Name of Organization

Results by:

Tenure
Position Type
Overall

Date:

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What is Culture?

Your organization's culture represents the collective character, values, thoughts, emotions, beliefs and behaviors of your leaders and individual contributors.
Your organization's culture is a product of such factors as its' history and how your leaders and individual contributors ascribe meaning and value to it as well as leadership style (legacy and current) which is then reflected in the creation and implementation of your organization's values, vision, mission, purpose, strategy, structure and roles. Ultimately, your overall culture and the relative "health and vibrancy" of your overall culture is comprised of *5 Cultures* (see below). This Report identifies the "strength and vibrancy" of your overall culture based on the "strength and vibrancy" of your *5 Cultures.*

Why is Culture Important?

Your organization's *current and future operating success* is tied to the "health and vibrancy" and overall "maturity" of your culture. Regardless of your unique transformation challenge (e.g., the need to be more innovative, collaborative, global, more responsive, more efficient, execute better, become more customer-focused, or even integrate or merge with another organization, etc.), your culture and how strong and vibrant it is, will determine if you succeed or fail.

Definitions

Capability Culture "Can Do"

To what extent does your organization develop the inner-core (i.e., values, character, thoughts, beliefs, emotional make-up) and outer core competencies and skills of employees and leaders at all levels? Is there a passion and diligence displayed on the part of the senior leadership team to equip leaders and individual contributors with the skills required for individual and organizational effectiveness now and into the future: skills that increase people's learning agility, change/transformation agility, and people agility? To what extent is your organization creating a culture of "can do", in which people truly believe they have the skills and capabilities required to be successful and help the organization be successful?

Commitment Culture "Will Do"

To what extent is your organization's vision, mission and purpose one that excites and motivates leaders and employees? To what extent is authority and responsibility delegated to those who have the most up-to-date information and best information to make the best decision? To what extent do people truly believe that they can impact the business in a positive way and add value to customers and society? Are people motivated, passionate and inspired to do great things for the organization? To what extent is there a reasonable risk-taking culture in place in which people believe they can take risks and failure is seen as an opportunity to grow and become better?

Alignment Culture "Must Do"

To what extent is there a clear vision and strategy for the organization? To what extent do different parts of the organization and different levels share the same vision for the organization? To what extent is cooperation and consensus possible when different parts of the organization and different levels work together? To what extent are leaders visionary and possess a long-term view? To what extent has the vision, mission and strategy been translated into a structure with key roles identified so that everyone knows their role and the link between their contributions and the contributions of the whole? To what extent are people so "connected and aligned" with the vision, they feel they "must" execute at a high level?

Individual Performance Culture

To what extent is there a culture of individual excellence and execution? To what extent are leaders and employees truly "role models"? To what extent does everyone "walk the talk"? Does everyone operate with strong character and values? Are they effective leaders in how they go about their work? Are employees effective in how they go about their work? Are leaders and individual contributors open to receiving feedback from others—including customers? Are leaders and individual contributors actually listening to feedback and making needed adjustments?

Team Performance Culture

To what extent is there a team and collaborative approach to getting things done in our organization? To what extent is there real involvement by everyone in helping shape the organization's vision, mission, purpose, strategy, structure, roles and key responsibilities associated with those roles? To what extent do we have a cooperative, non-siloed approach to getting work done? To what extent is there a passion and inclination when conflicts and disagreements occur, to work hard to achieve win/win solutions?

Report Contents

A Summary Results for the 5 Cultures and Overall

This section averages all item ratings within each *Culture Dimension* and *Overall* by *Tenure* and *Position Type*.

B Item Results

This section displays graphical and numerical data for each of the 40 items by *Tenure* and *Position Type*.

C Highest and Lowest Rated Items

This section displays overall results for the 5 highest rated items and 5 lowest rated items.

Report Interpretive Guidelines

4.0 to 5.0: *Culture is "Strong" and "Vibrant"; Score Average Compares Favorably with Companies scoring in Top 25th Quartile on Dimension/Item*

3.0 to 3.99: *Culture is "moderately strong" but improvement is needed; Score Average Compares with Companies Scoring in 2nd Quartile on Dimension/Item*

2.0 to 2.99: *Culture has some strengths but mostly weaknesses; Score Average Compares with Companies Scoring in 3rd Quartile on Dimension/Item*

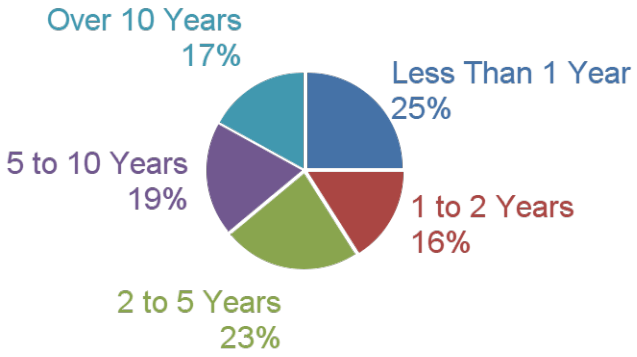
0 to 1.99:*Culture is mostly weak and numerous areas need improvement; Score Average Compares with Companies in 4th Quartile on Dimension/Item*

Total Response

The numbers below represent the number of completed surveys submitted by each demographic by the deadline. Please note that these numbers do not necessarily reflect the number of responses received on each item as some individuals may not have given feedback on every item. These figures only represent completed, submitted assessments.

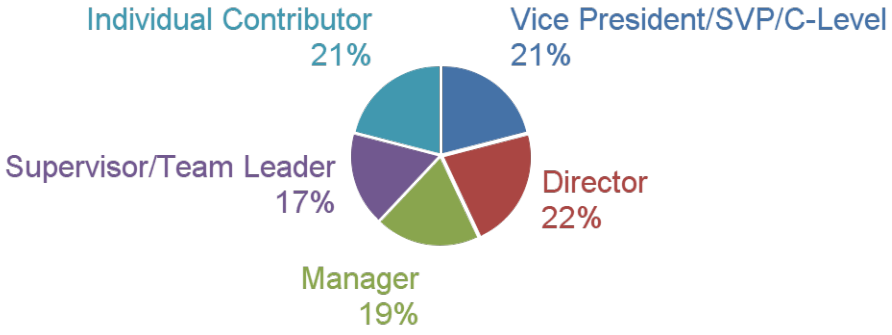
Tenure

Less Than 1 Year	20
1 to 2 Years	13
2 to 5 Years	19
5 to 10 Years	15
Over 10 Years	14
Total	81



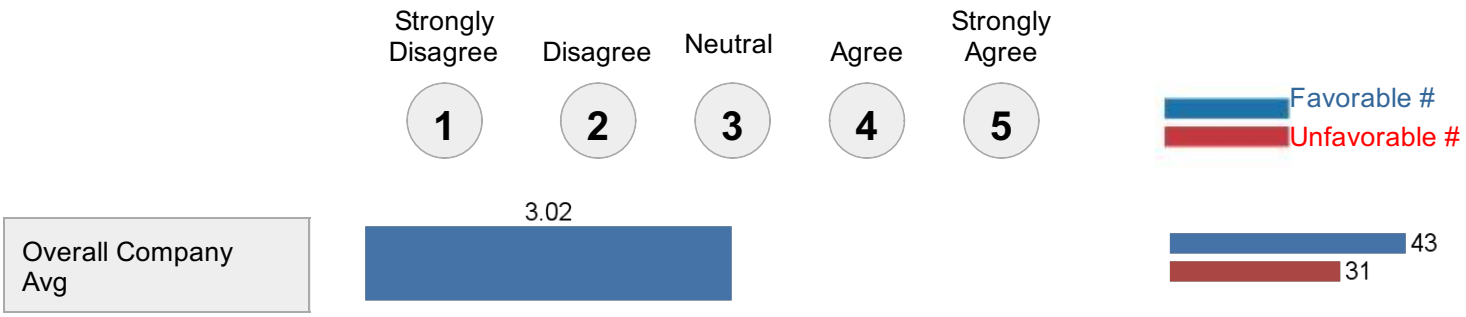
Position Type

Vice President/SVP/C-Level	17
Director	18
Manager	15
Supervisor/Team Leader	14
Individual Contributor	17
Total	81

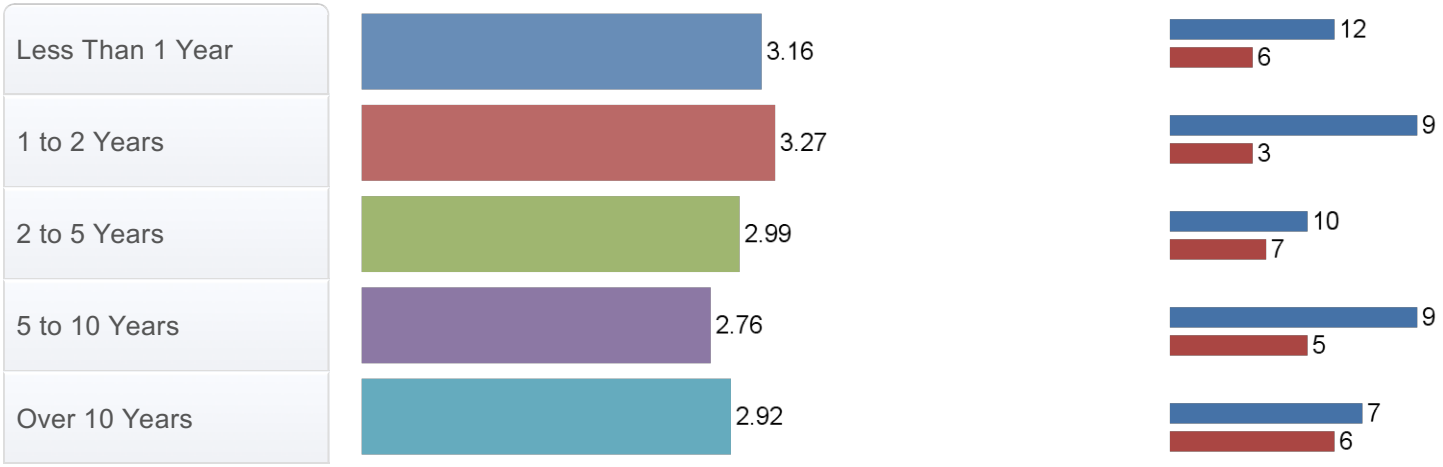


To preserve anonymity, our processing program will not display responses from demographics with fewer than three submitted surveys. If fewer than three surveys have been received from a demographic, their ratings will be combined with those of another demographic. Your report will indicate which groups have been combined.

