



In Confidence



**Climate Survey Report
for
Organisation XYZ
1 December 2011**



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Introduction

Organisation XYZ conducted an organisation-wide **Climate Survey** designed to facilitate shared understanding of the existing climate across the organisation.

What is organisational climate?

Organisational climate is a useful indicator of an organisation's overall health.

Organisational climate can be defined as the recurring patterns of behaviour, attitudes and feelings that characterise life in the organisation. Organisational climate is a set of properties of the work environment, perceived directly or indirectly by employees, that has been shown by research to be a major force in influencing employee behaviour and, hence, their level of emotional commitment to the organisation.

Organisational climate and engagement

Employee engagement can be described as an emotional commitment to the organisation's mission, vision, values and strategic direction, and a willingness to support colleagues. Employee engagement is generated when employees perceive a high degree of involvement, empowerment, trust, and motivation.

Why measure organisational climate?

Organisational climate is an important predictor of organisational success. Successful organisations create workplace environments that meet the needs and expectations of their employees, as well as their own needs, to build a highly engaged workforce.

Numerous studies have found positive relationships between positive organisational climates and various measures of organisational success, most notably for metrics such as sales, staff retention, productivity, customer satisfaction, and profitability.

Engaging employees in exploring organisational climate, and taking targeted actions to better align it for future success, can result in:

- A high engagement workplace environment in which people feel committed and motivated to '*go the extra mile*' and do their best for the organisation
- Higher productivity by eliminating the inertia that impedes organisational performance
- New capacities for adapting to external changes and emerging as a stronger organisation
- Development of practices and behaviors that create competitive advantage
- Creation of a safe environment for employees to feel free to talk about what they are experiencing



Climate Survey Report for Organisation XYZ 1 December 2011

The **Climate Survey** is designed to obtain feedback on the following ten elements of organisational climate factors:

- | | |
|----------------------------|--|
| • Innovation | The degree to which the organisation encourages creativity, new ideas, and new ways of doing things. |
| • Results Focus | The clarity of peoples' roles and performance objectives, and how these contribute to the organisation's vision and goals. |
| • Leadership | The extent to which people feel inspired and motivated by the actions and behaviours of senior managers, and the clarity of understanding people have about the organisation's future direction. |
| • Learning & Development | The extent to which people have opportunities to develop their skills and knowledge through training, coaching and on-the-job experiential learning. |
| • Communication | The extent to which the organisation fosters open communication and information sharing, and people feel their views and opinions are listened to. |
| • Collaboration & Teamwork | The degree to which people work collectively across the organisation, and put aside self-interest to do what is best for the organisation as a whole. |
| • Empowerment | The levels of authority and empowerment given to individuals, and the extent to which individuals are involved in decisions made by the organisation. |
| • Identity | The pride felt by people in working for their organisation, and the belief that their job is important. |
| • Engagement | The extent to which people feel an emotional commitment to the organisation, its purpose, values and direction, and feel a willingness to support colleagues. |
| • Customer Focus | The extent to which people understand what their external and/or internal customers need and expect. |



Rating Scale

The **Climate Survey** contains 40 statements that describe various aspects of organisation climate factors. Participants were asked to indicate their level of agreement with each statement according to a 5-point scale:

- **Agree** if they believed that the statement is a good description of what typically happens in the workplace.
- **Disagree** if they thought that the statement is not a good description of what typically happens.
- **Strongly agree** or **strongly disagree** if they believed that "without a doubt, this is absolutely the way things happen (or do not happen) here".
- **Inconsistent** if their experience with what was described in the statement is variable i.e. if at times they have experienced what was described, and at other times they have experienced the opposite.

The **Climate Survey** encourages participants to express their opinion for all 40 climate factor statements. If, however, participants are unable to make an objective judgement about what is described, the survey enables them to make an **unable to comment** response.

In addition, at the end, participants were invited to answer three questions using open comments.

Response Level

The **Climate Survey** was administered to 31 participants at Organisation XYZ. A total of 29 responses were received, a response level of 93.5 per cent.

