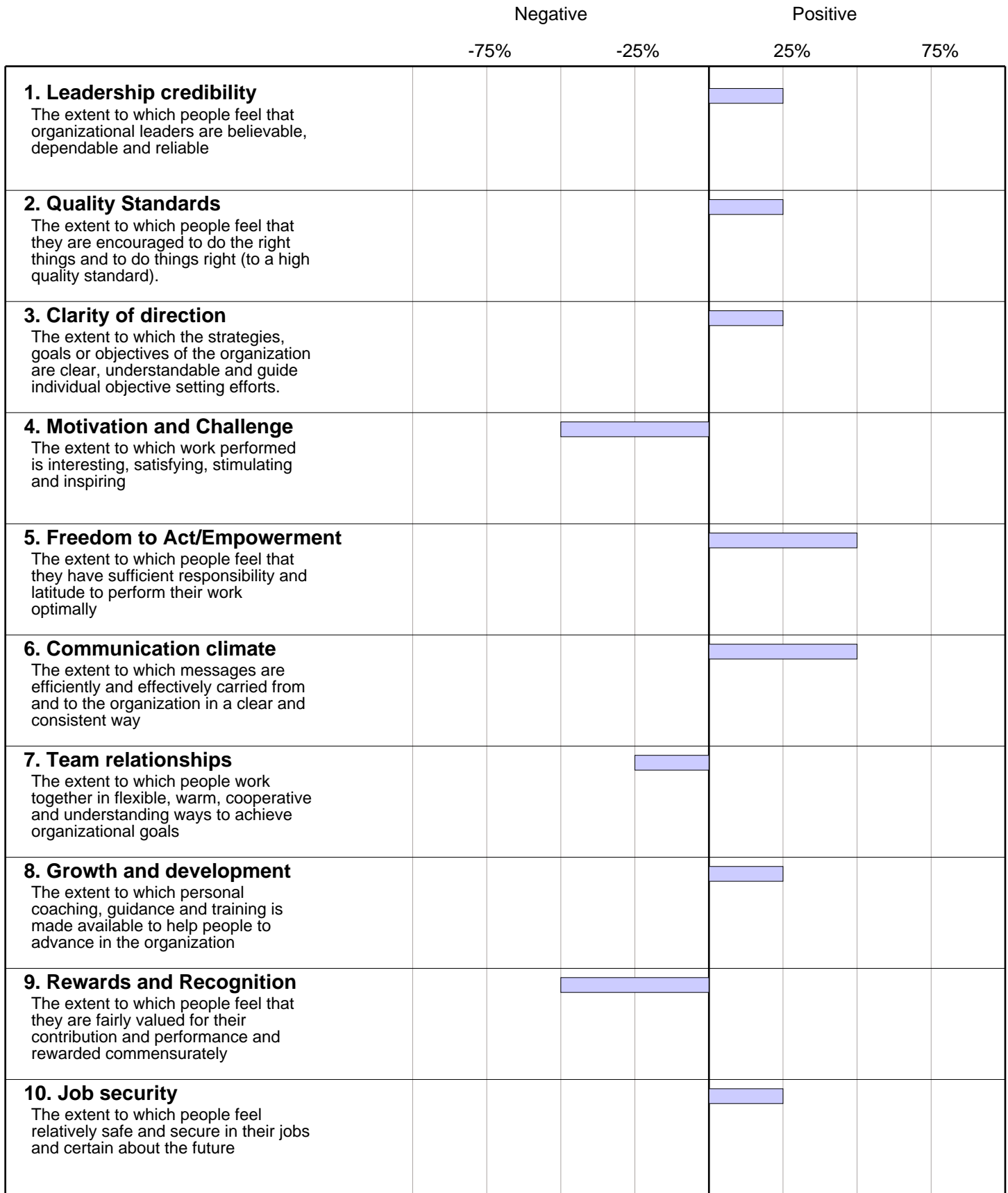




**Organizational Opinion Survey
Test Organization Opinion Survey**

Thursday, 17 May 2001

OVERALL SUMMARY



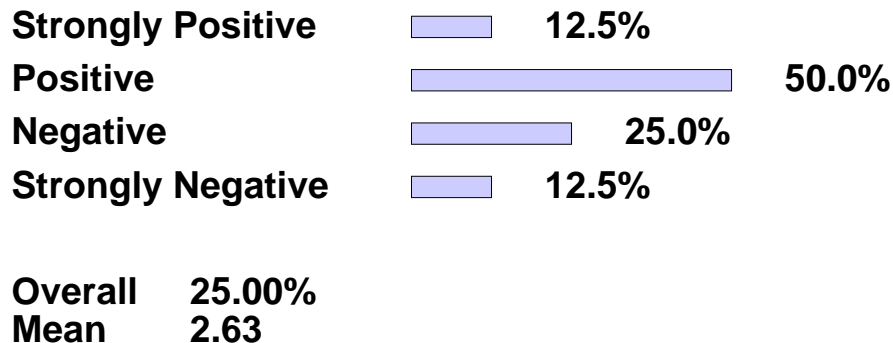
Leadership credibility

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. Management do not seem to be in touch with the views of most of the staff
6. A lack of trust exists between management and other employees
7. Managers seem to chop and change their minds about what is important a lot
8. Our organizational leaders are open and approachable

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.

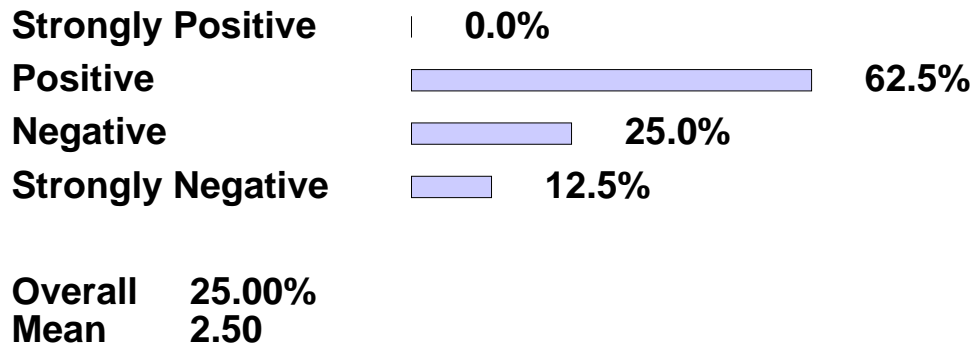
