

ENTERPRISE PULSE



Organisation Wellness Survey Wellness 2003 Gender report

Total Number of respondents: 80

Tuesday, February 04, 2003





Introduction

This summary report presents the organisation's aggregated results of the Enterprise Pulse™ - Organisation Wellness 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.

This summary report also details the aggregated feedback results for each of the twelve categories measured in Enterprise Pulse™ - Organisation Wellness Survey, and each of the individual questions that comprise the survey instrument (84 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 performance by taking the data seriously and by acting firmly and quickly on the results.

In broad terms, this Summary Report contains the following:

- An introduction to the importance of rigorously and systematically gathering people's opinions on Organisation Wellness matters and acting on the results (whatever they may be).
- Your organisation's graphic profiles plus supporting statistical summary.
- A category by category report that summarises your organisation's results in twelve major wellness areas (three for each of the four key success quadrants).
- A report that summarises results at individual question level.
- Brief action intervention suggestions to provide ideas on what you may like to consider in action planning terms for each of the four key quadrants involved in lifting overall Organisation Wellness Performance and creating and sustaining organisational success.

We hope that this report will be a powerful tool in your action-planning process. Thank you for participating in the Enterprise Pulse™ - Organisation Wellness Survey.

The importance of gathering and acting upon Employee Opinions and Feedback

Every organisation, 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 overall individual and collective perceptions about the overall wellness climate or culture of the organisation.

Some aspects of organisational culture, such as individual behaviour or group behaviour norms, are easily visible, or open for all to see. This might be seen in the relative formality of the organisation 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 behaviour 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 organisation can take account of its employee feedback. After all, contented, focused, co-operative, empowered healthy employees are likely to achieve better results than those employees who are clearly unwell, 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 organisation, most satisfaction or dissatisfaction may exist.

The importance of careful and incisive diagnosis cannot be emphasised enough. Doctors routinely make diagnostic judgements prior to prescribing a course of treatment. As the situation changes, they also recognise 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 organisation needs a systematic, ordered, rational and fully repeatable process to take the organisational 'temperature', feel the organisational 'pulse', and listen to the organisational 'heart'. Then, and only then, can we prescribe the course of treatment to deal with any ailments and optimise future performance.

The Enterprise Pulse™ - Organisation Wellness Survey is a highly systematic diagnostic process, based on over 4 years of research in over 30 organisations in the United States, the United Kingdom, Holland, Sweden and Australia. This Wellness Survey uses 84 questions to focus on four key quadrants that are seen to be critical to effective organisational performance and success in terms of overall wellness. The survey measures each of these four key quadrants in three sub categories per quadrant (making twelve sub-categories in total). These four key quadrants and the twelve sub categories are detailed overleaf.

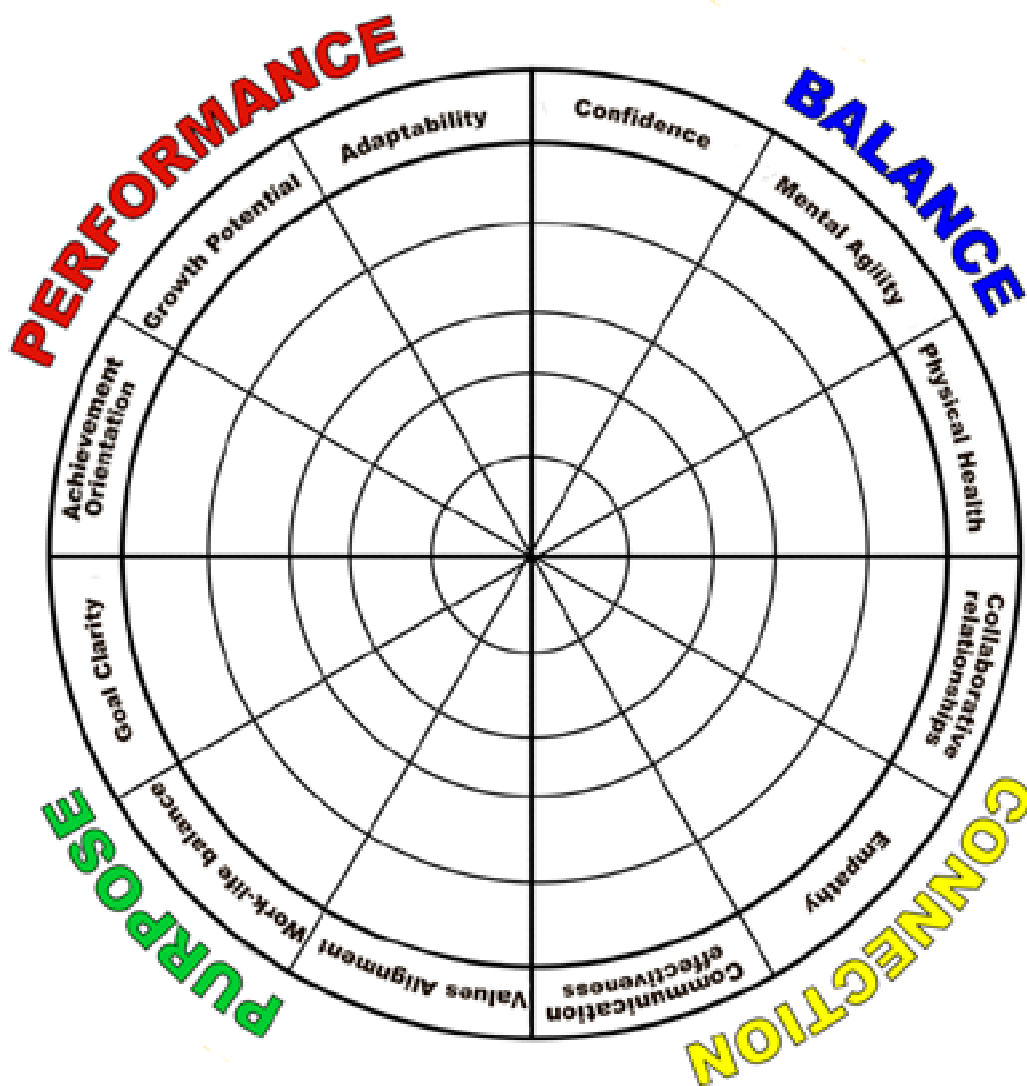
The Wellness Survey sub category definitions

Many years of progressive research have indicated that high organisational performance and success in terms of Organisation Wellness are significantly based on four key quadrants or clusters. These are that healthy high performers:

- Think in a 'balanced' confidence way, act in a mature and grounded manner, in reasonable control of any fears, frustrations and failings; respond to and manage pressure; deal fairly and assertively with people; hold views / opinions / beliefs / values which can be articulated and communicated to colleagues; are mentally agile and able to think 'out-of-the-box' and in positive terms; maintain and sustain good physical health.
- Avoid being aggressive, out of control, and/or causing harm to individuals or groups; recognise when to say 'no', when to admit errors or failings; manage difficult people appropriately and deal with conflict constructively; encourage emotional adaptability within their team; communicate well and 'connect' consistently with others to achieve results.
- Understand and value their own and other's unique personal behaviour, performance ability and goals at work; value other people's needs and preferences within the context of work-life; empower themselves and others to have an aligned and healthy meaning and 'purpose' to work and life.
- Encourage 'performance' to peak capacity, while evaluating when personal competency levels are challenged beyond capability; are keen to learn consistently and continuously; are creative and innovative in their approach to work; are resilient and resourceful under time pressures and heavy workloads.

The Wellness Survey sub category definitions

The Wellness Survey sub category definitions, the four key quadrants or clusters, are shown in the circular diagram below, together with the three individual sub-categories that comprise each quadrant. The Enterprise Pulse™ - Organisation Wellness Survey asks questions in each of these twelve sub-categories to create a rich and meaningful output report.



The Enterprise Pulse™ - Organisation Wellness Survey assumes that a high performance wellness-focused culture should be looking to create high levels of effectiveness in all four key quadrants (and therefore all twelve sub-categories). This means ensuring that people rate the organization positively by getting team and organisational performance as near to the outer layers of the above wheel as possible. We therefore need to understand these twelve sub categories in greater detail.

Balance

The **BALANCE** quadrant or cluster represents a view about a fundamental healthy equilibrium between people and 'the business' at hand i.e. between an individual's personal Wellness and the maximum productivity that each can deliver to enable an organisation to meet its overall targets.

The three sub-categories of Balance are:

Confidence

The extent to which people are self-assured and are trustful of each other (working with people in an inter-dependent manner, where appropriate but also being comfortable when working individually is necessary).

Mental agility

The extent to which people are pro-active in their thinking and react to situations and challenges quickly (demonstrating an overall alertness of mind and an ability to think clearly in most circumstances whether simple or complex).

Physical health

The extent to which people are as physically fit and healthy as possible at all times. This usually entails that they have stamina, can avoid most simple ailments, such as colds and viruses, and have little absenteeism through sickness (and are also active and energised during each day and have the ability to discern when they need to relax).

Connection

The **CONNECTION** quadrant or cluster represents a view about the extent to which everyone feels able to relate to each other and their environment with ease and understanding, valuing relationships at all levels. Rapport with clients, customers and suppliers is appropriately demonstrated.

The three sub-categories of Connection are:

Collaborative relationships

The extent to which people work well together in an overall team sense and there is a feeling of satisfaction and achievement when people get together to work on major tasks or projects.

Empathy

The extent to which people aim to carefully understand what individuals are saying or feeling (and attentively listen to each other's point of view) and then take account of this insight in their thinking, words and actions.

Communication effectiveness

The extent to which people communicate clearly, effectively and efficiently in their day to day interfaces (and communication and feedback channels operate openly and successfully in all directions).

Purpose

The **PURPOSE** quadrant or cluster represents a view about how individuals and teams behave and respond in ways that produce the highest possible pride and commitment in what they do and achieve at work. Purpose is a true alignment of the individual and their role, their team and the mission, vision and values of the organisation.

The three sub-categories of Purpose are:

Values alignment

The extent to which people are clear about their own personal values and how these align with those of the organisation (being able to describe organisational values clearly to others).

Work-life balance

The extent to which people prioritise and choose daily tasks and routines that enable them to successfully achieve their job targets without becoming adversely stressed by on-going workload (recognising when and how to work better under pressure and how to manage the balance between work and home).

Goal clarity

The extent to which people have clearly defined goals for each day, week and year (as well as long-term career). These goals are openly known by each person's manager and are a key part of on-going performance discussions.

Performance

The **PERFORMANCE** quadrant or cluster represents a view about how individuals gain and maintain healthy levels of high performance. At an individual and team level, as a result of healthy high performance, every action/outcome in itself provides both personal and professional satisfaction and growth for all individuals in the enterprise.

The three sub-categories of Performance are:

Achievement orientation

The extent to which people are actively motivated by the successful achievement of organisational and personal goals (being eager to get things done, create new ideas, work outside of the box, go the extra mile where necessary).

Growth potential

The extent to which a positive climate exists in which people actively challenge themselves and are encouraged to learn, develop and expand their natural skills potential within their current and potentially future work.

Adaptability

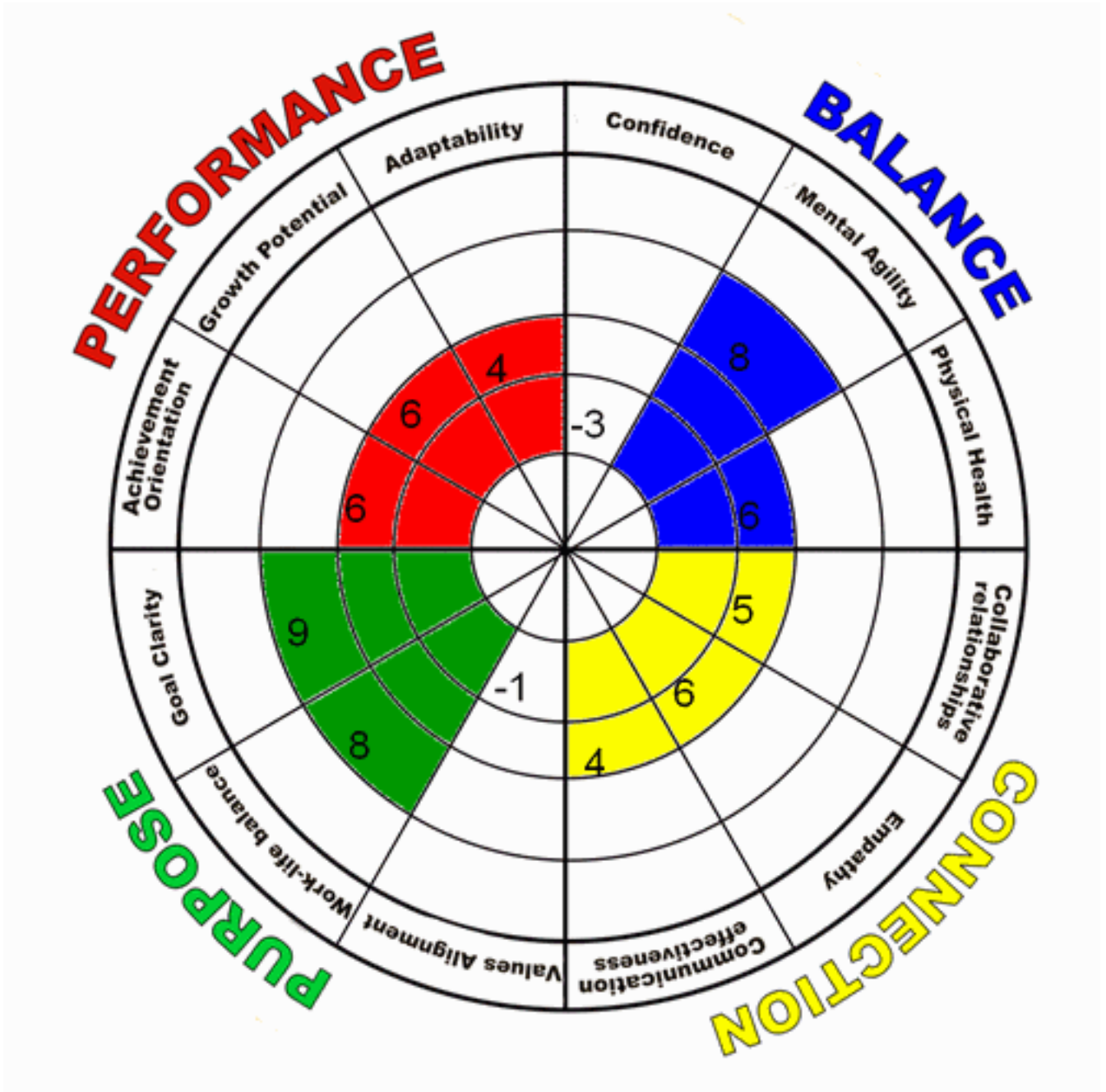
The extent to which people behave in an adaptable and flexible manner and are personally resilient to the pressure that change and high work loads can bring (staying calm under pressure and constantly looking for new ways to do things if existing methods or processes are ineffective).

