I work with
	16	I am consistently treated with respect at Acme
	17	My direct manager regularly asks for my input on important decisions
	18	Speaking openly and honestly is always encouraged at Acme
Individual Capability	19	My skills are fully utilized at Acme
	20	I am excited to come to work everyday
	21	I have a clear understanding of what is expected of me in my job
	22	I see a clear link between my work and Acme's objectives
	23	I feel encouraged to come up with new and better ways of doing things
Team Capability	24	Our team has clear and achievable goals
	25	Our team has the talent it needs to succeed
	26	Our team has good processes for getting work done
	27	Everyone on our team is committed to the success of the team
	28	Our team has the resources it needs to succeed
Organizational Climate	29	Compared to other teams, ours is a top performing team
	30	Acme is supportive to people who make mistakes
	31	Acme treats me fairly
	32	I work in a safe and secure environment
	33	People at Acme are easy to work with
	34	Acme confronts unacceptable behavior in an effective and timely manner

Organizational  
Capability



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

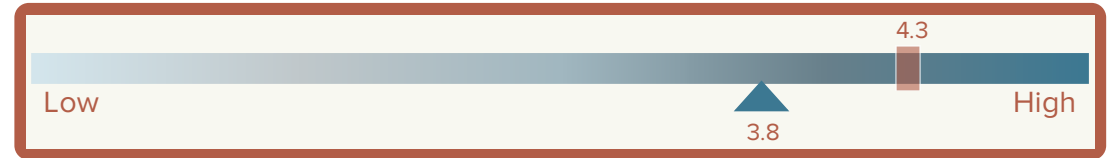


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# Leadership

The Benchmark is the mean score of similar organizations.

■ = Mean ▲ = Benchmark



● = percentage\* of responses

| = Average Response

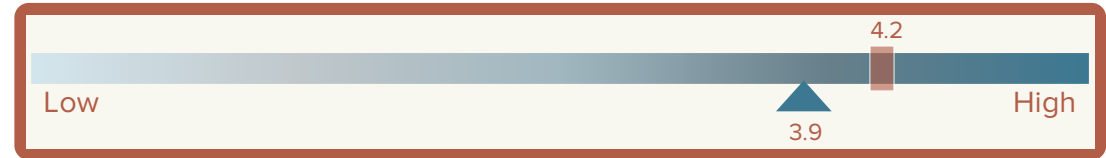
\* percentages are rounded numbers and may not always add up to 100%



# Trusted Organization

The Benchmark is the mean score of similar organizations.

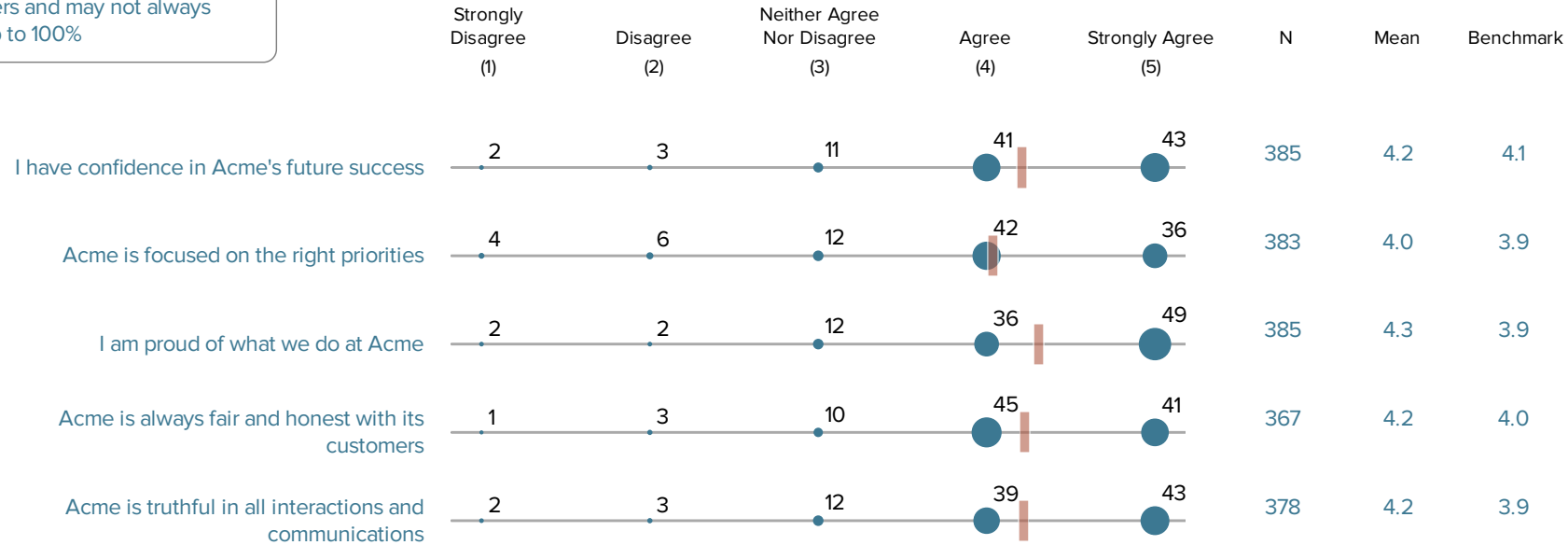
■ = Mean ▲ = Benchmark



● = percentage\* of responses

| = Average Response

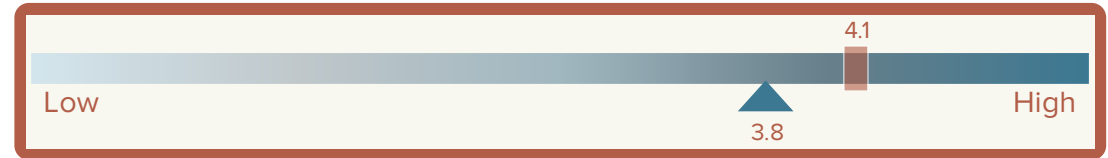
\* percentages are rounded numbers and may not always add up to 100%



# Trusted Individuals

The Benchmark is the mean score of similar organizations.

