

ORGANIZATIONAL CLIMATE ASSESSMENT

A Baseline Measurement of Organizational Climate with:

**Teamwork
Competency
Involvement
Commitment
Environment
Reward and Recognition
Management Effectiveness**

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SAMPLE

About the Assessment

This is a powerful instrument, especially when provided organization-wide with specific departmental demographic separation and analysis. Each category has been designed to assess one of the key categories that affect employee performance and a culture of excellence. This assessment should be administered anonymously company wide, broken out by departments of 6 or more people to protect the identities of respondents. Every precaution should be taken to insure confidentiality in order that respondents will feel comfortable sharing their true opinions and perspectives.

The objective of performing an organization climate assessment is to identify the key areas which are hindering production, reducing effectiveness and which might generate unexpected costs in the near future. The idea and approach is for the organization not to simply perform an academic exercise, simply because they 'do it at this time every year', but to critically examine themselves to see where the company and its employees might be finely tuned to generate higher levels of performance. Once identified, opportunities to strengthen existing approaches that are working well, as well as select appropriate interventions for addressing the weakest areas should be aggressively pursued for the maximum benefit of everyone.

This assessment is designed with the following assumptions in mind:

Fundamental care of the employee as an asset. Organizations are successful because of the quality of work employees perform. When employees are cared for, and the right environment is created where there are no barriers to performance, their true value to the organization can be fully realized.

Respect for the dignity of the employee and the sensitivities of human beings. Humans have fundamental needs for safety and security, affiliation and acceptance, involvement as well as self actualization. The extent to which these and other human needs are fulfilled lead to higher levels of commitment, initiative and performance. Organizations that include an emphasis on fulfilling the needs of their employees will enjoy a more productive and stable workforce.

Full understanding of the realities of business. This assessment is written with full realization of the realities of business, and not an unrealistic utopian view of an idealized work environment. The factors emphasized and measured in this assessment are the important levers to optimizing employee workplace performance as well as creating an environment where everyone feels better.

Embracing optimization and improvement. An irrefutable trend in business today, continuous improvement and increasing levels of efficiency are a way of life. These factors are given appropriate emphasis in this assessment because they represent an ever present dynamic with which every employee must deal.

Keys to motivation and commitment. Rather than only identifying potential problem areas to be avoided, this assessment focuses on areas where human behavior can be leveraged more positively to create employees with higher levels of motivation and commitment.

Facilitator Guidelines

Administering the Organizational Climate Assessment doesn't require special experience, but facilitators who deliver this instrument are applying a tool with potentially important for the organization. Everyone can benefit from improving the areas through the organization.

This instrument is a potentially valuable tool with a variety of targeted populations. Each administrator should evaluate the instrument responsibly before applying it and consider carefully the unique conditions and circumstances of the individuals and populations to whom it will be administered. It is important that you read through the instrument in advance to assess how long you will be committing to this exercise.

When using with a group, it might be helpful to project a copy of the Organizational Climate Impact Chart with an example on an overhead transparency to demonstrate. When a facilitator presents this material and proceeds through an interpretation of the Organizational climate Impact Chart, it becomes very important to gauge the climate of the group. Each facilitator must exercise responsible discretion and check in often with participants to be sure they are comfortable in any group discussion.

Talk about why organizational climate is important. To understand the organization climate will obviously give clues for the future to be successful. Once the strengths and weaknesses identified, to work on them will create maximum benefit for everyone.

Encourage subjects to be honest. This assessment works only if participants are completely honest. As a result, a foundational measurement is established from which real improvements can be made.

Create a safe atmosphere. Emphasize the ground rules of quiet, privacy, and not bothering others or discussing results if participants finish early. Give individuals as much space and individual privacy as the room allows, changing seating and orientation if necessary to create the maximum feeling of individual security and privacy.

Allow sufficient time. This assessment should not be rushed. Although answering the questions does not take long, emphasize that participants should think about each question before answering. Allow yourself enough time to

explain how the results are plotted on the Organizational Climate impact chart and to lead the improvement planning section.

Explain the scale. Each of the questions on the assessments uses a 1–5 scale with one being lowest and five highest. Be sure your group understands the scale, and encourage participants to give the number that most exactly reflects their feelings. Be sure they understand that writing a five is okay and that simply means they can't think of a way things could be better than they already are in a particular area. Also remind them that they might use a five today and a lower number tomorrow.