Dimension Summary



Capability "Can Do" Culture



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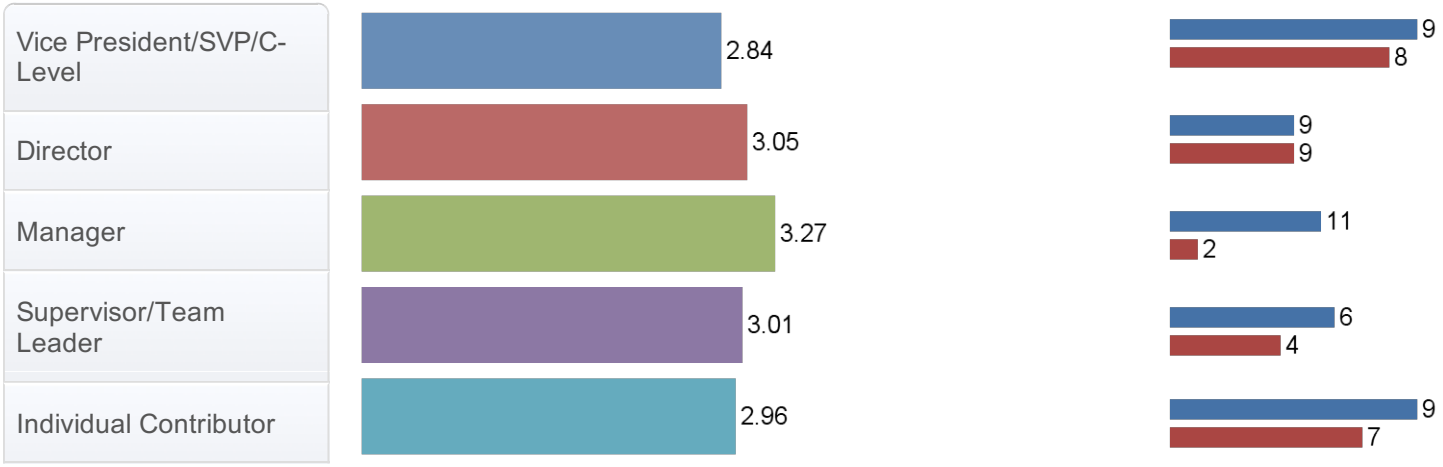
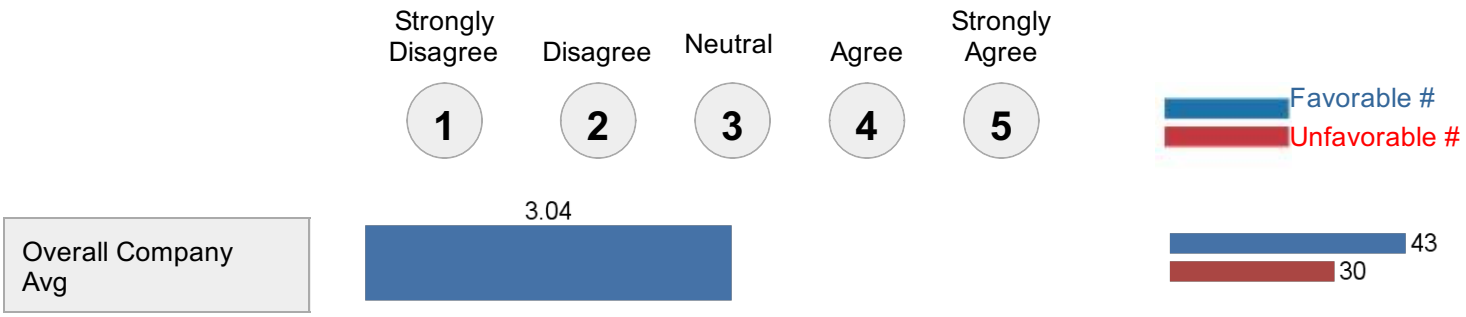
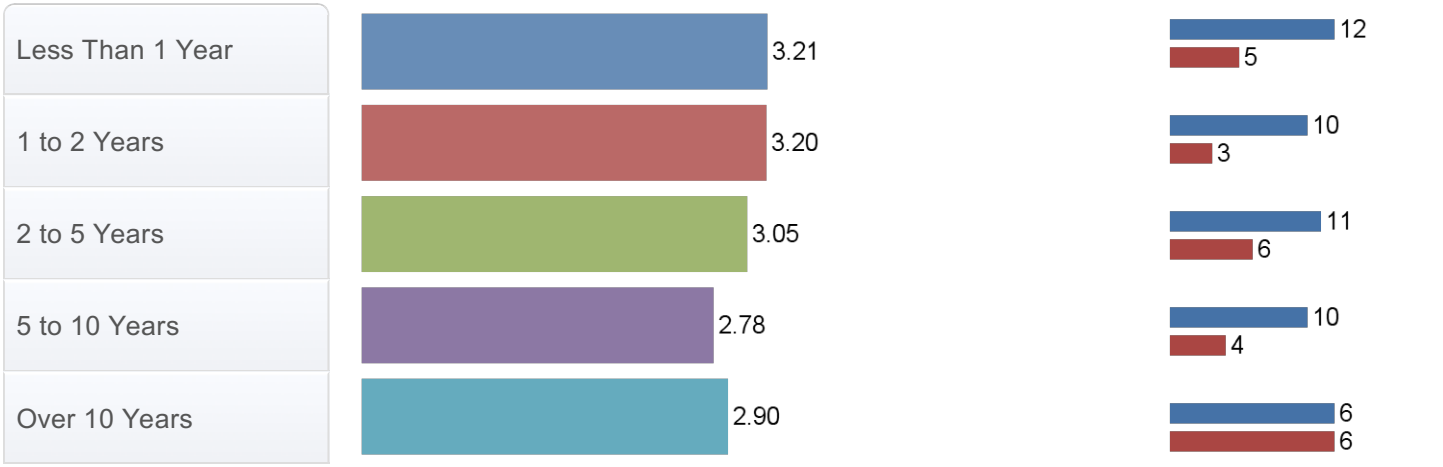


A: Summary Results for the 5 Cultures and Overall

Dimension Summary



Commitment "Will Do" Culture



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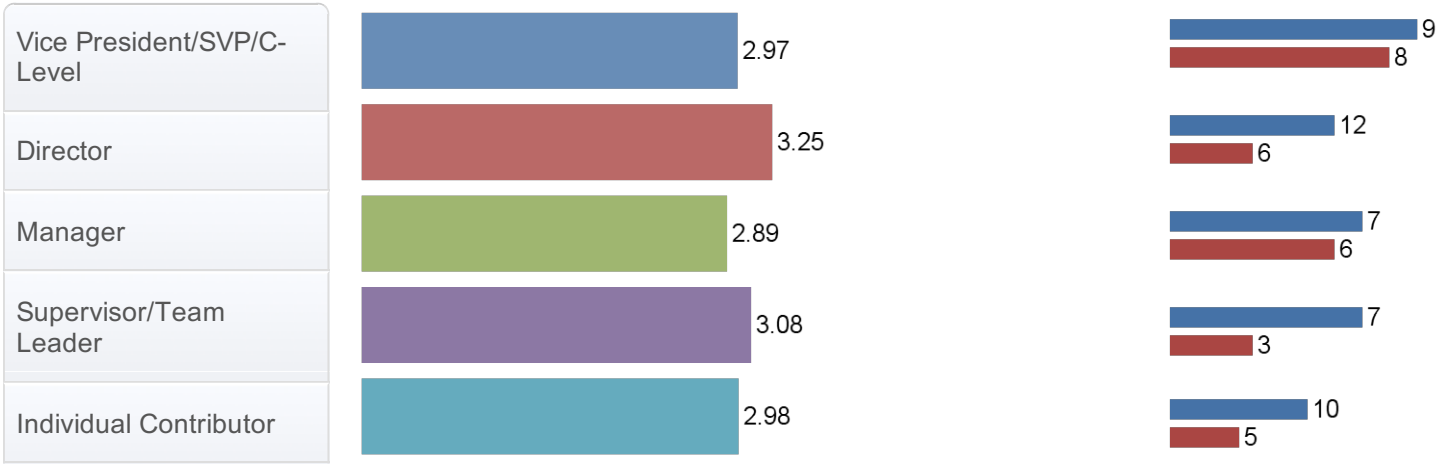

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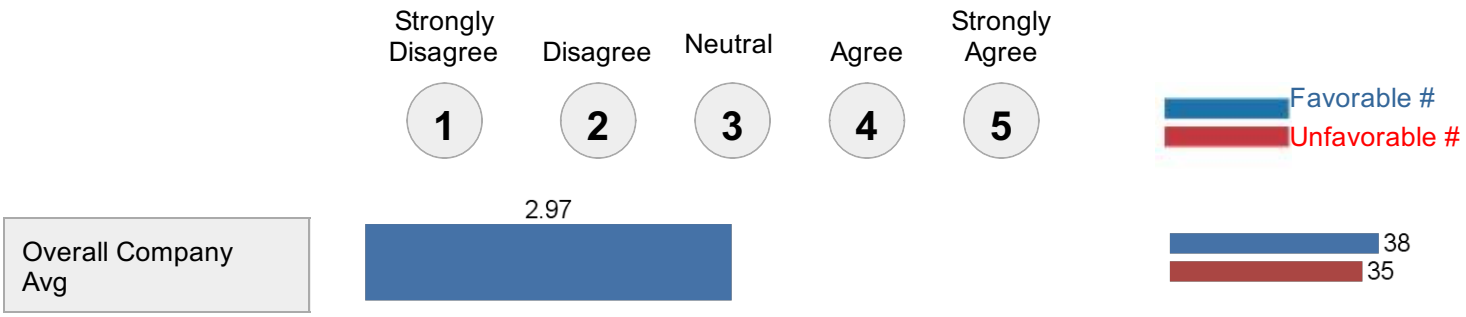
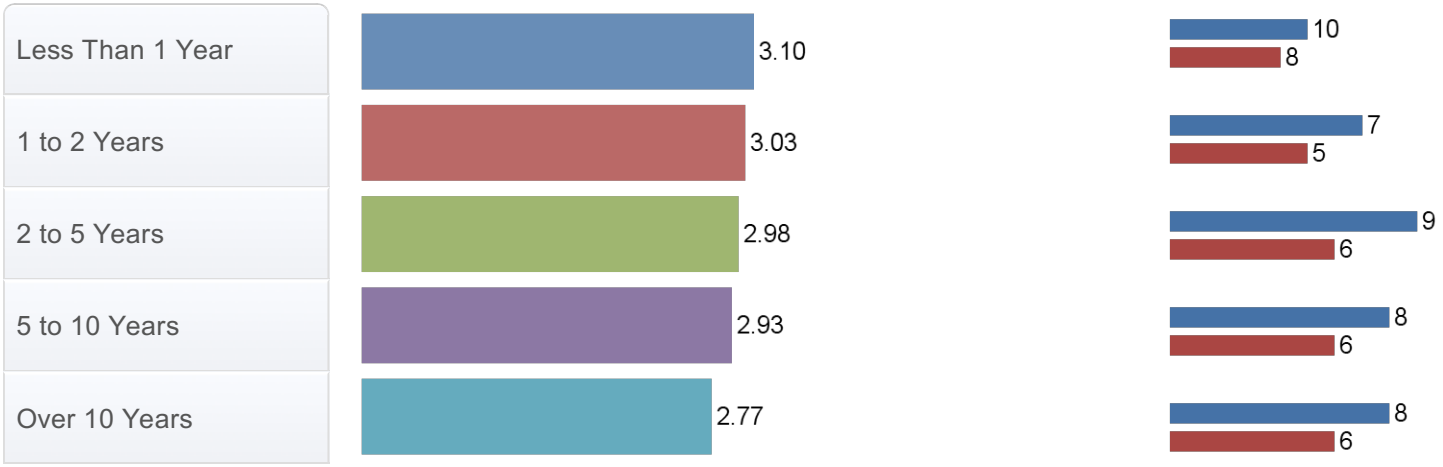