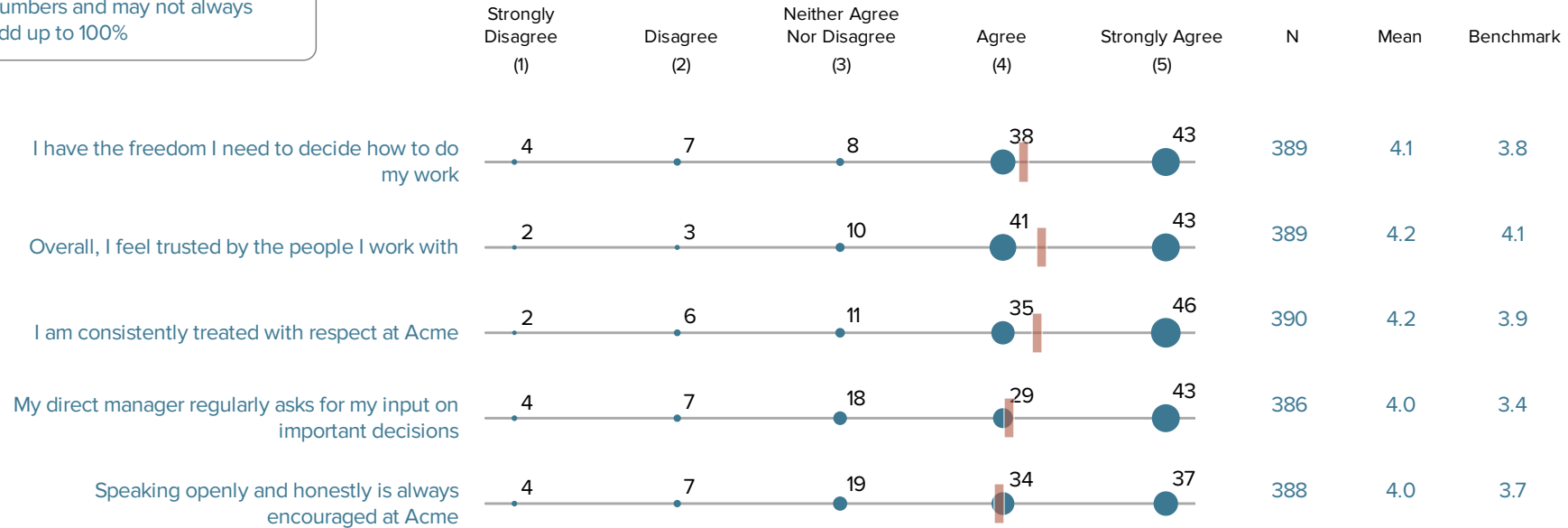
■ = Mean ▲ = Benchmark



● = percentage\* of responses

| = Average Response

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



# Individual Capability

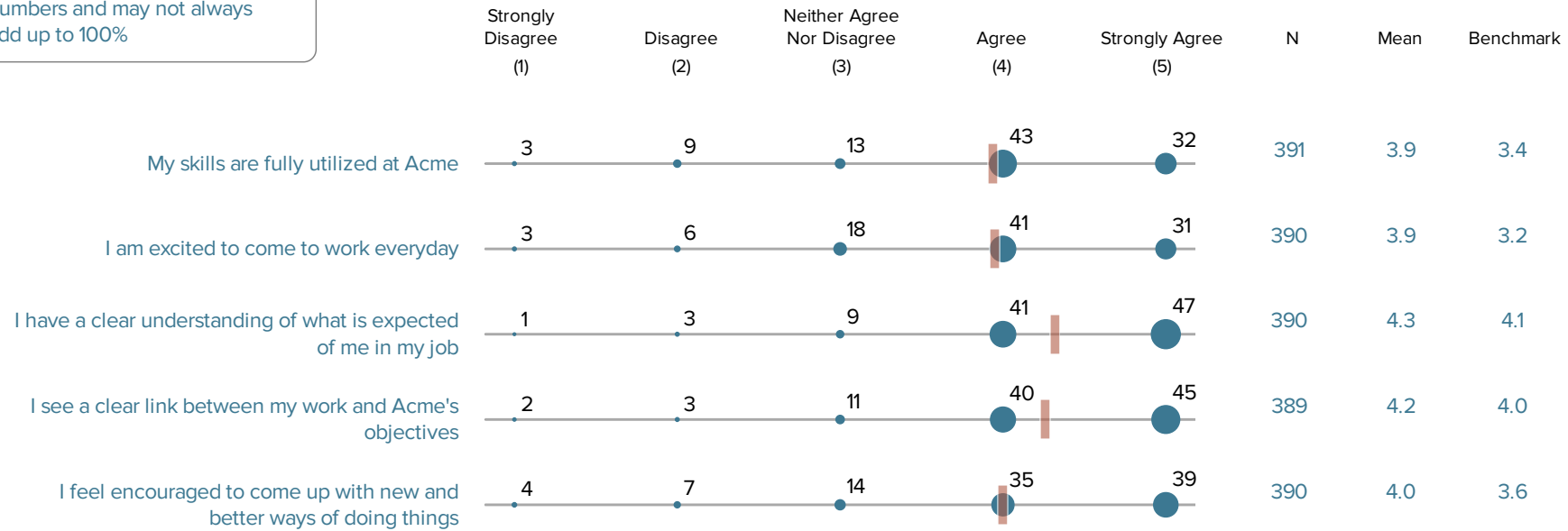
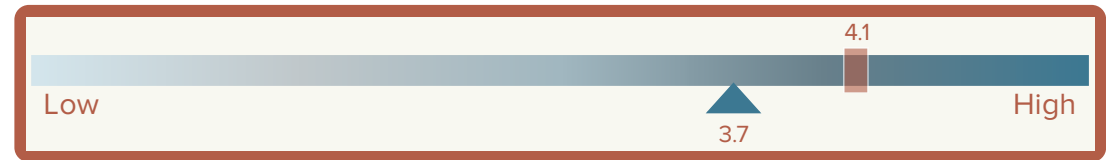
The Benchmark is the mean score of similar organizations.

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| = Average Response

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

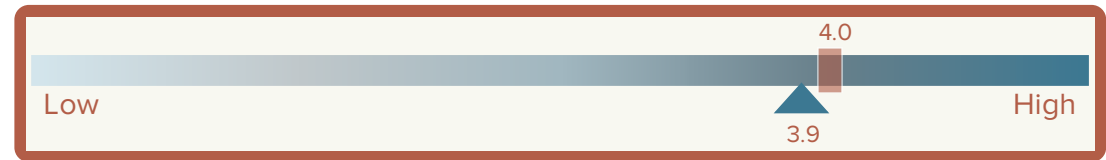




# Team Capability

The Benchmark is the mean score of similar organizations.