Give examples. Choose one or two questions from the assessment and try to draw the group out and use their own examples to further personalize the process. This is a good time to gauge understanding of the questions and clarify any misconceptions about how the instrument is used.

Check for participation. Check that participants fill out the assessment correctly, marking each question individually rather than marking all fives etc and that they are engaged in the process. Reinforce participation when necessary without forcing or coercing anyone to participate.

Plot the results. Participants use math to calculate mean scores and plot the survey results on the Organizational Climate Impact Chart. Demonstrate and guide your audience through these steps slowly and clearly so participants all get accurate and clear results. Move around the room and help people as necessary.

Discuss the findings. The facilitator can aid the interpretation of results. Follow the algorithms provided over all, but feel free to use your own approach for discussing findings and sharing individual perspectives. Once again, maximize group participation.

Improvement planning. Have participants develop their own personal improvement plan. When delivering this assessment to a group, use large or small group brainstorming to generate improvement ideas.

Organizational Climate Assessment

Consider the department you work in as well as your organization as a whole when completing this assessment. Your anonymity will be protected. Rate each of the areas below on a scale from 1 (lowest or least) to 5 (highest or most). The survey has 56 questions in 7 categories. Please complete them all. Your opinions will be utilized to highlight improvement opportunities for your organization.

ENVIRONMENT

1. My work area is a safe working environment.
1 2 3 4 5
2. My work area is clean and well organized.
1 2 3 4 5
3. Diversity is appreciated in my work environment.
1 2 3 4 5
4. Working conditions in my environment are continually improving.
1 2 3 4 5
5. My Company does a great job of preventative maintenance, replacement and upgrading of equipment I use to do my job.
1 2 3 4 5
6. My work environment is efficient.
1 2 3 4 5
7. I have the resources I need to perform my job effectively.
1 2 3 4 5
8. My work environment is not stressful.
1 2 3 4 5

TEAMWORK

9. I have confidence in my co-workers at my company.
1 2 3 4 5
10. The people I work with do a good job.
1 2 3 4 5
11. The people in my department work well together.
1 2 3 4 5
12. All of the departments at my company work well together.
1 2 3 4 5
13. Resources are freely shared throughout the company.
1 2 3 4 5
14. My department communicates well with other departments in my company.
1 2 3 4 5
15. My department makes a valuable contribution to my company.
1 2 3 4 5