Alignment "Must Do" Culture



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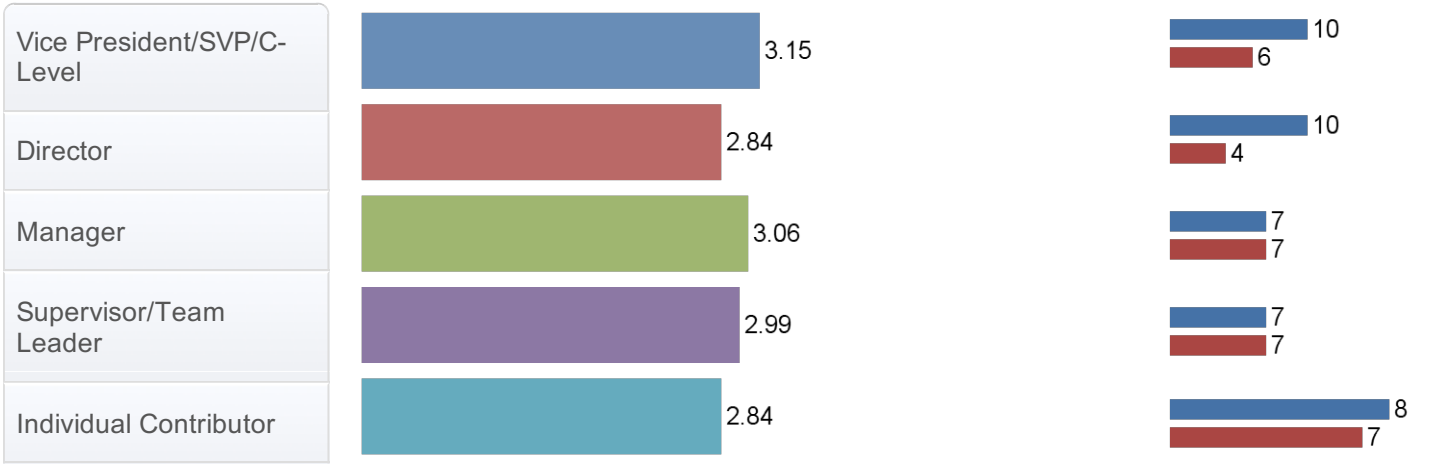

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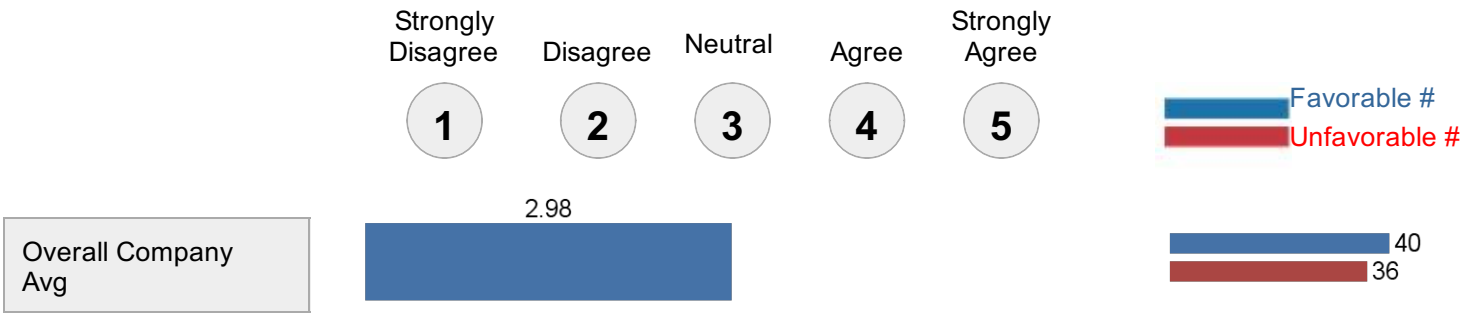
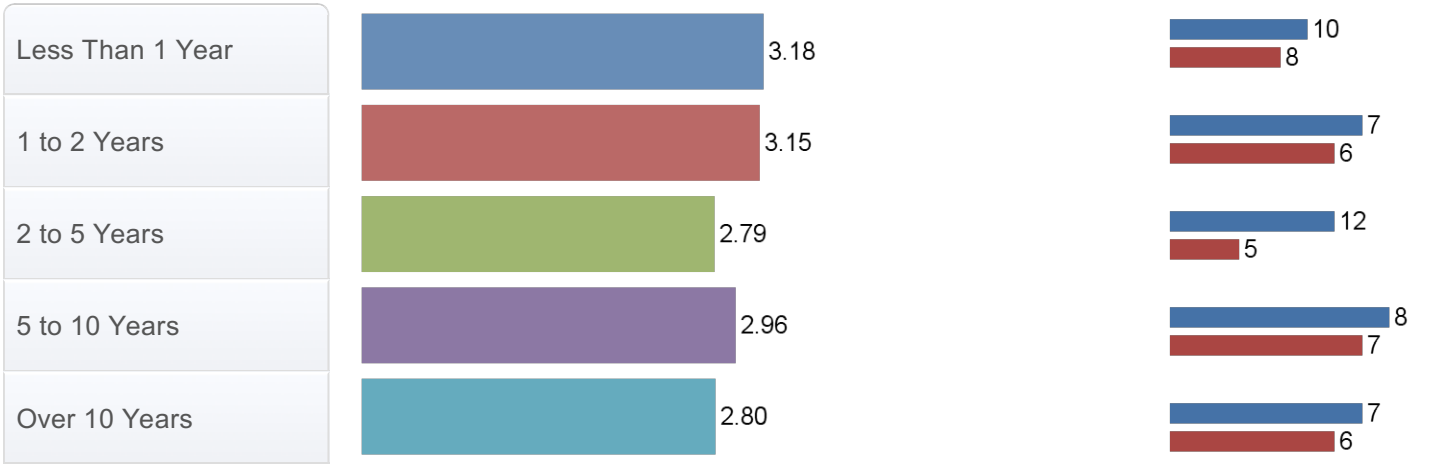
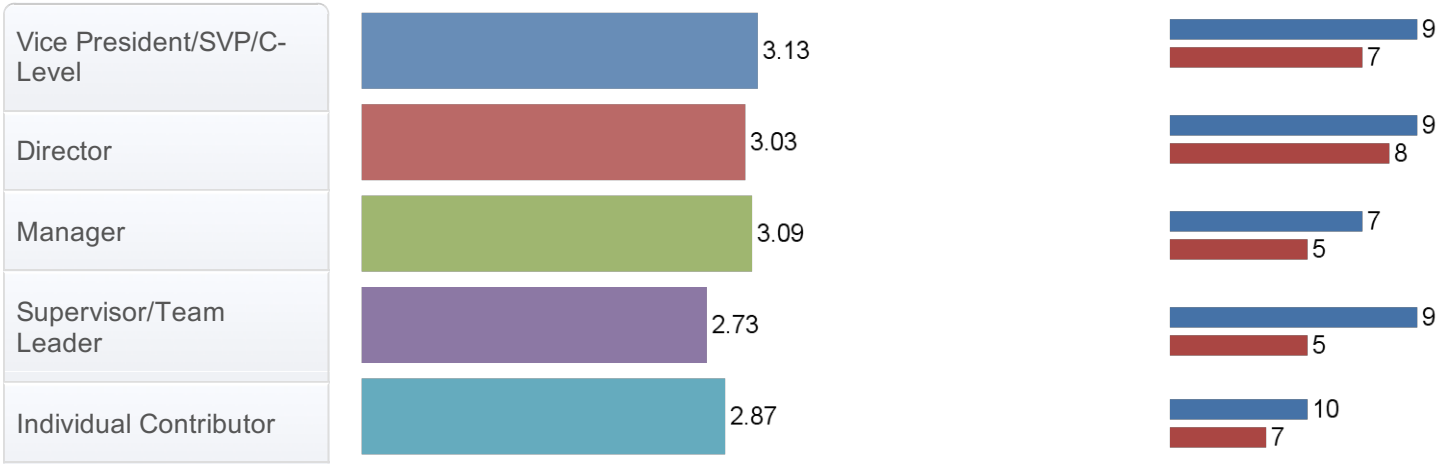


Individual Performance Culture



Individual Performance Culture



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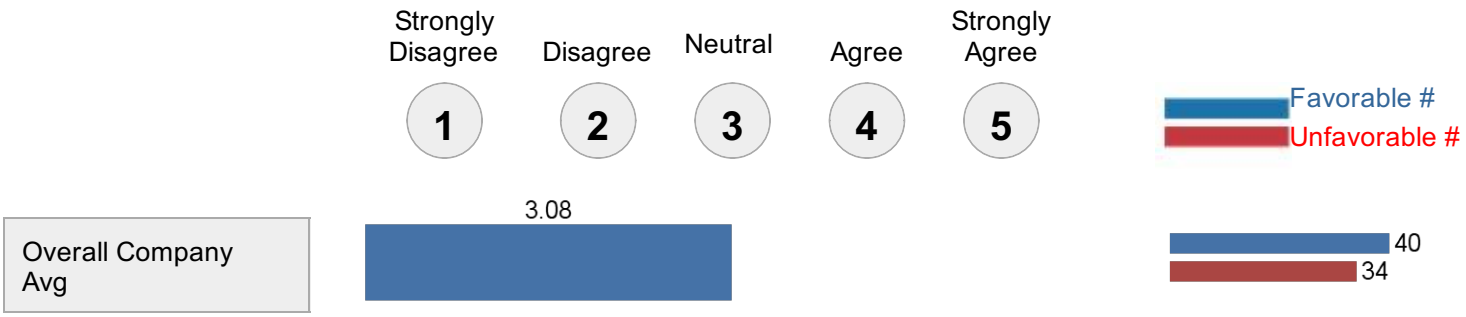
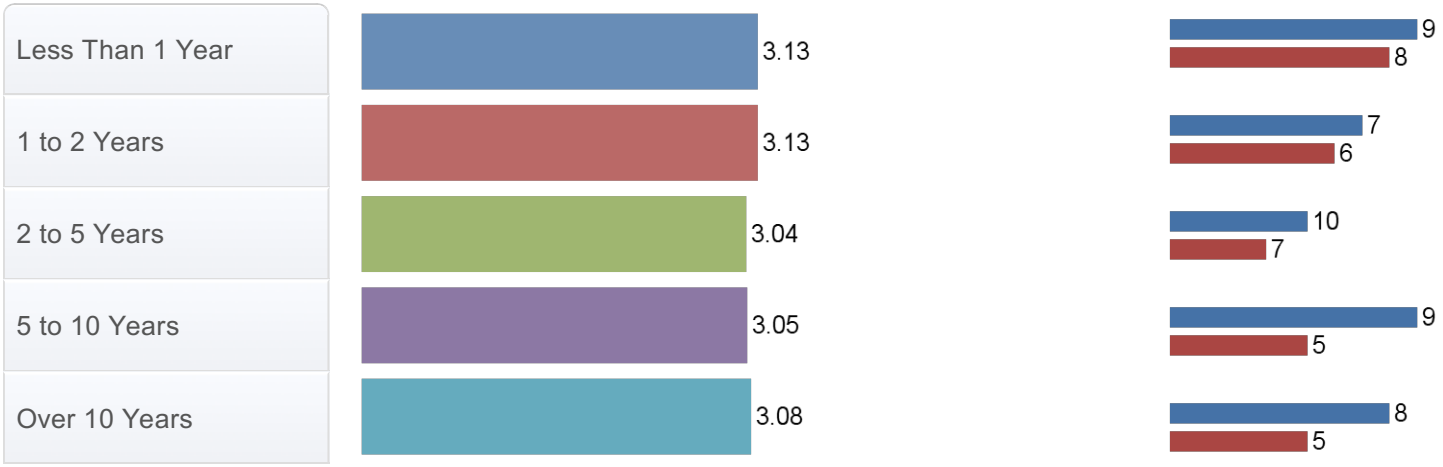
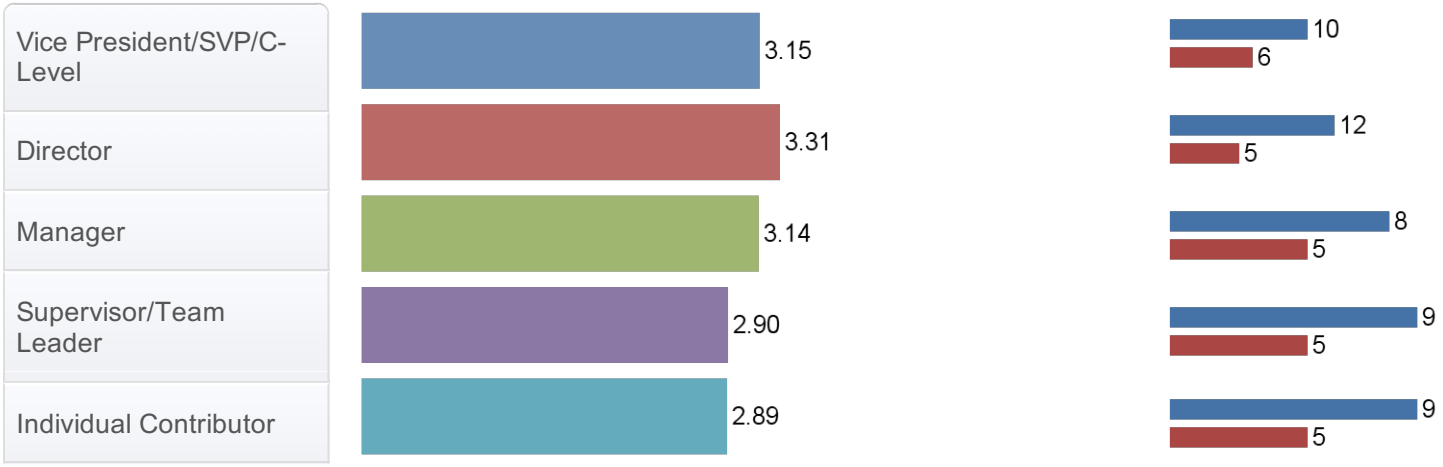