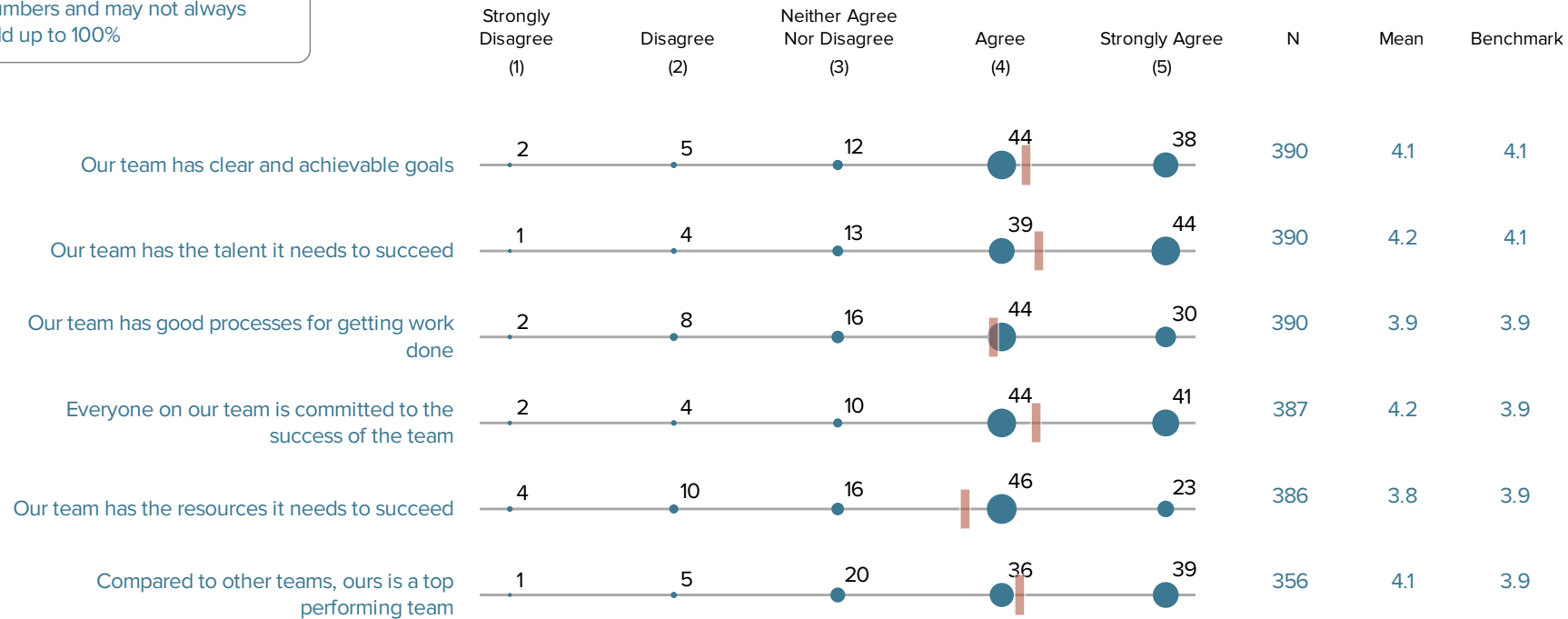
■ = Mean ▲ = Benchmark



● = percentage\* of responses

| = Average Response

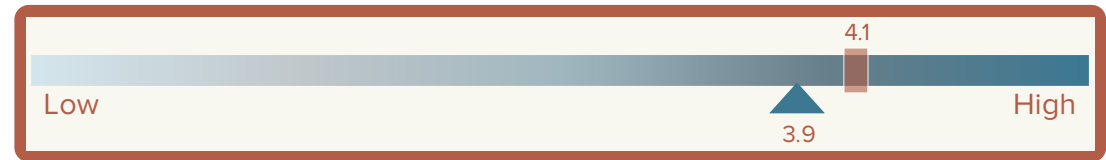
\* percentages are rounded numbers and may not always add up to 100%



# Organizational Climate

The Benchmark is the mean score of similar organizations.

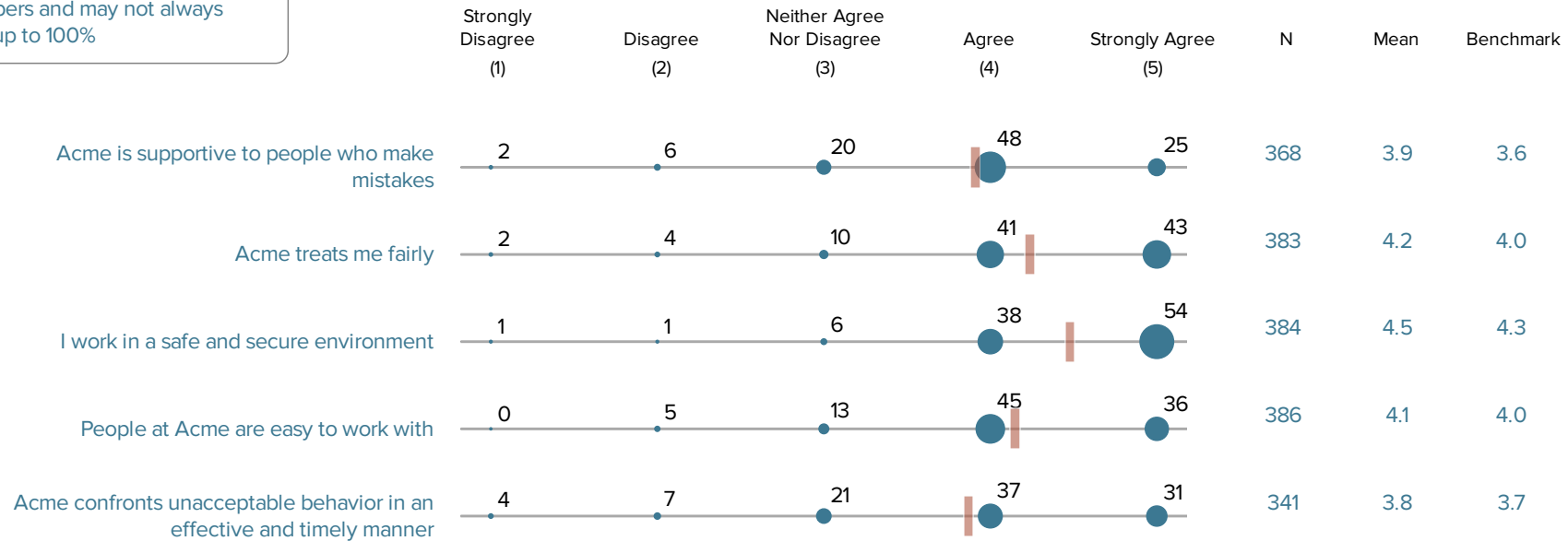
■ = Mean ▲ = Benchmark



● = percentage\* of responses

| = Average Response

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



# Organizational Capability

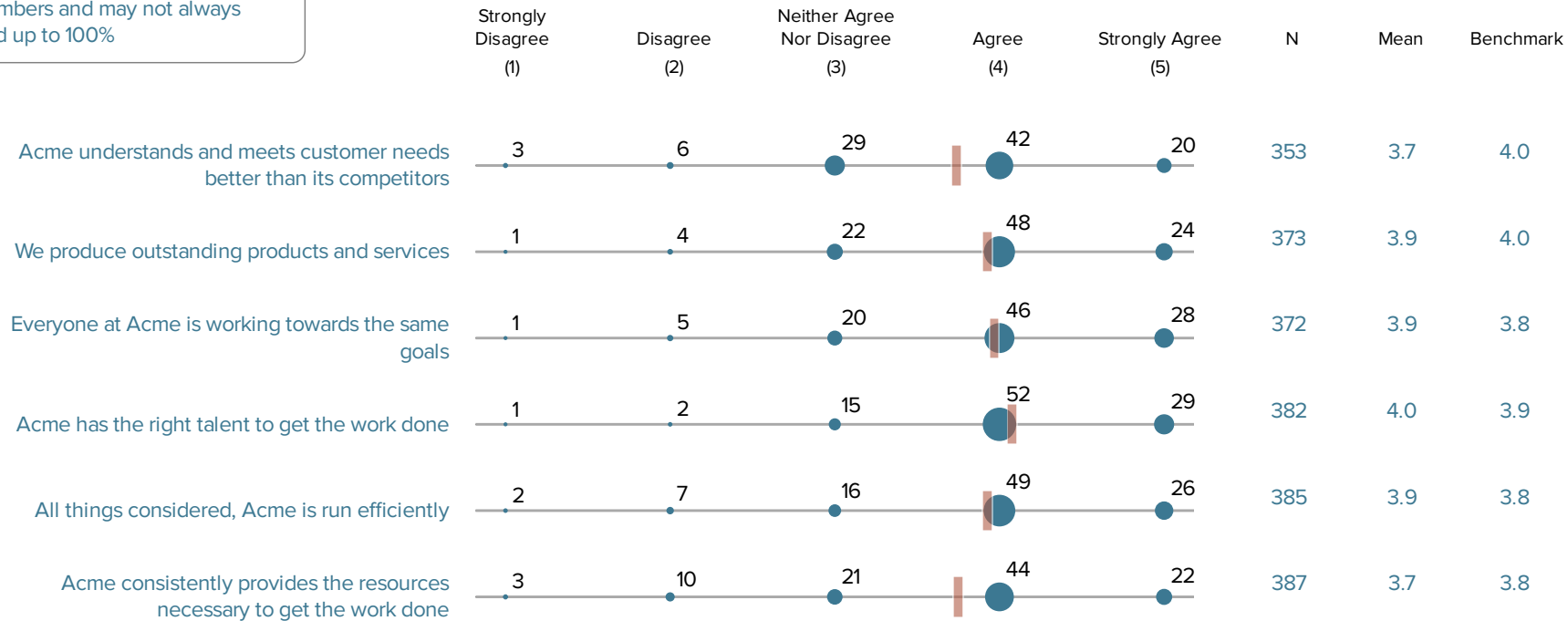
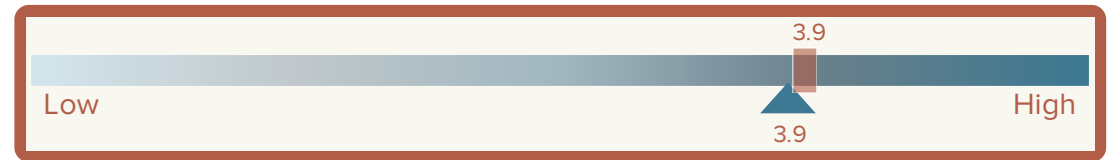
The Benchmark is the mean score of similar organizations.