16. My department meets it's internal and external customer requirements.
1 2 3 4 5

MANAGEMENT EFFECTIVENESS

17. I can communicate effectively with senior management.
1 2 3 4 5

18. My department is effectively managed.
1 2 3 4 5

19. I trust management.
1 2 3 4 5

20. Management has a good understanding of what goes on in my department.
1 2 3 4 5

21. I am treated with respect by management.
1 2 3 4 5

22. Management takes employee suggestions seriously.
1 2 3 4 5

23. Management is consistent in their approach.
1 2 3 4 5

24. Management assigns me an appropriate amount of work.
1 2 3 4 5

INVOLVEMENT

25. Management keeps my department adequately informed about what is going on in the company.
1 2 3 4 5

26. Information is shared freely throughout the company
1 2 3 4 5

27. My company encourages me to help in developing improved work processes.
1 2 3 4 5

28. At my company, management seeks the involvement of employees when making important decisions.
1 2 3 4 5

29. My company trusts me with their plans for the future.
1 2 3 4 5

30. My company relies upon me to perform important work.
1 2 3 4 5

31. My company is sensitive to my individual needs.
1 2 3 4 5

32. I know what is happening in other parts of my company.
1 2 3 4 5

REWARD AND RECOGNITION

33. My company acknowledges me for my contribution when company goals and objectives are achieved.

1 2 3 4 5

34. I receive adequate feedback about my performance.

1 2 3 4 5

35. My company has realistic work expectations.

1 2 3 4 5

36. I am fairly paid for my work.

1 2 3 4 5

37. The benefits offered me at my company are satisfactory.

1 2 3 4 5

38. My department performs above average compared to other departments.

1 2 3 4 5

39. I receive positive feedback at least as often as negative feedback.

1 2 3 4 5

40. Promotions at my company are handled fairly.

1 2 3 4 5

COMPETENCY

41. I had the skills I needed for this job when I was hired.

1 2 3 4 5

42. I receive training to stay current in the skills I need to be effective in my job.

1 2 3 4 5

43. Training is a priority at my company.

1 2 3 4 5

44. I have the skills I consider most important to do my job effectively.

1 2 3 4 5

45. My job makes good use of my abilities.

1 2 3 4 5

46. I can handle the size of my workload.

1 2 3 4 5

47. My company helps me to develop myself and my career.

1 2 3 4 5

48. I am among the best at what I do in my field.

1 2 3 4 5

COMMITMENT

49. I am willing to work as hard as necessary to get the job done.

1 2 3 4 5

50. I exceed my company's expectations of me.

1 2 3 4 5

51. I am willing to put in extra effort when necessary.

1 2 3 4 5

52. I like working at my company.

1 2 3 4 5

53. I am loyal to my company.

1 2 3 4 5

54. My morale is good.

1 2 3 4 5

55. I plan to spend my entire career at my company.

1 2 3 4 5

56. I am proud to say I work at my company.

1 2 3 4 5

SAMPLE

Question Definitions

This background is provided to clarify and explain what each question measures.

ENVIRONMENT

Environment concerns the elements that contribute to or detract from an employee's effectiveness and surround them all the time. A great employee's performance may be hindered by a poor environment, in which energy must be expended to overcome equipment downtime or resource shortages, rather than focused on the work at hand. A good environment will support quality work.

1. My work area is a safe working environment.

Safety is no small issue, and may involve obvious objective dangers such as faulty structural components, a bad neighborhood, day to day potential for physical injury, or various code violations such as lack of handicapped access. Safety may be expanded to include long term exposure to environmental hazards, poor lighting, cumulative ergonomic factors or even poor preparation in terms of crisis readiness. Emotional safety and psychological security should also be included in this category and might include abrasive personalities, intimidating co-workers, inappropriate conduct and even lack of confidentiality.

2. My work area is clean and well organized.

A clean and well-organized work area not only creates a positive first impression but aids in more efficient functionality and ease of collaboration and cooperation with others.

3. Diversity is promoted in my work environment.

Differences in race, gender, preference, or cultural differences should not be a hindrance to work performance. If these issues are present, they need to be effectively addressed.

4. Working conditions in my environment are continually improving.

A work environment which embraces innovation and continuous improvement will yield its own benefits in terms of increased efficiency, cost savings, and increased worker performance. Ongoing work environment improvements keep approach as well as attitude fresh, with a zero based outlook recommended at least every 5 years.

5. My Company does a great job of preventative maintenance, replacement and upgrading of equipment I use to do my job.

No one likes to utilize old technology, when better technology is available. Preventative maintenance and the replacement of outdated or worn out equipment cuts down time/waste and yields the maximum level of efficiency and output. Lifecycle management is a good strategy.

6. My work environment is efficient.

Efficiency between coworkers, efficiency of workflow, furniture arrangement, filing, supplies, telephone systems, computer networks, shared resources and more help to produce maximum return on the employee investment.

7. I have the resources I need to perform my job effectively.

Many workers are asked to do more with less. The basic foundational components to be successful are required if employees are going to perform at the standard for their field. Adequate space, time, manpower, supplies, meeting rooms, counter space etc. are required if quality and productivity is the expectation.

8. My work environment is not stressful.

Stress factors can include but aren't limited to: continual long work hours, overbearing managers, unrealistic work loads, limited time and materials, a competitive work environment, inappropriate conduct by co-workers, lack of commitment by co-workers, bad workplace ergonomics, hard commute, no time off, or any of the factors measured on this assessment which a respondent rates low.

TEAMWORK

Teamwork is an area of often untapped potential. The synergies created or not created between employees and departments can be responsible for new ideas, better communication, reduction in cost, better project management, higher morale and more, or it can become an area fraught with conflict, stress, inefficiency and redundancy. Although teamwork costs very little, it can be a potential goldmine when managed correctly.

9. I have confidence in my co-workers at my company.

A lack of confidence in co-workers is a strong indicator of product or service quality issues. A more positive response will generally track well with answers to other questions concerning quality and productivity.

10. The people I work with do a good job.

Feelings of animosity towards or disappointment with the performance of others in the department will again indicate quality issues. These are clear signs that workers are not synergistic and that teambuilding is necessary.

11. The people in my department work well together.

Again, low scores in this indicator point to the need for teambuilding. Diversity or gender issues may be underlying factors.

12. All of the departments at my company work well together.

This question measures cross-functional teamwork and the perceived ability of departments to cooperate and collaborate effectively. Because customers often

cross organizational boundaries when accessing services, improvement in this area can have a significantly positive effect on productivity and customer satisfaction.

