



**Organizational Opinion Survey
Enterprise Pulse
Split by Gender**

Total Number of respondents: 21

Monday, 29 October 2001



Introduction

This summary report presents the organisation's aggregated results of the profiles-r-com occupational health and safety opinion Survey. Your organisation's results are presented graphically in a number of ways, which reveal whether the responses were net positive or net negative on an overall basis. The scores are normed, which means that organisational opinions are compared to other organisations that have taken the survey.

This summary report also details the aggregated feedback results for each of the ten categories measured in the profiles-r-us.com occupational health and safety opinion Survey, and each of the individual questions that comprise the survey instrument (80 in total). When looking at your organisation's results, it is important to understand that people may have opinions or views that are relatively positive and opinions and views that are relatively negative. Both provide opportunities for better organisational OHS performance by taking the data seriously and by acting firmly and quickly on the results.

This Summary Report contains the following:

- An introduction to the importance of rigorously and systematically gathering information about people's opinions, attitudes, beliefs and values and acting on the results (whatever they may be).
- Your organization's graphic profiles plus supporting statistical summary.
- A category by category report that summarises your organisation's results in ten major OHS areas (two for each of the five key success factors).
- A report that summarizes results at individual question level.
- Coaching tips to provide ideas on what you may like to consider in action planning terms for each of the five key factors involved in creating and sustaining organisational OHS success.

We hope that this report will be a powerful tool in your action-planning process. Thank you for participating in this occupational health and safety opinion survey.

The importance of gathering and acting upon Employee Opinions and Feedback

Every organization, however large or small it may be, will have a range of underlying opinions, attitudes, beliefs and values held by the members of the enterprise. These informal and often underlying or invisible views form what is generally seen to be the culture of the organization.

Some aspects of organizational culture, such as individual behavior or group behavior norms, are easily visible, or open for all to see. This might be seen in the relative formality of the organization in terms of using first or last names to address people or in the dress or attire standards that are expected etc.

Other aspects of culture are harder to spot, since they represent the hidden or private assumptions, values and core beliefs that people hold. Examples of this less visible level of culture might be seen in beliefs about how to get up to date information (from the 'normal' communication channels or the 'grapevine') or what kind of behavior it takes to get noticed (obtain a pay rise or promotion etc.).

Whether they are in the open or not, the more people's opinions or attitudes can be understood, the more the organization can take account of its employee feedback, the better. After all, contented, focussed, cooperative and empowered employees are likely to achieve better results than those employees who are clearly discontent, lacking in teamwork and morale and who are generally dispirited. Of course, the key is to be able to measure the extent to which either of these extremes may apply (and why) and to diagnose in which particular topics or subject areas about the organization, most satisfaction or dissatisfaction may exist.

The importance of careful and incisive diagnosis cannot be emphasized enough. Doctors routinely make diagnostic judgements prior to prescribing a course of treatment. As the situation changes, they also recognize that the treatment may need to change also. In order to carry out their diagnosis task accurately, doctors have to use a systematic, ordered, rational and fully repeatable process (taking the temperature, feeling the pulse, listening to the heart etc). In exactly the same way, an organization needs a systematic, ordered, rational and fully repeatable process to take the organizational 'temperature', feel the organizational 'pulse', and listen to the organizational 'heart'. Then, and only then, can we prescribe the course of treatment to deal with any ailments and optimize future performance.

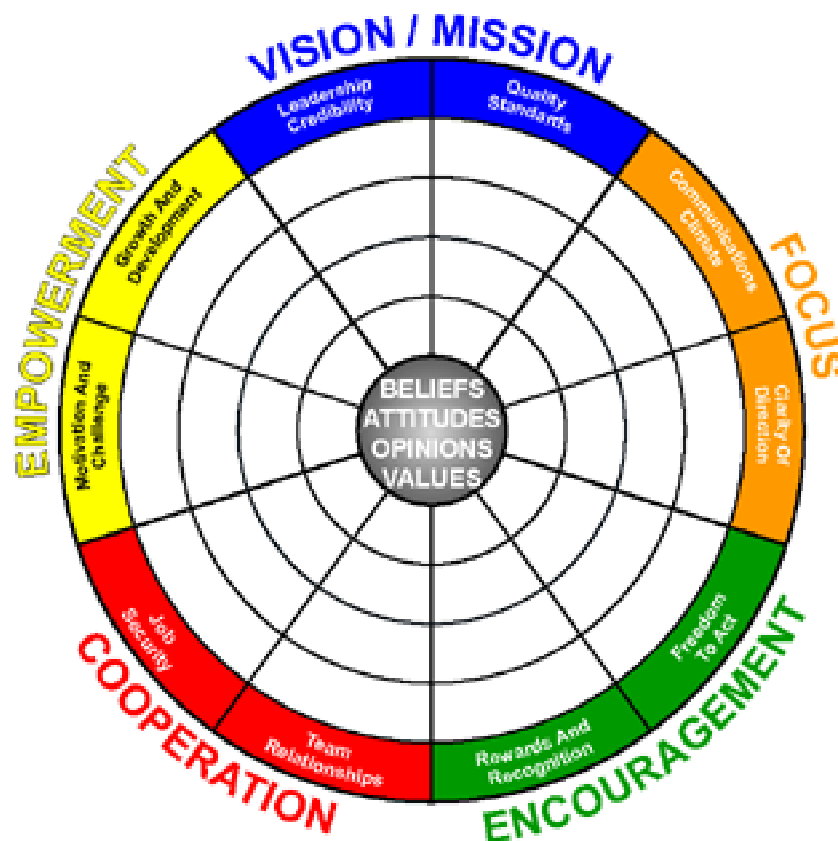
The profiles-r-us.com Organizational Opinion/Attitude Survey is a highly systematic diagnostic process, based on over 10 years of research in over 300 organizations in the United States, Canada, the United Kingdom, Australia and New Zealand. It uses 80 questions to focus on five key factors that are seen to be critical to effective organizational performance and success. The survey measures each of these five key factors in two sub categories per factor (making ten sub categories in total). These five key factors and the ten sub categories are detailed overleaf.

Factor and sub category definitions

Many years of progressive research has indicated that high team or organizational performance and success is significantly based on five key factors. These are:

- The strength and effectiveness of deployment of organizational vision and mission
- The clarity of organizational focus and grip
- The quality and depth of organizational encouragement and support to employees
- The relative level of cooperation that exists between individuals and teams
- The climate of empowerment and challenge that is created by the organization

The five key factors are shown in the circular diagram below, together with the two individual sub-categories that comprise each factor. The profiles-r-us.com Organizational opinion/attitude survey asks questions in each of these ten sub-categories to create a rich and meaningful analysis and output report.



The profiles-r-us.com organizational opinion/attitude survey assumes that an effective or high performance employee culture should be looking for high levels of employee satisfaction in all five key factors (and therefore all ten sub categories). This means ensuring that employees reflect their satisfaction as near to the outer layers of the wheel as possible. We therefore need to understand these sub categories in greater detail.

Vision/Mission

The strength of the organization's vision and mission and the extent to which this is clear, well understood through its leaders and acted upon at all levels of the enterprise.

The two sub-categories of Vision/Mission are:

Leadership credibility

The extent to which people feel that organizational leaders are believable, dependable and reliable. If it is well regarded by a majority of people, the organization's leadership will be generally respected for its firm and consistent steering role, its fairness and its capacity to keep in touch with employee needs and expectations.

Quality Standards

The extent to which people feel that they are encouraged to do the right things and to do things right (to a high quality standard). If it is well regarded by a majority of people, the organization's quality standards will be generally seen to be well specified and communicated and supported by an effective and intelligent performance measurement system.

Focus

The clarity of the organization's focus in terms of day to day direction and the speed and quality of the communication system to carry the organization's key messages.

The two sub-categories of Focus are:

Clarity of direction

The extent to which the strategies, goals or objectives of the organization are clear, understandable and guide individual objective setting efforts. If it is well regarded by a majority of people, the organization's overall vision or ultimate goals will be clear and succinctly expressed and will be communicated widely to ensure that understanding is high at an individual level.

Communication climate

The extent to which messages are efficiently and effectively carried from and to the organization in a clear and consistent way. If it is well regarded by a majority of people, communication channels will generally operate in a smooth and efficient way in carrying information up, down and across the organization, keeping individuals up-to-date without having to rely on the 'grapevine' for the latest news.

Encouragement

The quality and depth of organizational encouragement and support to all employees to freely give of their best and to be rewarded fairly and appropriately for their efforts.

The two sub-categories of Encouragement are:

Rewards and recognition

The extent to which people feel that they are fairly valued for their contribution and performance and rewarded commensurately. If it is well regarded by a majority of people, the organization will operate a reward and recognition system, which will be felt to be fair, consistent, and reasonable (and that creates benefits based on real performance).

Freedom to Act/Empowerment

The extent to which people feel that they have sufficient responsibility and latitude to perform their work optimally. If it is well regarded by a majority of people, organizational decision-making will be well devolved and individuals will be given considerable latitude and freedom to use their skills and abilities to the fullest possible extent.

Cooperation

The relative level of cooperation that exists between individuals and teams at all levels of the enterprise and across the organization.

The two sub-categories of Cooperation are:

Team relationships

The extent to which people work together in flexible, warm, cooperative and understanding ways to achieve organizational goals. If it is well regarded by a majority of people, flexible teamwork and helpful cooperation between individuals and between different teams will occur on a regular basis and with little in the way of prompting.

Job security

The extent to which people feel relatively safe and secure in their jobs and certain about the future. If it is well regarded by a majority of people, the organization will likely to be seen to work hard to perform competitively and in a customer focussed way, and in so-doing, will help individuals to feel that their jobs are relatively safe and secure in the medium to long term.

Empowerment

The climate of empowerment and challenge that is created by the organization for individuals to stretch themselves to reach and exceed personal targets and goals.

The two sub-categories of Empowerment are:

Motivation and Challenge

The extent to which work performed is interesting, satisfying, stimulating and inspiring. If it is well regarded by a majority of people, the organization will invest considerable effort in creating a positive and open climate in which work is satisfying and individuals are interested in what they do and regularly challenged.