It should always be remembered that no one key quadrant or one sub-category in this survey is more important than any of the others. In a high performance organisation, every effort should be made to work on any and every appropriate area. This means building on the strengths and addressing the negative views or weaknesses that are perceived by employees. This can be done by reviewing the whole sub-category in aggregate form or by focusing upon individual questions within a category.

Although all the twelve sub-categories in this survey are equally important, it is useful to note that any effort to lift or improve general levels of organisational wellness should take account of overall performance in each of the four clusters outlined in sequence (as they are presented in the circular diagram(s) in this report, starting at the top right corner). In other words, the 'Balance' cluster should be reviewed first, followed by 'Connection', 'Purpose' and finally 'Performance'. This helps to ensure that any perceived 'foundational' organisational weaknesses are addressed first (particularly where the report shows that several sub-categories may not be as strong as they might be).

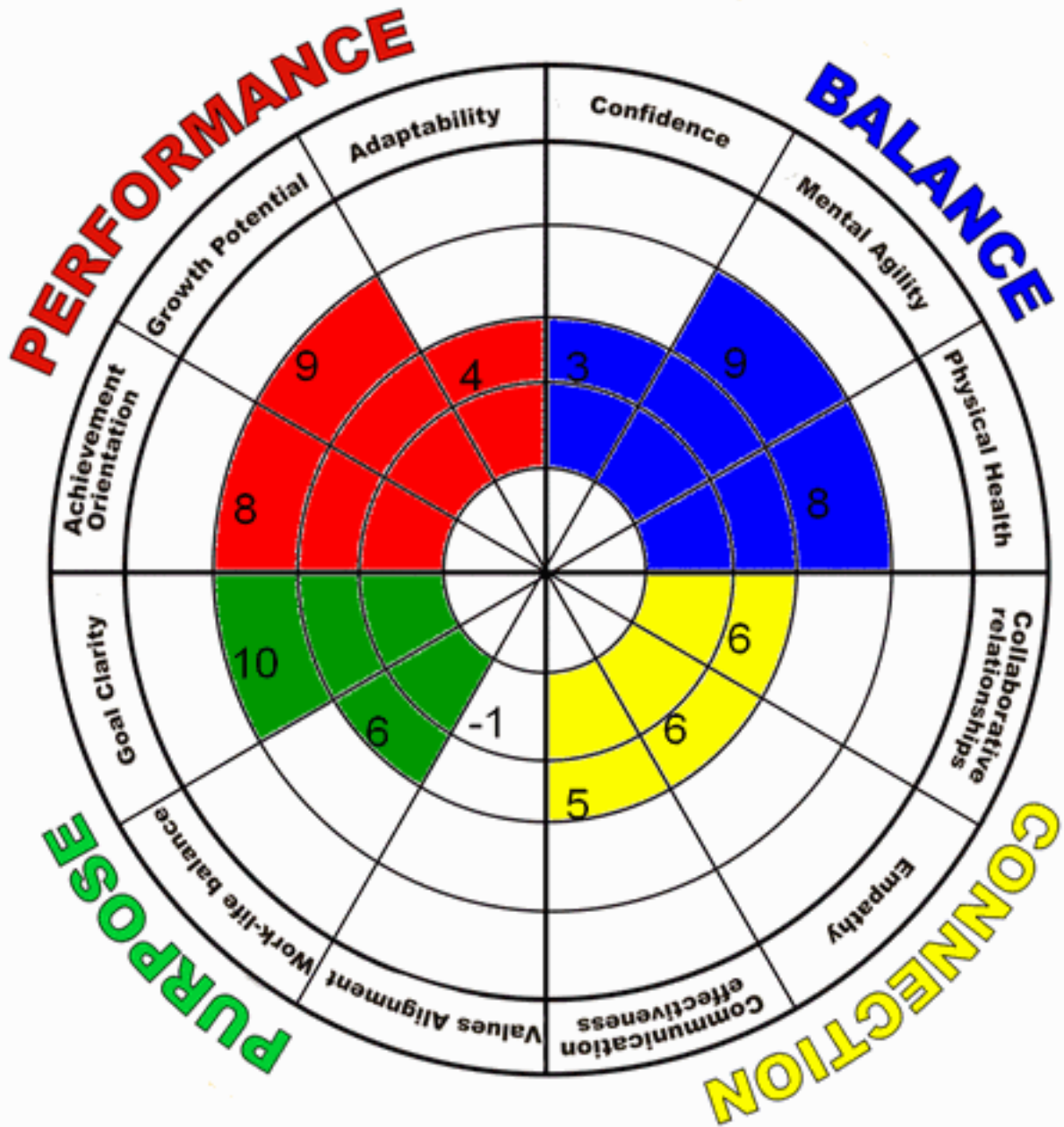
The next section of this summary report details the specific survey results of your organisation in graphical form. Following this, the report ends with some suggested interventions that you may like to consider as part of your future action planning.

Organisation Wellness Survey Wellness 2003 graph for males



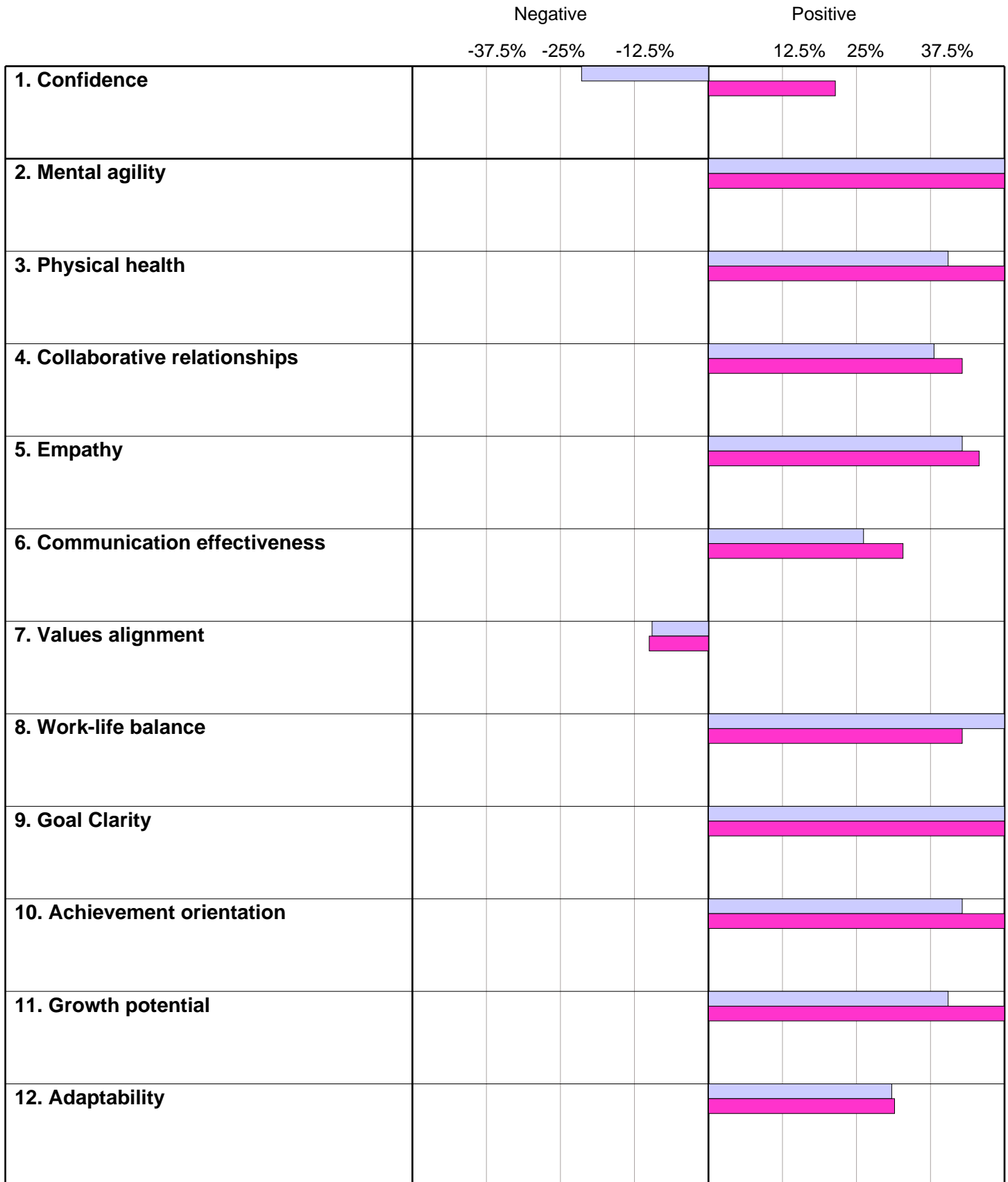
February 2003
Survey Population= 30

Organisation Wellness Survey Wellness 2003 graph for females



February 2003
Survey Population= 50

OVERALL SUMMARY



■ males ■ females

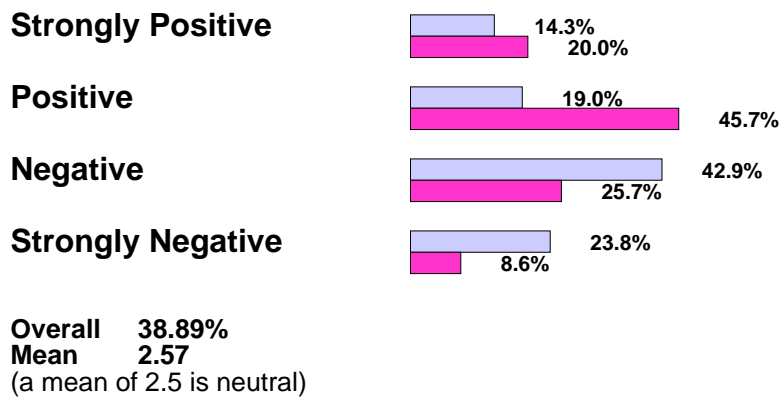
Confidence

The extent to which people are self-assured and are trustful of each other (working with people in an inter-dependent manner, where appropriate but also being comfortable when working individually is necessary).

The questions that make up this category:

1. Views relationships with others, both within and outside of the team, as healthy
2. Learns from its successes as well as its mistakes
3. Acts with high levels of collective confidence and assurance
4. Makes decisions quickly and effectively with the minimum of worry or hesitation
5. Allows individuals to openly speak up when it is necessary to do so
6. Acts in a pro-active and open sharing manner
7. Is happy to give help and receive support whenever necessary

Average score:



Interpretive notes

Net Positive

The organisation is likely to see people tending to behave with self-assurance, demonstrating a positive outlook and healthy demeanour in the way they carry out their work (often presenting a professional presence that influences others to be more confident too). Individuals also generally achieve greater personal influence and impact when managing their own behaviour, their relationships with team colleagues and externally with internal or external clients and customers.

Net Negative

The organisation is likely to see people tending to behave in an occasionally insecure or even possibly despondent manner, holding doubts about themselves and their personal ability to succeed at any task (with low self-worth and negative feelings and actions potentially prevailing). This may result in generally low self-esteem when dealing with team colleagues (and thereby potentially reducing overall morale as well as affecting internal or external client/customer satisfaction).