Team Performance Culture



Team Performance Culture



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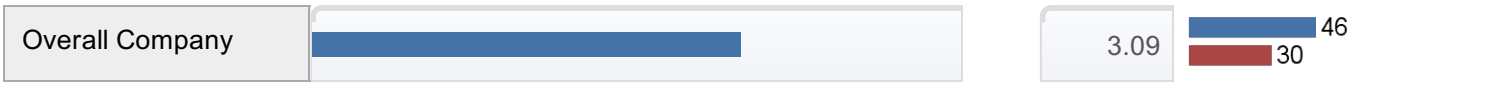
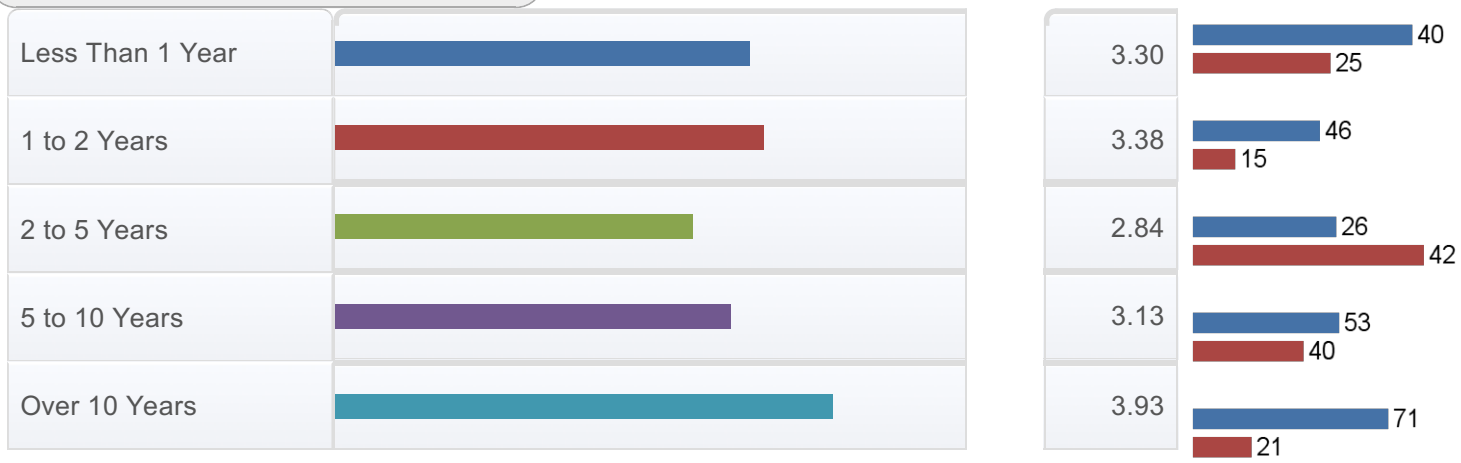
Capability "Can Do" Culture

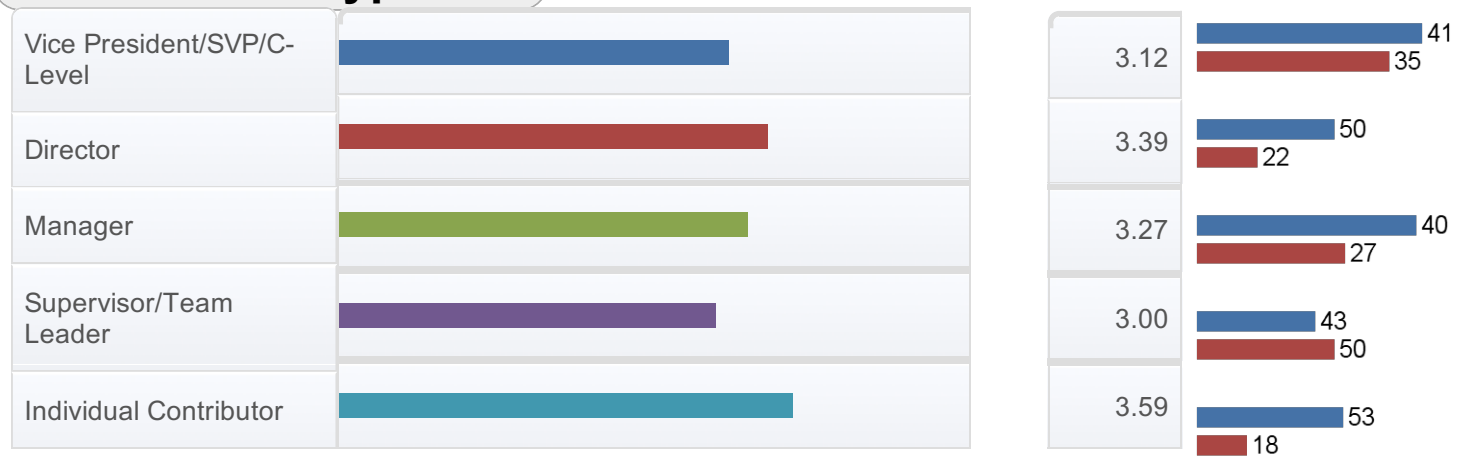


Leadership bench strength is strong and getting better

Tenure

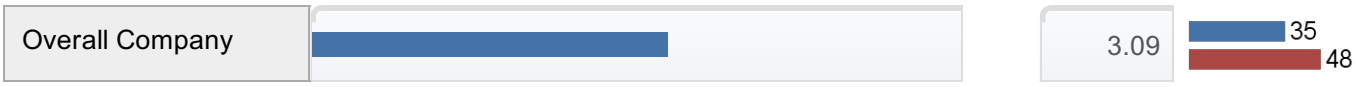


Position Type



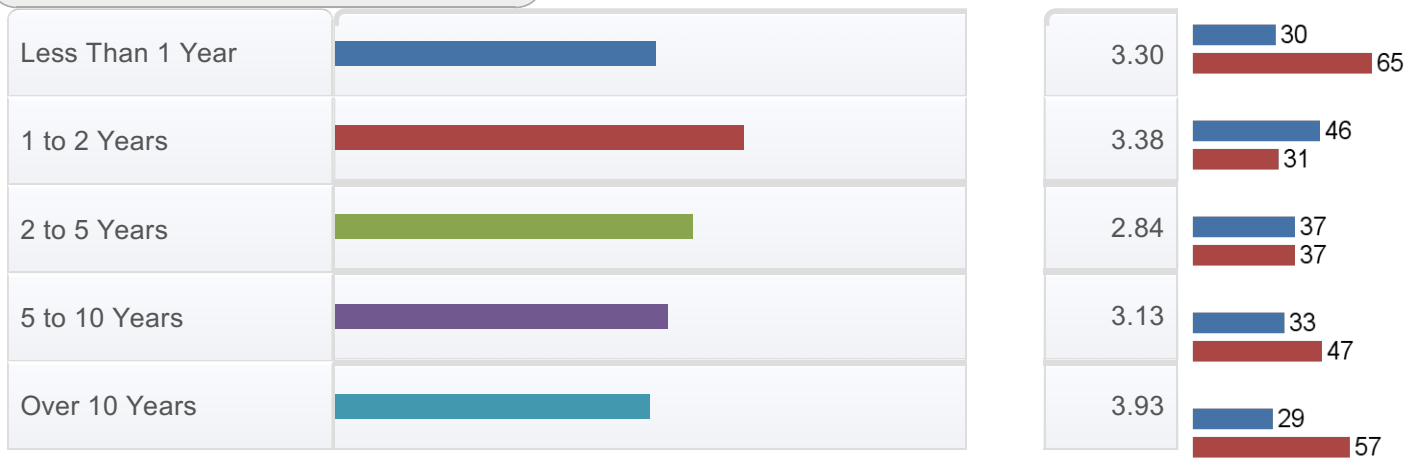
B: Item Results

Capability "Can Do" Culture



Our people are "learning agile" (i.e., hungry to learn)