Quality Standards

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).

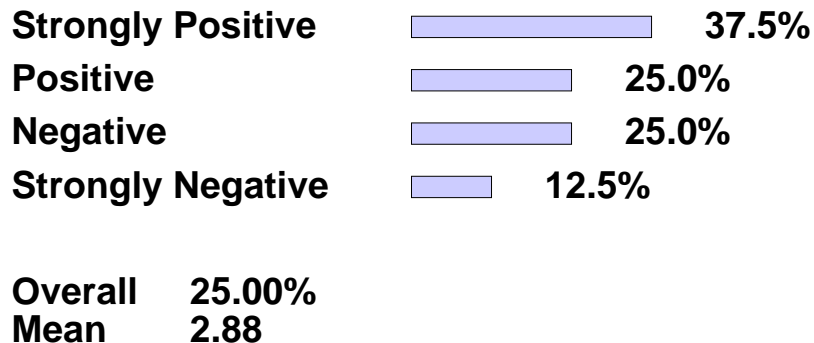
Clarity of direction

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. My personal goals are linked to overall organizational direction
7. This organization seem to like heading in a few apparently different directions
8. People don't appear to pull in the same overall direction a lot of the time

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.

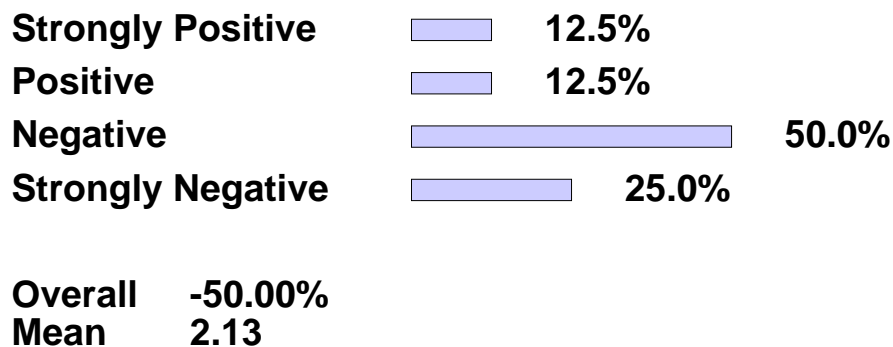
Motivation and Challenge

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

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'.