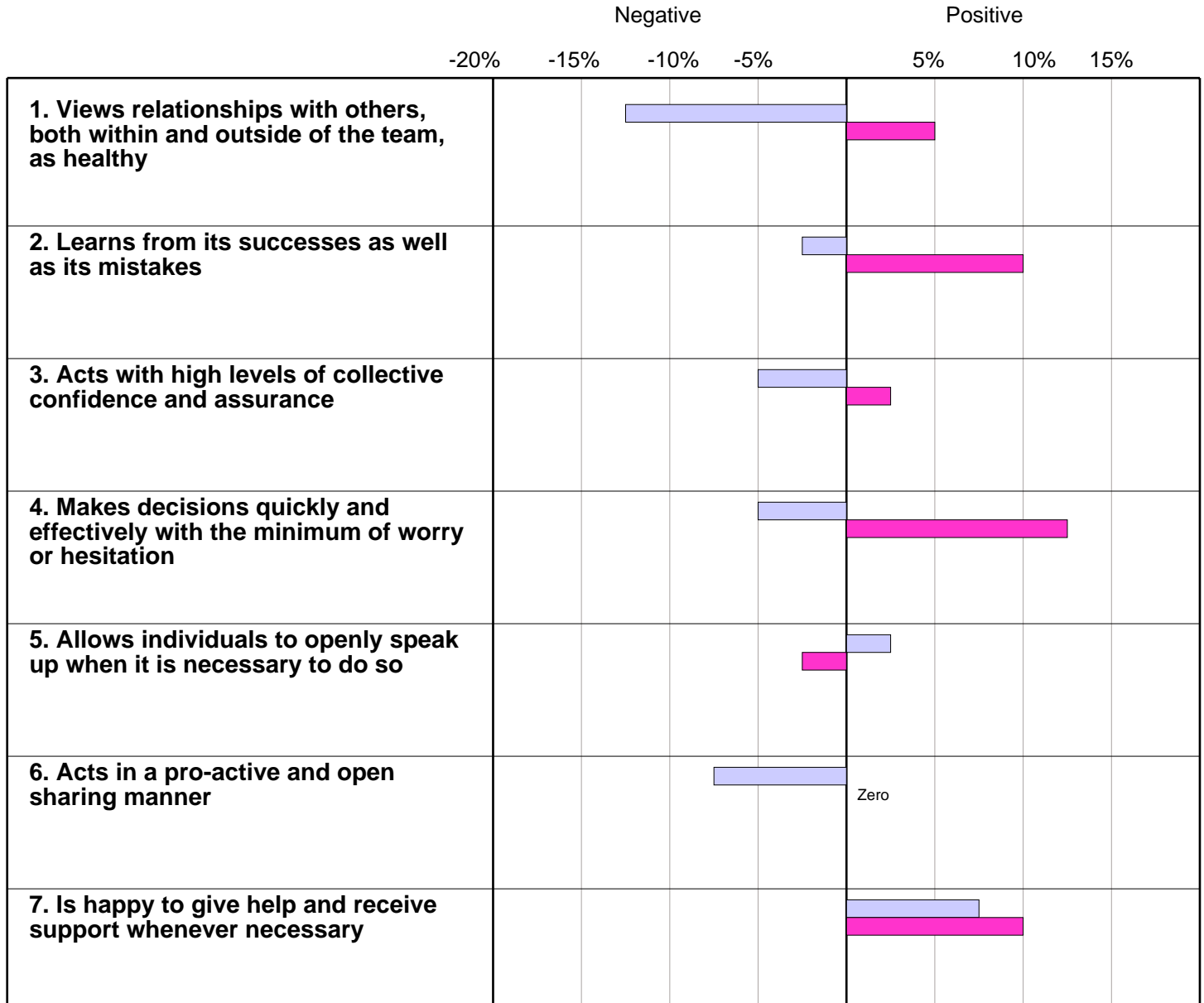
■ males ■ females

Individual question analysis

Confidence

The extent to which people are self-assured and are trustful of each other (working with people in an inter-dependent manner, where appropriate but also being comfortable when working individually is necessary).

Overall score for this category= 38.89%



■ males ■ females

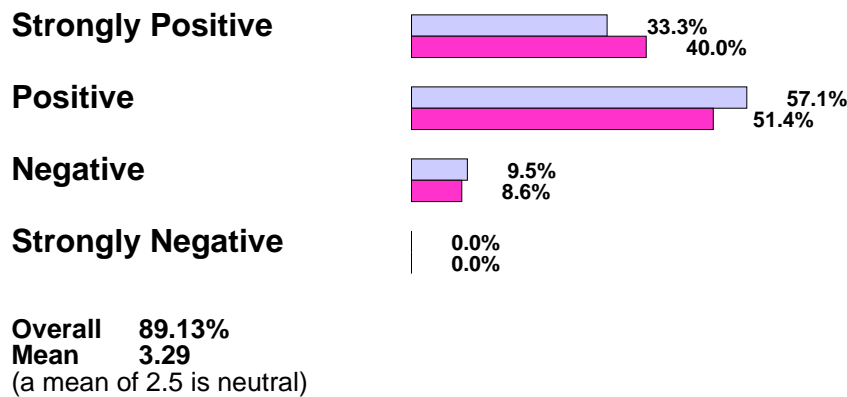
Mental agility

The extent to which people are pro-active in their thinking and react to situations and challenges quickly (demonstrating an overall alertness of mind and an ability to think clearly in most circumstances whether simple or complex).

The questions that make up this category:

1. Thinks independently without unnecessarily being constrained by precedent
2. Considers problems and challenges from many different angles
3. Looks for useful analogies or comparisons to help think in new directions
4. Avoids getting concerned or stressed by ambiguous situations
5. Asks 'why' and 'how' questions to enhance their knowledge on a topic
6. Thinks carefully about the key priorities of the day
7. Seeks out diverse opinions to enrich decision-making

Average score:



Interpretive notes

Net Positive

The organisation is likely to see most people tending to behave with high levels of clarity and intelligence in their thinking, demonstrating active listening skills, and being readily able to take in and remember both the detail and/or the broader picture, where necessary. In addition, people will regularly demonstrate their ability to 'think out of the box' and understand how to assimilate new tasks/information in a systematic manner.

Net Negative

The organisation is likely to see many people thinking in an often slow, unimaginative and predictable manner. People may stumble in their thinking, have too short an attention span and there may be an apparent lack of understanding of details and procedures. This is likely to show in terms of a slowing down in 'personal productivity' with people more likely to make mistakes and to be unimaginative in responding to their work objectives.

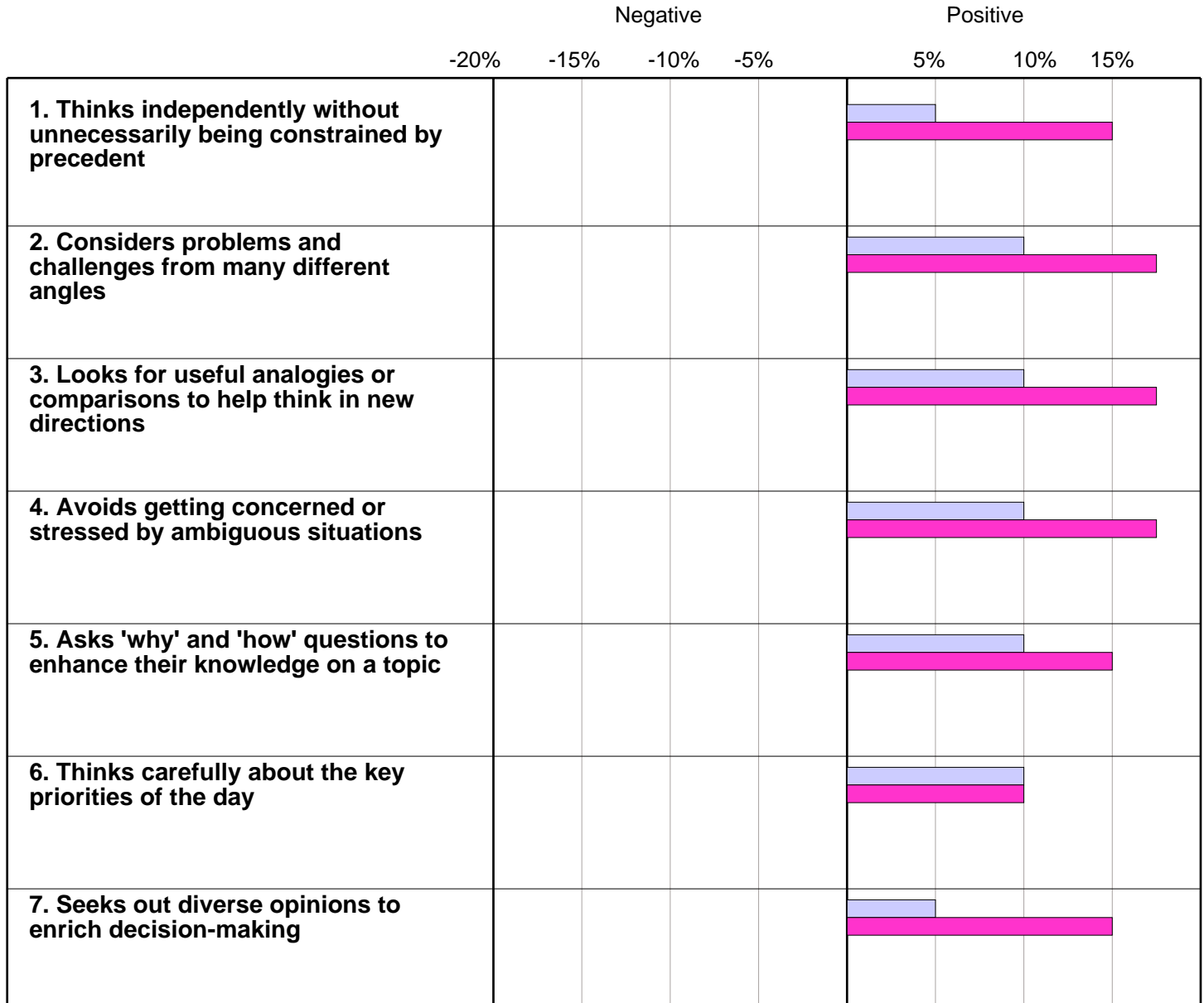
■ males ■ females

Individual question analysis

Mental agility

The extent to which people are pro-active in their thinking and react to situations and challenges quickly (demonstrating an overall alertness of mind and an ability to think clearly in most circumstances whether simple or complex).

Overall score for this category= 89.13%



■ males ■ females

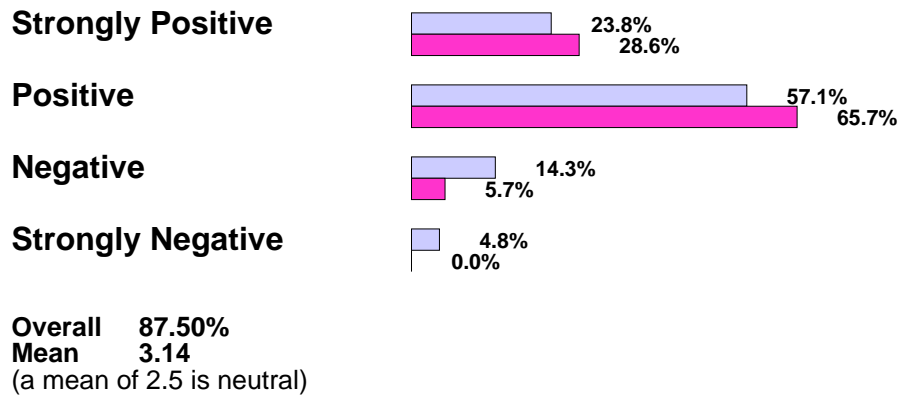
Physical health

The extent to which people are as physically fit and healthy as possible at all times. This usually entails that they have stamina, can avoid most colds and viruses and have little absenteeism through sickness (and are also active and energised during each day and have the ability to discern when they need to relax).

The questions that make up this category:

1. Finds time to relax individually and collectively during each working day
2. Seeks alternative ways to avoid becoming frustrated when things don't go well
3. Knows when to stop when tiredness reduces effective performance
4. Lets out frustrations appropriately without damaging others
5. Appropriately delegates and shares workload whenever necessary
6. Seeks to reduce stress through humour and sees the 'lighter' side of issues
7. Maintains high levels of collective health (experiencing low levels of absenteeism)

Average score:



Interpretive notes

Net Positive

The organisation is likely to see most people generally being fit and healthy, mostly having well-balanced diets and taking regular exercise to maintain their overall workplace health. Individuals are likely to sustain their energy by recognising that maintaining their long-term health at work means taking a sensible and balanced approach in their work and overall lifestyle (exercising regularly, eating sensibly and getting enough short and long term rest).

Net Negative

The organisation is likely to see many people being more susceptible to illness, fatigue and regular tiredness. They may tend to have colds, dietary problems, have regular sick days and a tendency to feel quickly depressed when pressured. Some individuals may literally "run out of steam" under a heavy workload or unexpected stress or pressure with regular examples of low-level infections any other minor ailments causing significant absence from work. Some employees may also demonstrate sluggish behaviour and a lack of energy to do small tasks well.

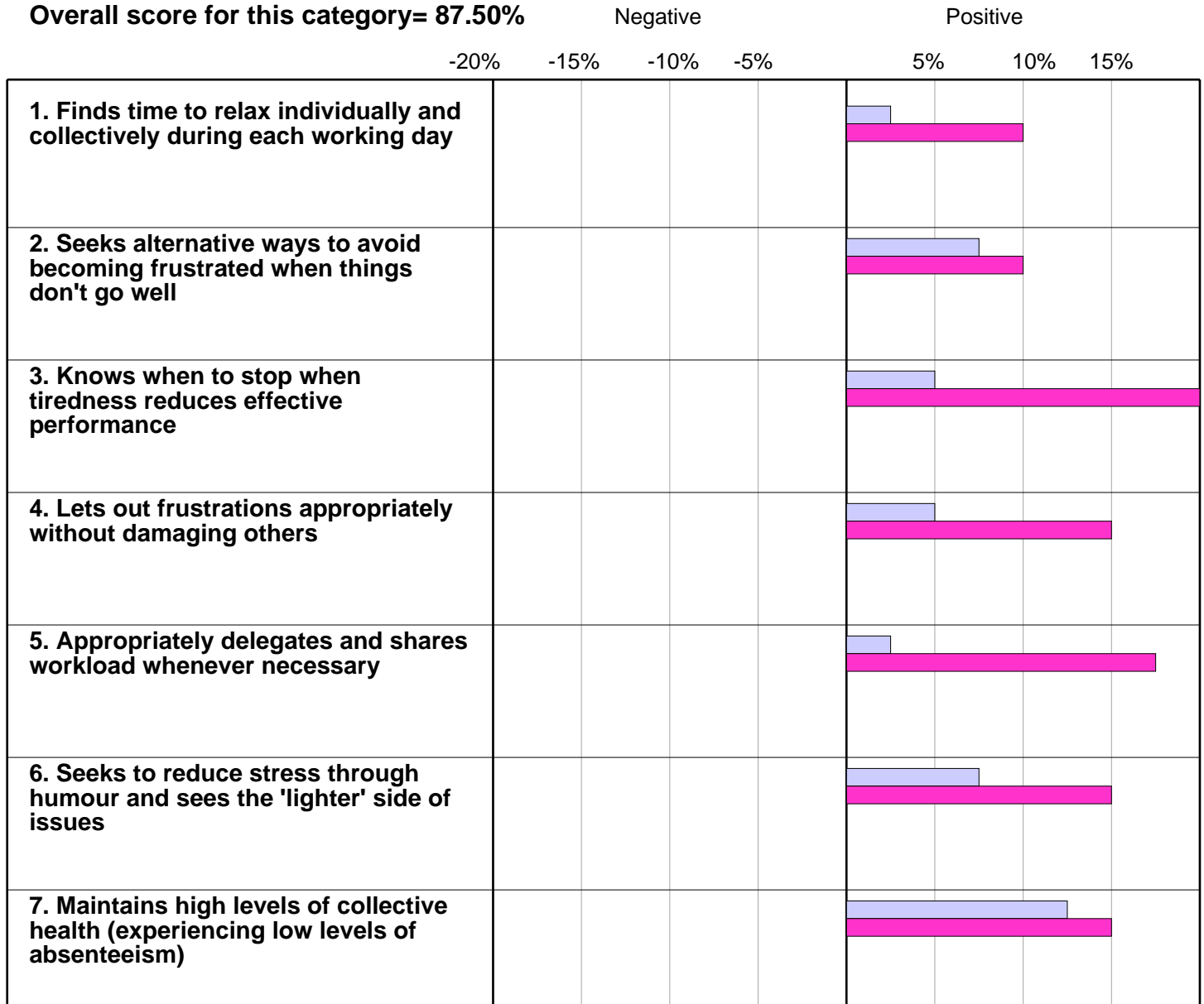
■ males ■ females

Individual question analysis

Physical health

The extent to which people are as physically fit and healthy as possible at all times. This usually entails that they have stamina, can avoid most colds and viruses and have little absenteeism through sickness (and are also active and energised during each day and have the ability to discern when they need to relax).