Confidentiality

All responses in the **Climate Survey** are strictly confidential and non-attributable.



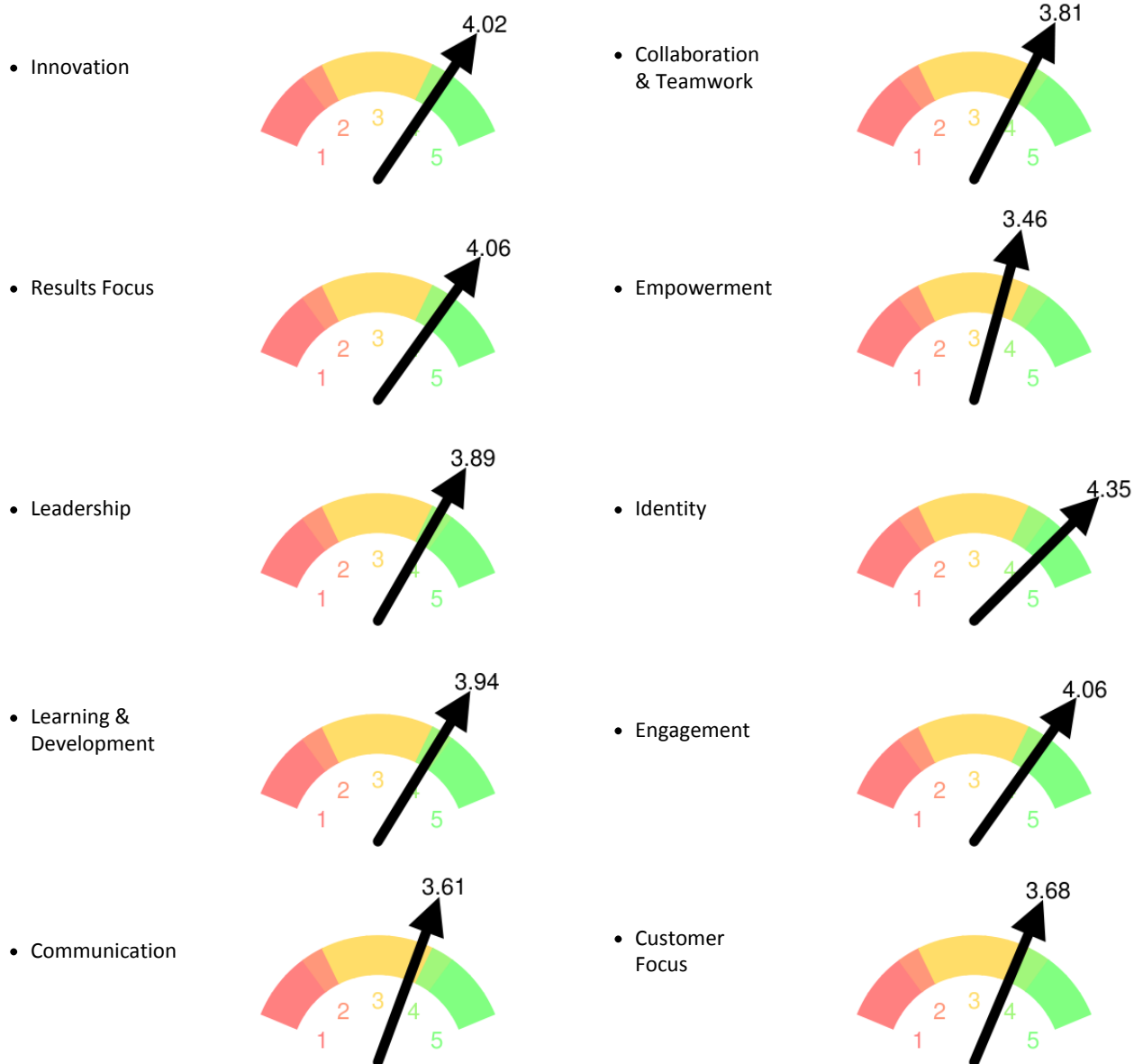
Climate Dashboard

The **Climate Dashboard** below represents a top-line view of the survey results.