Tenure



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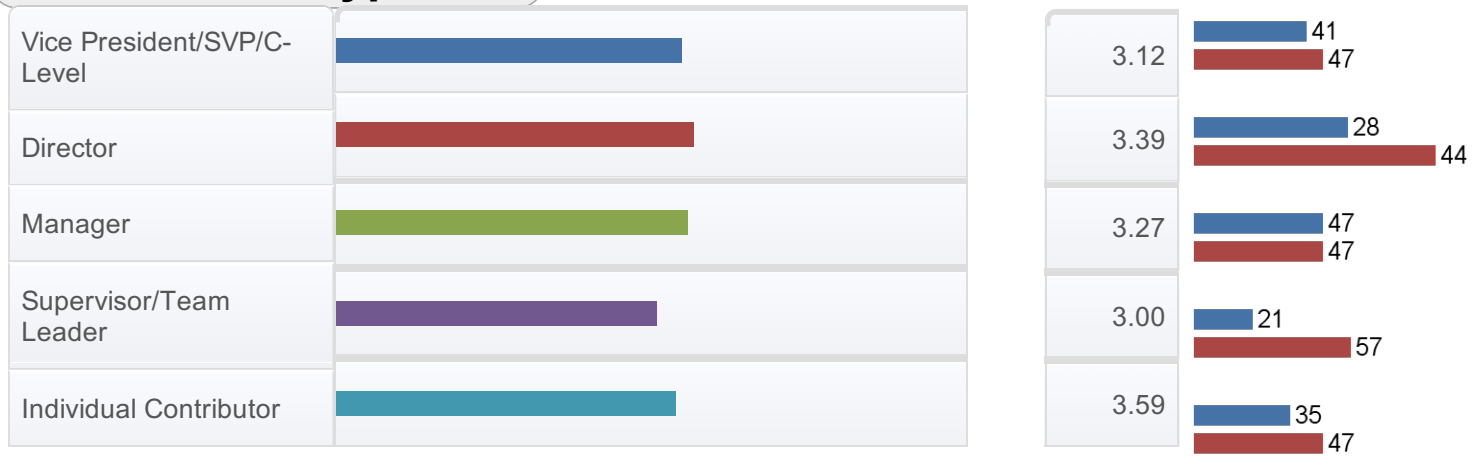
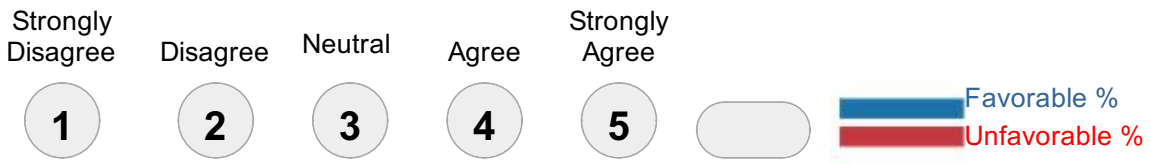
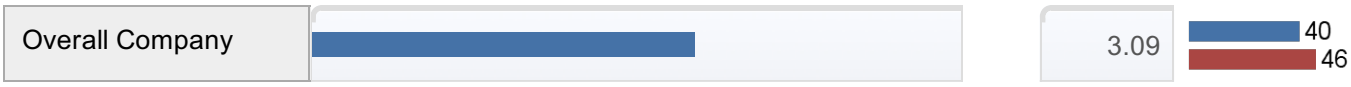


B: Item Results

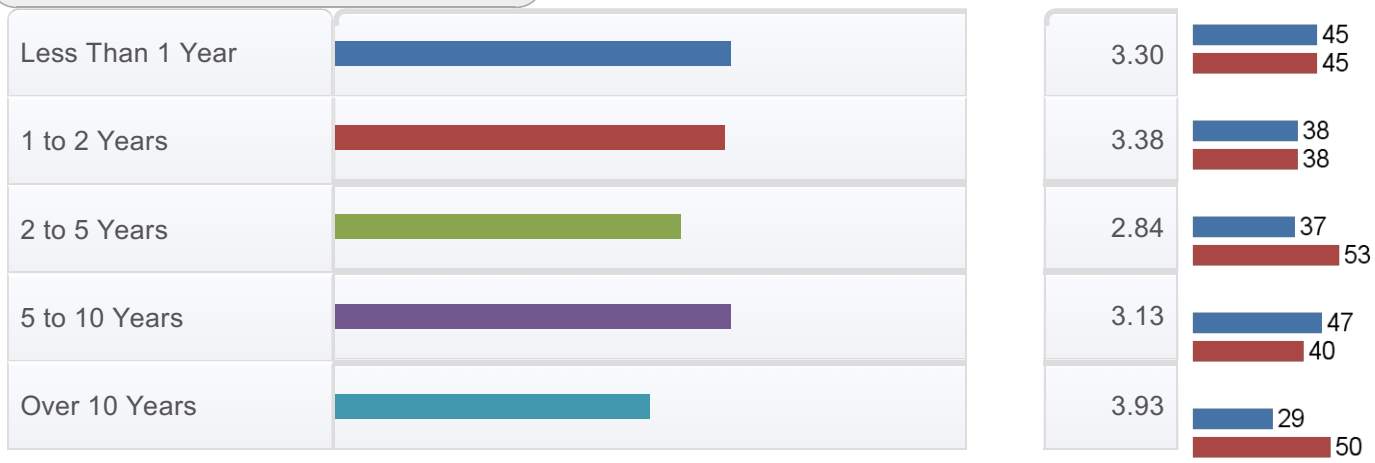
Commitment "Will Do" Culture





Decisions are made at the level where the best and most accurate information exists

Tenure



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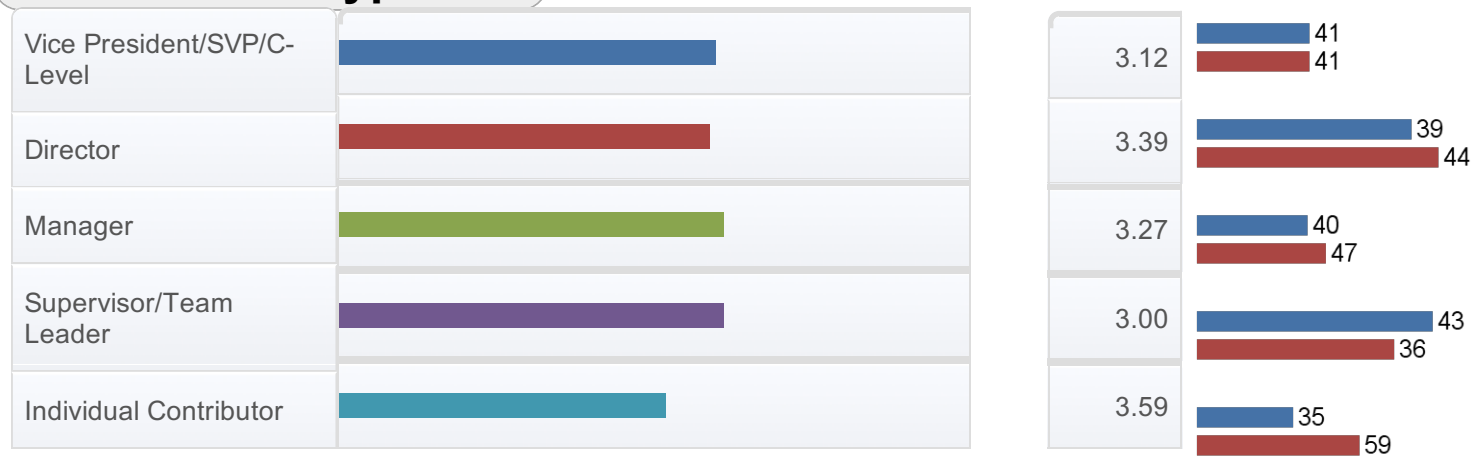
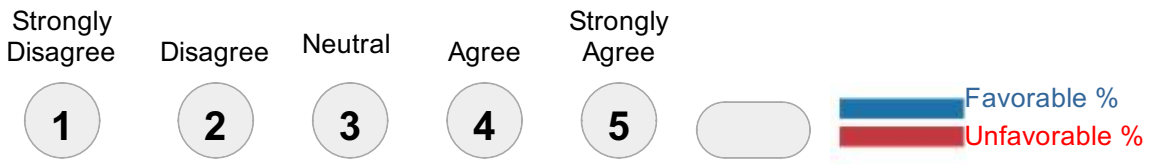
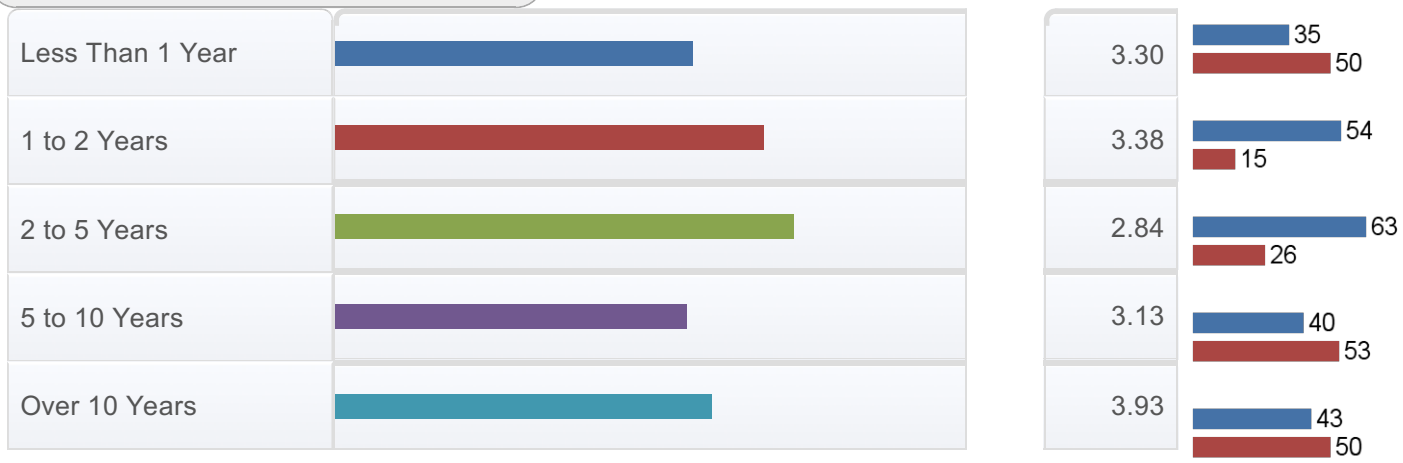