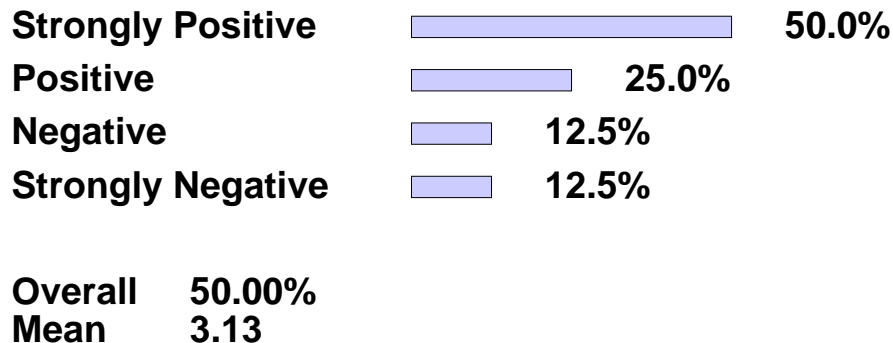
Freedom to Act/Empowerment

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. Work is often personally satisfying and fulfilling
5. My job makes good use of my skills and abilities
6. A great deal of people's time seems to spent doing work that is unnecessary
7. I have all the latitude that I need to do my job to a high standard
8. People are generally trusted and empowered to take decisions

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

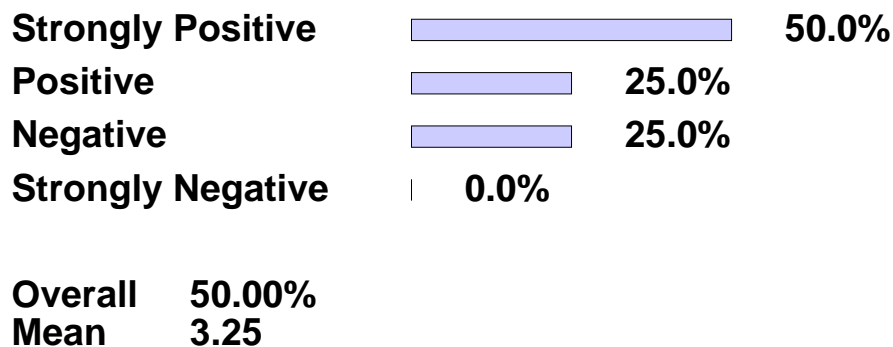
Communication climate

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

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.

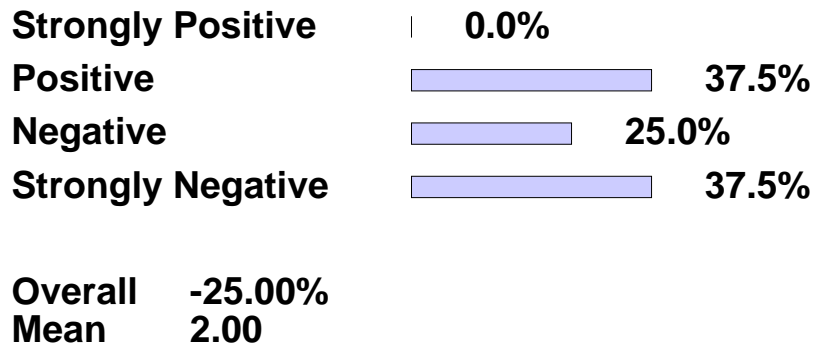
Team relationships

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

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.





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. Supervisors regularly engage in one-to-one discussions about individual performance, growth and development*
- 3. The possibilities for promotion and advancement appear to be limited*
- 4. It is relatively easy to get ahead and advance if you have the skills and experience*
- 5. People move too quickly to learn properly from their experiences*
- 6. The performance/appraisal process helps people to improve and grow*
- 7. More feedback should be given on my personal performance by my supervisor*
- 8. Men and women have equal status in this organization*

Average score:

Strongly Positive		37.5%
Positive		25.0%
Negative		25.0%
Strongly Negative		12.5%
Overall		25.00%
Mean		2.88

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.





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. With regard to pay and advancement, I could do better elsewhere
6. My direct supervisor often tells me how pleased he/she is with my work
7. I feel that my experience and skills are valued by the organization
8. The reward system is fair and consistently applied to everyone in general

Average score:

Strongly Positive		12.5%	
Positive		12.5%	
Negative		12.5%	
Strongly Negative			62.5%
Overall Mean		-50.00%	1.75

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.





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

Average score:

Strongly Positive		37.5%
Positive		25.0%
Negative		12.5%
Strongly Negative		25.0%
Overall Mean		25.00% 2.75

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.

Free form comments

KEEP (or continue to do well)

Keep on leading strongly

STOP (or do less of)

Plan more

START (or do completely differently to their current practice)

Get people involved more