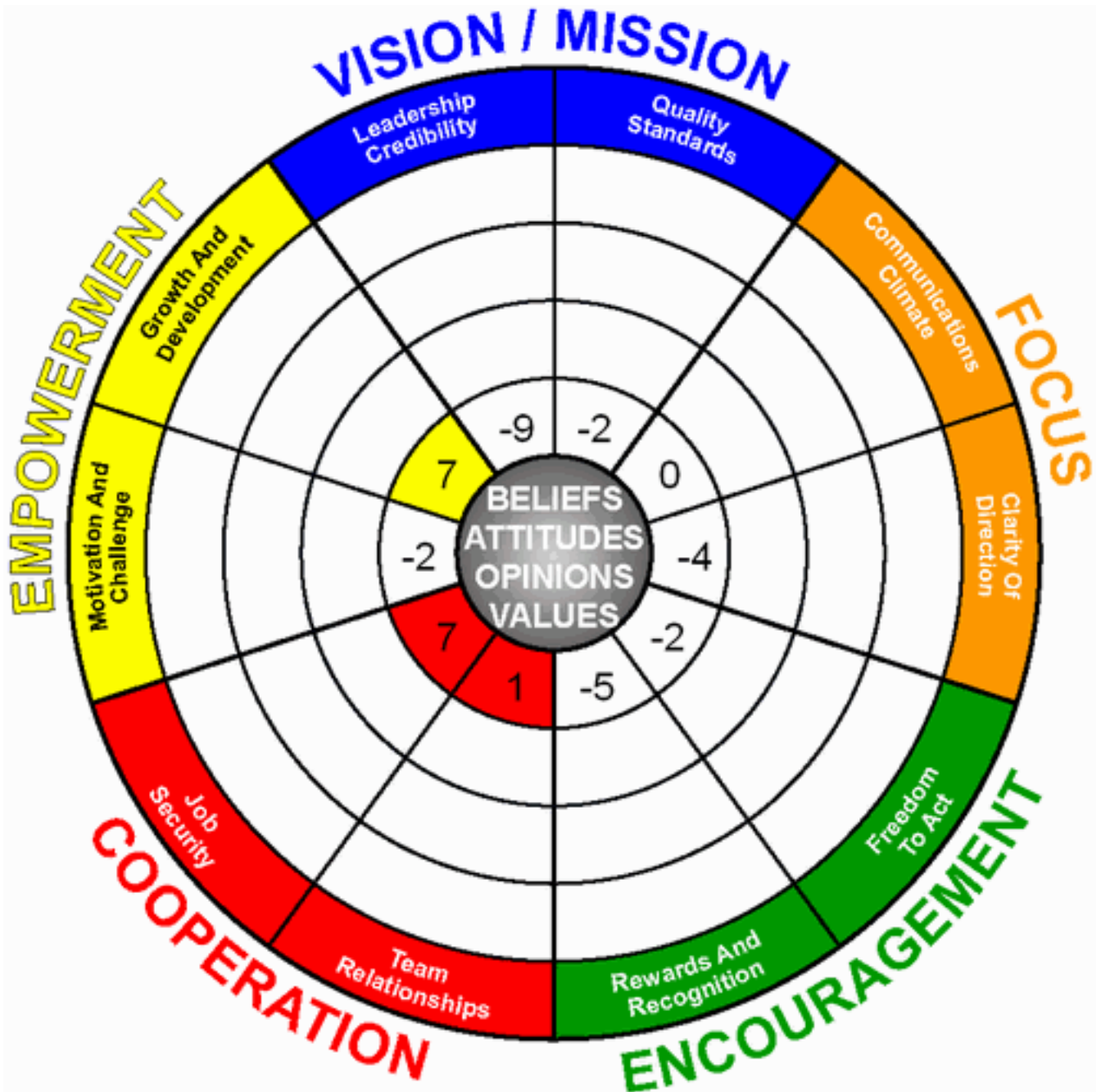
Growth and development

The extent to which personal coaching, guidance and training is made available to help people to advance in the organization. If it is well regarded by a majority of people, the organization will provide extensive opportunities for all individuals (from all backgrounds) to personally grow and develop by engaging in open discussion with people about their aspirations and their perceived training and personal development needs.

It should always be remembered that no one key factor or one sub category is more important than any of the others. In a high performance organization, the enterprise will seek to work on any and every appropriate area. This means building on the strengths and addressing the negatives views or weaknesses that are perceived by employees.

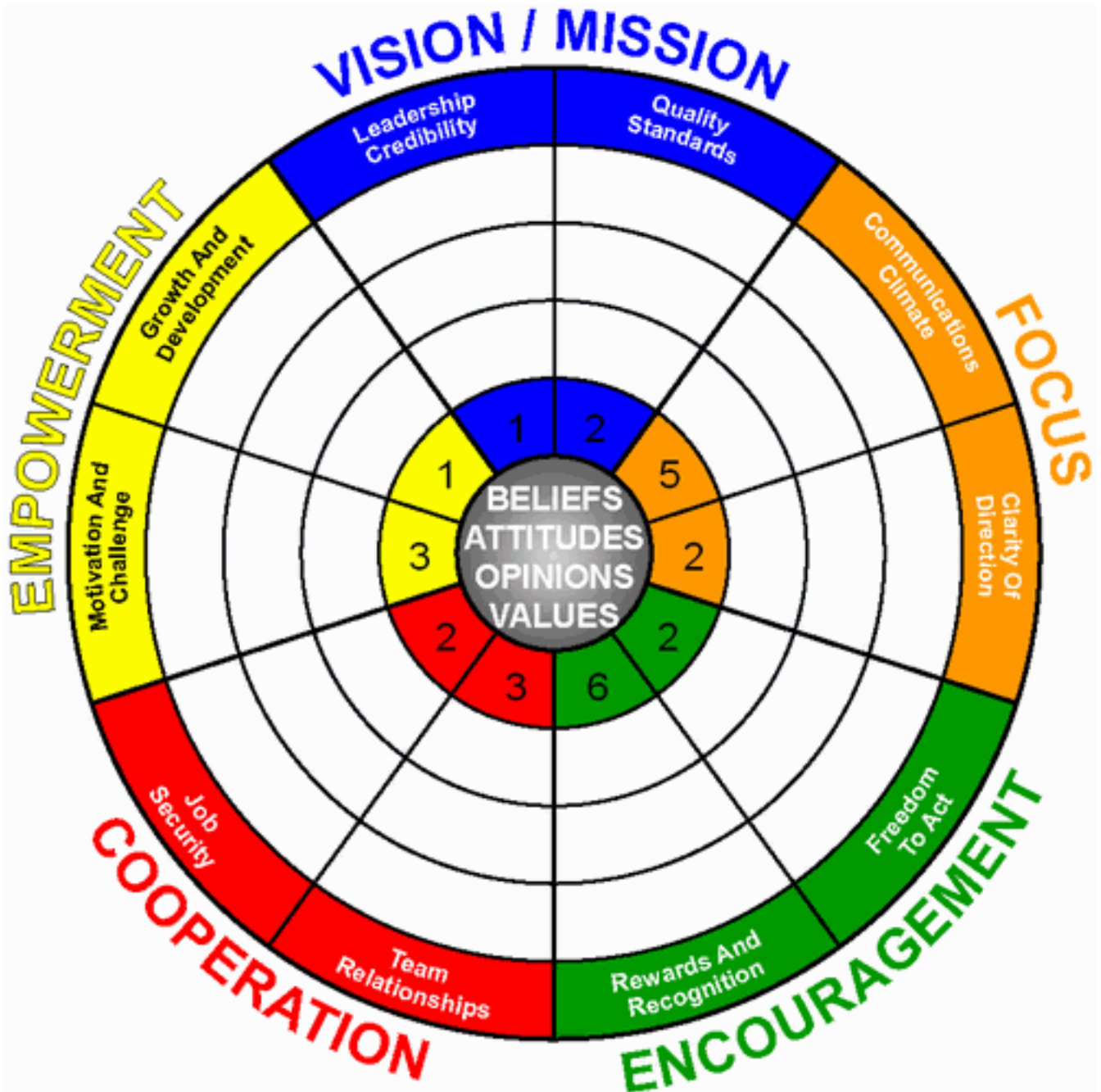
The next section of this summary report details the specific survey results of your organization in graphical form. Following this, the report ends with some suggested interventions that you may like to consider as part of your future action planning.

**Organizational Opinion/Attitude Survey
Enterprise Pulse
Split by Gender
graph for female**



**December 2001
Survey Population= 2**

**Organizational Opinion/Attitude Survey
Enterprise Pulse
Split by Gender
graph for male**



**December 2001
Survey Population= 3**

OVERALL SUMMARY

Negative Positive
 -37.5% -25% -12.5% 12.5% 25% 37.5%



female
 male

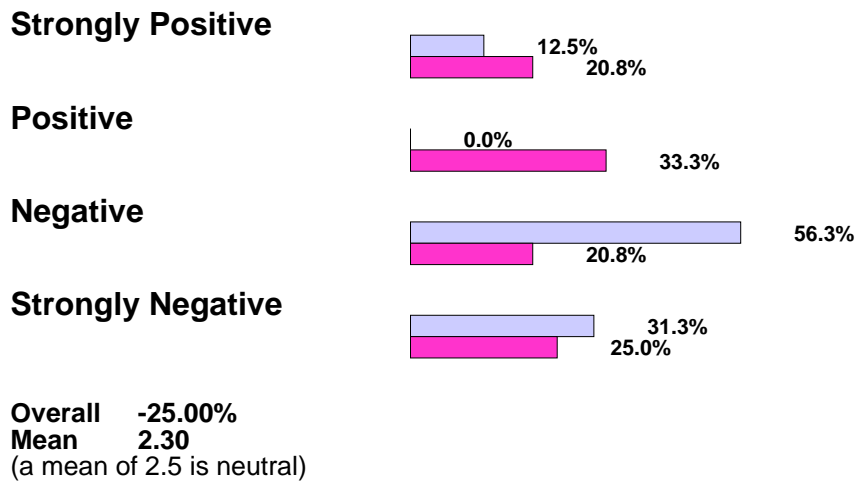
Leadership credibility

The extent to which people feel that organizational leaders are believable, dependable and reliable

The questions that make up this category:

1. In general employees have a high regard for the senior leadership Team
2. Management is often guilty of saying one thing but doing another
3. Managers and supervisors generally deal with employees fairly and consistently
4. You can trust management and pretty much believe what they say
5. A lack of trust exists between management and other employees
6. Managers seem to chop and change their minds about what is important a lot
7. Our organizational leaders are open and approachable
8. Management do not seem to be in touch with the views of most of the staff

Average score:



Interpretive notes

Net Positive

The organization's leadership is generally respected for its firm and consistent steering role, its fairness and its capacity to keep in touch with employee needs and expectations. Leaders/managers are also seen to have clear and open values, which are evident in both their words and their actions.

Net Negative

The organization's leadership is not visible or well understood and is often seen to take action that is inconsistent with its overall words or general communications. Collectively, leaders/managers are also prone to be seen to be out of touch with employee interests and spend too much time following individualized or factional interests.