Commitment "Will Do" Culture

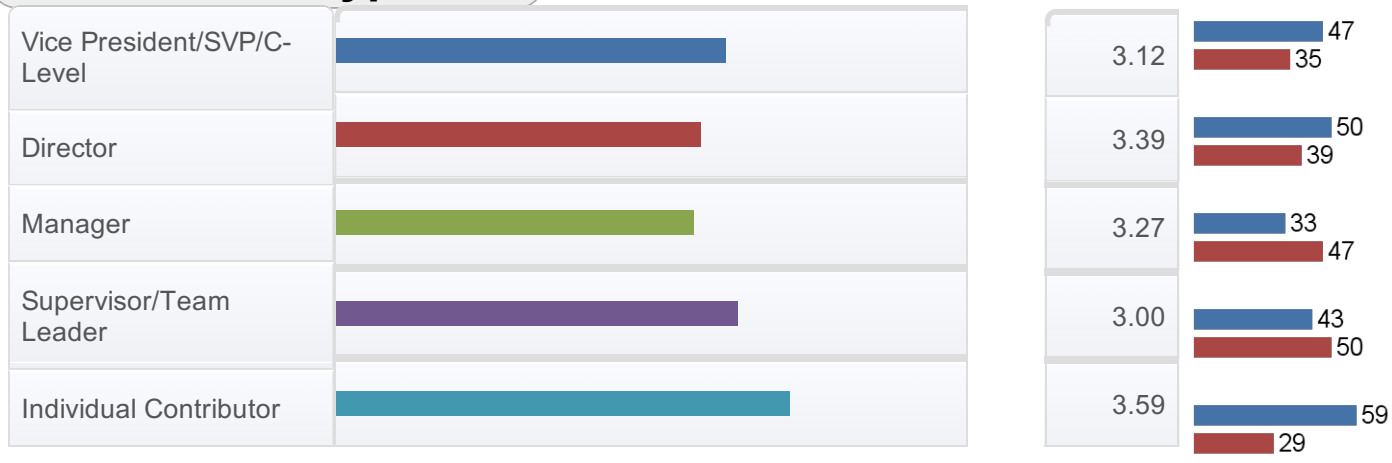


Authority is delegated so that people can act independently

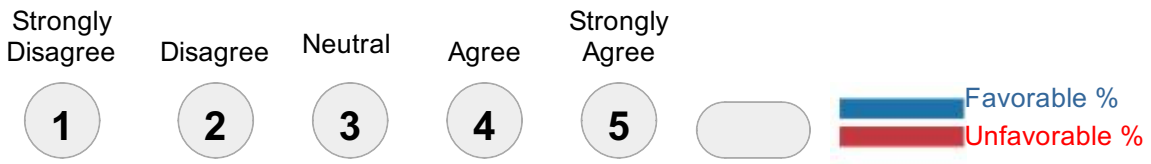
Tenure

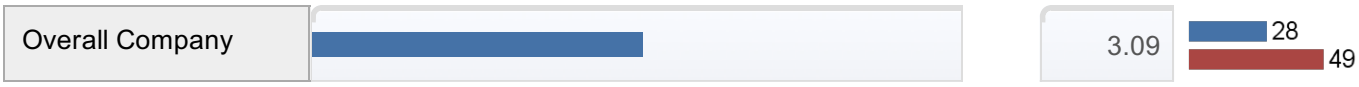


Position Type



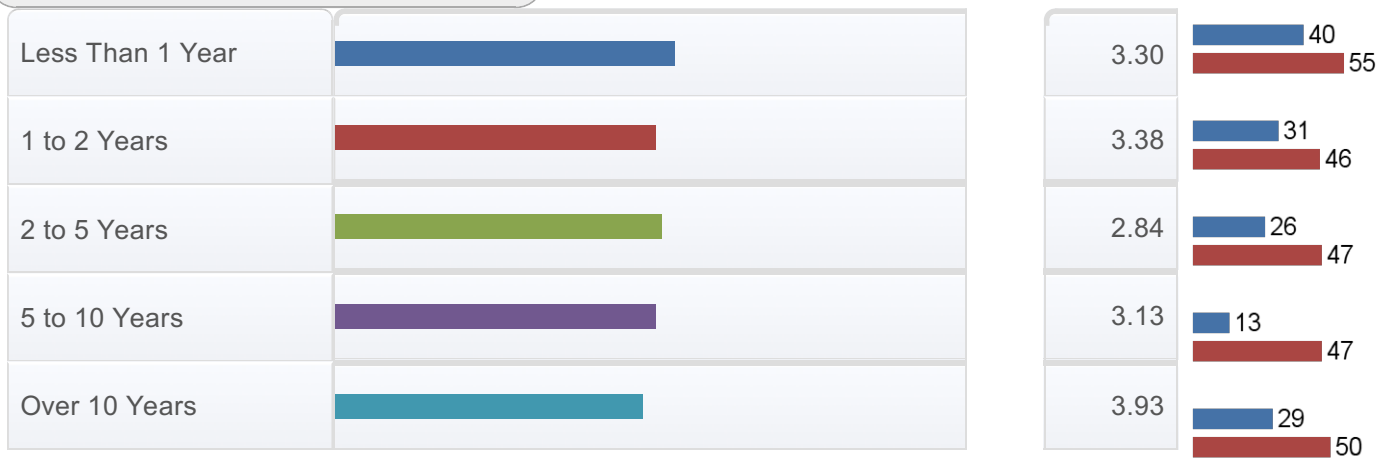
Alignment "Must Do" Culture





People's work is organized so they understand how their job links to the vision and mission of the organization

Tenure



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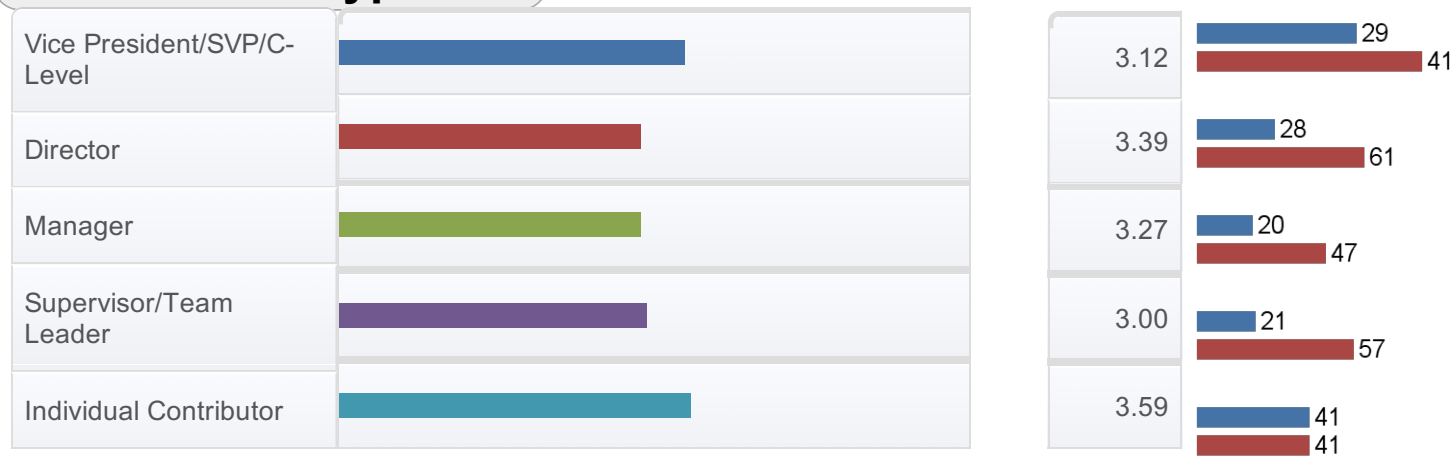
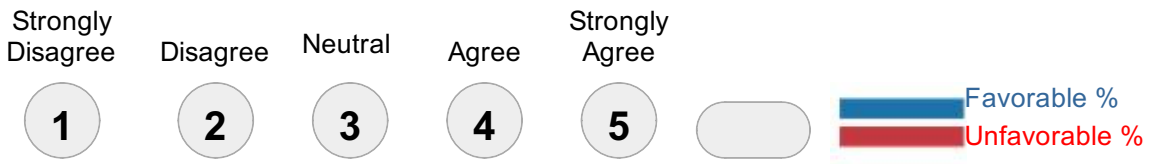


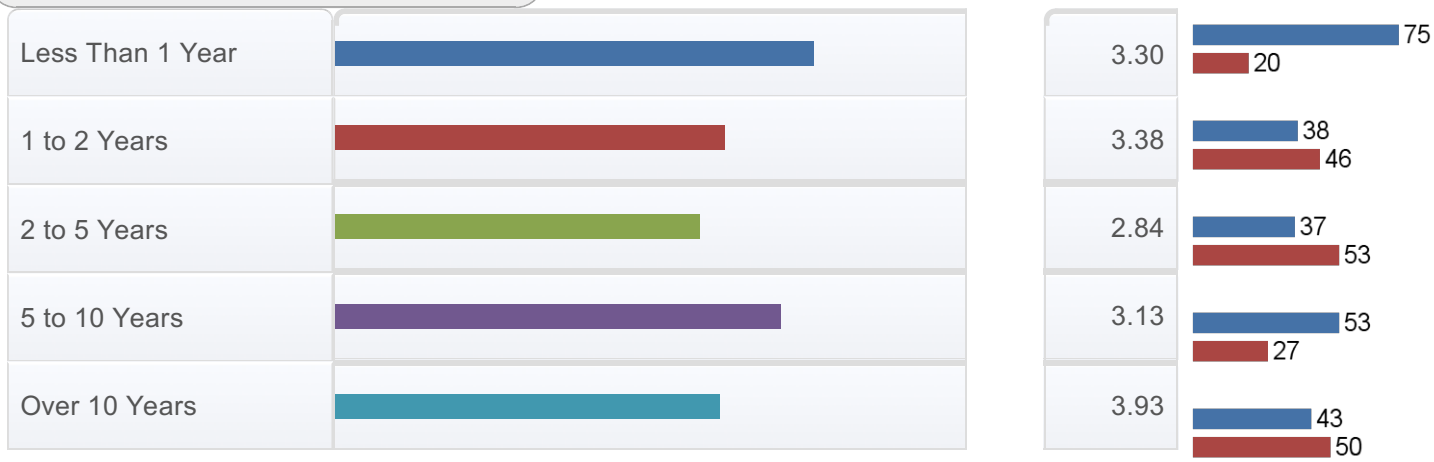
B: Item Results

Alignment "Must Do" Culture



Leaders are visionary (i.e., they possess more of long-term view)