13. Resources are freely shared throughout the company.

Often, one of the ways the lack of teamwork is revealed is by the hoarding of resources, especially when resources are tight. When resources are freely shared it reflects the perceived value and higher level of cooperation amongst employees and departments. It is an indicator that the company has a total team concept versus affiliation only within a department or unit.

14. My department communicates well with other departments in my company.

This is another measure of cross-functional teamwork. Many organizational systems cross the vertical boundaries of departments. Communication between departments insures that processes and systems integrate seamlessly with smooth handoffs and no breaks in product or service delivery.

15. My department makes a valuable contribution to my company.

This question reflects the self-perception an individual has about his department's identity and value to the organization. It is not unusual for departments to feel unnecessary or under appreciated in large organizations. This inevitably leads to lowered morale and poorer performance levels.

16. My department meets it's internal and external customer requirements.

This question reflects a department's awareness of and alignment with the company's main customer priorities- those affecting co-workers internally and those which ultimately affect the external customer.

MANAGEMENT EFFECTIVENESS

The worker, department, product line and organization will be successful or sink, based upon the quality of its management. No other group has so much power for good, or to potentially damage the productivity of the organization. Positive management practices can be one of the most important keys to raising employee satisfaction, motivation and effectiveness.

17. I can communicate effectively with senior management.

Senior management can be either an enabler or inhibitor of employee communication. Enlightened management in any organization will recognize the importance of keeping lines of communication open with employees, and the value of the contributions employees will share when they are given the chance. Individual managers who are seen as actively listening to employees will enjoy much higher levels of trust, respect and employee loyalty. Employees want to feel as though their opinion matters and are taken seriously. Listening is an essential management competency.

18. My department is effectively managed.

Employee morale and productivity are strongly influenced by how effectively they perceive the department is managed. If this is low, chances are management competency is also low. Scores for this question can also reflect a generalized negative attitude towards management.

19. I trust management.

This is a fundamental indicator of management effectiveness. As all relationships, the employee-management relationship is built on a foundation of trust. Loyalty, morale, innovation all suffer when trust in management is low.

20. Management has a good understanding of what goes on in my department.

Employees often believe that management is disconnected from the day-to-day operations of the department. This may be true or only perception, but it will reflect the degree to which employees feel that management makes well informed and strategic business decisions.

21. I am treated with respect by management.

Common courtesy and acknowledgement and acceptance of the worker can go along way in any organization. By a simple demonstration of positive attitude towards the worker, their levels of trust, motivation and commitment will increase. It is amazing to see how many managers today don't see the value in such a low cost approach to increasing productivity and effectiveness. The Quality Values principles establish that all relationships are customer-supplier. In the case of the management-employee relationship, the manager is essentially the supplier and should work diligently to satisfy their needs. As a result management will be blessed with hard working, loyal and innovative workers that take delight in showing off the company to the customer through outstanding product and service delivery.

22. Management takes employee suggestions seriously.

Management should have a well marketed and managed ideas system to effectively utilize the suggestions offered by employees. They should actively listen and make an effort to acknowledge employee initiative. Most good ideas come from the rank and file on the front lines that own and understand the process. Employees need to feel that management values them and that their suggestions are appreciated.

23. Management is consistent in their approach.

Management that adopts every latest organizational change strategy without truly implementing the previous strategy may send a negative message to the worker. Management turnover can also result in changes of approach as the new manager brings in his/her ideas. When employees are not focused on long term,

continual improvements and core missions they their personal connection with the company. This affects their motivation, drive, commitment and initiative.

24. Management assigns me an appropriate amount of work.

It has always been the responsibility of management to gauge the appropriate workload for each employee. Overloaded or under loaded employees will not perform at their best consistently over time.

INVOLVEMENT

Employees have a human need to feel involved and to know what's going on. More information, more access to decision making, more input, and more personal contact makes them feel a stronger connection with the organization and that their contributions are valued. Employees who are more involved and empowered with more access and input are more productive and satisfied workers.

25. Management keeps my department adequately informed about what is going on in the company.

Each department and the individuals in it have a need to feel valued to meet their needs for affiliation, inclusion and esteem. If the organization is moving in a particular direction the department wants to feel that they are part of it.

26. Information is shared freely throughout the company.

This question gauges the level of perceived openness employees feel that the organization operates with. Does the organization keep its own information about various developments close to its vest, or does it use more of an 'open book' organizational style. Managers tend to hold information back, allowing employees to feel as if they are not trusted. Again, trust is fundamental to all relationship.