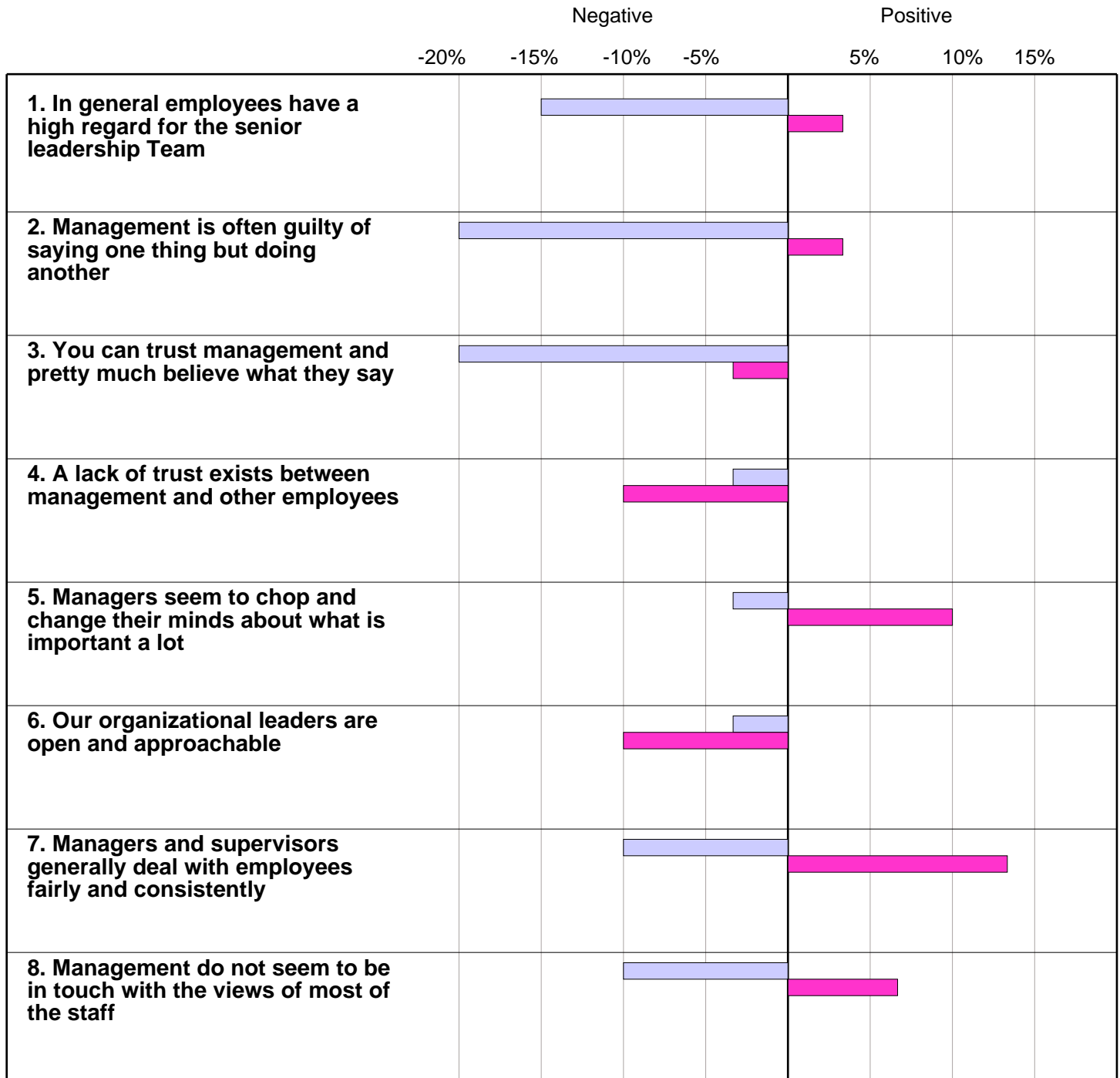
female male

Individual question analysis

Leadership credibility

The extent to which people feel that organizational leaders are believable, dependable and reliable

Overall score for this category= -25.00%



■ female ■ male

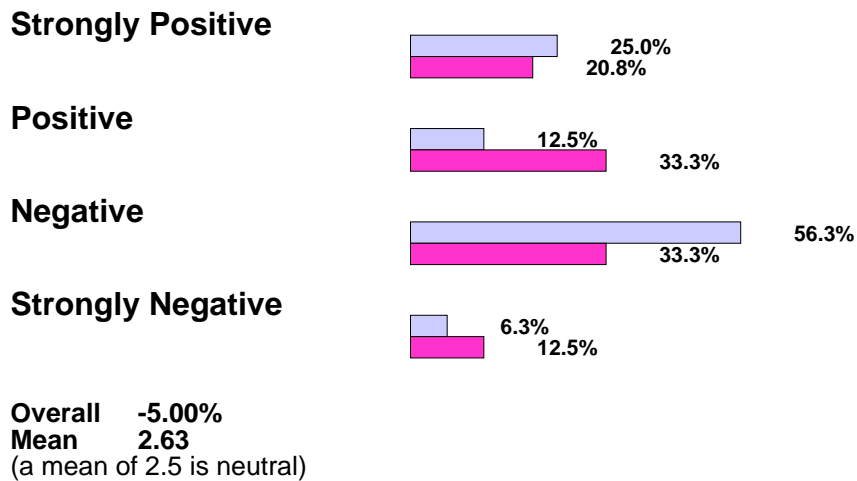
Quality Standards

The extent to which people feel that they are encouraged to do the right things and to do things right (to a high quality standard).

The questions that make up this category:

1. People don't seem to take much pride in the quality of their work
2. Work tasks and performance standards are well defined and understood by most people
3. A quality performance is expected from every individual
4. The concept of right first time is actively promoted around here
5. There is a lot of effort to eliminate wasted effort and unnecessary work
6. Quality is often compromised when deadlines are tight or pressure is high
7. Corner cutting is tolerated when it is deemed to be necessary
8. Overall quality levels are measured and the results made available

Average score:



Interpretive notes

Net Positive

The organization's quality standards are generally seen to be well specified and communicated and supported by an effective and intelligent performance measurement system. In this culture, individuals are given as much time and resources as necessary to achieve high quality results and efforts are made to learn from experience in order to improve in the future.

Net Negative

The organization has few quality standards, or they are poorly understood and/or implemented at all levels. The culture typically has priorities that are higher than quality of productive or service output and therefore accepts that mediocrity, re-work and wasted efforts and resources will prevail to some extent (although this is rarely measured to determine the true impact).

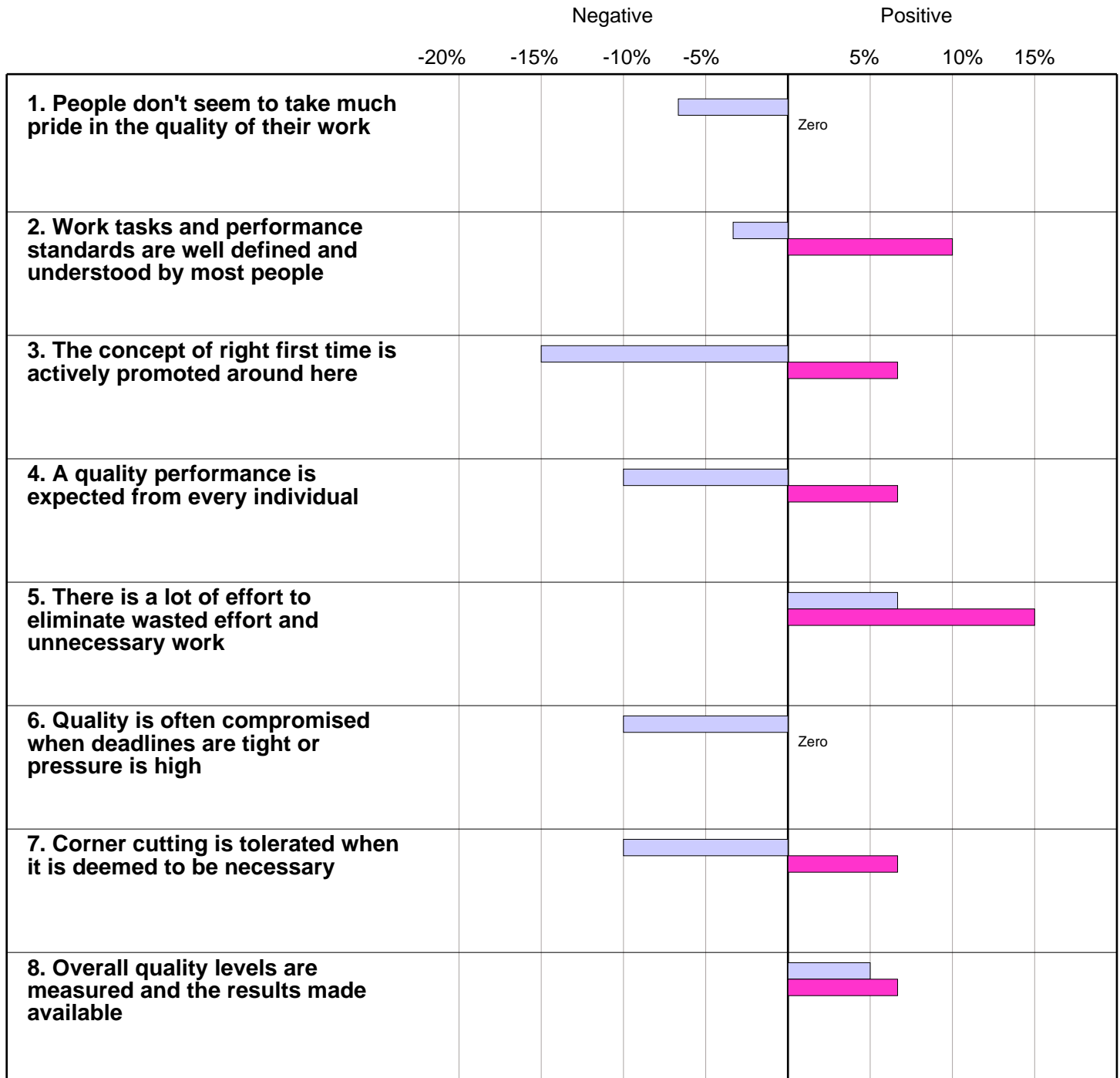
■ female ■ male

Individual question analysis

Quality Standards

The extent to which people feel that they are encouraged to do the right things and to do things right (to a high quality standard).

Overall score for this category= -5.00%



■ female ■ male

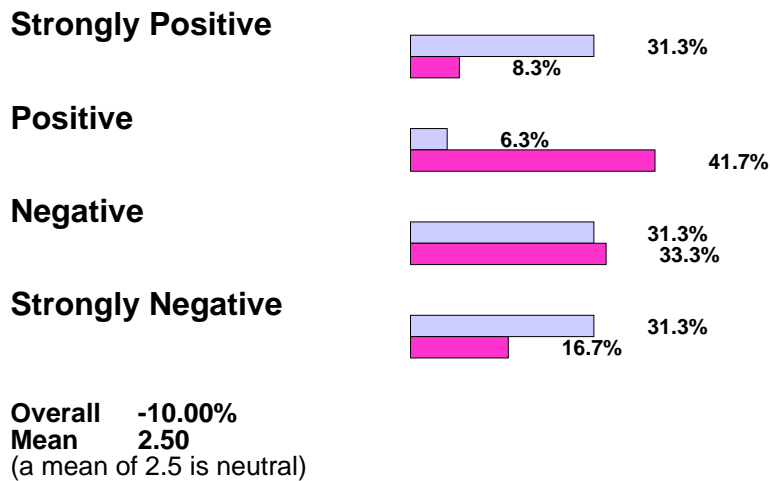
Clarity of direction

The extent to which the strategies, goals or objectives of the organization are clear, understandable and guide individual objective setting efforts.

The questions that make up this category:

1. The goals and strategies of this organization are clearly communicated to all employees
2. Many people don't seem to understand the goals and objectives of our organization
3. Organizational strategies are well translated into meaningful assignments and goals
4. We often seem to take a ready, fire, aim approach around here
5. The long term vision of the organization is recognised and understood by most people
6. This organization seem to like heading in a few apparently different directions
7. People don't appear to pull in the same overall direction a lot of the time
8. My personal goals are linked to overall organizational direction

Average score:



Interpretive notes

Net Positive

The organization's overall vision or ultimate goals are clear and succinctly expressed and are communicated widely to ensure that understanding is high at an individual level. Individual objectives are also appropriately and meaningfully linked to overall goals to ensure that a high level of 'alignment' exists and that team effort is well focussed and directed.

Net Negative

The organization has not expended enough effort to make its overall vision or goals clear and meaningful to all employees and is generally seen to pursue many goals 'on the run'. Individuals will often set personal goals with little or no reference to overall organizational intentions and therefore run the risk of chasing conflicting targets from time to tome.