Each of the ten climate factors measured is represented by a swing-o-meter.

The colours on the swing-o-meter scale indicate the degree of agreement registered by the participants in the survey:

- **Red** indicates average scores towards the lower end of the 5-point scale – *disagree* or *strongly disagree*
- **Amber** indicates average scores around the mid-point of the 5-point scale – *inconsistent*
- **Green** indicates average scores towards the higher end of the 5-point scale – *agree* or *strongly agree*





Survey Results by Climate Factor

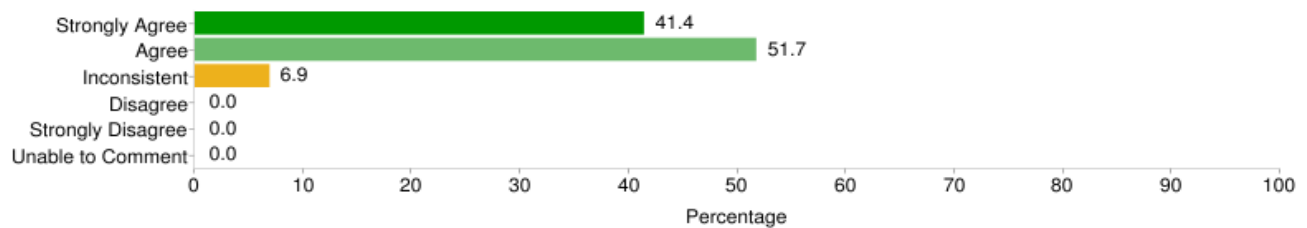
Innovation

Innovation is dependent on the talents of individuals; most new products, services, practices, and work processes begin with an idea generated by individuals. Organisations have a very important role to play to help ideas come to light and be developed. Organisations and their leaders are responsible for creating and nurturing the conditions within which creativity and innovation flourish. This occurs by embedding practices and norms of behaviour that encourage and reward experimentation, learning, collaboration, idea generation, idea sharing, and openness. At the same time, organisations must ensure that good ideas are turned into value-creating products, services and internal processes.

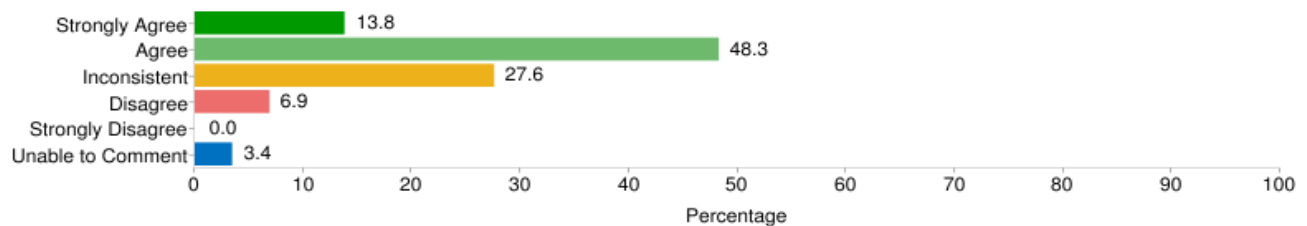
Current Climate Dashboard



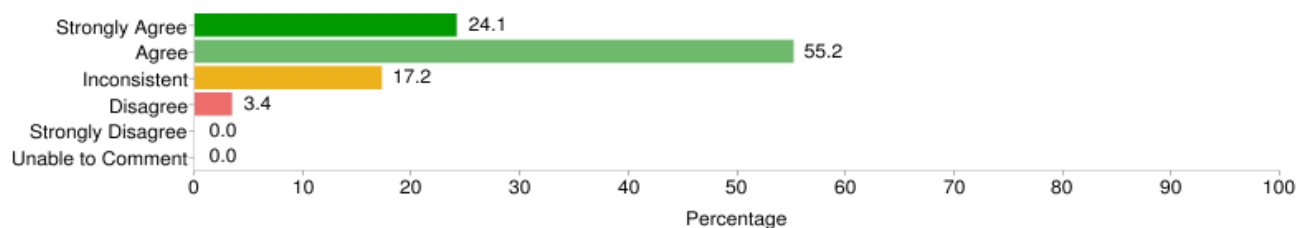
Q1. I am actively encouraged to be creative and open-minded in my approach to my work.