● = percentage\* of responses

| = Average Response

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

■ = Mean ▲ = Benchmark



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# PURPOSEFUL CULTURE RESULTS



# Culture Summary

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

## ● = Needed Culture

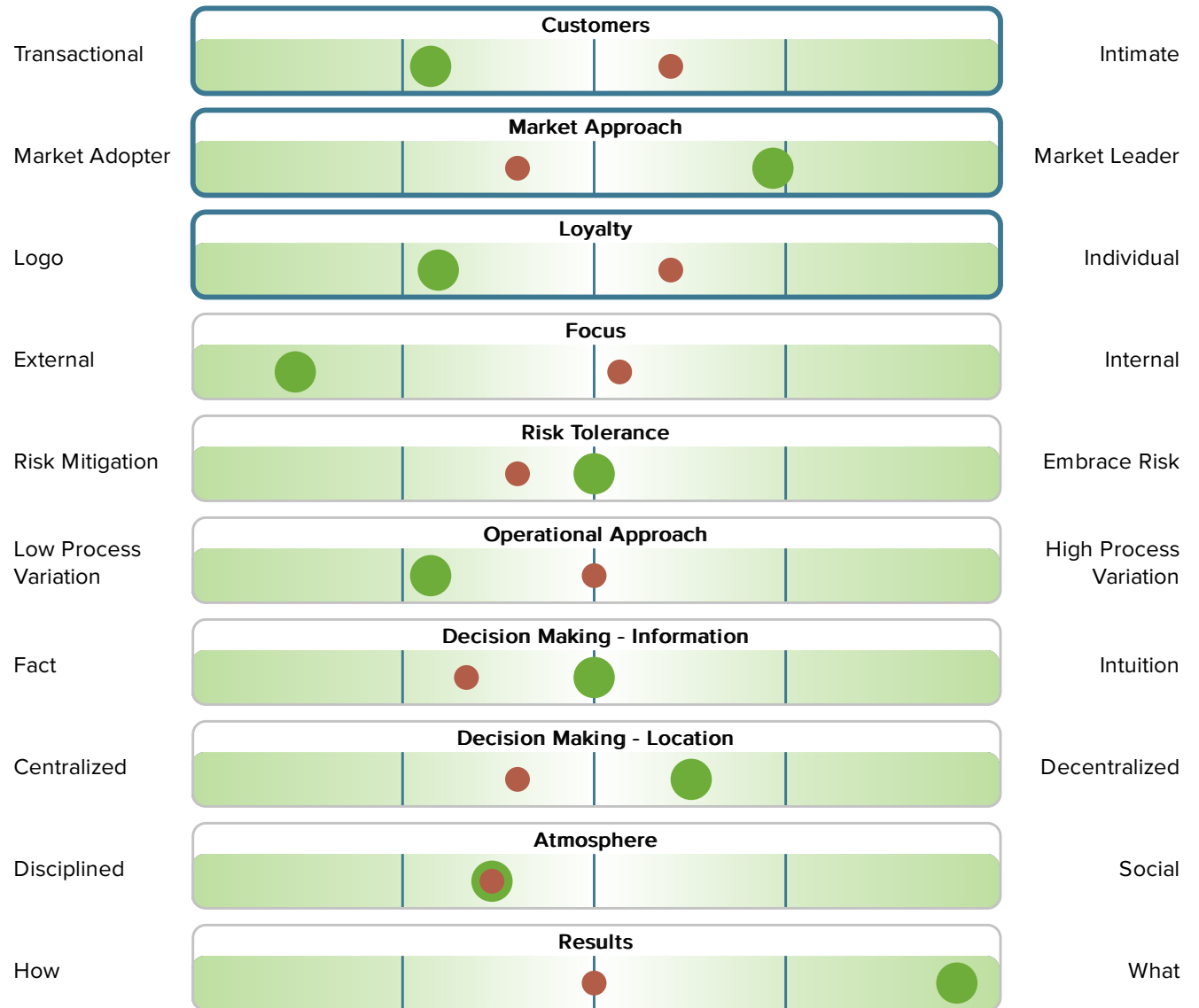
Your leaders previously identified the culture needed on each of the ten dimensions

## 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



# Customers

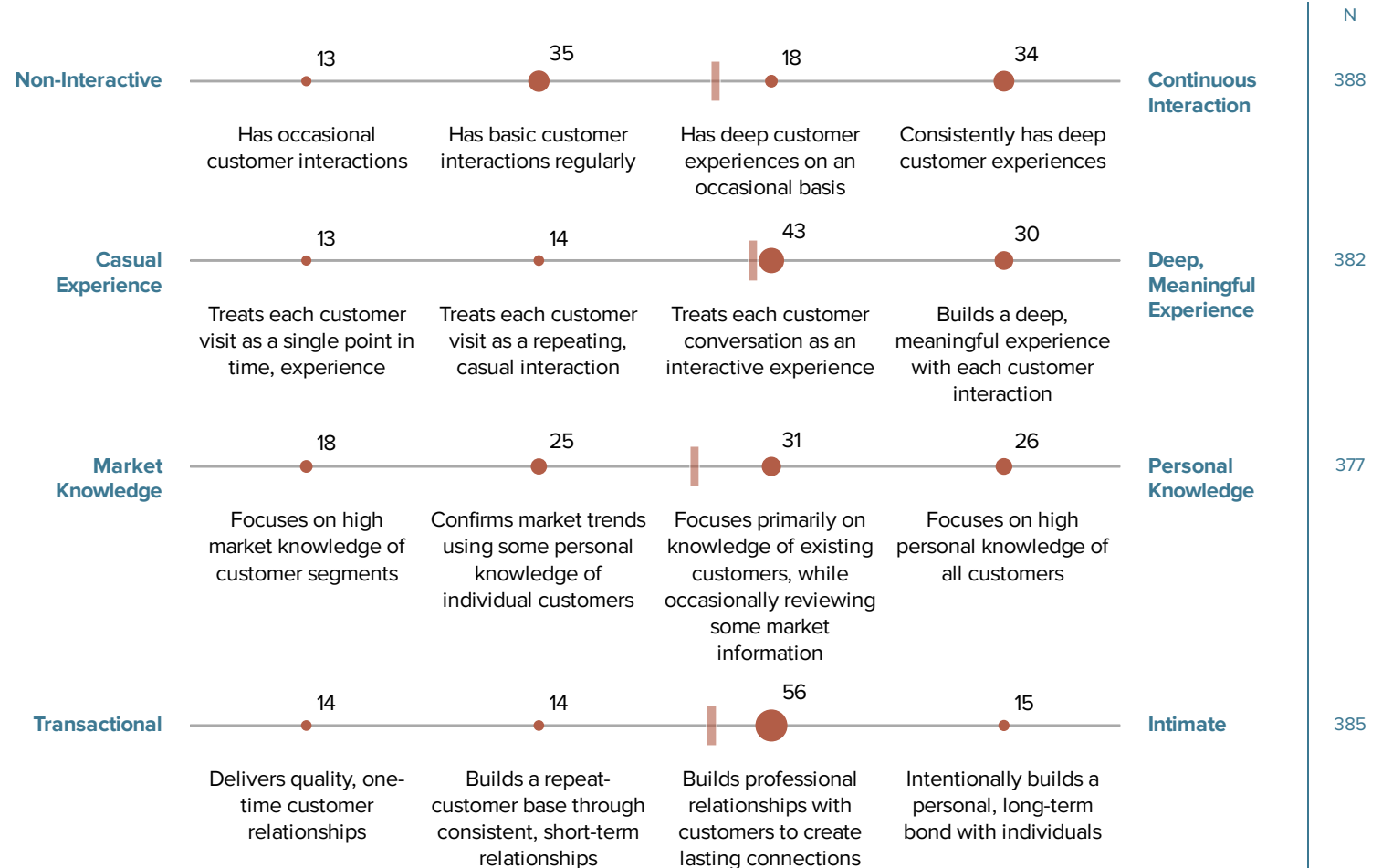
These items relate to how your organization thinks about customer relationships, based on your experiences in your role. Your organization...