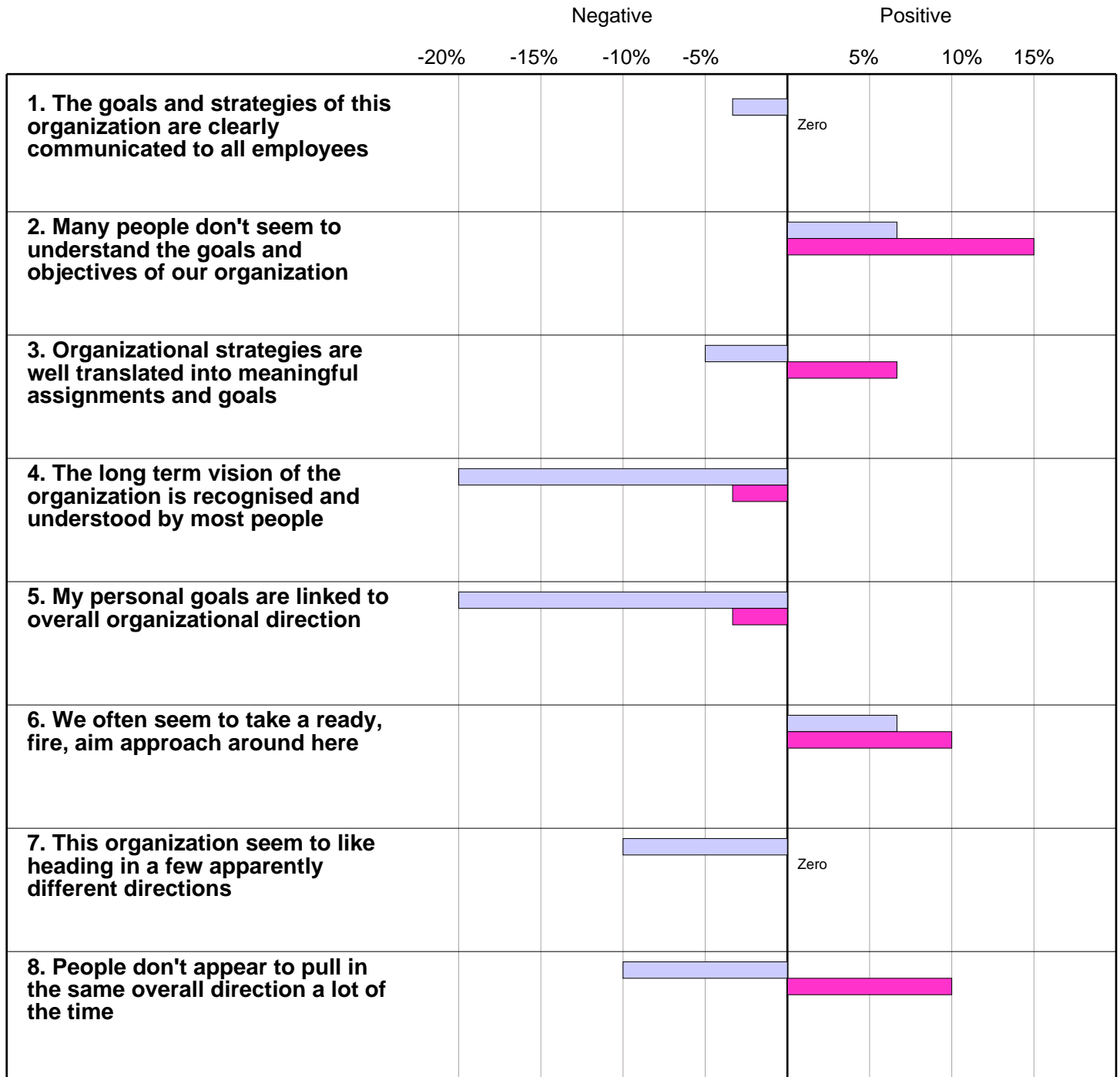
■ female ■ male

Individual question analysis

Clarity of direction

The extent to which the strategies, goals or objectives of the organization are clear, understandable and guide individual objective setting efforts.

Overall score for this category= -10.00%



■ female ■ male

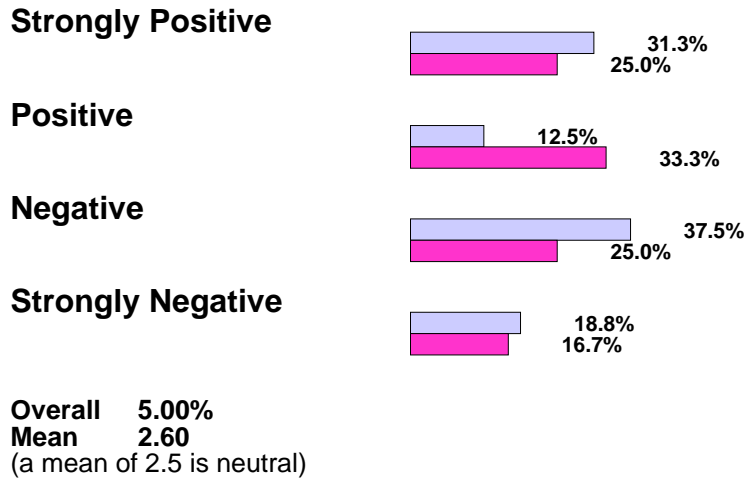
Motivation and Challenge

The extent to which work performed is interesting, satisfying, stimulating and inspiring

The questions that make up this category:

1. The future here looks bright and promising
2. Work is a generally satisfying and motivating experience
3. Many people seem to feel that their jobs are dull and uninteresting
4. The standards of performance here are challenging and require effort to meet them
5. I am happy in my job and the kind of work that I do
6. My personal productivity could be much greater than it is at the moment
7. I am actively encouraged to contribute new ideas
8. A friendly atmosphere and team spirit prevail throughout our organization

Average score:



Interpretive notes

Net Positive

The organization invests considerable effort to create a positive and open climate in which work is satisfying and individuals are interested in what they do and regularly challenged. Individuals feel generally motivated and enthusiastic about their personal roles and feel encouraged to put forward ideas to make output better or even challenging in the future

Net Negative

The organization pays insufficient attention to job or work design issues and therefore has a high proportion of the population that feels that their work is dull or uninteresting, and lacks sufficient personal challenge. In this culture, some individuals can feel despondent about their work and the future, and may also feel that their ideas about possible improvement fall on 'deaf ears'.

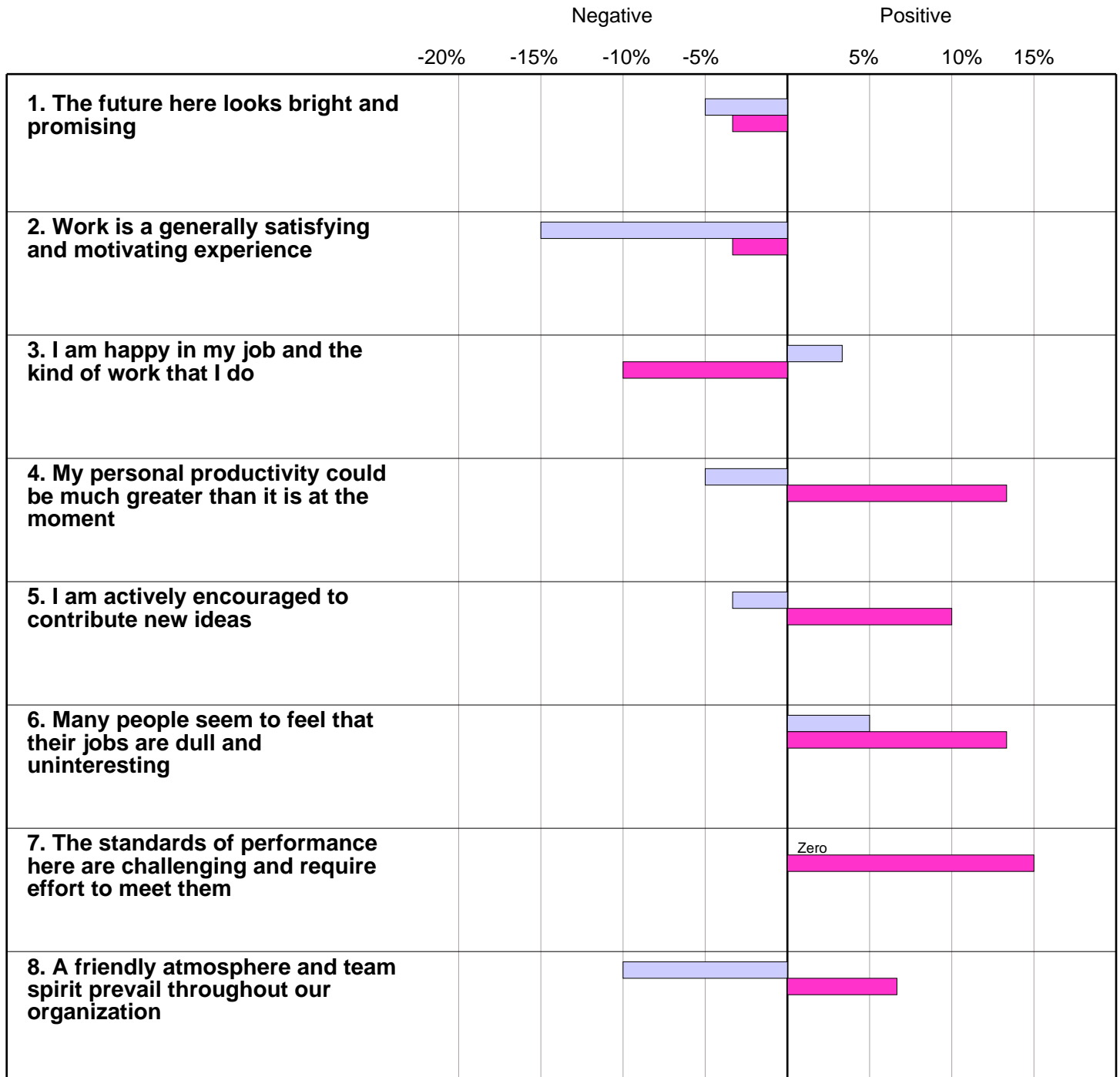
■ female ■ male

Individual question analysis

Motivation and Challenge

The extent to which work performed is interesting, satisfying, stimulating and inspiring

Overall score for this category= 5.00%



■ female ■ male

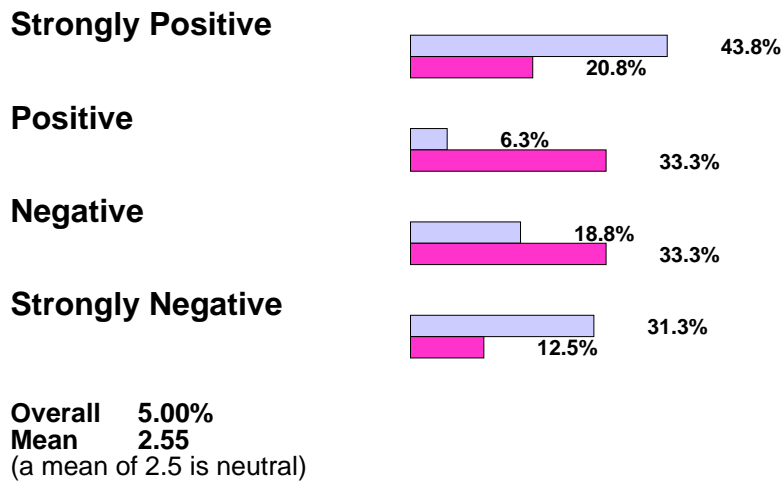
Freedom to Act/Empowerment

The extent to which people feel that they have sufficient responsibility and latitude to perform their work optimally

The questions that make up this category:

1. People are generally encouraged to take initiative and make decisions on their own
2. Higher approval is often needed on tasks for which responsibility could be taken by the individual
3. The information that I need to do my job is easily available
4. My job makes good use of my skills and abilities
5. A great deal of people's time seems to spent doing work that is unnecessary
6. I have all the latitude that I need to do my job to a high standard
7. People are generally trusted and empowered to take decisions
8. Work is often personally satisfying and fulfilling

Average score:



Interpretive notes

Net Positive

Organizational decision-making is well devolved and individuals are given considerable latitude and freedom to use their skills and abilities to fullest possible extent. Individuals feel genuinely empowered and trusted to determine the best course of action in their work, referring to higher authority only when absolutely necessary.