27. My company encourages me to help in developing improved work processes.

This question measures the level of importance placed on innovation and continuous improvement. It speaks of the value management places on employee process and systems knowledge. If individuals feel encouraged to share their own ideas for innovation, management will be the recipient of many great ideas.

28. At my company, management seeks the involvement of employees when making important decisions.

When employees are asked their opinions on important business decisions that directly affect them, they feel more involved. Trust remains in place and employees will be more supportive of the decision. It is critical that management maintain an open dialogue about important company topics. This is not the time to withhold information, yet this is commonly when managers communicate least.

29. My company trusts me with their plans for the future.

Again, management is building a trust and loyalty in the relationship with the employee. It demonstrates to the employee that they are an important part of the organization, and that future business success is depending on them.

30. My company relies upon me to perform important work.

Employees need to feel that their work has value. A key to employee motivation is ensuring that the employee knows that they are needed by the organization.

31. My company is sensitive to my individual needs.

Individuals want to feel that the organization has their best interests at heart. One on one career counseling and support for individual development, working around special situations and circumstances, and checking in with workers periodically to see how they are doing helps employees feel that they are treated as someone special.

32. I know what is happening in other parts of my company.

General company knowledge is one of the keys to quality as well as cross-functional collaboration. Individuals like to share in company developments and successes even when it is not at their particular location. Keeping employees informed can also yield unanticipated synergies as different departments spontaneously find new ways of accessing one another's strengths or sharing best practices.

REWARD AND RECOGNITION

Reward and recognition systems need to be more than just financial. Employees enjoy being recognized for their contributions, enjoy being valued for their expertise and want to share in the successes of the organization.

33. My company acknowledges me for my contribution when company goals and objectives are achieved.

Employees want to share in success and want to be acknowledged for their individual contributions. Personal recognition is a key to employee motivation and commitment

34. I receive adequate feedback about my performance.

Employees who are unsure of expectations have a hard time meeting them. This construct examines the degree to which individuals feel that they are kept up to date with the organizations expectations of them.

35. My company has realistic work expectations.

This question measures the extent to which employees feel that they are overburdened. It relates to management effectiveness and even style. Micro managers with constant changes and revisions and continual shifting of priorities

leads to unrealistic work expectations and can dramatically effect morale and productivity.

36. I am fairly paid for my work.

This question reflects the extent to which employees feel that they are under compensated. Most employees know what the going wage and compensation package is for their level of education and experience within a certain job field. Pay is a de-motivator when too many employees feel like their compensation is not competitive.

37. The benefits offered me at my company are satisfactory.

The organization can gauge employee satisfaction with benefit programs. Again, benefits packages as part of total compensation can be a de-motivator when too many employees feel like their benefits are not competitive.

38. My department performs above average compared to other departments.

This question reflects the self-perception individuals have about the performance identity of their department vs. other departments in the organization. These internal benchmarks can be of great value to management by studying and implementing best practices that occur in the best managed departments.

39. I receive positive feedback at least as often as negative feedback.

This question reflects the perception of the individual regarding the type of feedback they are given most. To achieve organizational excellence, all feedback should be constructive. One incident of non-constructive feedback can destroy the employee-management relationship.

40. Promotions at my company are handled fairly.

This question gauges employee attitudes towards favoritism or other fair/unfair promotion practices. Management must have a formal merit based system in place to select for all positions. Once employees perceive favoritism in promotional opportunities there are usually gender, ethnic and other diversity issues to follow.

COMPETENCY

Competency and readiness for the job is a major area of concern when addressing optimization of the workforce. Skills, training, and job preparation all have a large effect on organizational productivity.

41. I had the skills I needed for this job when I was hired.

This question sheds light on initial hiring practices in terms of obtaining qualified employees. Successful companies are very good at matching needs to employee talents.

42. I receive training to stay current in the skills I need to be effective in my job.

This question shows the perception of job readiness in terms of current skills. High scores show that management has an ongoing training plan in place to maintain employee's competence.

43. Training is a priority at my company.

High scores in this construct indicate that a key management strategy is to maintain employee competence.

44. I have the skills I consider most important to do my job effectively.

Low scores in this construct reveals perception of critical skills shortfalls.

45. My job makes good use of my abilities.

This question measures the extent to which individuals feel that they are in the 'right job' or are in a job where they can exercise their greatest strengths.