Overall score for this category= 87.50%



■ males ■ females

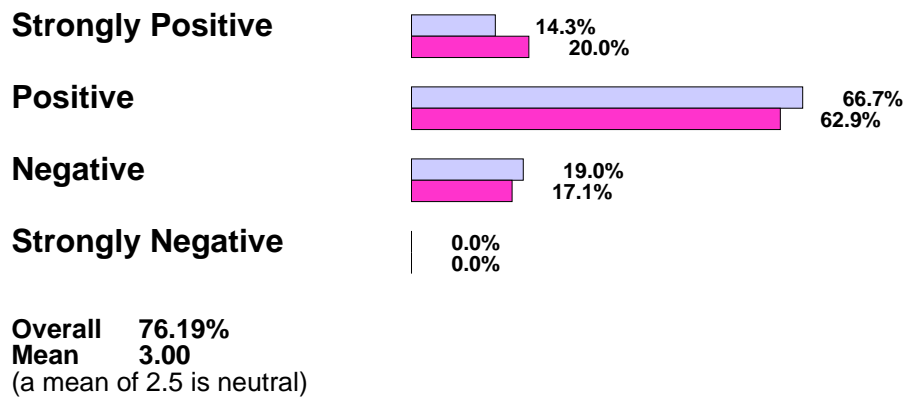
Collaborative relationships

The extent to which people work well together in an overall team sense and there is a feeling of satisfaction and achievement when people get together to work on major tasks or projects.

The questions that make up this category:

1. Invites opinion from people with different experience or perspectives to discover better options
2. Avoids any dysfunctional behaviour such as bullying, aggression, selfishness, and victimisation
3. Actively encourages the input and opinions of others
4. Avoids being dismissive and critical of individuals in public
5. Shows trust and confidence in people to respond to challenges
6. Seeks to facilitate agreement where conflict arises
7. Aims to maintain trust and co-operation at high levels

Average score:



Interpretive notes

Net Positive

The organisation is likely to see people working together well and enjoying the 'buzz' of interacting with people of different styles, talents and skills. This includes plenty of positive team spirit and a co-operative style of working, created by working more collectively rather than individually. These collaborative teams tend to help individuals to stretch their own potential within the group and achieve better overall results (including the ability to produce more or better quality work in shorter overall cycle times).

Net Negative

The organisation is likely to see people finding it to be easier to work more individually than in a positive collective, or team oriented way, where it is necessary to do so. Social interaction will often tend to be limited between colleagues and many workplace conversations will generally tend to be short and functional. Some teams within the enterprise may be pulling in different directions and even operate in negative or dysfunctional ways.

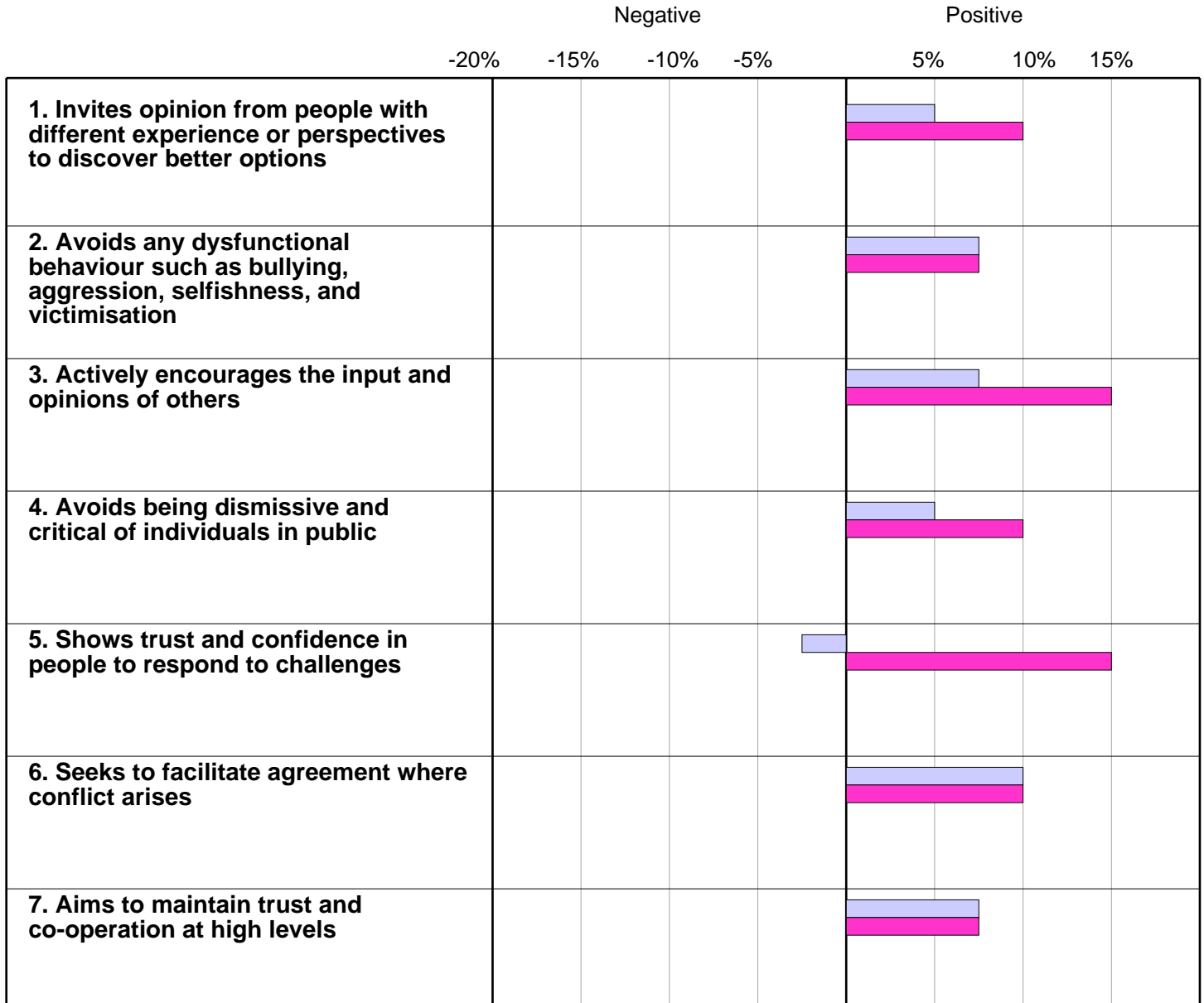
■ males ■ females

Individual question analysis

Collaborative relationships

The extent to which people work well together in an overall team sense and there is a feeling of satisfaction and achievement when people get together to work on major tasks or projects.

Overall score for this category= 76.19%



■ males ■ females

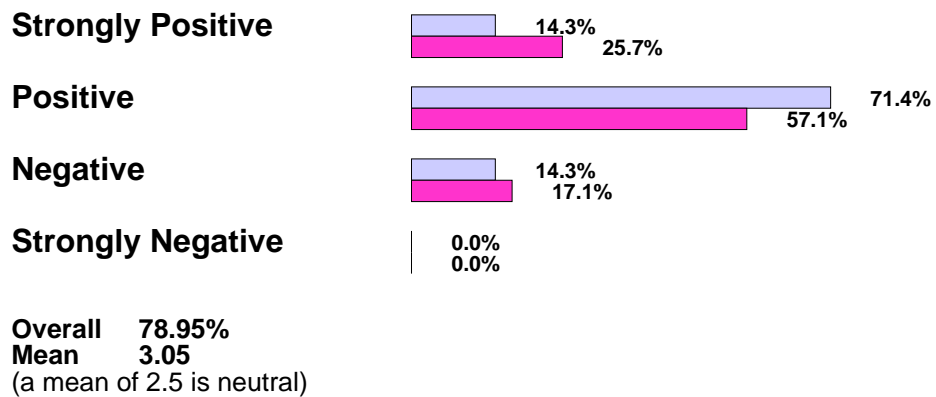
Empathy

The extent to which people aim to carefully understand what individuals are saying or feeling (and attentively listen to each other's point of view) and then take account of this insight in their thinking, words and actions.

The questions that make up this category:

1. Listens to understand and lets people finish what they are saying without interruption
2. Recognises that every individual should be accountable for their choices
3. Shows genuine interest when people are talking, whatever the subject or topic
4. Uses a variety of focused questioning approaches to achieve real understanding of other individuals
5. Encourages others to speak their mind openly and to share their concerns
6. Works hard to appreciate other people's underlying feelings and emotions
7. Aims to look at issues from everyone's perspective

Average score:



Interpretive notes

Net Positive

The organisation is likely to see most people demonstrating high levels of openness, patience and sincerity, listening carefully to understand and then acknowledging the viewpoints of as many individuals and/or groups as possible. Formal and informal communications within the enterprise will tend to be very effective with a culture of open sharing and two-way constructive feedback (allowing people to feel 'safe' in stretching themselves or taking reasonable risks, knowing that they will be helped and supported where necessary).

Net Negative

The organisation is likely to see many people feeling that their legitimate issues or concerns can often go unnoticed or be ignored. In addition, some people may believe that the enterprise is insensitive and even uncaring, with little or no discussion of people's general feelings or emotions taking place. Many people and/or groups may not be given the opportunity to express themselves and therefore feel that their viewpoint is not important or that the enterprise does not want to listen or understand.

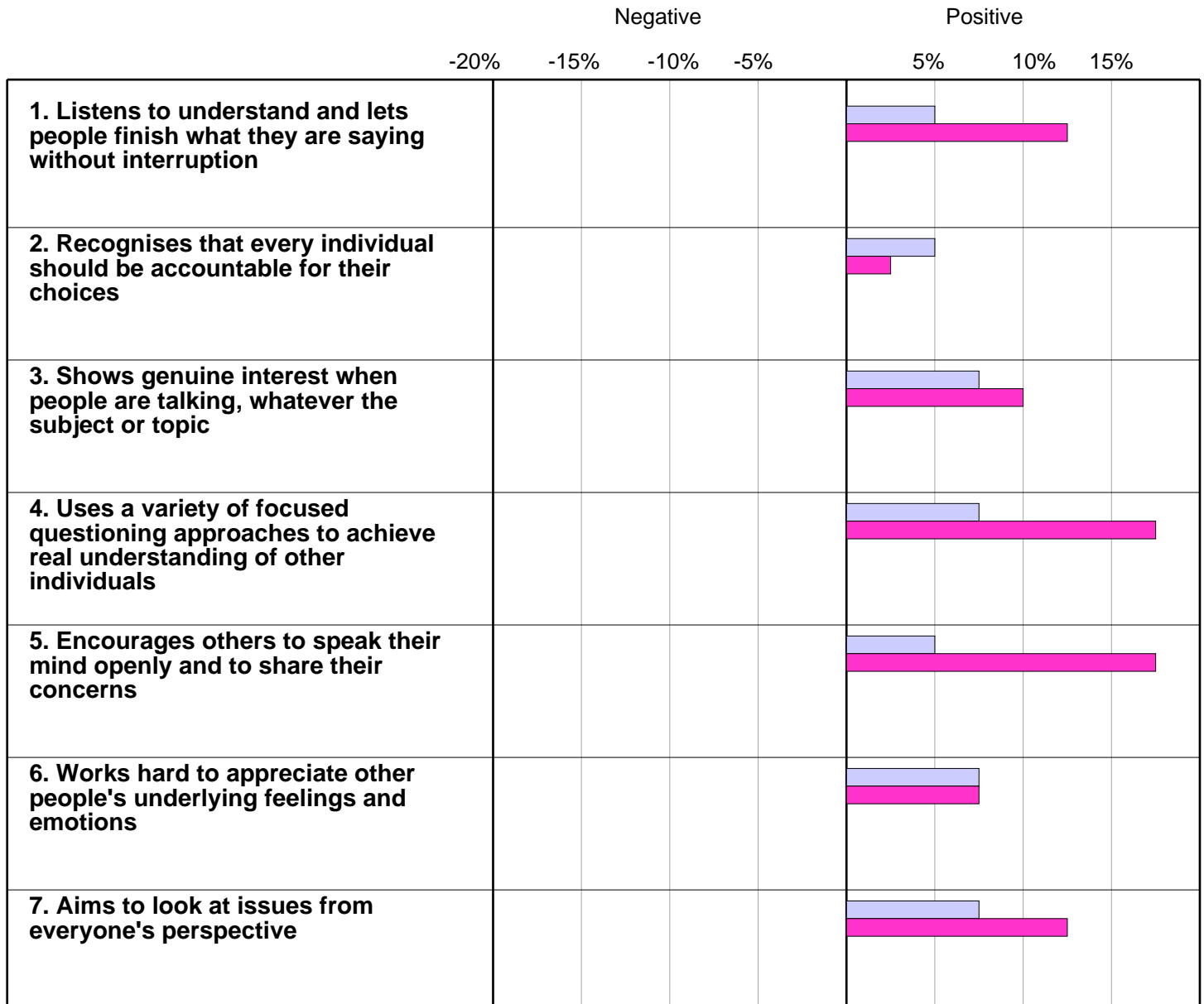
■ males ■ females

Individual question analysis

Empathy

The extent to which people aim to carefully understand what individuals are saying or feeling (and attentively listen to each other's point of view) and then take account of this insight in their thinking, words and actions.