● = percentage\* of responses  
| = Average response

**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



# Market Approach

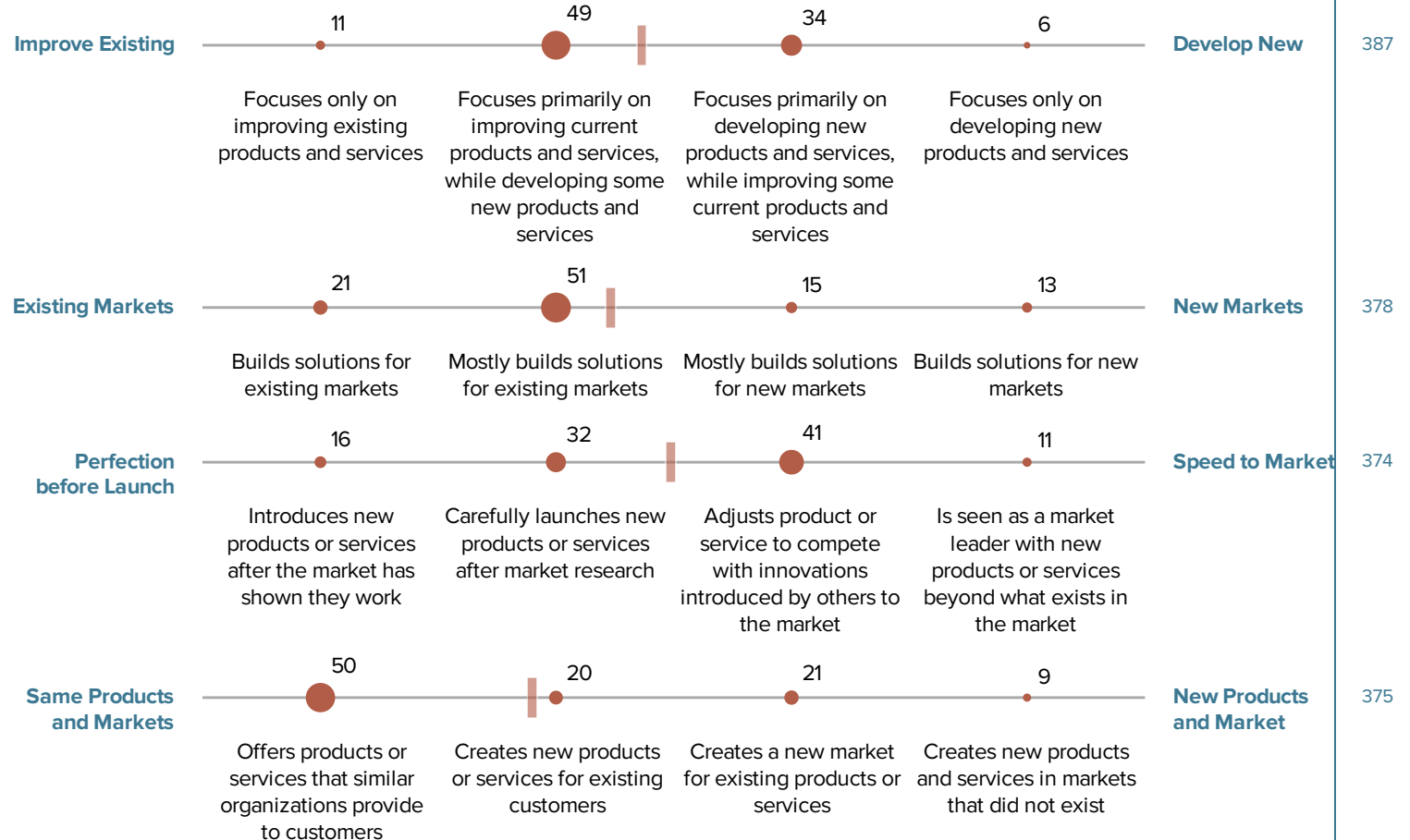
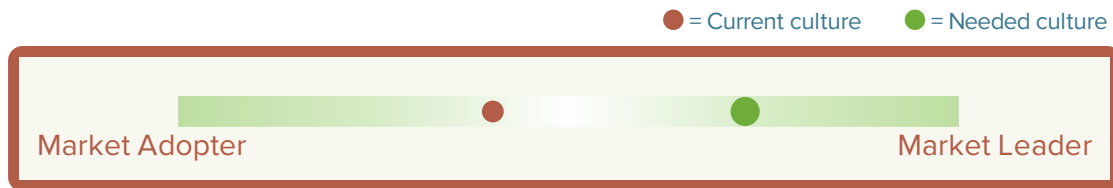
These items relate to the role that market approach plays in your organization, based on your experiences in your role. Your organization...