46. I can handle the size of my workload.

High scores in this question show that employees feel confident that they can handle their work. It generally means that they are less stressed and more productive.

47. My company helps me to develop myself and my career.

Employees who see a long term relationship with their company as beneficial to their career will be more loyal and committed. Good managers are good mentors that use their knowledge and influence to help their workers achieve their potential.

48. I am among the best at what I do in my field.

This question reflects individual's perceptions of how close to the benchmark their skills might be for their industry.

COMMITMENT

Ultimately, the best efforts of any employee come when he/she is committed. Once commitment is on line, initiative, creativity, energy and best efforts are sure to follow.

49. I am willing to work as hard as necessary to get the job done.

This question measures employee willingness to put in extra time and effort when necessary. It shows loyalty and dedication to the company beyond compensation. High scores on this indicator is an indication of a vibrant organizational culture.

50. I exceed my company's expectations of me.

This question reflects the perception of the individual employee in terms of how close they believe they are working up to the standard.

51. I am willing to put in extra effort when necessary.

This question examines employee commitment level. A strong commitment indicates a high level of investment by the employee in the company's success.

52. I like working at my company.

This question reflects the employee's level of comfort and satisfaction with the company. Joyful workers are more productive and have higher morale.

53. I am loyal to my company.

This question is an indication, by an employee's own stated position, of how loyal he/she is to the organization. Loyalty is another strong indicator of employee satisfaction.

54. My morale is good.

Low morale is a strong indicator of employee dissatisfaction. High scores indicate a healthy climate.

55. I plan to spend my entire career at my company.

This question also gauges employee commitment, in terms of long range plans for involvement with the organization. It indicates an overall level of satisfaction with the company.

56. I am proud to say I work at my company.

This question reflects an individual's pride and the level to which they positively identify with their organization. Proud employees are great recruiters and advocates in that they are always saying something positive about the organization.

Plotting Results on the Impact Chart

1. Transfer the scores from your Assessment to the Impact Chart. Make a mark that corresponds to your score for each question on the lines provided. Low scores are closer to the center and higher scores are towards the outside of the impact chart.
2. To calculate the mean score for each category, add the numbers for each of the eight questions in each category and divide by eight. Write the mean score for each category in the spaces provided on the impact chart. Put a star next to the highest scoring category and an *X* next to the lowest scoring category.
3. Add the seven category scores together and divide by seven to get an Overall Mean Score. Write that result in the space provided.
4. On the impact chart, draw a circle indicating the overall mean score.
5. Put a star over each mark for questions 1 through 56 that is greater than the overall mean score and put an *X* over each mark that is lower than the overall mean score.
6. Calculate the difference between the highest individual question score and the lowest individual question score. This is your balance range. Write this number in the space provided.

ORG. CLIMATE IMPACT CHART

Name:

Date:

Overall Mean Score:

Balance Range:

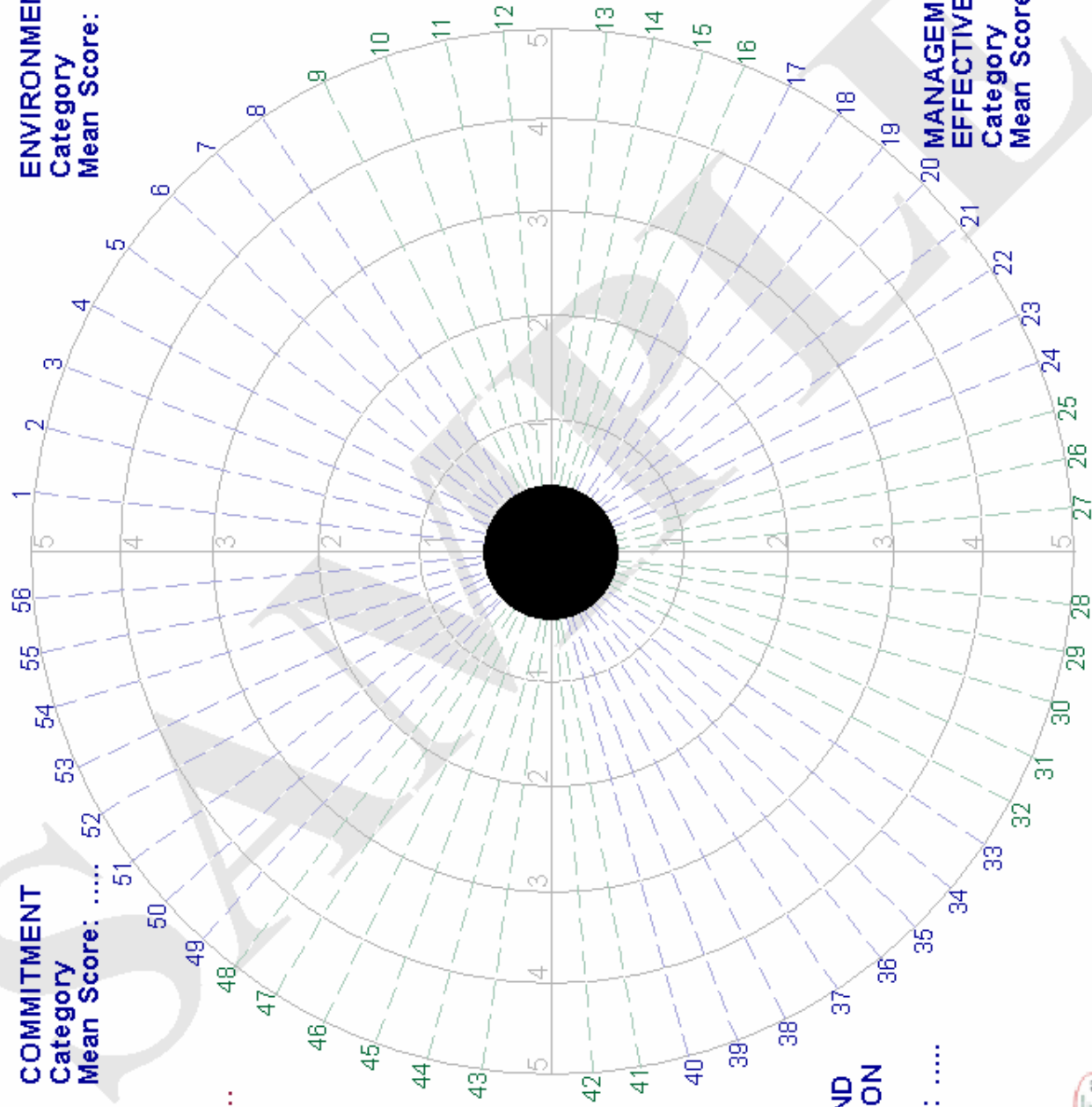
ENVIRONMENT
Category
Mean Score:

TEAMWORK
Category
Mean Score:

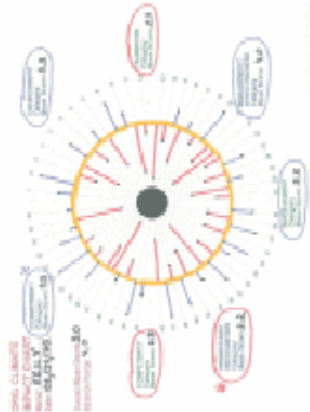
**MANAGEMENT
EFFECTIVENESS**
Category
Mean Score:

INVOLVEMENT
Category
Mean Score:

**REWARD AND
RECOGNITION**
Category
Mean Score:



**SAMPLE
CHART**



Interpreting the Impact Chart

The Impact Chart contains all 56 questions and is broken down into the seven categories: Environment, Teamwork, Management Effectiveness, Involvement, Reward and Recognition, Competency and Commitment. An overall category mean score for each category is provided. The combination of overall mean scores is used to develop an overall mean score for the entire instrument. A name and date field is included to indicate who completed the assessment and when they scored it. In this assessment, the name field may be left blank to ensure anonymity.

1st level of analysis

Overall Mean score. The overall mean score represents the degree to which individuals/ organization are living up to their organizational climate potential and the degree to which they are demonstrating excellence. Low or high numbers for each question combine for an overall score or *effect* for the organizational climate.

Scores above the mean. These high scoring questions, marked with a star, are the stronger characteristics and tendencies individuals/ organization are experiencing presently.

2nd level of analysis

Category strengths and weaknesses. Naturally, some categories are higher or lower than others. Participants can self-evaluate to see what types of patterns emerge. Notice which categories are above the overall mean (the areas which are stronger) and which categories are lower than the overall mean (the categories that bring the overall numbers down). A difference between categories or questions of less than .50 is not considered statistically significant. Differences of .51 or greater are considered significant and can be examined as such.

3rd level of analysis

Highest overall question/lowest overall question. Individuals/organization may give consideration to the biggest strength and the area in which they need the most improvement.