Net Negative

The organization trusts individuals only to make relatively minor decisions, or to refer to higher authority in the enterprise on a relatively frequent basis. Individuals tends to feel that they cannot use their skills or initiative fully and often believe that people's time is wasted or spent on unnecessary approval for their legitimate actions

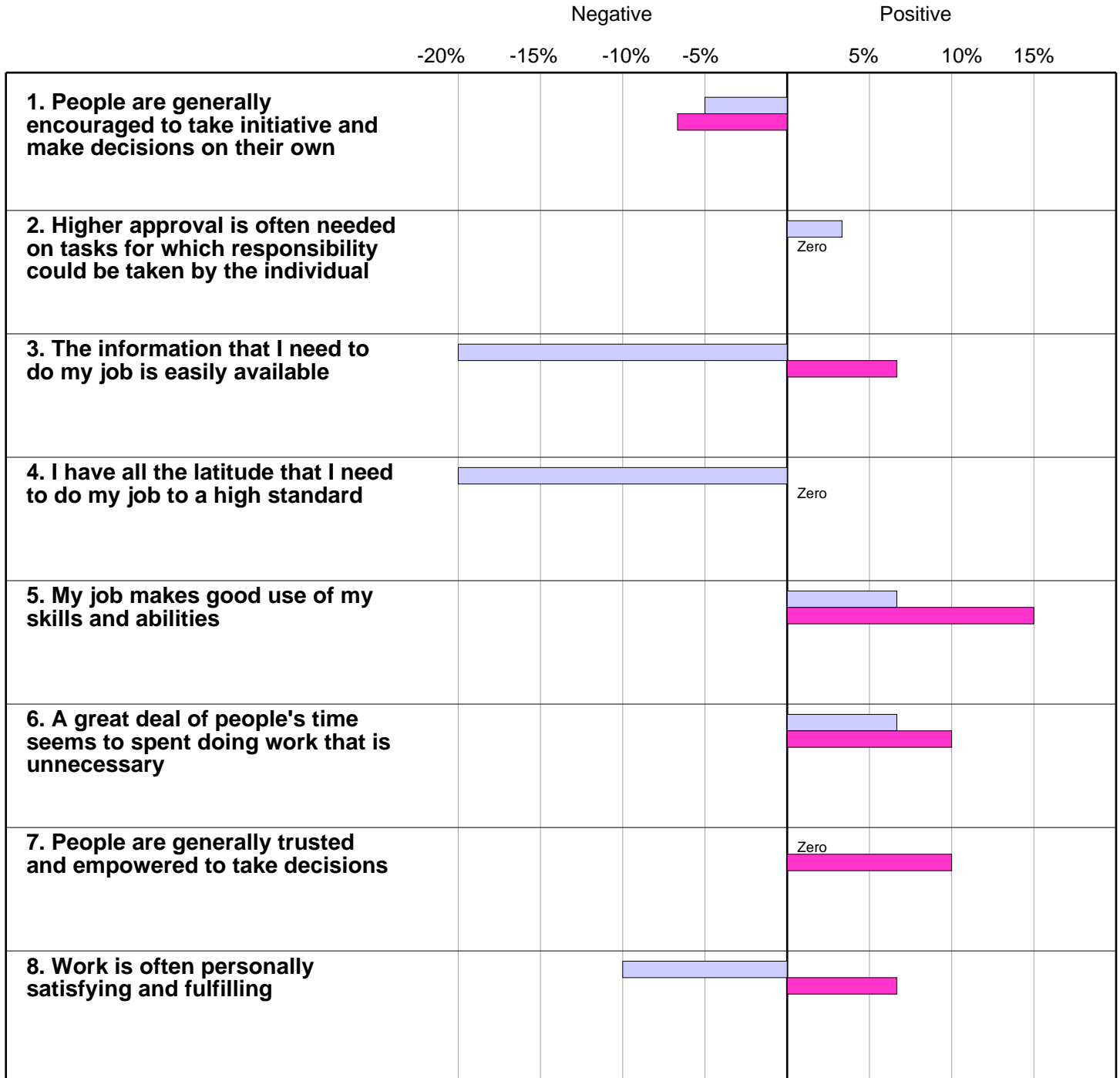
■ female ■ male

Individual question analysis

Freedom to Act/Empowerment

The extent to which people feel that they have sufficient responsibility and latitude to perform their work optimally

Overall score for this category= 5.00%



■ female ■ male

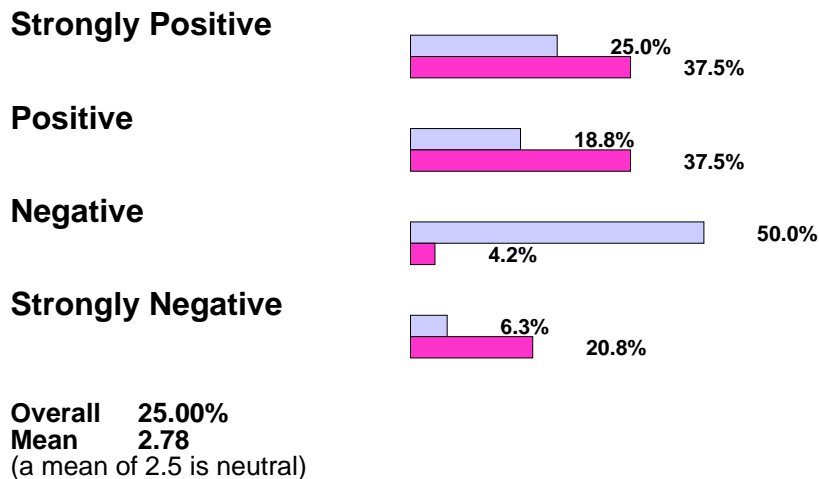
Communication climate

The extent to which messages are efficiently and effectively carried from and to the organization in a clear and consistent way

The questions that make up this category:

1. The grapevine is the best way to know what is happening around here
2. Jobs and career development opportunities are openly communicated
3. Important information flows efficiently and effectively at all levels and across all teams
4. The organization is good at keeping employees informed and up to date
5. My supervisor/manager communicates important issues effectively
6. My supervisor is always ready to hear my concerns
7. Effective and efficient communication channels exist for any ideas and suggestions that I may have
8. Communications between managers and workers are very healthy

Average score:



Interpretive notes

Net Positive

Communication channels generally operate in a smooth and efficient way in carrying information up, down and across the organization, keeping individuals up-to-date without having to rely on the 'grapevine' for the latest news. All communication also occurs frequently and is seen to be a strong on-going need to help the 'wheels' of the enterprise to turn smoothly.

Net Negative

Communication at all levels of the organization is often a 'hit or miss' affair, with individuals either not receiving important messages or often feeling confused. Some individuals will even feel relatively 'in the dark' and rely more on the informal 'grapevine' than on their organizational supervisor.

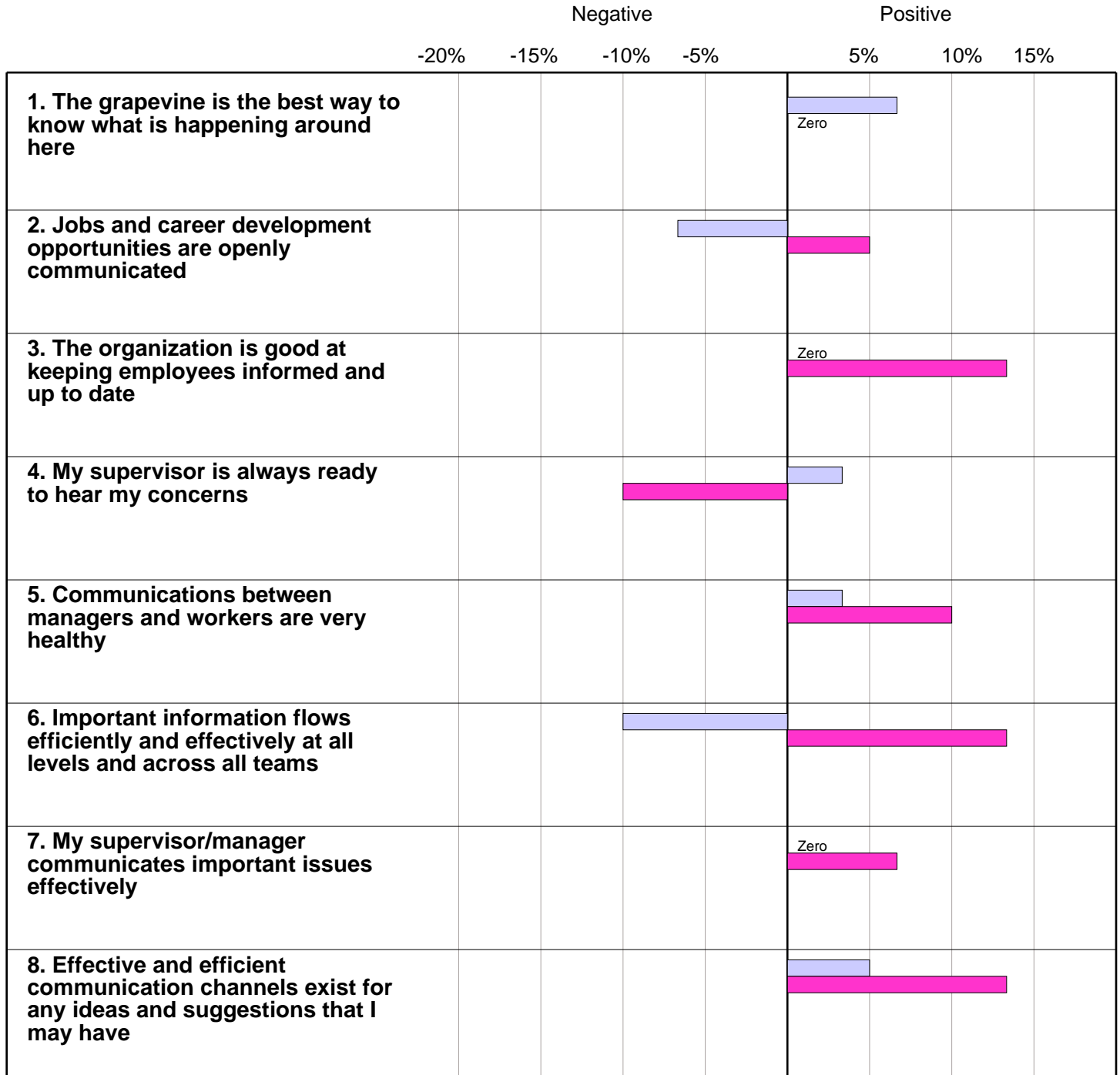
female male

Individual question analysis

Communication climate

The extent to which messages are efficiently and effectively carried from and to the organization in a clear and consistent way

Overall score for this category= 25.00%



■ female ■ male

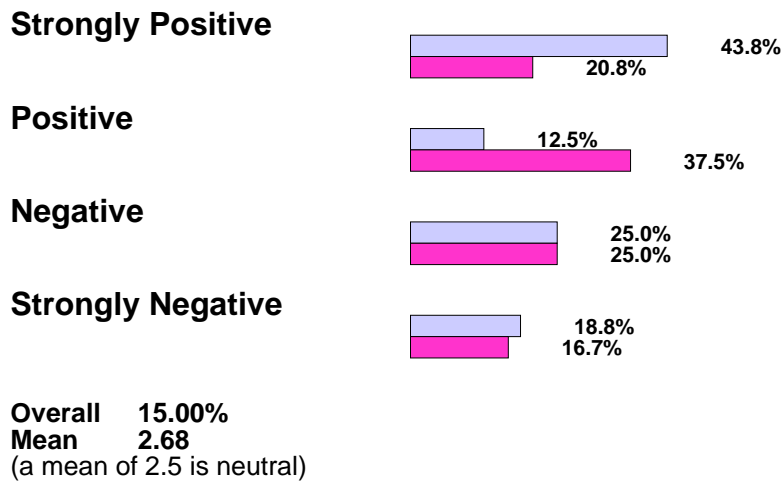
Team relationships

The extent to which people work together in flexible, warm, cooperative and understanding ways to achieve organizational goals

The questions that make up this category:

1. Trust and cooperation appears to be a scarce commodity around here
2. Poor working relationships seem to consume a lot of time and energy around here
3. Petty conflicts and arguments seem to often occur between people
4. The overall organizational structure is clear
5. Social interaction between people in different areas or teams is poor
6. Team roles and responsibilities are generally clear and well understood
7. People seem to achieve more individually than they do in teams around here
8. People are prone to help one another out whenever necessary

Average score:



Interpretive notes

Net Positive

Flexible teamwork and helpful cooperation between individuals and between different teams occurs on a regular basis and with little in the way of prompting. By enlarge, individuals manage to avoid petty conflicts or internal squabbles and look to work together positively to achieve better end results than they might achieve on their own.