● = percentage\* of responses  
| = Average response

**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

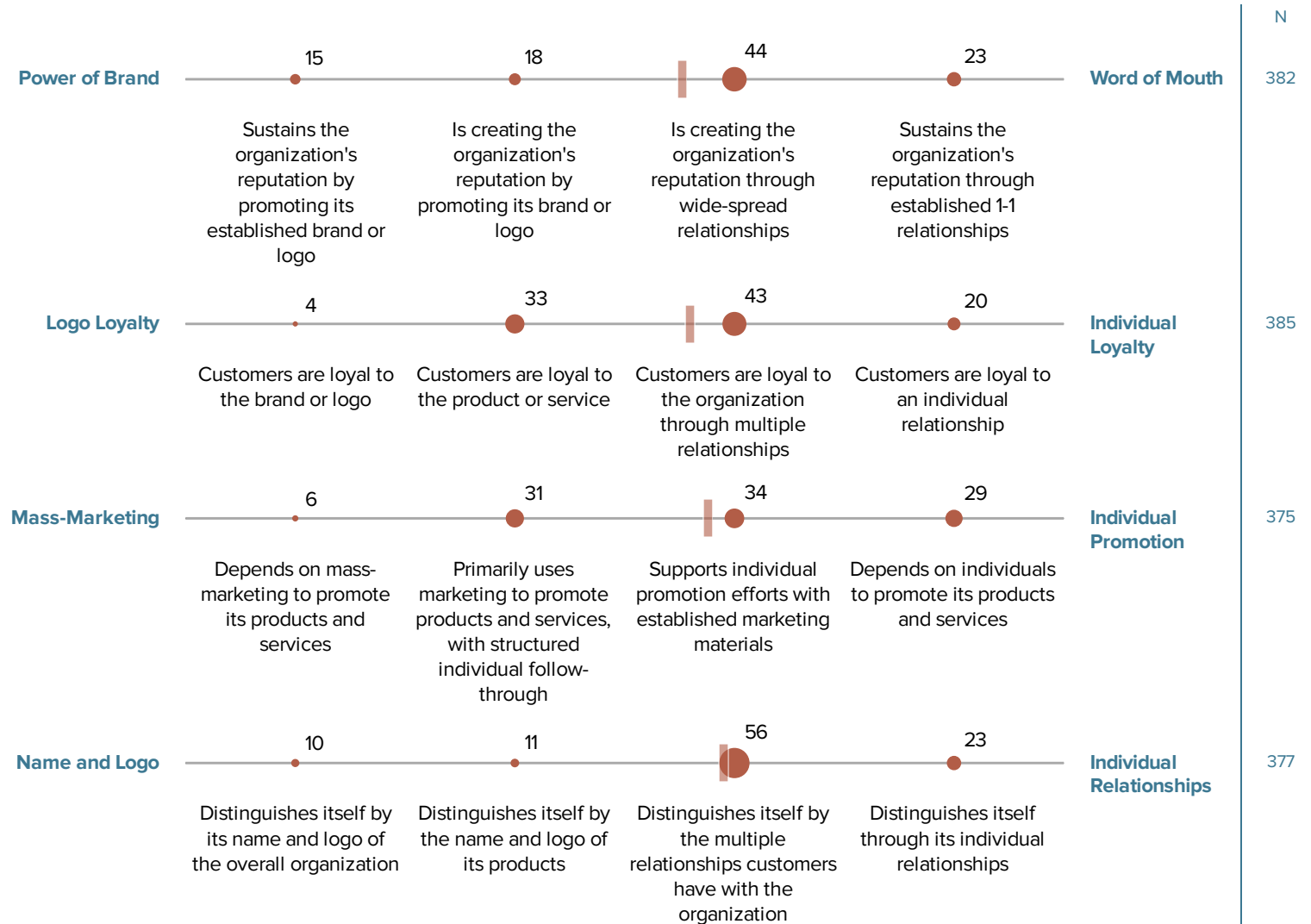
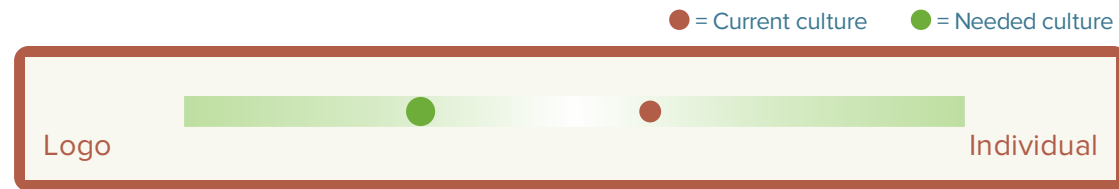
These items relate to how your organization achieves customer loyalty, based on your experiences in your role. Your organization...

● = percentage\* of responses  
| = Average response

**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



# Focus

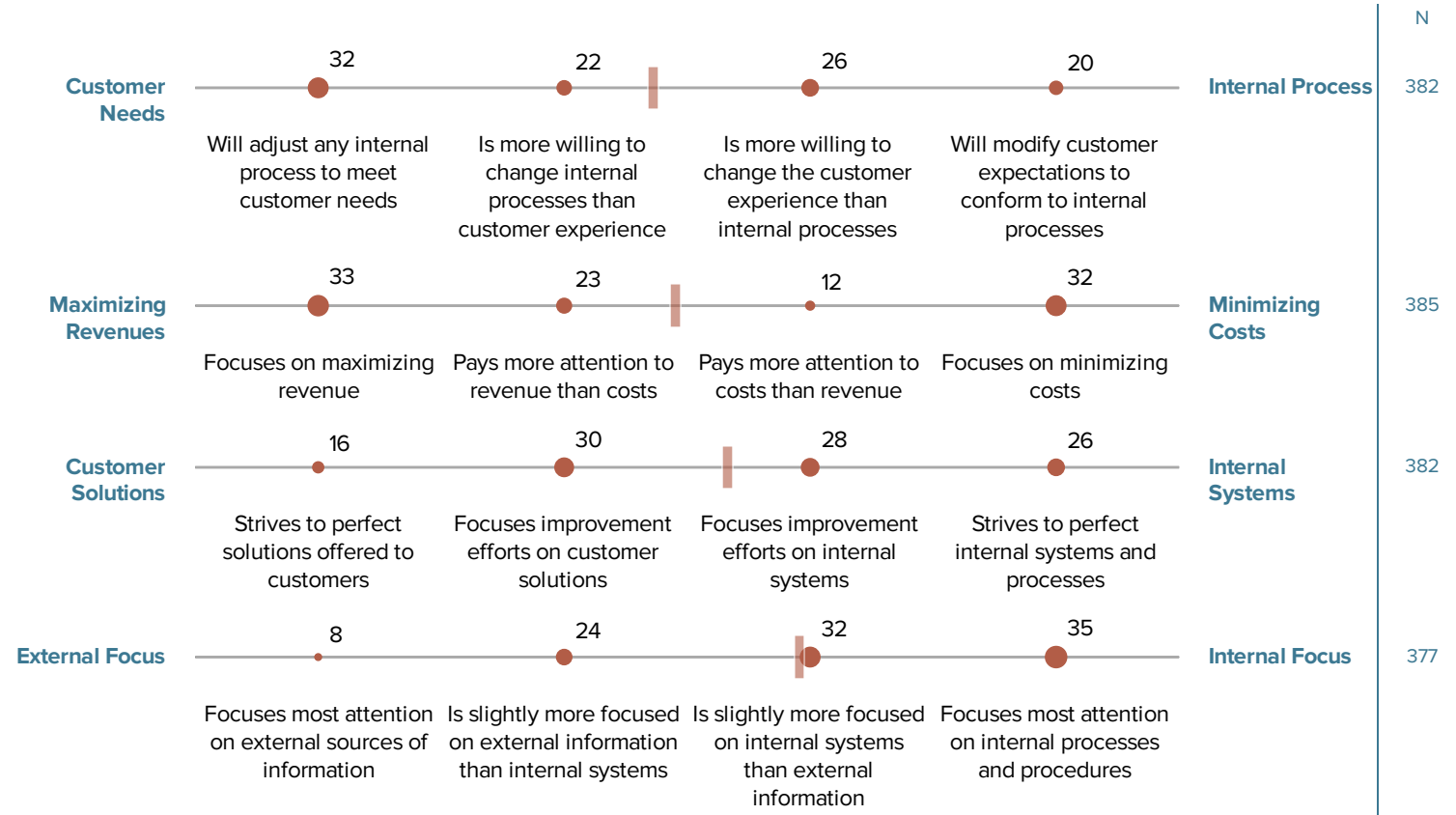
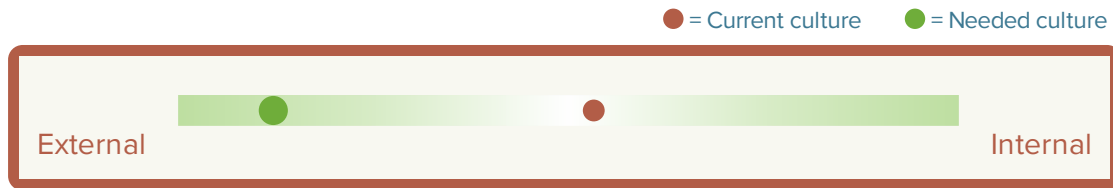
These items relate to whether your organization focuses on internal or external affairs, based on your experiences in your role. Your organization...