Overall score for this category= 78.95%



■ males ■ females

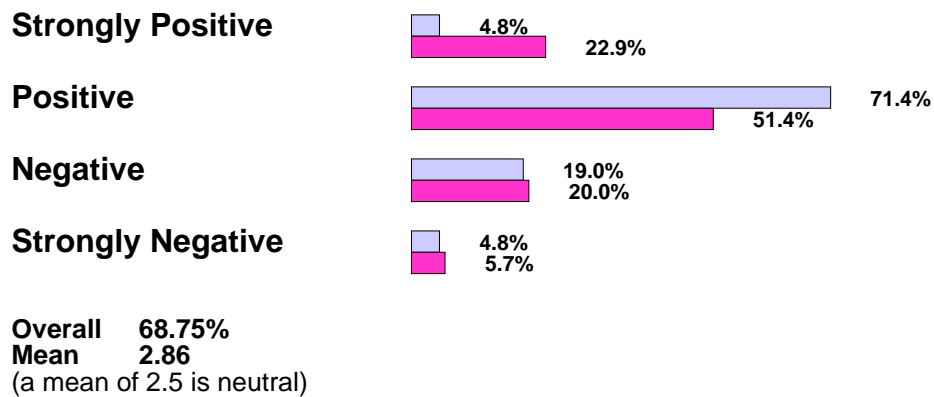
Communication effectiveness

The extent to which people communicate clearly, effectively and efficiently in their day to day interfaces (and communication and feedback channels operate openly and successfully in all directions).

The questions that make up this category:

1. Plans large scale communications carefully rather than to use the 'grapevine'
2. Ensures that job vacancies and career development opportunities are openly communicated
3. Successfully keeps up to date with relevant information in the organisation
4. Communicates and shares important issues effectively
5. Has effective and efficient communication channels for any ideas and suggestions
6. Has open and honest personal dialogue/conversations between managers and staff
7. Gives and receives feedback in an open and positive way

Average score:



Interpretive notes

Net Positive

The organisation is likely to operate efficient and effective communication processes at all levels, meaning that employees are mainly well informed and have high levels of clarity about "what is going on around here". Individuals are likely to have clear systems to engage in authentic two-way dialogue with managers and colleagues alike (and feel that they can relate to internal or external customers because there is no need to make constant reference to more senior colleagues). This will positively influence their customer and client communication about the brand, the organisation's values and the specific product or service being offered.

Net Negative

The organisation is likely to operate inefficient and/or ineffective communication processes at many levels, meaning that many people often misunderstand key messages or rely on poor and low credibility channels such as the organisational 'grapevine'. Some people may complain that "no one listens around here"...and "no-one tells us anything". There may therefore be frequent breakdowns in the flow of correct information around the organisation at a professional and a personal level. In the worse cases this can lead to a total breakdown of communication.

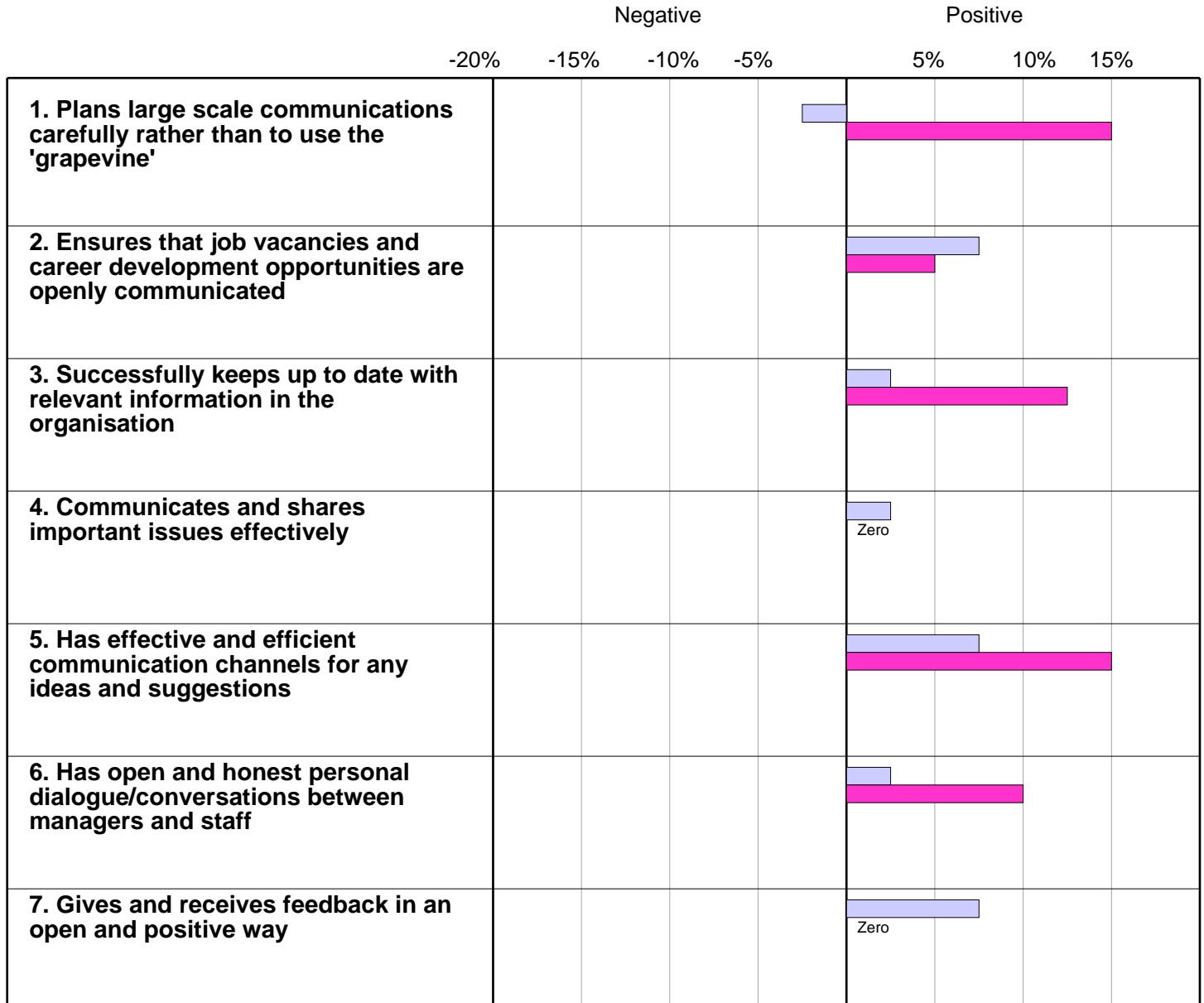
■ males ■ females

Individual question analysis

Communication effectiveness

The extent to which people communicate clearly, effectively and efficiently in their day to day interfaces (and communication and feedback channels operate openly and successfully in all directions).

Overall score for this category= 68.75%



■ males ■ females

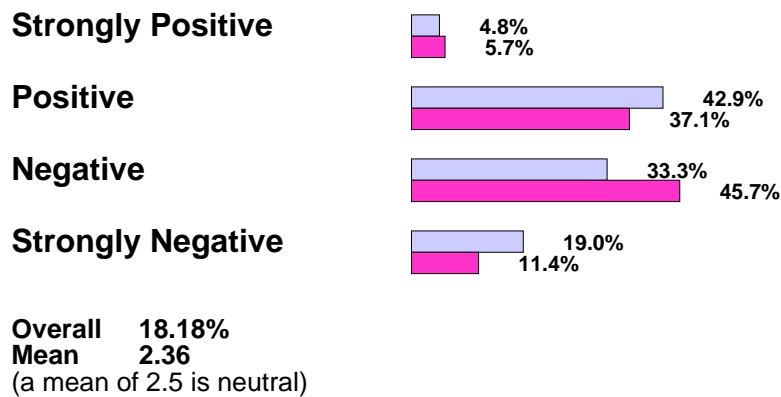
Values alignment

The extent to which people are clear about their own personal values and how these align with those of the organisation (being able to describe organisational values clearly to others).

The questions that make up this category:

1. Understands the core values held by the whole organisation
2. Discusses differences in values or beliefs openly
3. Questions important organisation values in order to align personal values
4. Invests time and effort in talking about different beliefs and opinions
5. Does not pre-judge what people may think or believe
6. Discourages secrecy and 'hidden agendas'
7. Seeks to reconcile differences between individual and organisational values

Average score:



Interpretive notes

Net Positive

The organisation is likely to see people tending to behave in ways that support their core values and those of the organisation. This means that individuals are able to articulate the organisation's core values and acknowledge where these are aligned to their own core values. Where their values differ to those of the organisation, people work to ensure there is a real understanding on the differences and how these can potentially be managed. People may often consequently 'go the extra mile' for the enterprise because they care about the services and products they deliver.

Net Negative

The organisation is likely to see more overall confusion about the core values of the enterprise or what these values might mean in terms of daily working practice. Individuals are therefore not readily able to articulate organisational values and therefore make no assessment of whether or not they may be consistent with their own personal values. This may mean that people feel less committed to the enterprise and its product and service offerings than they might.

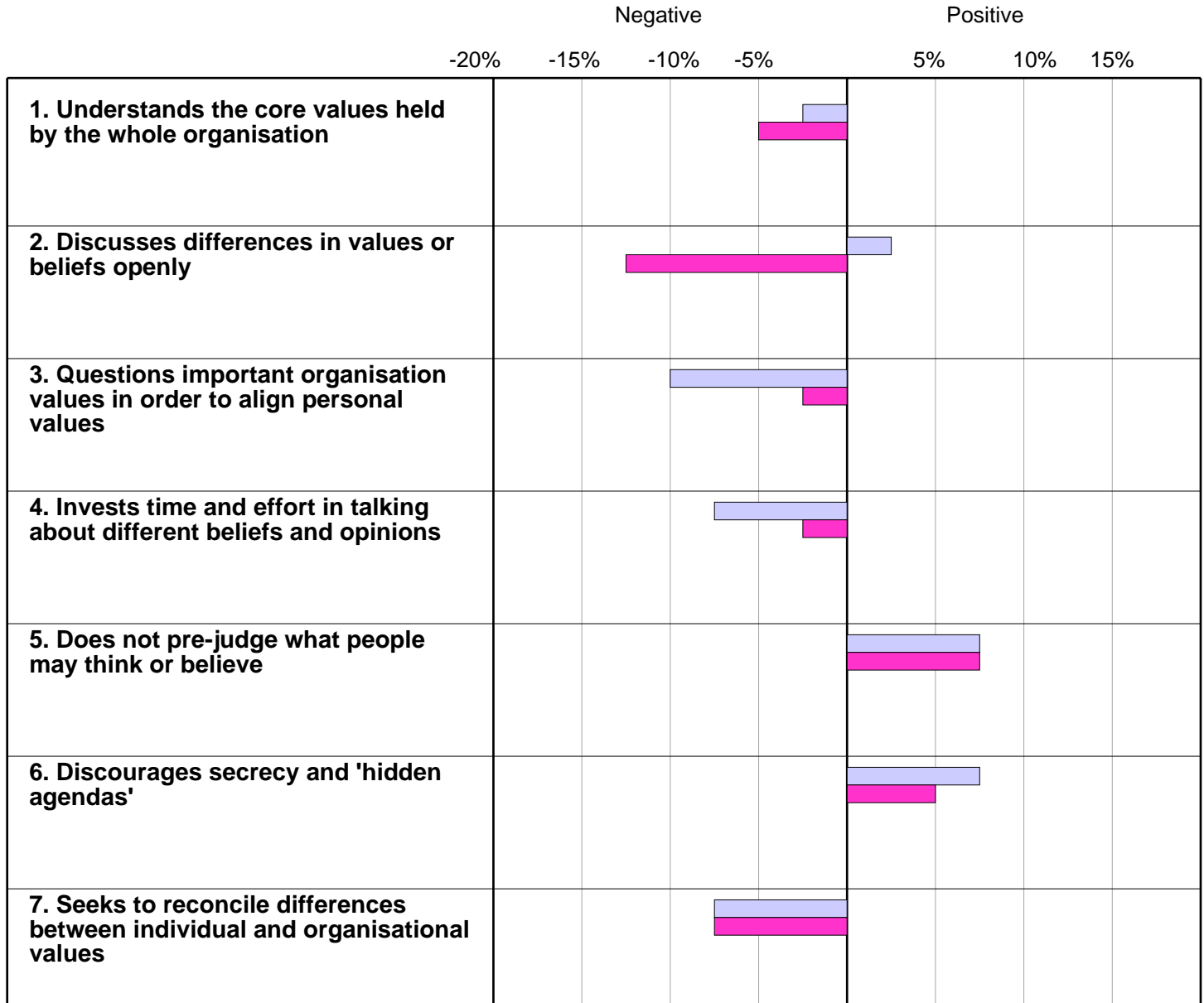
■ males ■ females

Individual question analysis

Values alignment

The extent to which people are clear about their own personal values and how these align with those of the organisation (being able to describe organisational values clearly to others).