4th level of analysis

Balance range. The Balance range is the relative distance of the two farthest points from the overall mean score (the highest and lowest scores mentioned above). If this number is tighter or closer to zero, it indicates overall balance in organizational climate. This suggests that the organization applies equal

attention to each area, which indicates more consistency. A higher balance range indicates that there is more variation less consistency in the different areas.

Developing the Improvement Plan

The improvement planning process is the final step in the Organizational Climate Assessment Process and can be done in large-group or small-group discussion.

Start with the strengths. Increasing positives and improving negatives will make a positive impact on the organization. Managers/employees appreciate being acknowledged for the strengths first, before addressing the more problematic areas. This approach builds participation and gets everyone involved in the process. As an exercise, you can have participants give an example of how their leadership strengths are put into action during their day-to-day routine and why they are important.

Opportunities for improvement. When moving into the lower scoring areas, keep the discussion non-judgmental and objective. Reinforce the idea that all organizations are working on something and excellence represents a continual opportunity to improve. Emphasize that examining the ways in which the organization can improve is a very proactive step. Conduct brainstorming sessions on each category and then allow the group to select from these ideas for developing the improvement plan. A prioritization exercise could also be valuable.

Use small groups. Another way to stimulate ideas is to break into discussion groups. Choose a category for each small group and have participants generate ideas for what the organization could do to improve. Have the groups report back to the large group and allow participants to add additional ideas. This is a powerful group process for developing improvement ideas.

Use assignments. Have each person target one or two areas that they want to work to improve. Have them report back the next session on what happened.

Re-measure after improvements. Remember that you will have numeric, statistical data as a baseline and can re-measure progress over time. This is a great instrument for reaffirming efficacy of targeted improvements and measuring change over time.

The Improvement Plan

What were the three highest scoring categories on the Assessment?

- 1.
- 2.
- 3.

What were the five highest scoring areas? (The five highest scoring questions on the assessment).

- 1.
- 2.
- 3.
- 4.
- 5.

What are five things you can do to build on the organizational strengths even more?

- 1.
- 2.
- 3.
- 4.
- 5.

What were the three lowest scoring categories on the Assessment?

- 1.
- 2.
- 3.

What were the five lowest scoring areas? (The five lowest scoring questions on the assessment.)

- 1.
- 2.
- 3.
- 4.
- 5.

What are five things you can do to improve on the organizational weaknesses?

- 1.
- 2.
- 3.
- 4.
- 5.

After making improvements take the assessment again to see how much you have developed and improved. This is an ongoing process that can be continued throughout your organizational lifetime. Re-assessment about every 12 months is encouraged.

QUALITY VALUES PRODUCTS AND SERVICES

A Research and Consulting Firm whose purpose is to create "Values Based" organizations. Emphasis is placed on integrating the Quality Values into the culture at all levels...leaders, teams and individuals. A "Values Based" organization will move continually up the excellence curve, achieving customer preference and increased market share.

ASSESSMENTS

Organizational Assessments

- Cultural Transformation Assessment
- Staff Satisfaction Assessment
- Organizational Climate Assessment
- Management Competency Assessment
- Knowledge Competency Assessment
- Total Team Assessment
- The Six Sigma Assessment

Self Assessments

- Self Management Assessment
- Relationship Assessment
- Leadership Assessment
- Am I A Team Player? Assessment
- Sales Professional Assessment
- Youth Assessments
- Assessments for Teachers

RESEARCH

- End of Course/Instructor Evaluations
- OMR Data Collection and Reporting
- Online Data Collection and Reporting
- Customer Satisfaction Survey
- Market Research
- Conference & Exposition Evaluations
- Outcomes Research
- Custom Research

PUBLICATIONS

- Quality Values Book
- Self Scoring Assessment Software
- Train the Trainer Courses
- New Science of Customer Satisfaction
- Assessments and Workbooks
- What is Natural Excellence?
- How to Create Organizational Culture?

CONSULTING

- Knowledge Management
- Moving Towards Excellence
- Organizational Cultural Change
- Strategic Planning
- Team Development

TRAINING

- Customer Focused Organization
- Partnership and Commitment
- Sales Professional Effectiveness
- Teamwork Workshops
- World Class Leadership

CONTACT US TODAY

info@qualityvalues.com
www.qualityvalues.com
Tel/Fax: 858-487-1305
18736 Caminito Cantelina #192
San Diego, CA 92128 USA