● = percentage\* of responses  
| = Average response

**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



# Risk Tolerance

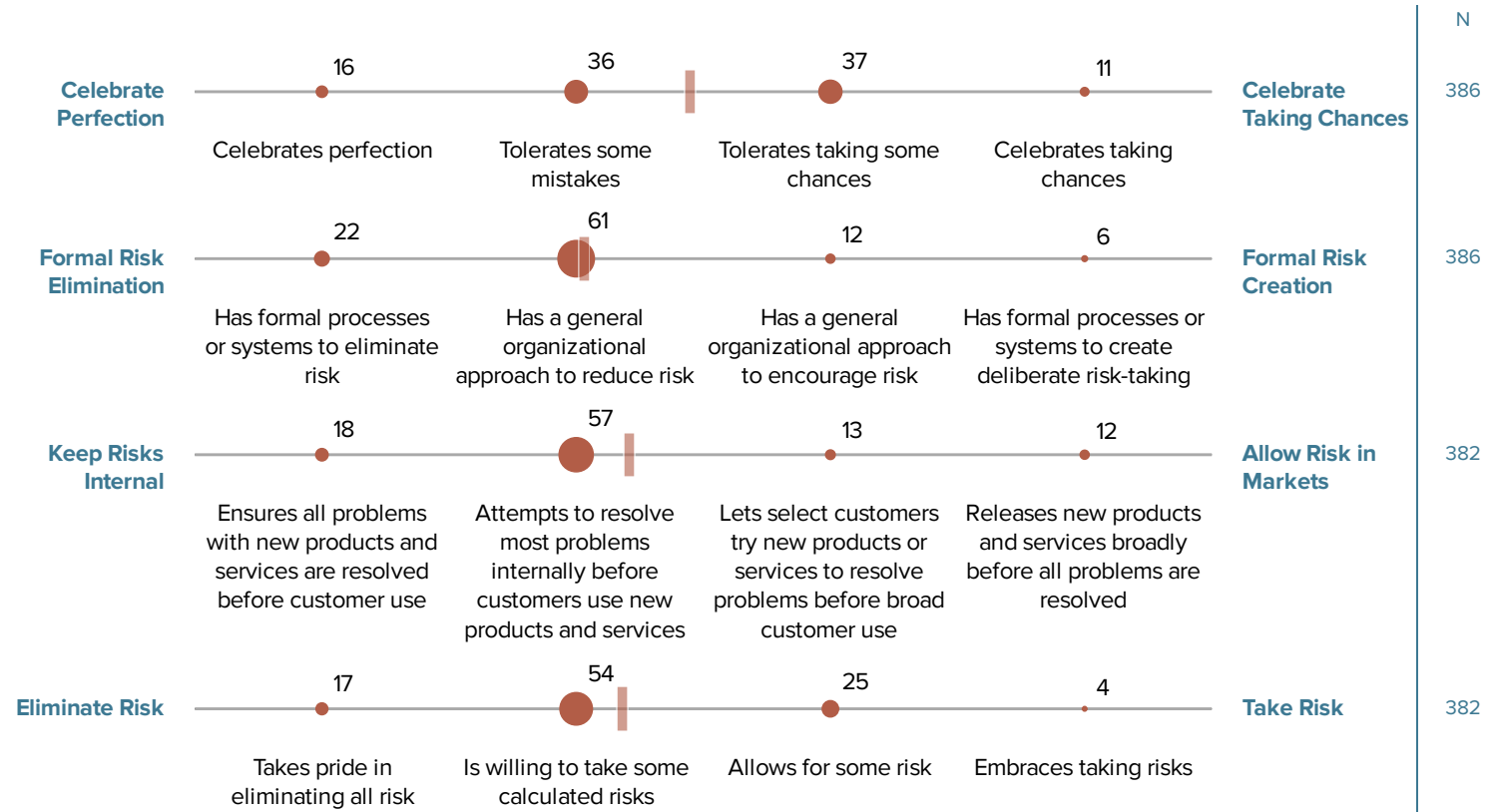
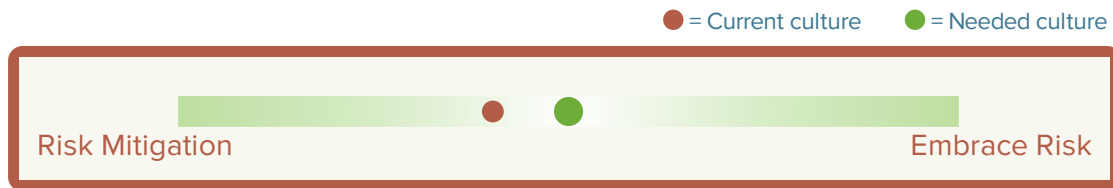
These items relate to the risk posture of your organization, based on your experiences in your role. Your organization...

● = percentage\* of responses  
| = Average response

**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

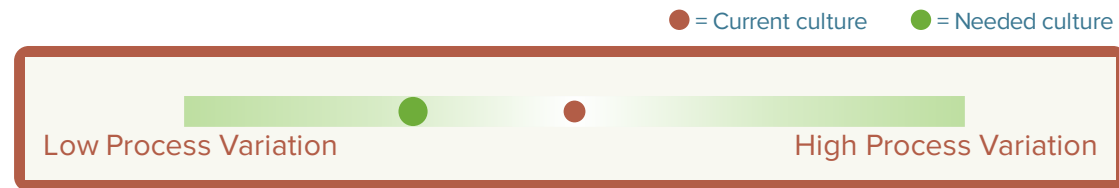
These items relate to how your organization operates, based on your experiences in your role. Your organization...

● = percentage\* of responses  
| = Average response

**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

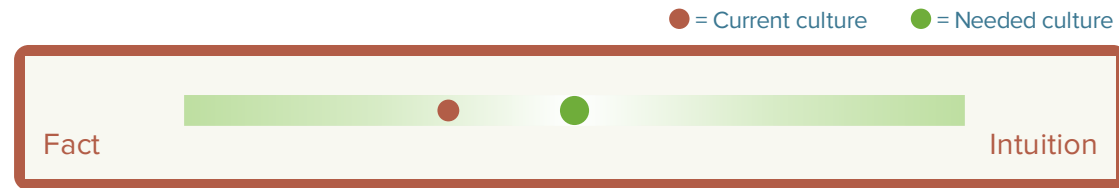
These items relate to what kind of information is used in your organization's decision-making process, based on your experiences in your role. Your organization...

● = percentage\* of responses  
| = Average response

**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 your organization's approach to the social aspect of work, based on your experiences in your role. Your organization...