Overall score for this category= 18.18%



■ males ■ females

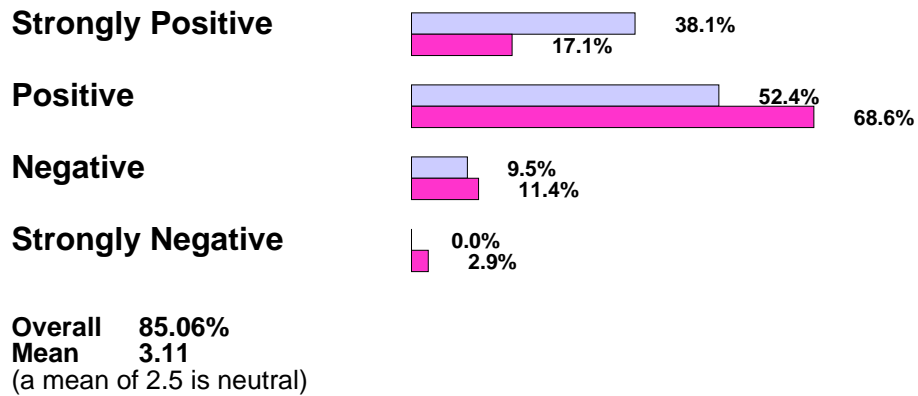
Work-life balance

The extent to which people prioritise and choose daily tasks and routines that enable them to successfully achieve their job targets without becoming adversely stressed by on-going workload (recognising when and how to work better under pressure and how to manage the balance between work and home).

The questions that make up this category:

1. Gains satisfaction and gratification from work life
2. Strikes the right balance between their work life and leisure time
3. Feels adequately rewarded for their work efforts
4. Is enthusiastic about going to work at the beginning of the day
5. Doesn't become (dis) stressed by heavy workloads and pressure
6. Manages changing circumstances effectively
7. Encourages work to be left 'at the office' at the end of each day

Average score:



Interpretive notes

Net Positive

The organisation is likely to recognise that individuals need to have a 'life' outside of work and therefore encourage people to find the 'right personal balance'. Most people will therefore tend to have clear views on how to plan and prioritise in order to maximise their energy and overall work output. This means that they readily understand that they have choices and look after their personal time and space (and changing energy levels).

Net Negative

The organisation is likely to take little or no account of the fact that individuals need to have a balanced and healthy life outside work (with many people often becoming stressed or overwhelmed by their work). Many individuals will therefore often take on extra work and become overloaded, submerging personal needs, and allowing little or no personal time for rest and/or relaxation (becoming increasingly stressed in the process).

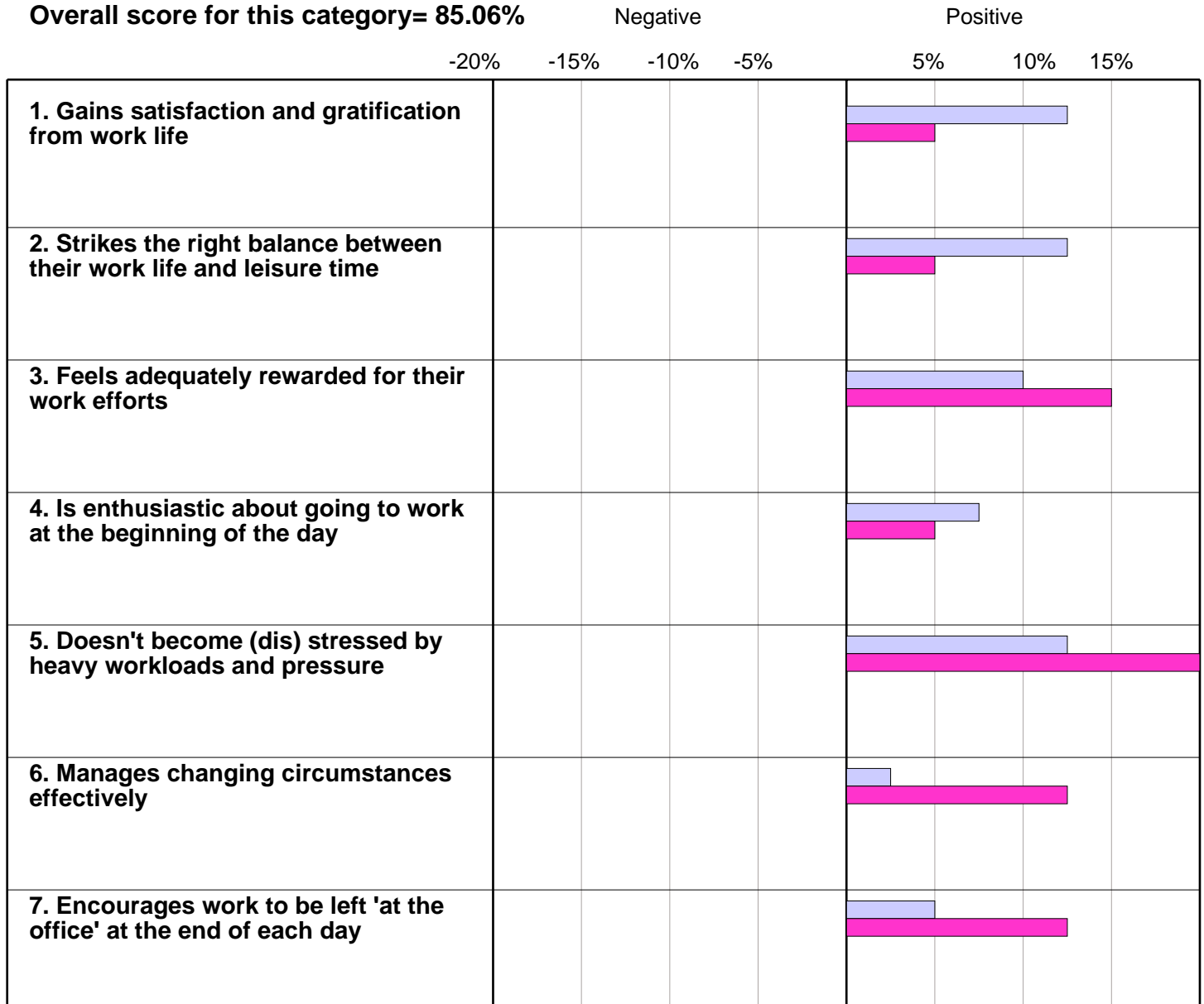
■ males ■ females

Individual question analysis

Work-life balance

The extent to which people prioritise and choose daily tasks and routines that enable them to successfully achieve their job targets without becoming adversely stressed by on-going workload (recognising when and how to work better under pressure and how to manage the balance between work and home).

Overall score for this category= 85.06%



■ males ■ females

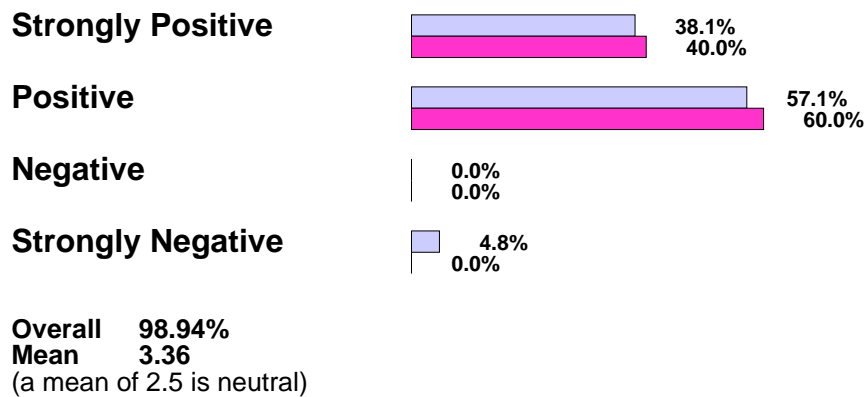
Goal Clarity

The extent to which people have clearly defined goals for each day, week and year (as well as long-term career). These goals are openly known by each person's manager and are a key part of on-going performance discussions.

The questions that make up this category:

1. Regularly discusses how to achieve a better result
2. Frequently gathers information from people on what they think the future might look like
3. Understands the goals and targets expected of them by the organisation
4. Participates in open and collaborative discussions on goals/objectives in team meetings
5. Is open to different methods about how to achieve goals or targets
6. Eagerly learns new ways of working to meet changing organisational goals
7. Engages in structured conversations about individual career enhancement

Average score:



Interpretive notes

Net Positive

The organisation is likely to see most people being able to readily recognise what they need to do and how to go about achieving the overall goals of the enterprise. In addition, individuals are likely to be clear about how to set personal goals and targets that are consistent with the overall direction of the enterprise and have firm ideas about what they would like to achieve in their future career.

Net Negative

The organisation is likely to see many people having little or no idea about the overall direction of the enterprise and therefore little familiarity with particular goals or targets that may have a direct impact on their work and their future career. As a result, there is likely to be a weak or confused goal setting and career development culture. In addition, where individuals do set goals, they are often written without reference to overall directional needs.

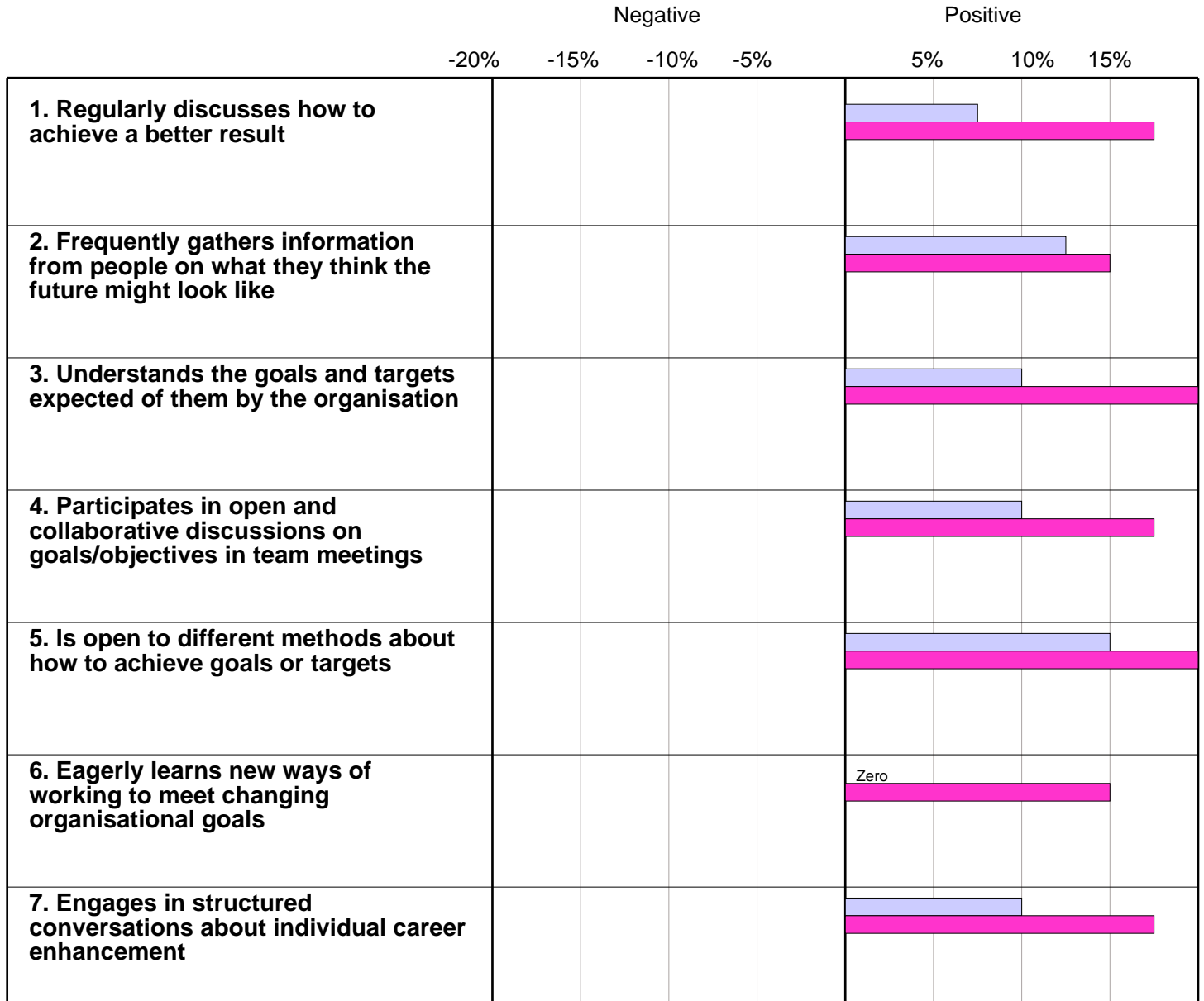
■ males ■ females

Individual question analysis

Goal Clarity

The extent to which people have clearly defined goals for each day, week and year (as well as long-term career). These goals are openly known by each person's manager and are a key part of on-going performance discussions.