Net Negative

Effort to work together cooperatively is relatively limited and infrequent, with individuals seeing it to be better to seek to achieve overall goals or team objectives individually rather than to utilize teamwork to gain a higher quality end result. Many individuals may also be confused about the roles and responsibilities of other individuals and teams in the enterprise.

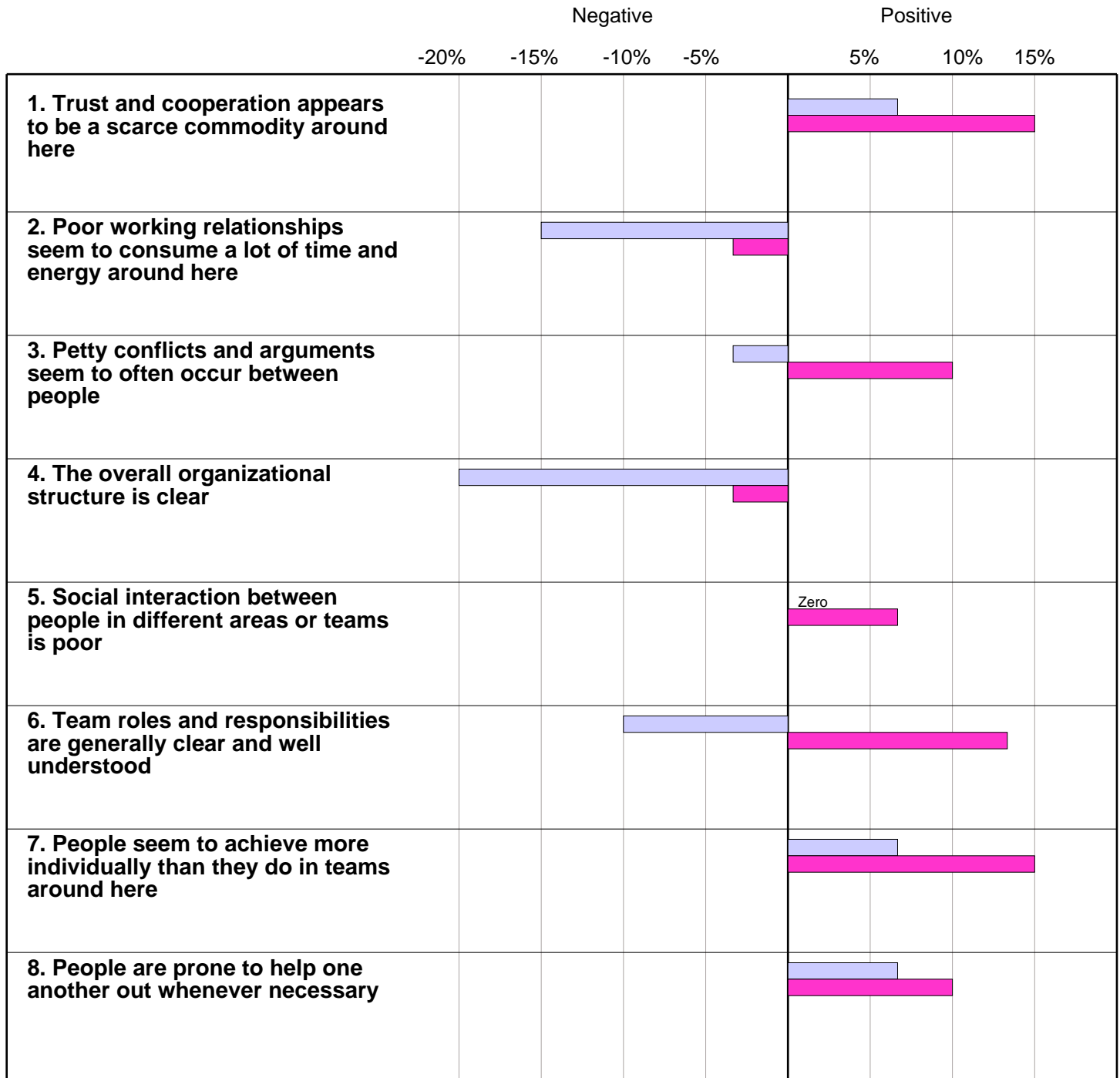
■ female ■ male

Individual question analysis

Team relationships

The extent to which people work together in flexible, warm, cooperative and understanding ways to achieve organizational goals

Overall score for this category= 15.00%



■ female ■ male

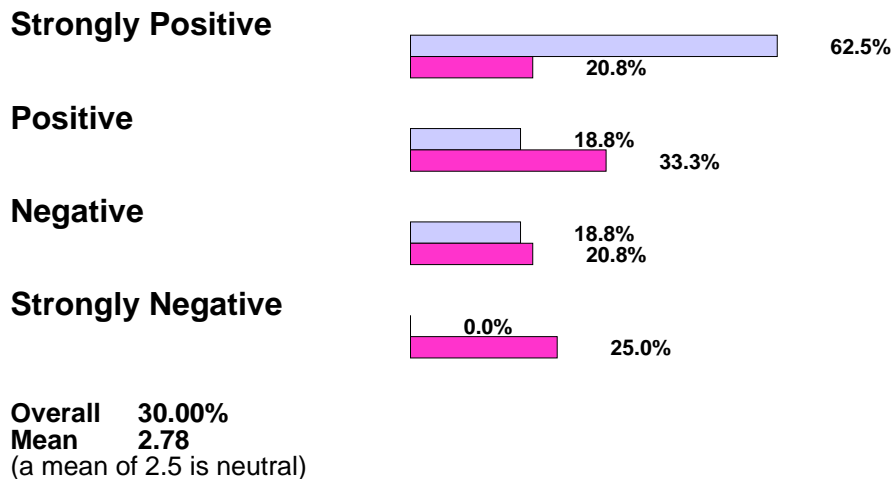
Growth and development

The extent to which personal coaching, guidance and training is made available to help people to advance in the organization

The questions that make up this category:

1. The training and development of our people does not seem to be done very effectively
2. The possibilities for promotion and advancement appear to be limited
3. It is relatively easy to get ahead and advance if you have the skills and experience
4. People move too quickly to learn properly from their experiences
5. The performance/appraisal process helps people to improve and grow
6. More feedback should be given on my personal performance by my supervisor
7. Men and women have equal status in this organization
8. Supervisors regularly engage in one-to-one discussions about individual performance, growth and development

Average score:



Interpretive notes

Net Positive

The organization provides extensive opportunities for all individuals (from all backgrounds) to personally grow and develop by engaging in open discussion with people about their aspirations and their perceived training and personal development needs. Supervisors and managers use the information they gather to provide on-going coaching and guidance to then help individuals to maximize their career potential.

Net Negative

The organization's tangible efforts to develop and grow people's skills and capabilities is hidden from some, confusing to others, and only made available to a favored few in other situations. Little individual coaching and guidance occurs and individuals are prone to feel that their own and other people's careers progress by accident and luck rather than by design.

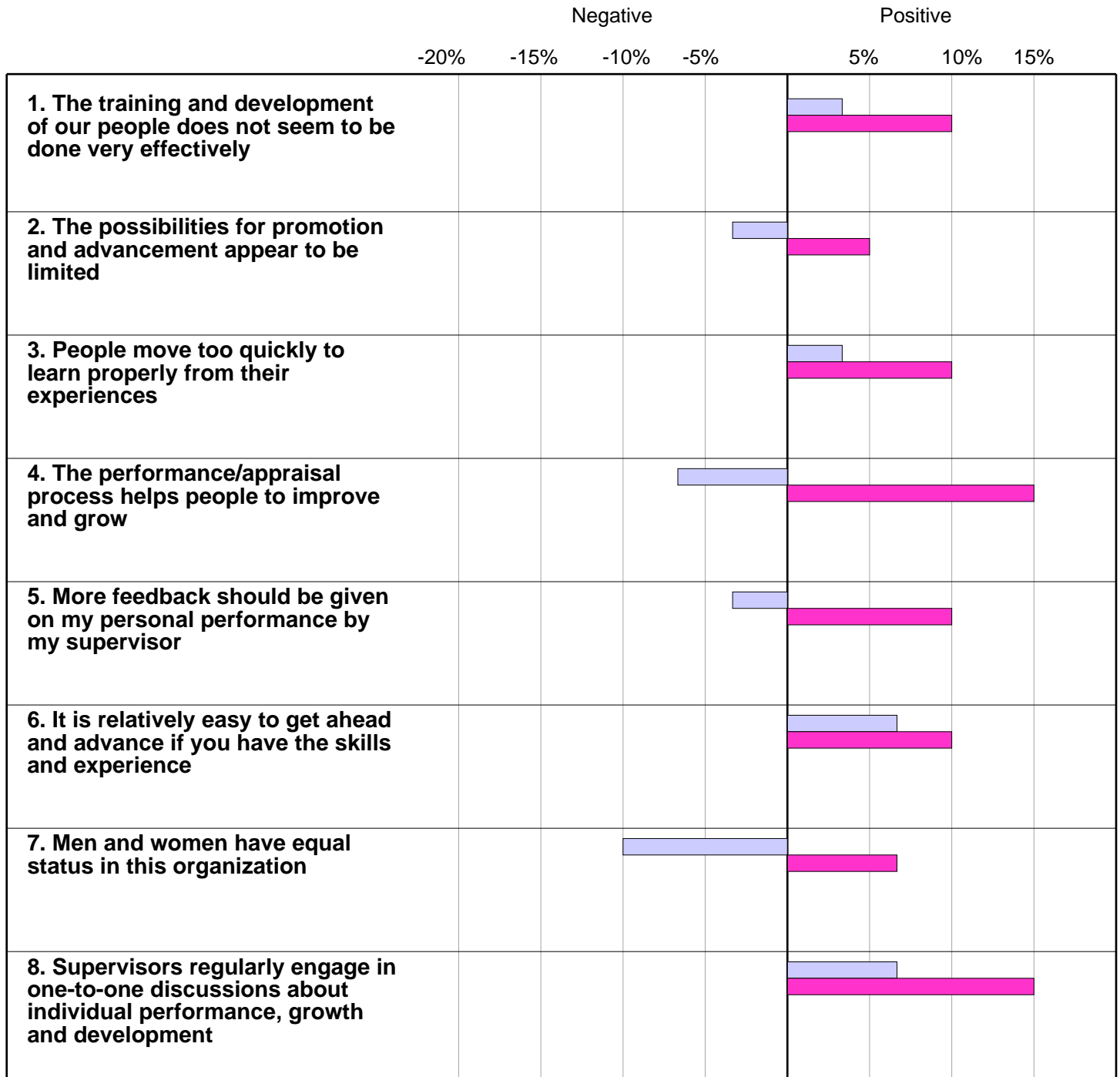
female male

Individual question analysis

Growth and development

The extent to which personal coaching, guidance and training is made available to help people to advance in the organization