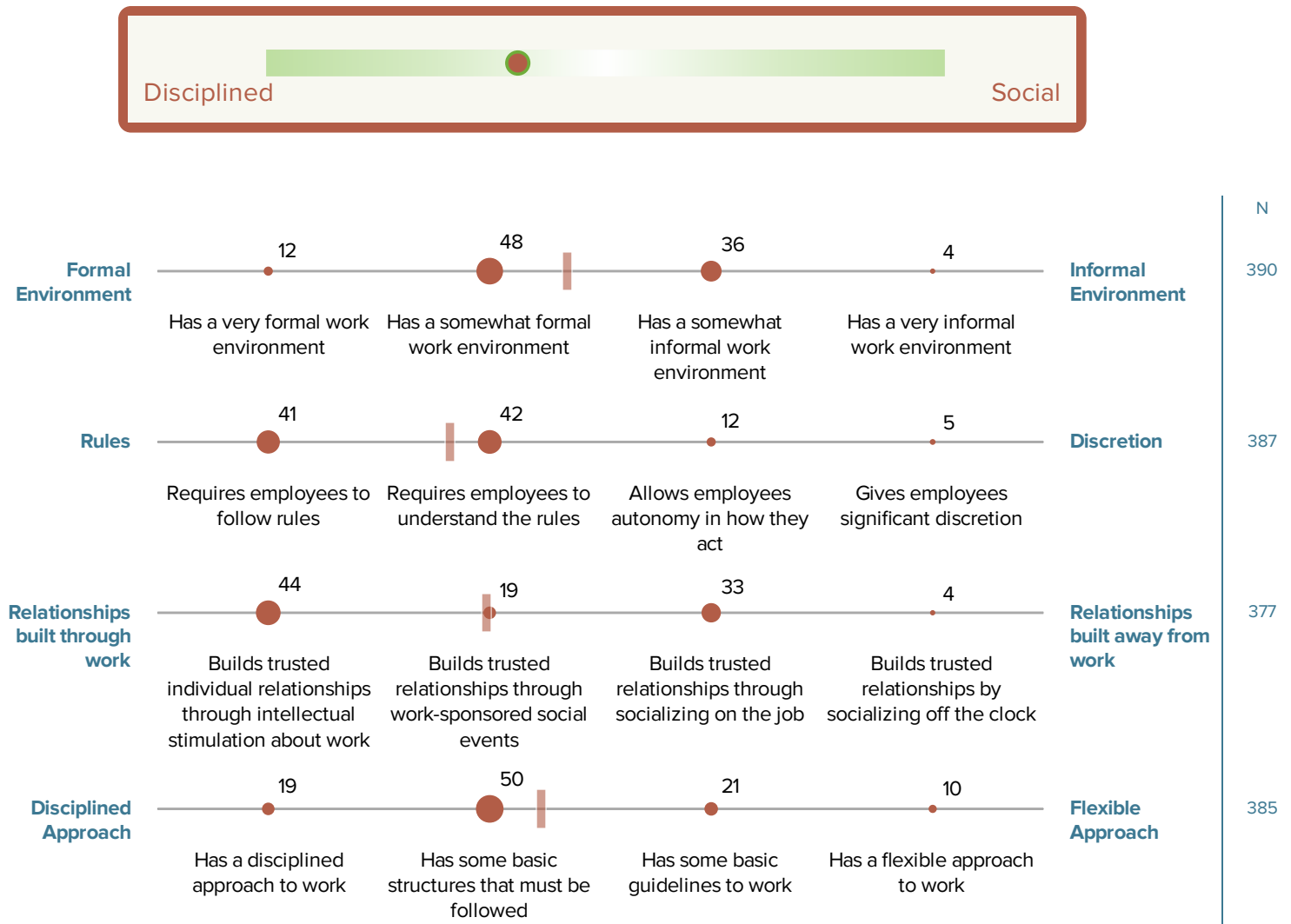
● = percentage\* of responses  
| = Average response

**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

● = Current culture ● = Needed culture



# Decision Making - Location

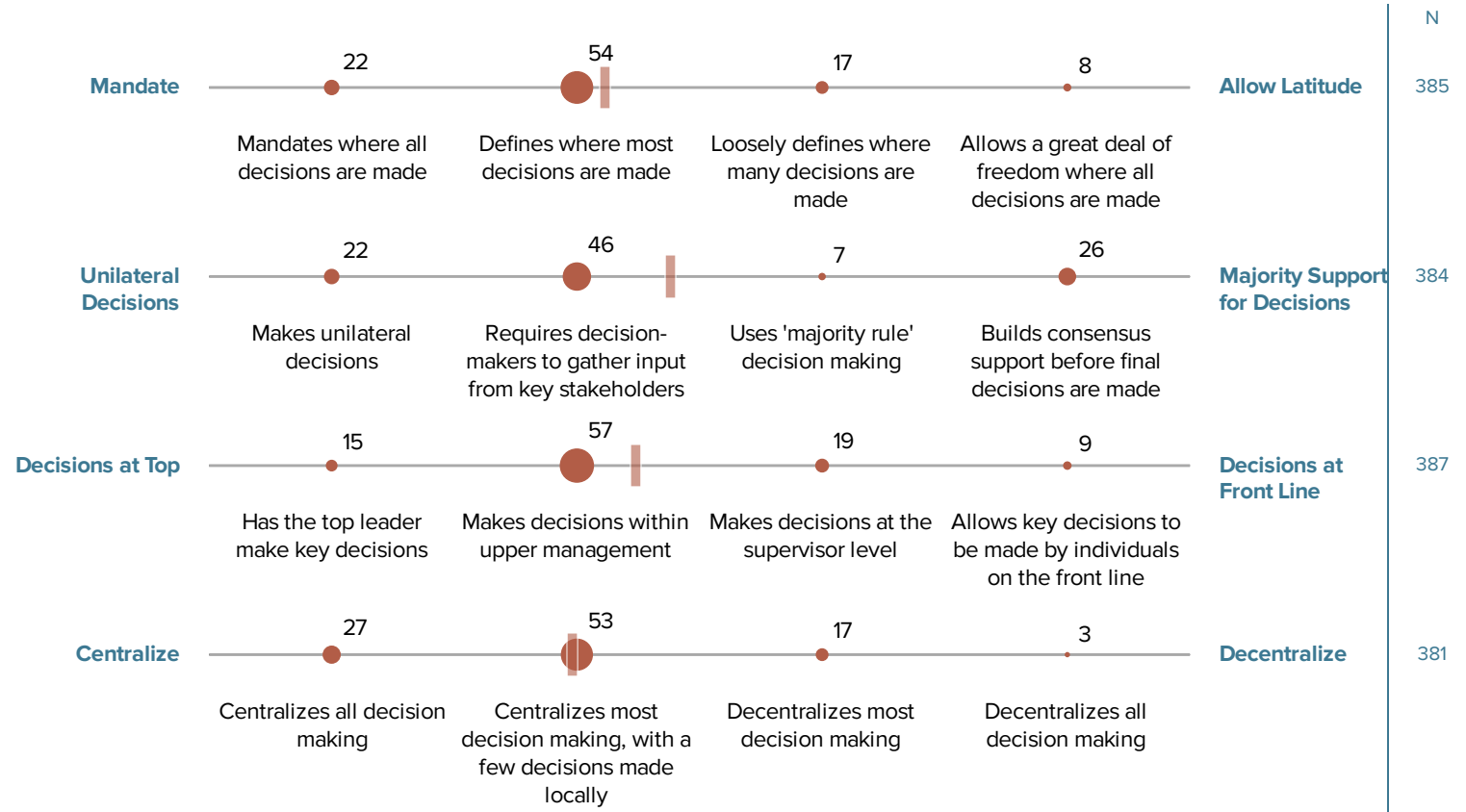
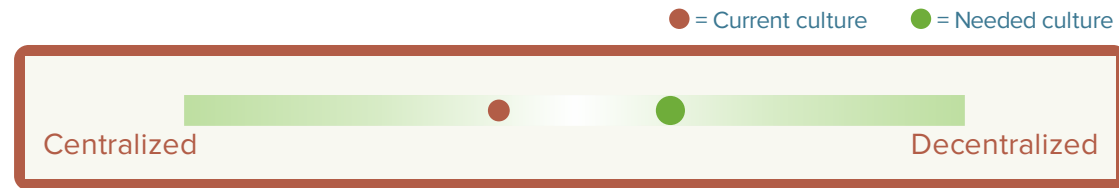
These items relate to how decisions are made at your organization, based on your experiences in your role. Your organization...

● = percentage\* of responses  
| = Average response

**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



# Results

These items relate to how things get done in your organization, based on your experiences in your role. Your organization...

● = percentage\* of responses  
| = Average response

**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