Overall score for this category= 98.94%



■ males ■ females

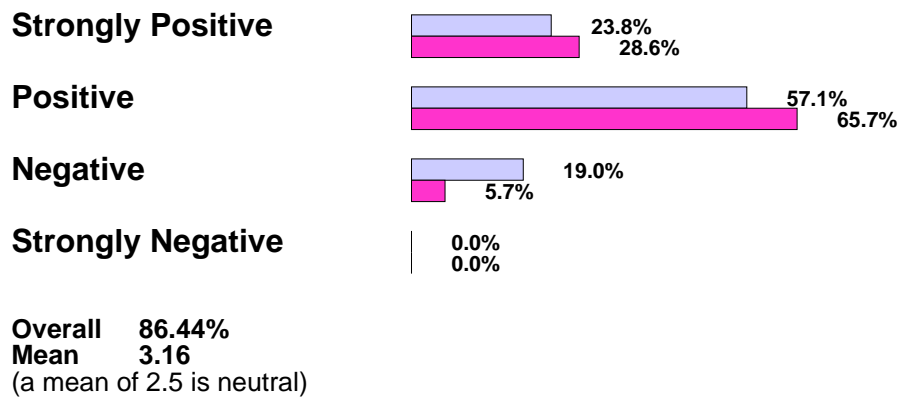
Achievement orientation

The extent to which people are actively motivated by the successful achievement of organisational and personal goals (being eager to get things done, create new ideas, work outside of the box, go the extra mile where necessary).

The questions that make up this category:

1. Performs tasks wholeheartedly and with open commitment
2. Actively seeks to improve on previous ways of doing things
3. Has defined high professional quality standards to achieve results
4. Seeks to 'do the right things' not just 'do things right'
5. Does more than is asked of them to achieve a better outcome
6. Regularly recognises the achievements and accomplishments of individuals
7. Is results orientated

Average score:



Interpretive notes

Net Positive

The organisation is likely to see most people wanting to succeed, with high overall expectations and a will to "get things done" even under pressure. In addition, many individuals will be highly motivated and be keen to learn and develop new skills that will help them attain important personal and organisational targets (and will often help others to achieve with them).

Net Negative

The organisation is likely to see many people tending to show a lack of motivation, often with low levels of morale and disinterest in performing what is perceived to be 'extra' work even though it is necessary to get a positive result. Individuals are also likely to be reluctant to learn new skills or try anything outside their own sphere of competence. In this climate, many individuals will be inclined to do the bare minimum to survive the working day.

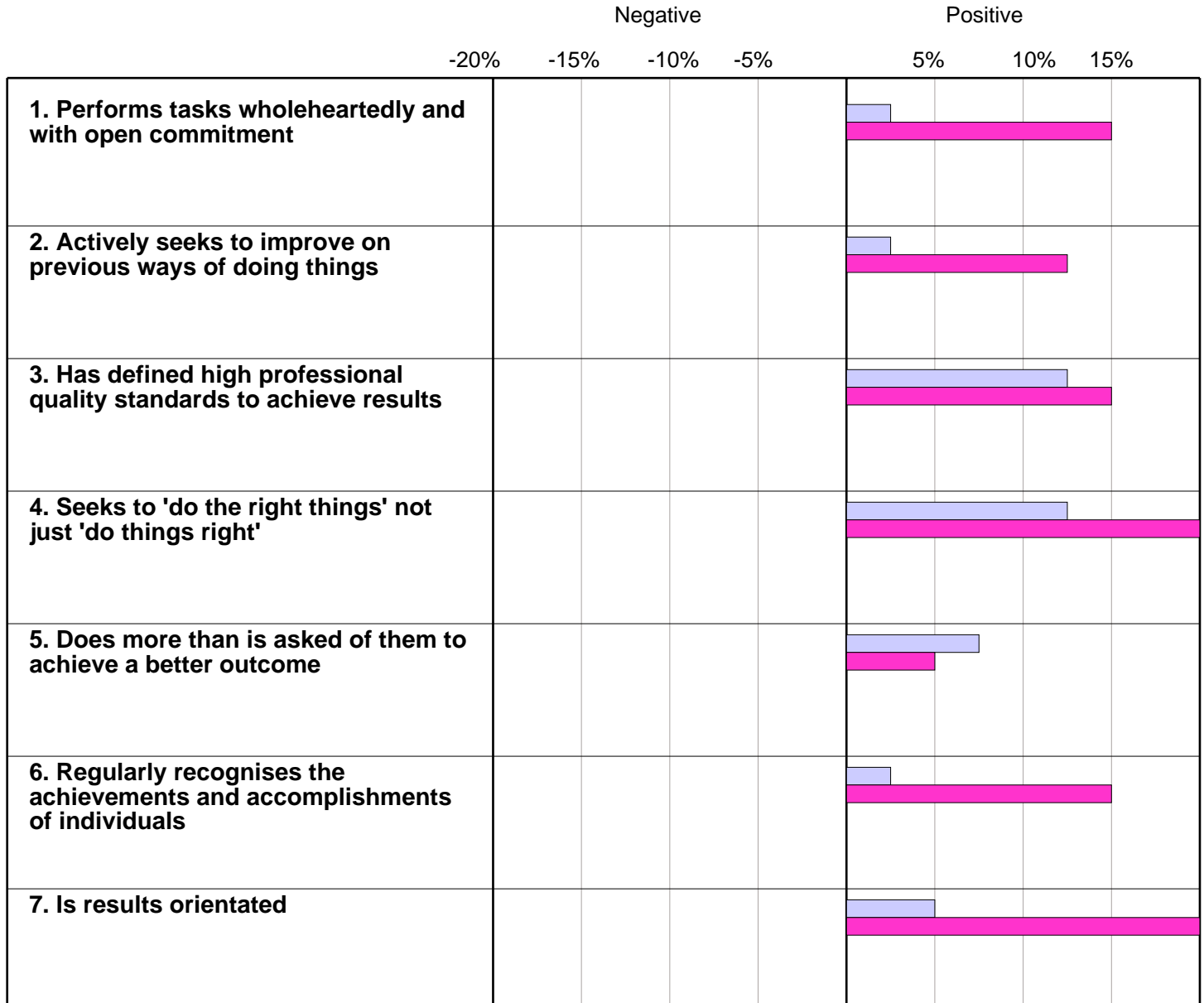
■ males ■ females

Individual question analysis

Achievement orientation

The extent to which people are actively motivated by the successful achievement of organisational and personal goals (being eager to get things done, create new ideas, work outside of the box, go the extra mile where necessary).

Overall score for this category= 86.44%



■ males ■ females

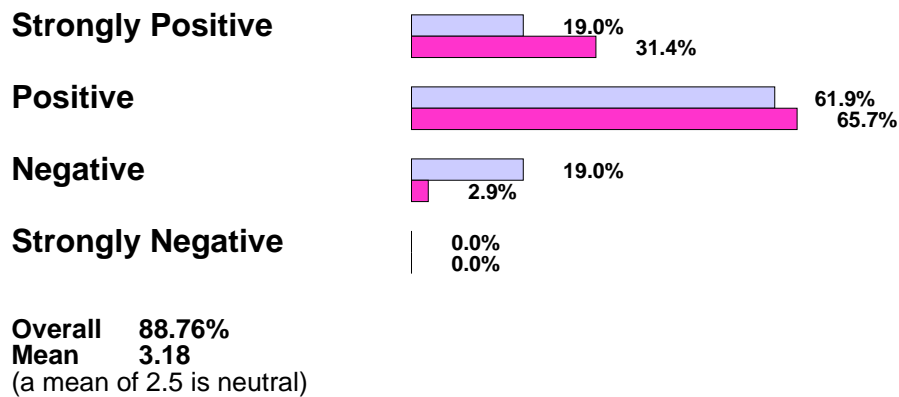
Growth potential

The extent to which a positive climate exists in which people actively challenge themselves and are encouraged to learn, develop and expand their natural skills potential within their current and potentially future work.

The questions that make up this category:

1. Works hard to keep people's skills and expertise at the 'cutting edge'
2. Offers and requests assistance and support whenever needed
3. Engages in life long learning and development
4. Challenges individuals to constantly raise performance standards
5. Looks to expand people's skills to maximise future career opportunities
6. Encourages people to be open and receptive to feedback and coaching
7. Actively engages in professional and personal development

Average score:



Interpretive notes

Net Positive

The organisation is likely to see the majority of people tending to have a positive desire to develop and grow. Hence, there is a learning culture where everyone wants to learn more, seek more knowledge and find opportunities to expand their natural talents. Most individuals are also therefore likely to be clear about what helps the business to develop and prosper and know how to play their own personal part in assisting that growth.

Net Negative

The organisation is likely to see many people having a poor or negative attitude to personal development and new learning or feeling that they are not encouraged to do things differently by the enterprise. There may also be a general lack of interest in expanding personal and professional skills with many Individuals and teams staying only within their comfort zones or even doing only the bare minimum in order to perform their expected roles in the organisation.

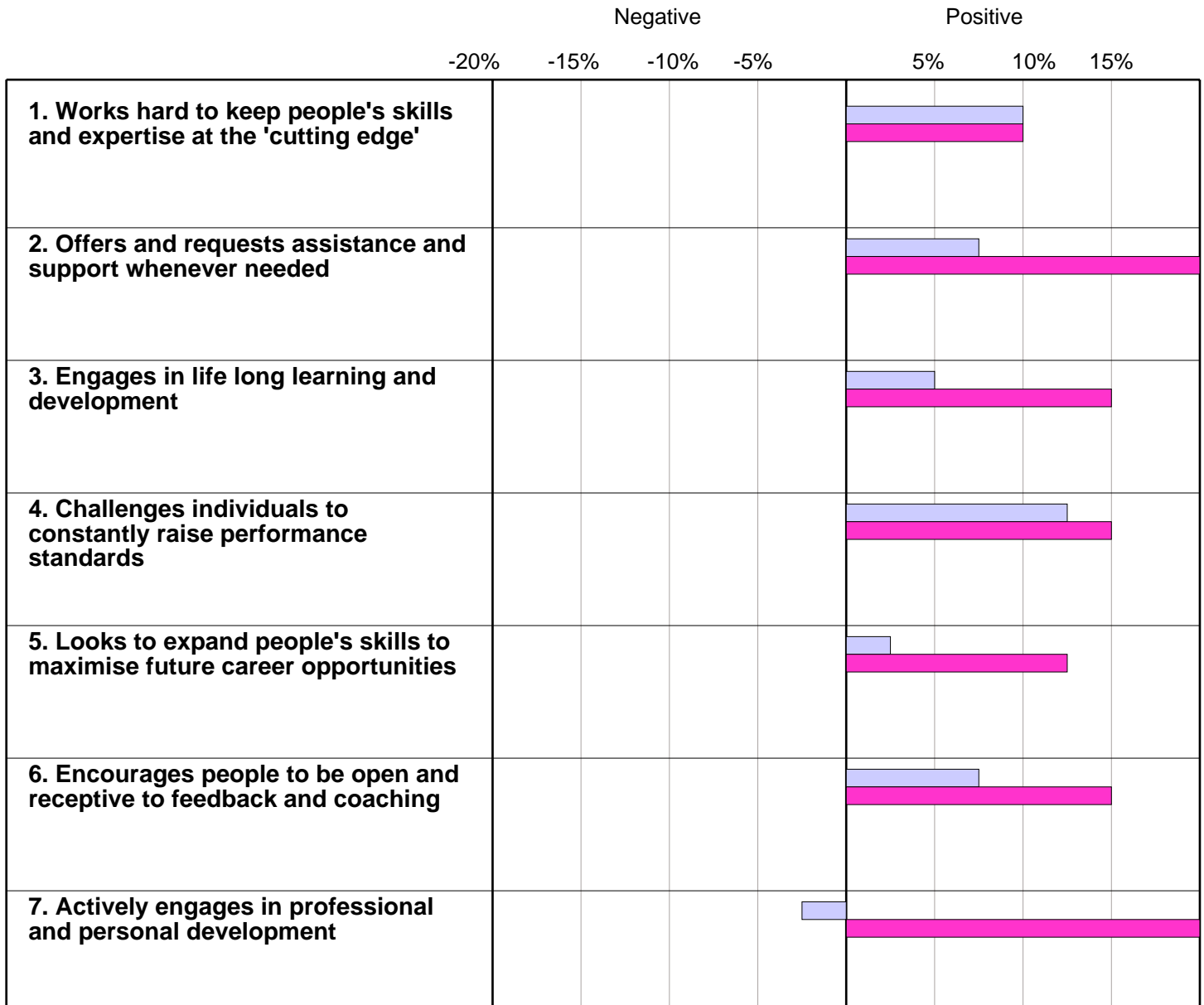
■ males ■ females

Individual question analysis

Growth potential

The extent to which a positive climate exists in which people actively challenge themselves and are encouraged to learn, develop and expand their natural skills potential within their current and potentially future work.

Overall score for this category= 88.76%



■ males ■ females

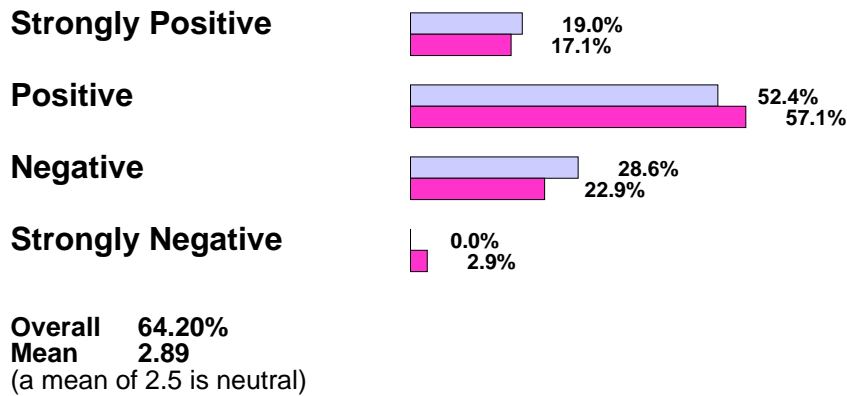
Adaptability

The extent to which people behave in an adaptable and flexible manner and are personally resilient to the pressure that change and high work loads can bring (staying calm under pressure and constantly looking for new ways to do things if existing methods or processes are ineffective).