Overall score for this category= 30.00%



■ female ■ male

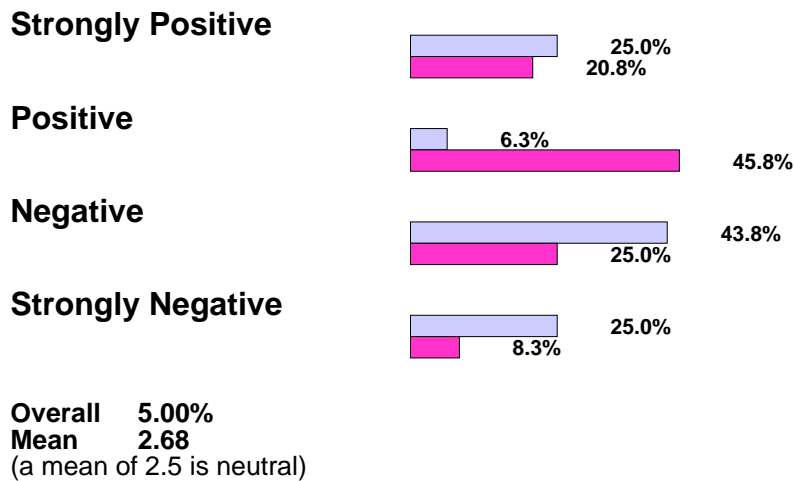
Rewards and Recognition

The extent to which people feel that they are fairly valued for their contribution and performance and rewarded commensurately

The questions that make up this category:

1. Several people seem to get by without meeting performance standards or general team expectations
2. Raises and promotions around here are given without regard to gender, color or religion
3. Their isn't enough recognition for doing excellent work around here
4. People tend to get the promotions they deserve in my view
5. My direct supervisor often tells me how pleased he/she is with my work
6. I feel that my experience and skills are valued by the organization
7. The reward system is fair and consistently applied to everyone in general
8. With regard to pay and advancement, I could do better elsewhere

Average score:



Interpretive notes

Net Positive

The organization operates a reward and recognition system, which is felt to be fair, consistent, and reasonable (and that creates benefits based on real performance). Individual feedback on progress is frequent and constructive and helps people to feel that they will be as well rewarded by their own enterprise, as they would be by another external organization.

Net Negative

Irrespective of the fact that the organizational reward system may or may not be relatively generous on a comparative basis, individuals do not typically feel that their efforts are fairly recognized and equitably valued. Not only will people therefore crave more performance feedback on their on-going efforts but some individuals may often feel that they could be better off or more appreciated in a different organization.

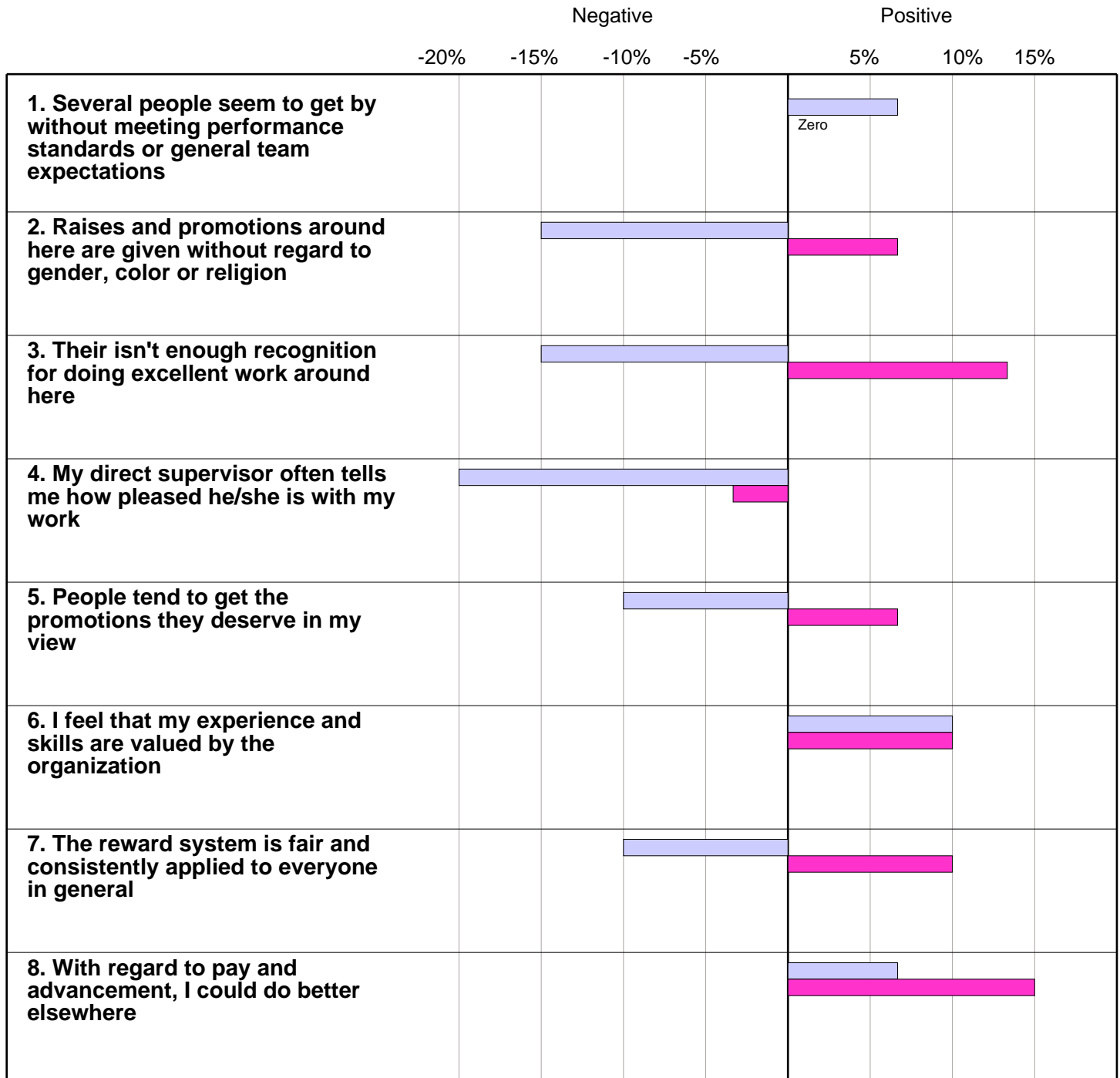
female male

Individual question analysis

Rewards and Recognition

The extent to which people feel that they are fairly valued for their contribution and performance and rewarded commensurately

Overall score for this category= 5.00%



■ female ■ male

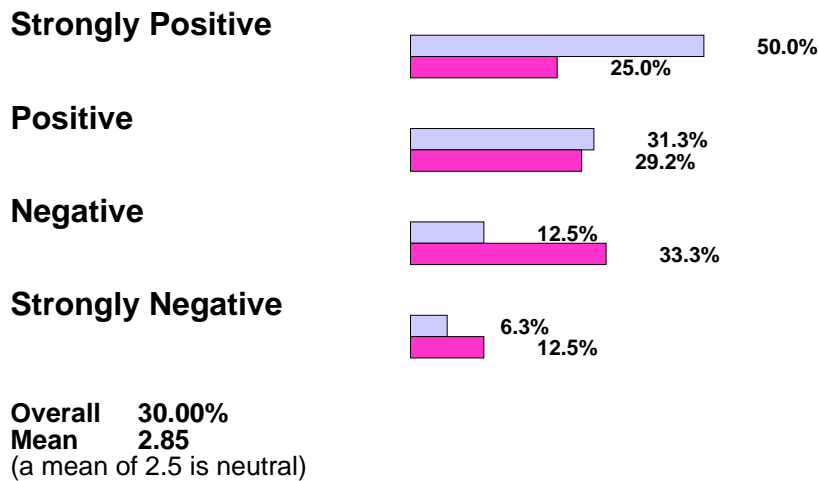
Job security

The extent to which people feel relatively safe and secure in their jobs and certain about the future

The questions that make up this category:

1. Marginal performers are terminated here
2. Job security is generally high
3. Loyalty is an important value in this organization
4. We are generally customer focussed
5. We have competitors that do a much better job than us in many areas
6. This organization tries hard to look after its people
7. Morale around here is generally low
8. As long as your performance is considered acceptable, you know that you will not lose your job here

Average score:



Interpretive notes

Net Positive

The organization is seen to work hard to perform competitively and in a customer focussed way, and in so-doing, helps individuals to feel that their jobs are relatively safe and secure in the medium to long term. The entire organization and all individuals within it tend to expect poor or mediocre performers to improve or find work elsewhere and not threaten overall team performance.

Net Negative

Many individuals not only feel that their job security is threatened in the future, but also believe that the organization is not doing enough to be as customer focussed and competitive as they could be, and as intolerant of individual mediocrity as necessary. Overall morale is therefore relatively poor in many parts of the enterprise.

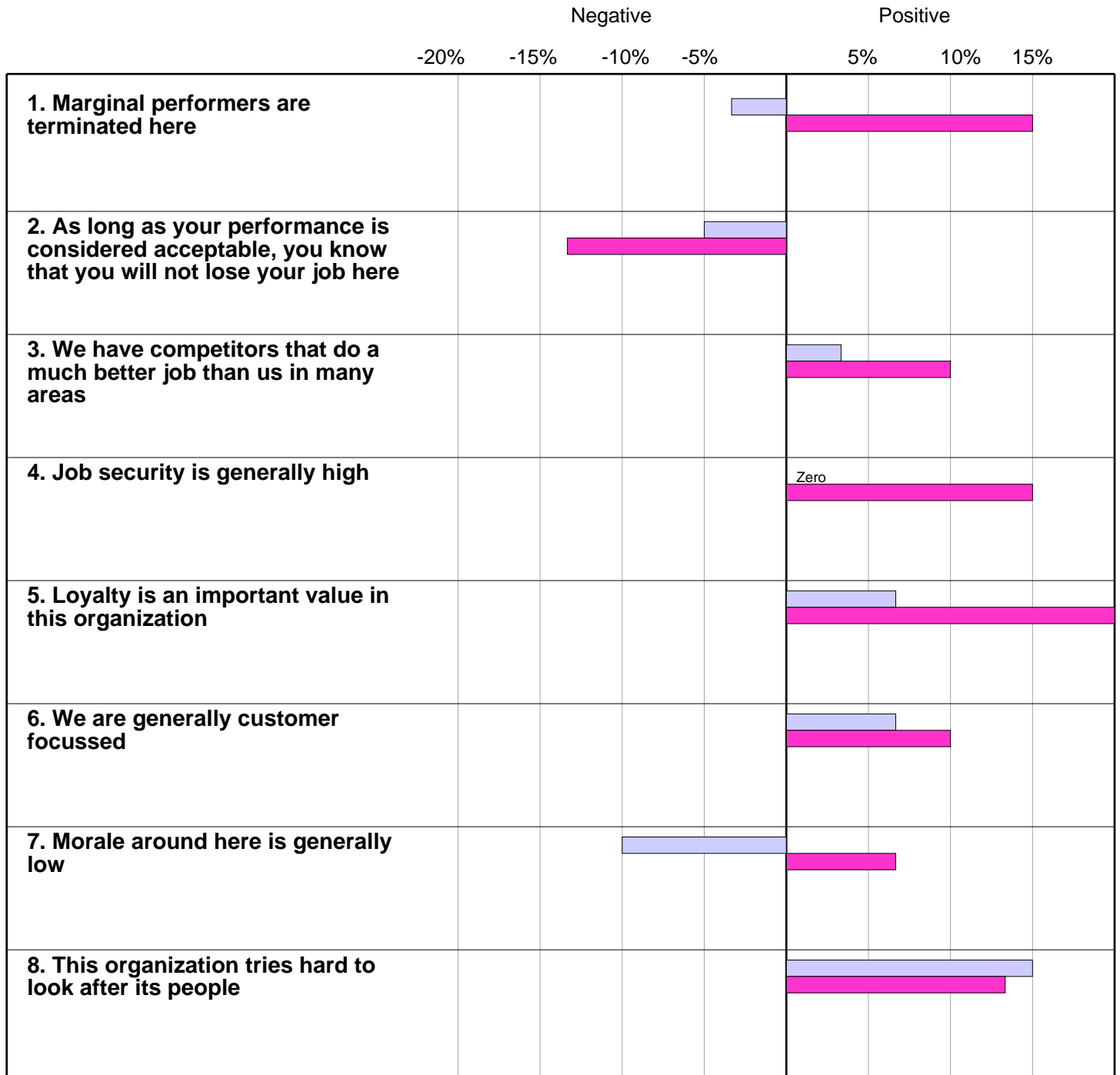
female male

Individual question analysis

Job security

The extent to which people feel relatively safe and secure in their jobs and certain about the future

Overall score for this category= 30.00%



■ female ■ male



Intervention suggestions

As we indicated at the outset, the first step in a process designed to take serious account of employee opinions and attitudes is accurately diagnosing the prevailing culture, and then translating the feedback we gather into firm action. To assist in this process, a set of intervention suggestions has been created for each of the five key factors (Vision/Mission, Focus, Encouragement, Cooperation, and Empowerment).