Tenure



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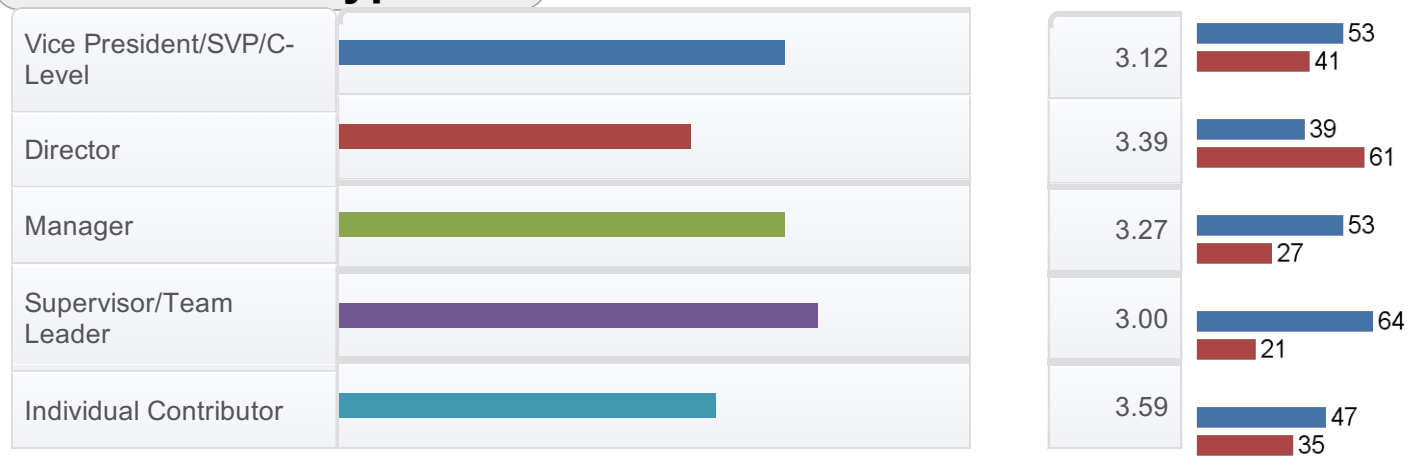
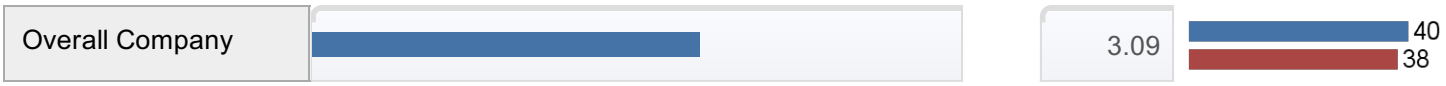
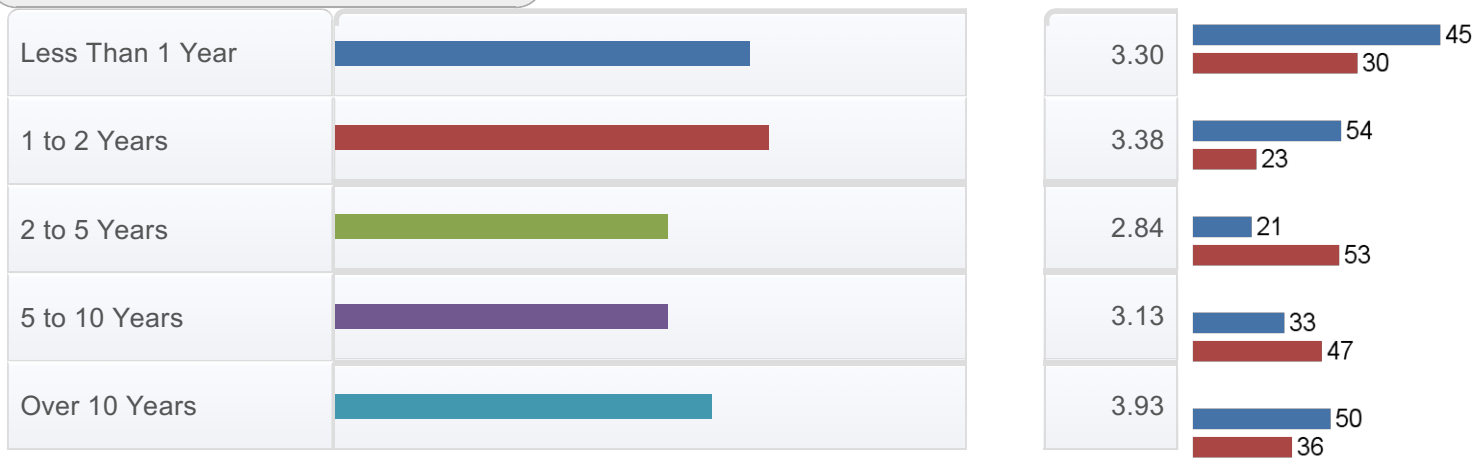


Individual Performance Culture



Leaders and managers are "role models"

Tenure



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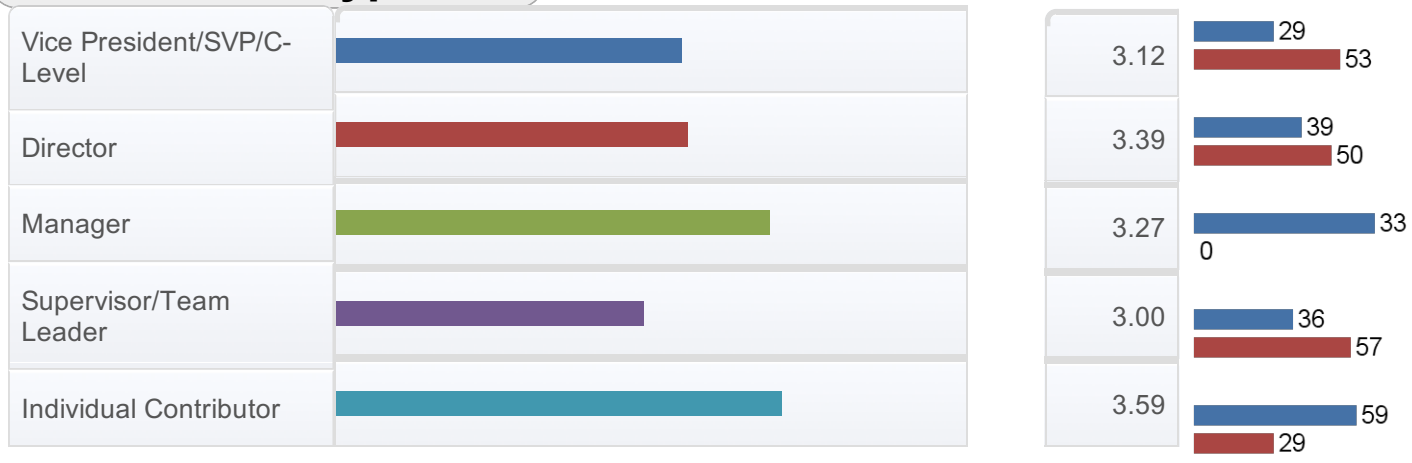
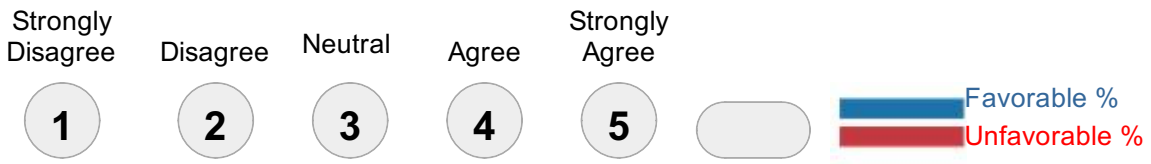
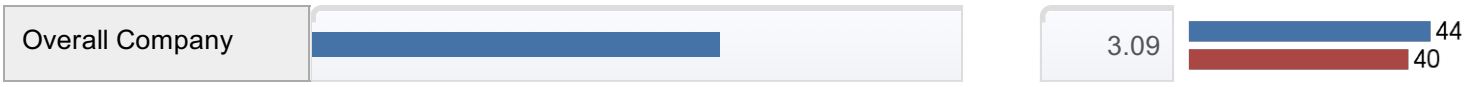


B: Item Results

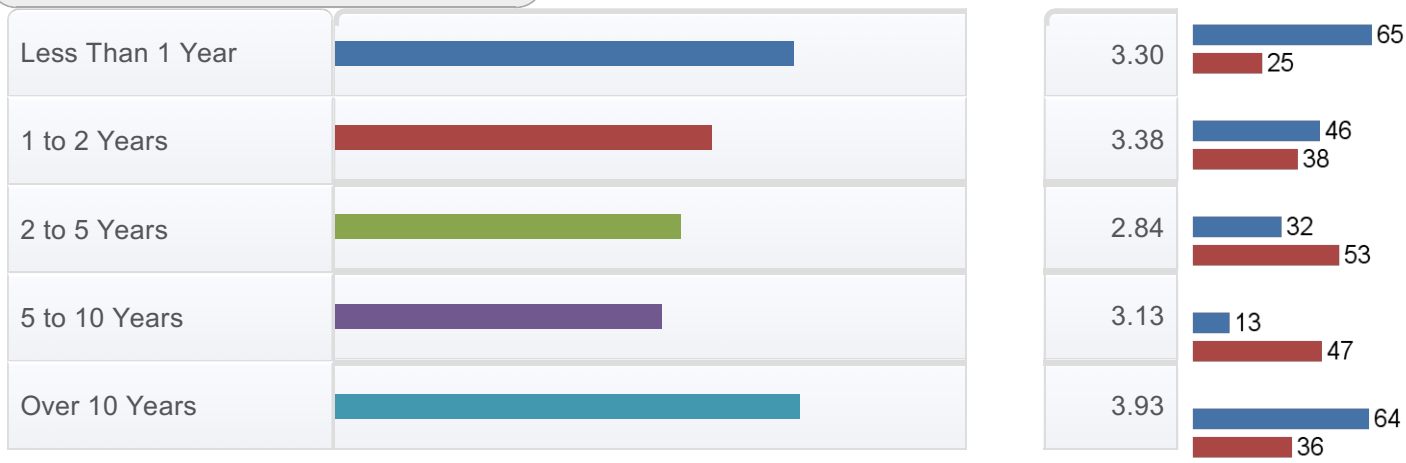
Individual Performance Culture





Customer input directly influences our decisions

Tenure



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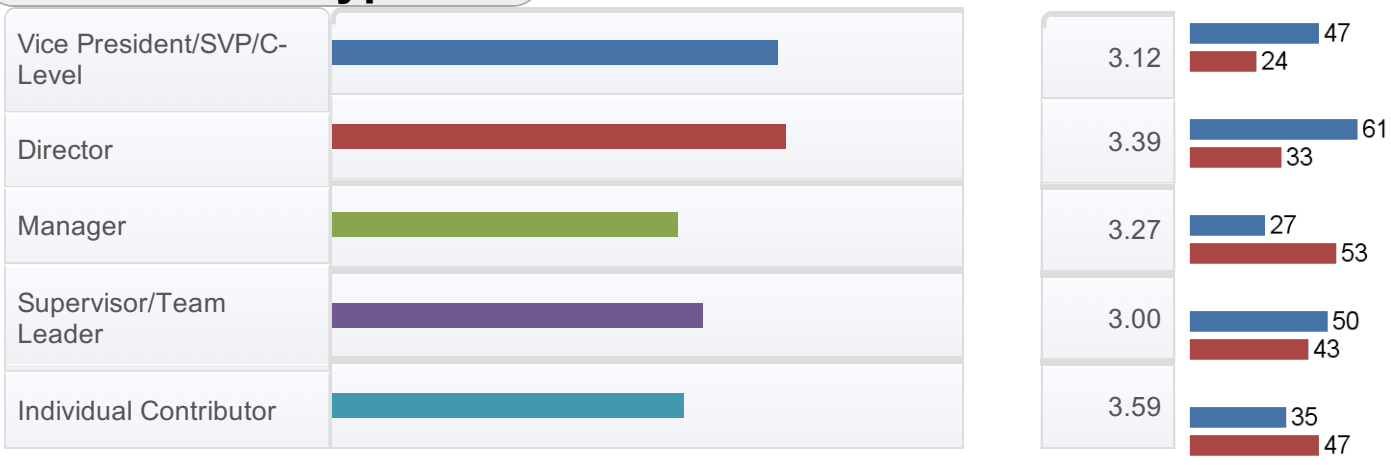
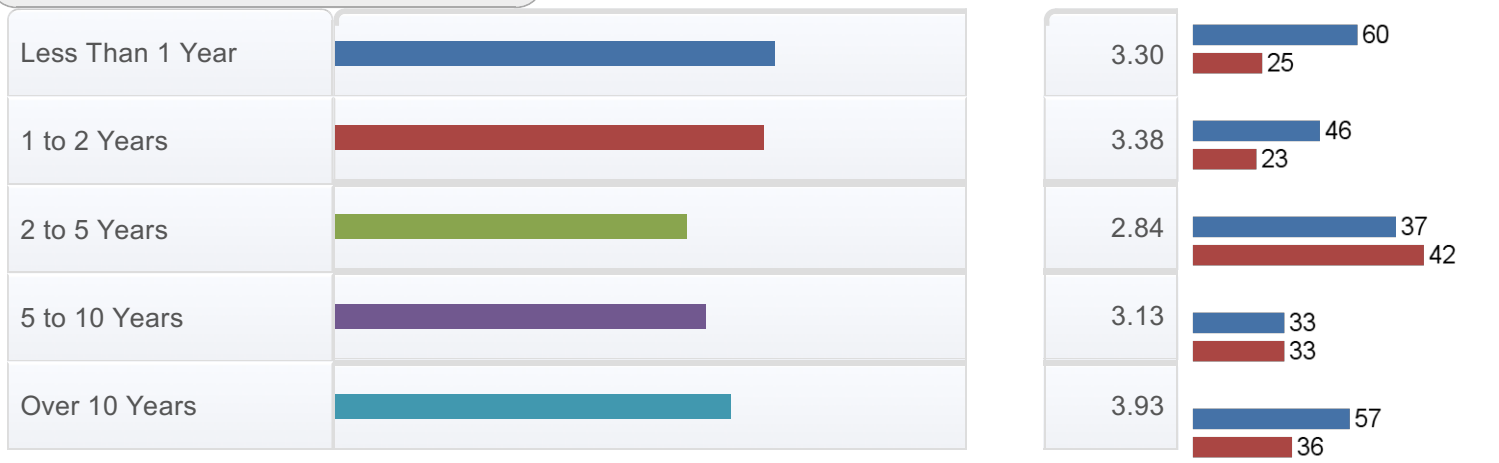