The questions that make up this category:

1. Avoids letting situations create 'bottled up' feelings or frustrations
2. Is resilient under pressure when having to deal with high workloads
3. Takes time to remain calm and focused when responding to ever-changing situations
4. Creates humour and fun to appropriately ease pressured situations
5. Challenges unrealistic work priorities and timetables with more suitable alternatives
6. Readily gets tasks and activities done on time
7. Responds positively when facing unexpected changes to circumstances

Average score:



Interpretive notes

Net Positive

The organisation is likely to see the majority of people tending to readily cope with and even enjoy change, even when the change is significant or totally unpredictable. In addition, most people will tend to be highly resilient in situations of high workload and enjoy pressure and challenge, approaching work with a sense of enthusiasm, flexibility and fun.

Net Negative

The organisation is likely to see many people tending to fear major change and consequently often unable to recognise change as positive, especially when the resultant pressure is high. Many individuals will also have little or no resilience to high workloads (feeling considerable stress) and often fail to identify the new or different paths that could help them or to find the right resources to achieve a positive outcome.

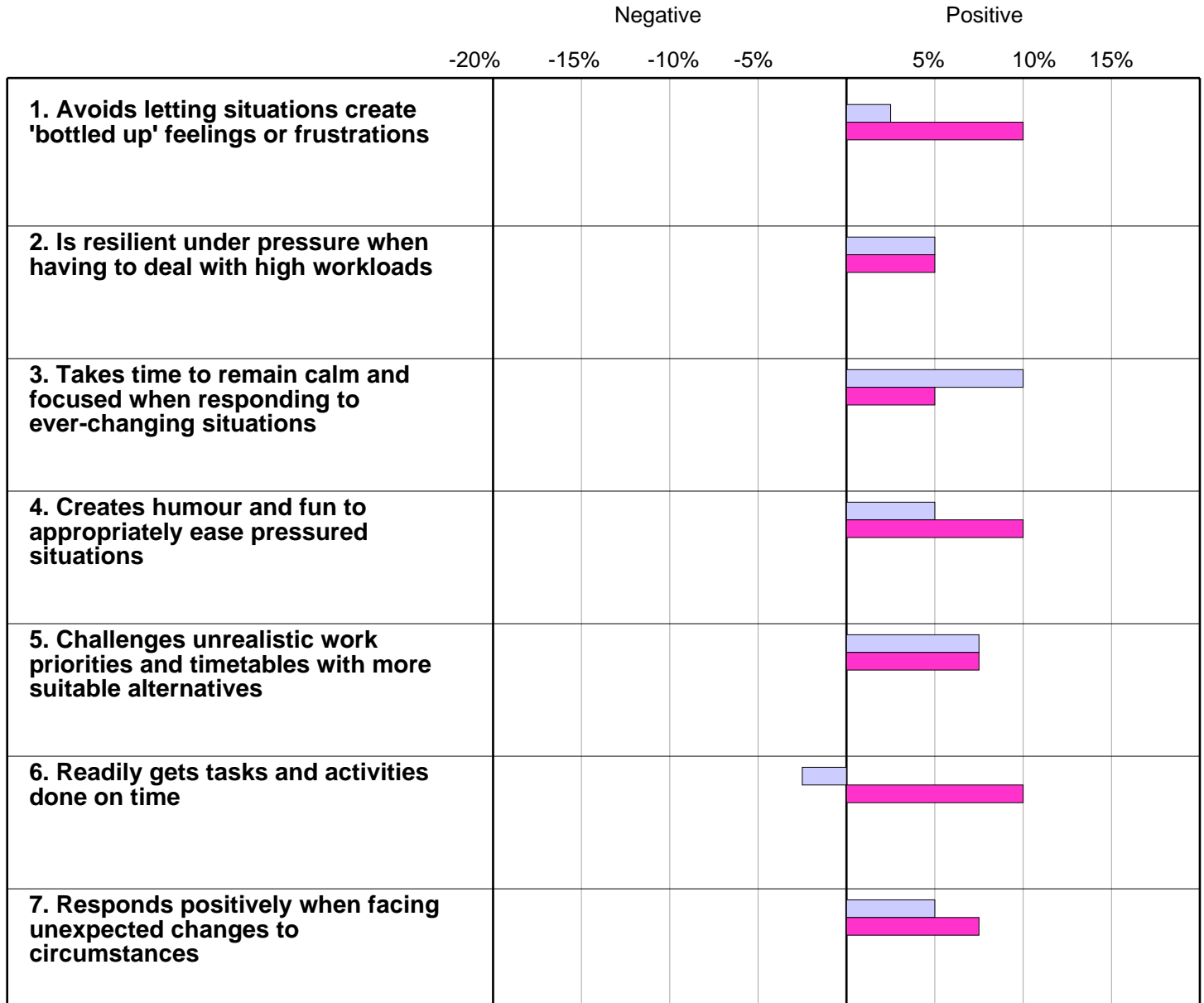
■ males ■ females

Individual question analysis

Adaptability

The extent to which people behave in an adaptable and flexible manner and are personally resilient to the pressure that change and high work loads can bring (staying calm under pressure and constantly looking for new ways to do things if existing methods or processes are ineffective).

Overall score for this category= 64.20%



■ males ■ females



Intervention suggestions

As we indicated at the outset, the first step in a process designed to take serious account of employee opinions and attitudes as they relate to Organisation Wellness in particular, is accurately diagnosing the prevailing Wellness practices and culture, and then translating the feedback we gather into firm action to improve. To assist in this process, a set of intervention suggestions has been created for each of the four key quadrants or clusters (Balance, Connection, Purpose and Performance).

Because it is impossible to apply a broad set of ideas or suggestions across every enterprise, careful analysis of individual results needs to be carried out. However, the following pages of suggested interventions (one for each quadrant or cluster) 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.

Balance

The **BALANCE** quadrant or cluster represents a view about a fundamental healthy equilibrium between people and 'the business' at hand i.e. between an individual's personal Wellness and the maximum productivity that each can deliver to enable an organisation to meet its overall targets.

Low performance

- *Internal organisational relationships are often poor or 'unhealthy'*
- *Organisational successes are often 'one-offs' and mistakes are often repeated many times*
- *Decisions are made slowly and often with considerable worry and/or hesitation*
- *There is a general failure to consider problems and challenges from many different angles*
- *'Why' and 'how' questions are not asked enough to enhance knowledge and awareness*
- *Allows little time for people to relax during each working day*
- *Allows individual and collective frustrations to impact other people*
- *Maintains poor levels of collective health (experiencing high levels of absenteeism)*

Suggested interventions

- Engage in widespread individual and team behavioural profiling and assessment in order to start encouraging greater awareness (about self and others) and the determination of 'gaps' and 'opportunities' to change or improve (and lift long-term self-belief and confidence).
- Establish a framework for greater individual and team coaching and mentoring to take place across the enterprise.
- To help build overall levels of confidence, consider running a series of high energy short presentations or awareness workshops that focus upon the successes of the enterprise and the need for positive relationships and for people to work together effectively at all levels.
- Look to start more openly celebrating organisational, team and individual successes.
- Establish a collaborative and participative system whereby organisational mistakes or failures can be analysed and changes put in place to reduce the chances of the issue being repeated in the future.
- Audit overall levels of workload across the enterprise and encourage individuals and groups to schedule specific rest and relaxation wherever appropriate.
- Consider establishing and promoting a widespread organisational health and fitness program (including relaxation training).
- Aim to create a climate in which it is OK for people to make necessary decisions quickly and even take reasonable risks, without fear of criticism or punishment.
- Encourage individuals and teams to think more deeply about their decisions, including collecting a variety of different opinions more frequently and asking 'why' and 'how' more often.
- Review high levels of recurrent antagonism and frustration within the organisation (interpersonally and between teams) and directly address the underlying issues (rather than ignore them or let them fester).

Connection

The **CONNECTION** quadrant or cluster represents a view about the extent to which everyone feels able to positively relate to each other and their environment with ease and understanding, valuing relationships at all levels. Rapport with clients, customers and suppliers is appropriately demonstrated.

Low performance

- *Considerable dysfunctional behaviour such as bullying, aggression, selfishness, and victimisation exists in the enterprise*
- *The input and opinions of many people is not actively encouraged within the organisation*
- *Individuals are often openly criticised in public or in front of others*
- *People are often interrupted when they are speaking*
- *People's feelings and emotions are rarely appreciated or understood*
- *Communications are often poorly co-ordinated, 'haphazard' or 'hit or miss' affairs*
- *Key information (including job/career opportunities and enterprise results) are not openly communicated*
- *Improvement ideas and suggestions have little or no chance of being collected or heard by the organisation*

Suggested interventions

- Design and deploy a comprehensive and open communication system for all individuals to help them to communicate up, down and across the organisation efficiently and effectively (without unnecessary constraints).
- Promote a climate of respect, courtesy and constructive communication (and actively discourage bullying, personal victimisation and destructive criticism).
- Encourage individuals and teams to set objectives that involve working collaboratively across different work areas and functions to help foster greater teamwork.
- Train managers and team leaders in conflict handling and conflict resolution skills.
- Run regular awareness training sessions for all individuals in effective listening skills.
- Coach people to apply careful and constructive questioning skills that can help build interpersonal trust and greater levels of interpersonal rapport.
- Consider creating both formal and informal forums in which individuals can raise any issues or concerns at any level and get speedy answers to their questions.
- Audit the entire process by which key organisational information (such as job and career openings or enterprise performance results) are communicated and make any necessary changes to make the system quicker and more open.
- Consider setting up a formal suggestion scheme to invite improvement ideas from people at all levels.
- Encourage all organisational leaders to ask for feedback before major decisions are made (and to make adjustments where it is helpful to do so).

Purpose

The **PURPOSE** quadrant or cluster represents a view about how individuals and teams behave and respond in ways that produce the highest possible pride and commitment in what they do and achieve at work. Purpose is a true alignment of the individual and their role, their team and the mission, vision and values of the organisation.

Low performance

- *The core values of the organisation are poorly understood*
- *Personal and organisational values are significantly mis-aligned*
- *Many 'hidden agendas' and considerable secrecy exist in the organisation*
- *There are little or no efforts to reconcile differences between individual and organisational values*
- *Many people gain little satisfaction and/or gratification from work life*
- *The balance between work life and leisure time is poor*
- *Many individuals work beyond 'normal' working hours or take work home with them*
- *Organisation goals and targets are not well understood and people do not know exactly what is expected of them by the enterprise*

Suggested interventions

- Ensure that there is high level understanding and agreement about the key values of the enterprise and that these values are expressed in the clearest way possible.
- Organise widespread discussions on the core values of the enterprise to both invite input and to listen to people's personal values.
- Frequently invite input into the major goals and targets of the enterprise and the implications for teams and individuals (including career opportunities that may be presented as a result).
- Actively work towards creating a climate in which it is easy to talk about personal and organisational values and long-term goals and how they may be more effectively aligned in order to create high levels of commitment.
- Encourage individuals and teams to operate in open and transparent ways and not to accept secrecy or 'hidden agendas' between people and/or groups.
- Ensure that minority groups within the enterprise are brought into major meetings, discussions and decisions about organisational direction and targets.
- Invite everyone to openly discuss the work-life balance issue on an on-going basis in order to ensure that the 'right' outcome can prevail at any given time.
- Consider a range of ways in which the workplace can be designed to be as stimulating, interesting and fun for everyone as it is possible to be.
- Openly discuss upcoming organisational events, challenges and changes that are likely to create high levels of stress (and agree potential handling strategies well ahead of time).
- Promote a culture of finishing work at a reasonable time and not doing tasks after 'normal' hours or on the weekend.

Performance

The **PERFORMANCE** quadrant or cluster represents a view about how individuals gain and maintain healthy levels of high performance. At an individual and team level, as a result of healthy high performance, every action/outcome in itself provides both personal and professional satisfaction and growth for all individuals in the enterprise.

Low performance

- *Many tasks are performed with low levels of enthusiasm and commitment*
- *People often seek to achieve only the bare minimum to 'get by' rather than stretch themselves*
- *The organisation is not results orientated*
- *Little commitment is seen to the concept of 'life long learning' and individual and collective development*
- *Little or no feedback and coaching occurs at any level*
- *People tend to be allowed to 'bottle up' feelings or frustrations*
- *Humour and fun are generally missing from the enterprise, especially in pressured situations*
- *Important deadlines are regularly missed and major tasks or projects often run late*

Suggested interventions

- Audit the entire formal performance management system within the enterprise to ensure that it is positively regarded and that it actively motivates individuals to set stretching personal and team targets.
- Review the standards that have been set at enterprise wide and team level and ensure that they encourage people to improve on past performance at all times.
- Catch people doing the 'right' things and achieving good results, and praise their efforts openly (as opposed to catching them doing the wrong things or falling short of a target).
- Create a climate in which on-going learning and self development is important and make it easy for people to keep their skills and knowledge constantly up to date.
- Encourage individuals to engage in personal development activities and training that helps to enhance their skills for future career growth (not just their present job role).
- Consider developing a widespread peer-to-peer performance coaching system to help individuals to stretch to higher levels of personal and group achievement.
- Aim to create a quality-oriented culture in which it is understood that focusing on the most critical tasks to achieve is the most important step to get right first.
- Discuss and agree a range of potential 'pressure-relief' approaches or systems that could be used within the organisation to handle high levels of workload or stress that might arise.
- Train all individuals in greater creativity and innovation skills in order to help them to find new and/or different ways to achieve personal and collective work goals and targets.
- Develop individual and team skills on effective goal-setting, project management, prioritisation and personal time management.