Because it is impossible to apply a broad set of ideas or suggestions across every enterprise, careful analysis of individual results therefore needs to be carried out. However, the following pages of suggested interventions (one for each factor) are offered as possible strategies that may be drawn upon (in their entirety or in part) where they are deemed to be appropriate or useful.

Vision/Mission

The strength of the organization's vision and mission and the extent to which this is clear, well understood through its leaders and acted upon at all levels of the enterprise.

Low performance

- *The organization's leadership is not visible or well understood*
- *Seen to take action that is inconsistent with its overall words or general communications.*
- *Collectively, leaders/managers are seen to be out of touch with employee interests*
- *The organization has few quality standards, or they are poorly understood.*
- *The culture typically has priorities that are higher than quality of product or service output and therefore accepts too much mediocrity, and wasted effort*

Suggested interventions

- Make sure that the senior leadership team spends quality time focussed on future strategy as a high priority. Their time horizons should be where the enterprise should be next year, or even three to five years from now (not next month and even worse next week!)
- Ensure that every manager or supervisor (particularly those at the most senior levels) are spending a reasonable amount of time in "walking the talk" or spending a proportion of their day talking about the vision and mission of the enterprise and listening to feedback.
- Spend time defining quality standards in all key situations and build these standards into the vision and mission of the enterprise at every level.
- Encourage people to regularly talk about what they think the future might hold and build this into your long-range vision, mission and the resultant goals that are set.
- Develop four or five medium to long term strategies on a single piece of paper that clearly describes a future vision and how it takes the organization positively forward. Post this up in public places or send every employee a copy to discuss with their supervisor and team.
- Set up a planning session or meeting with team members or other colleagues to envision what their team and the organization as a whole could or should be doing in three to five years from now.
- Share your vision with all employees and encourage buy-in by inviting their input into the way the vision is disseminated and the particular objectives that will need to be put into place to attain it.
- Carefully watch for consistency between your vision and mission as stated in your words and the actions that are taken by organizational leaders. Actions will speak many times louder than even the strongest of words.
- Make sure that every individual feels that their role and their goals are connected to the overall vision and mission of the enterprise. If not, change their role or goals, or both.
- Clearly communicate specific strategies for the elimination of organizational process waste, duplication and rework and hold people accountable for taking these strategies seriously.

Focus

The clarity of the organization's focus in terms of day to day direction and the speed and quality of the communication system to carry the organization's key messages.

Low performance

- *The organization does not expend enough effort to make its overall goals clear and meaningful to all employees*
- *Individuals will often set personal goals with little or no reference to overall organizational intentions*
- *Communication at all levels of the organization is often a 'hit or miss' affair*
- *Individuals either do not receive important messages or often feeling confused.*
- *Some individuals will rely more on the informal 'grapevine' than on their organizational supervisor.*

Suggested interventions

- Make sure that the goals or objectives of the enterprise are written in clear language and available at all levels in summary form. Reinforce this by ensuring that all managers are able to elaborate on every major goal with people across the organization (talking about all areas, not just the ones that apply specifically to them or their individual teams or departments).
- Encourage all individuals in the organization to write specific goals that are clear and stretching and help to take the organization strongly forward.
- Check that each goal is consistent with overall vision and strategy and broadly support one another by checking to make sure that there are no direct conflicts.
- Listen carefully to employee feedback in many different ways to check that no confusion or misunderstanding about goals or direction exists that may misdirect employees' effort or energy.
- Help the team to resource each objective and provide on going support and coaching to maintain motivation and focus.
- Utilize a formal team briefing system to ensure that everyone receives important information quickly and to give employees a channel that is faster and more accurate than the informal 'grapevine'.
- Seek a variety of ways to engage people in conversations about future goals and targets and aim to keep good notes about useful ideas and suggestions that can be drawn upon to describe how objectives might be pursued in a cooperative and positive way by everyone.
- Guide yourself and others away from goals that lead to wasted, or low value effort and aim to write and work on goals that lead to worthwhile outcomes that take the organization forward to genuinely better places.
- Recognize that actions are likely to speak most loudly in communicating to others and do things to support verbal messages to help people to understand where the organization is coming from.
- Avoid complex, jargon laden or overly technical communications to audiences that may struggle to understand or act upon the messages.

Encouragement

The quality and depth of organizational encouragement and support to all employees to freely give of their best and to be rewarded fairly and appropriately for their efforts.

Low performance

- *The organization trusts individuals only to make relatively minor decisions, or to refer to higher authority*
- *Individuals tends to feel that they cannot use their skills or initiative fully*
- *Individuals do not typically feel that their efforts are fairly recognized and equitably valued.*
- *People crave more performance feedback on their on-going efforts*
- *Some individuals may feel that they could be better off or more appreciated in a different organization.*

Suggested interventions

- Look at eliminating unnecessary layers in the overall hierarchy to widen spans of control, speed up decision making and to give people as much room as possible to take responsibility without having to refer to higher authority.
- Create a culture in which you expect managers and supervisors to delegate their responsibilities to people in their team from time to time and not to jealously guard the most interesting work or biggest decisions wholly for themselves.
- Provide specific opportunities for people to deploy all of their skills not just a few of them. This can be done by giving people special projects from time to time or allowing them to work with another department for a short period.
- 'Flush' out hidden agendas or unnecessary secrecy by asking people to be open with one another.
- Give people as much delegated authority (and authority to spend money where appropriate) to do their jobs well without having to regularly defer to people at more senior levels in the organization.
- Value employee ideas about how they perform their work or can improve processes. To do this, set up formal and informal systems to accept and promptly respond to suggestions.
- Deploy a flexible but rigorous appraisal system that encourages people to set stretching targets and objectives and to work hard in striving to reach them (and to receive fair and appropriate reward for their efforts).
- Consider the establishment of a widespread employee mentoring system or approach to help support people with the knowledge of experienced individuals that can provide appropriate guidance and coaching.
- Encourage open and honest performance feedback to be regularly and consistently given at all levels to help fully support employee endeavors.
- Set up flexible formal and informal reward and recognition systems that can reward individuals and teams differentially according to their performance.

Cooperation

The relative level of cooperation that exists between individuals and teams at all levels of the enterprise and across the organization.

Low performance

- *Effort to work together cooperatively is relatively limited and infrequent.*
- *Individuals see it to be better to seek to achieve overall goals or team objectives individually rather than to utilize teamwork.*
- *Many individuals feel that their job security is threatened in the future*
- *People believe that the organization is not doing enough to be as customer focussed and competitive as it could be*
- *The organization is believed to be over tolerant of individual mediocrity and overall morale is potentially relatively poor in many parts of the enterprise.*

Suggested interventions

- Build organizational teamwork by working hard to ensure that people understand what every major team does in the enterprise and by providing opportunities for people to work together in different project situations to increase familiarity.
- Set objectives in team rather than individual terms. For example, suggest that the entire team's performance will be judged on the basis of a whole departments overall results or success in reaching a target.
- Take time to assure people about the future as much as you can by talking about strategies and goals but also being open about successes and failures.
- Spend quality time focussed on customer needs and expectations and get all employees involved in the on-going processes of collecting data, analyzing it and putting together plans to improve performance.
- Act quickly where you see individual or team mediocrity. This helps to demonstrate that low or ordinary performance is not acceptable and that the organization is not going to let a minority of people threaten the stability and future of the majority.
- Develop an active and open interest in talking to other people in teams both inside and organization (to better understand how processes to deliver products and services flow across the enterprise) and carefully note where potential problems or bottlenecks can occur.
- Invite teams to take an interest in finding out more about what fellow team members are responsible for doing and achieving and where their skills are strongest.
- Make sure that every individual works out who is responsible for what, how, where and when in the team and look to minimize gaps and overlaps as much as they can.
- Encourage all meetings to invite participation from individuals that represent different or varied organizational interests.
- Encourage individuals to accept organizational 'ambiguity' as a normal reaction in some circumstances and coach people to seek more information from people of different backgrounds and cultures before finally making any decisions.

Empowerment

The climate of empowerment and challenge that is created by the organization for individuals to stretch themselves to reach and exceed personal targets and goals.

Low performance

- *The organization pays insufficient attention to job or work design issues.*
- *A high proportion of the population feels that their work is dull or uninteresting and lacks sufficient personal challenge.*
- *Some individuals feel despondent about their work and the future.*
- *The organization's efforts to develop and grow people's skills and capabilities is hidden from some, confusing to others, and only made available to a favored few.*
- *Little individual coaching and guidance occurs and individuals are prone to feel that their own and other people's careers progress by accident and luck rather than by design.*

Suggested interventions

- Ensure that every supervisor and manager knows how important it is to build employee capability and 'benchstrength' in their team. They should do this by investing time in training and coaching people so that individuals are ready for promotion or new and different work assignments.
- Bring in the occasional outsider, and draw on the new or different individual perspectives, to help evolve the thinking and culture and ensure that it does not become too insular.
- Utilize survey and diagnostic tools to better understand individual personality, style and competency (including 360-degree (peer/boss and subordinate) feedback where appropriate). Use this information to help individuals and the organization as a whole to learn more about themselves and to build improvement strategies for the future.
- Support a culture of taking reasonable risks and allowing mistakes to occur without recrimination.
- Raise people's general commercial awareness by sharing information about performance, quality, competition, suppliers and customers throughout the organization. Do this through formal training or informal coaching and communication.
- Constantly review the design of processes, teams and individual jobs and make any on-going adjustments that minimize duplication and overlap and maximize interest and challenge.
- Consider educating the entire organization on the way that the career development process operates, so that people can get the best from it (the chance to be interviewed for all internal vacancies for which they are qualified for example).
- Establish a 'bottom up' career development system that collects views about people skills, preferences and potential from those who are likely to know most about it, and use this information to form the basis for shaping individual's career paths or designing particular assignments or jobs.
- Ensure that individuals are given sufficient time in their job roles to truly learn from their experience and to have to live with any mistakes they make (and not rely on others that follow them to rectify them).
- Maintain a fully equal opportunity work environment, allowing all individuals access to all jobs without any prejudice or discrimination.