B: Item Results

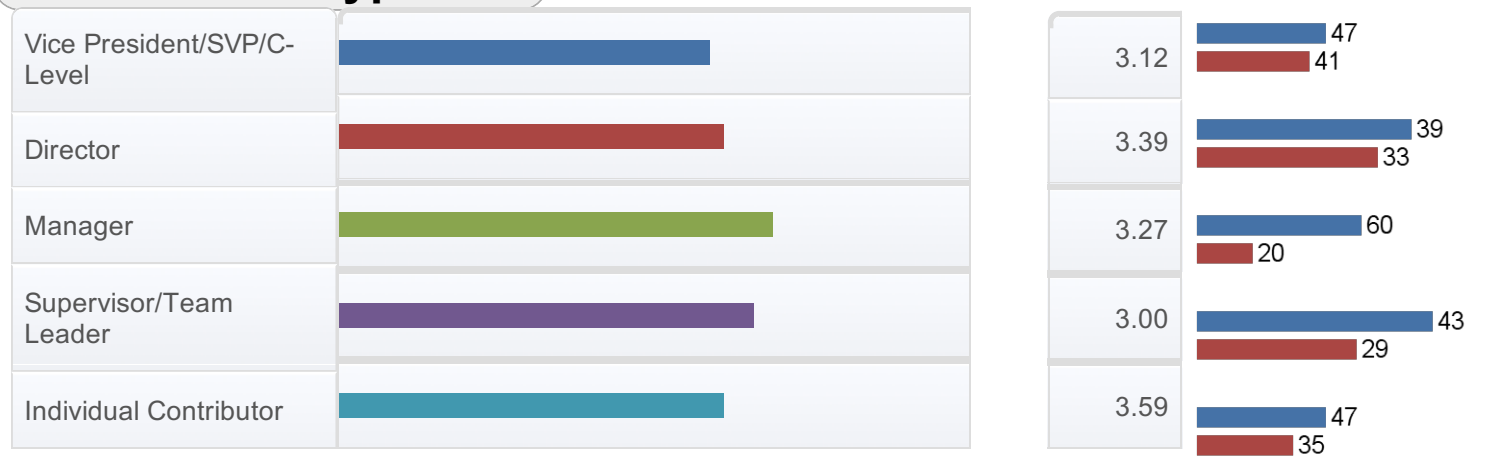
Team Performance Culture

Everyone in the organization is involved in helping decide the vision, strategy, structure, roles and values that will drive and "guide" us

Tenure



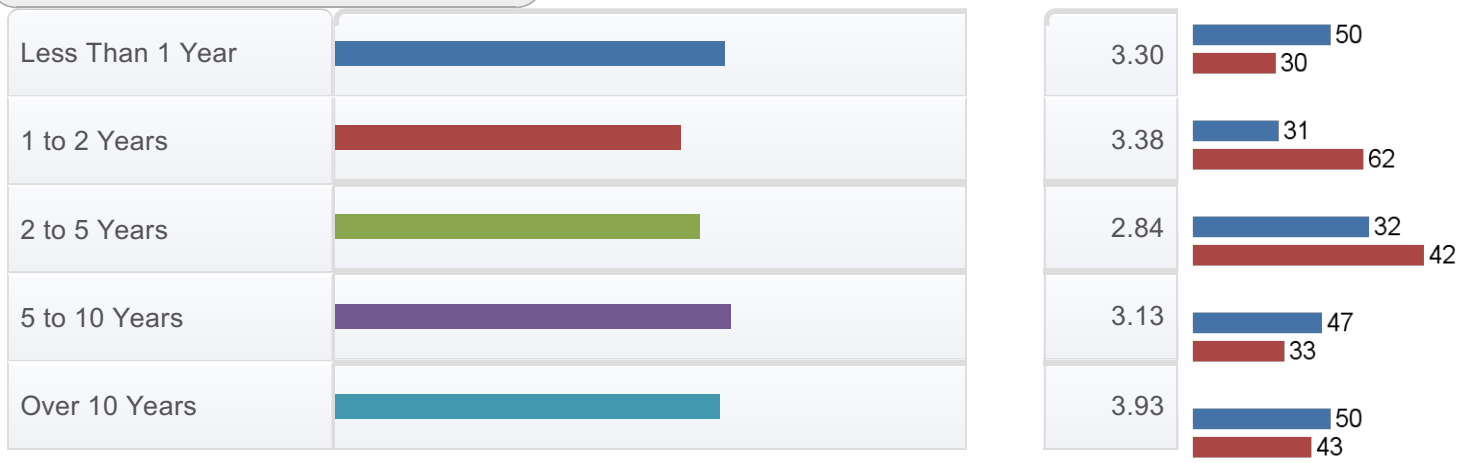
Position Type



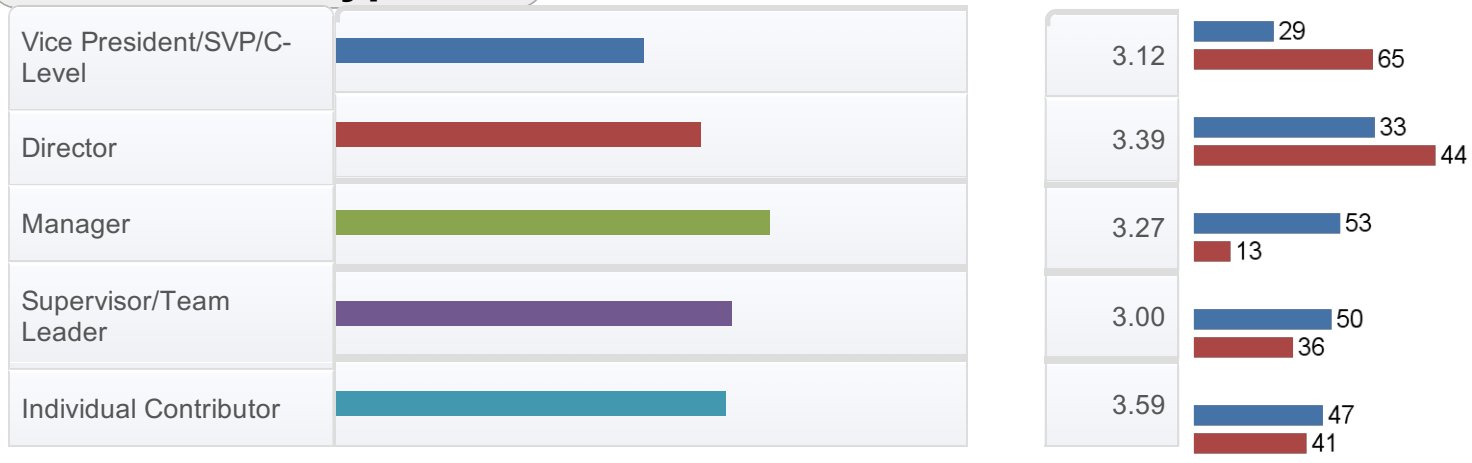
Team Performance Culture

Teams are our "building blocks"

Tenure



Position Type



Highest & Lowest Items: Overall Company

Highest Scores			
Rank	**Scoring Category**	**Item**	**Average**
1	Alignment "Must Do" Culture	Leaders are visionary (i.e, they possess more of a long-term view).	3.30
2	Team Performance Culture	Different parts of our organization often "team" to create positive change	3.30
3	Capability "Can Do" Culture	Leadership bench strength is strong and getting better	3.28

Lowest Scores			
Rank	**Scoring Category**	**Item**	**Average**
1	Alignment "Must Do" Culture	People's work is organized so they understand how their job links to the vision and mission of the organization	2.57
2	Capability "Can Do" Culture	Our people are "learning agile" (i.e., hungry to learn)	2.74
3	Alignment "Must Do" Culture	It is generally easy for people to reach consensus even on difficult issues	2.79

Highest & Lowest Items: Less than 1 year

Highest Scores			
Rank	**Scoring Category**	**Item**	**Average**
1	Alignment "Must Do" Culture	Leaders are visionary (i.e, they possess more of a long-term view).	3.80
2	Capability "Can Do" Culture	Our competitive advantage as an organization comes directly from the continuous investment we make in people development	3.65
3	Individual Performance Culture	Customer input directly infuences our decisions	3.65

Lowest Scores			
Rank	**Scoring Category**	**Item**	**Average**
1	Alignment "Must Do" Culture	It is generally easy for people to reach consensus even on difficult issues	2.45
2	Individual Performance Culture	All employees possess a deep understanding of customer wants and desires	2.50
3	Capability "Can Do" Culture	Our people are "learning agile" (i.e., hungry to learn)	2.55

Highest & Lowest Items: VP/SVP/C-Level

Highest Scores			
Rank	**Scoring Category**	**Item**	**Average**
1	Team Performance Culture	Different parts of our organization often "team" to create positive change	3.76
2	Team Performance Culture	Cooperation across different parts of our organization is encouraged	3.71
3	Individual Performance Culture	Customer input directly infuences our decisions	3.53

Lowest Scores			
Rank	**Scoring Category**	**Item**	**Average**
1	Team Performance Culture	Work is done thanks to the high-functioning team approach we use as opposed to a "top-down" approach	2.35
2	Capability "Can Do" Culture	We invest in building the competencies and skills of our leaders and individual contributors	2.47
3	Capability "Can Do" Culture	Our competitive advantage as an organization comes directly from the continuous investment we make in people development	2.47

Highest & Lowest Items: Director

Highest Scores			
Rank	**Scoring Category**	**Item**	**Average**
1	Team Performance Culture	People work as part of a team	3.78
2	Commitment "Will Do" Culture	There is a widely held "belief" that failure is truly an opportunity for learning and growth	3.61
3	Team Performance Culture	Cooperation across different parts of our organization is encouraged	3.61

Lowest Scores			
Rank	**Scoring Category**	**Item**	**Average**
1	Individual Performance Culture	All employees possess a deep understanding of customer wants and desires	2.39
2	Alignment "Must Do" Culture	People's work is organized so they understand how their job links to the vision and mission of the organization	2.39
3	Alignment "Must Do" Culture	Leaders set goals that stretch individuals and teams but are fair	2.61