Q10. We are always seeking to improve what we do by questioning and challenging 'the way things are done around here.'



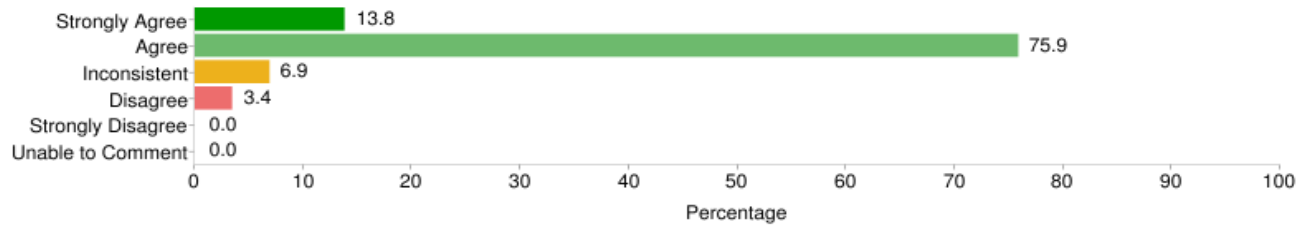
Q25. I believe that our culture encourages innovation and change.





Innovation, cont.

Q39. I believe that we recognise and reward creativity and new ideas.





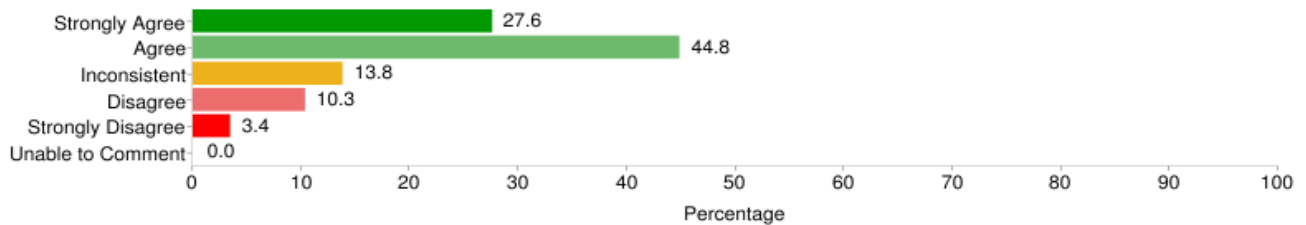
Results Focus

Results Focus emphasises the importance and urgency placed on achieving the goals and targets of the organisation, and on the clarity around roles and responsibilities that help to provide direction and focus to people's work. It also emphasises the importance placed on regular performance reviews for all individuals across the whole organisation which provide opportunity to provide constructive feedback on individual performance.

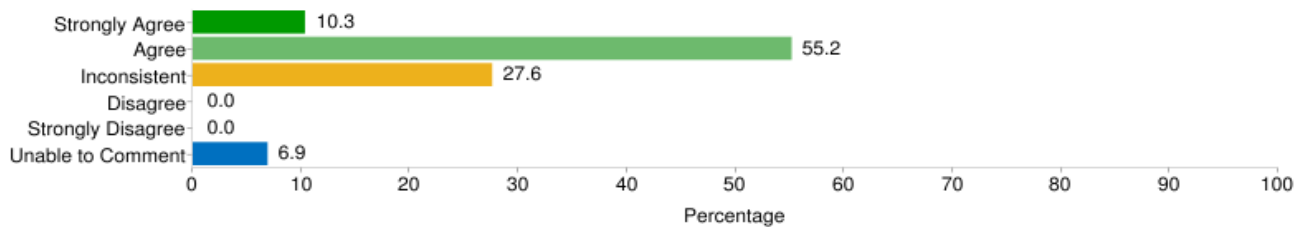
Current Climate Dashboard



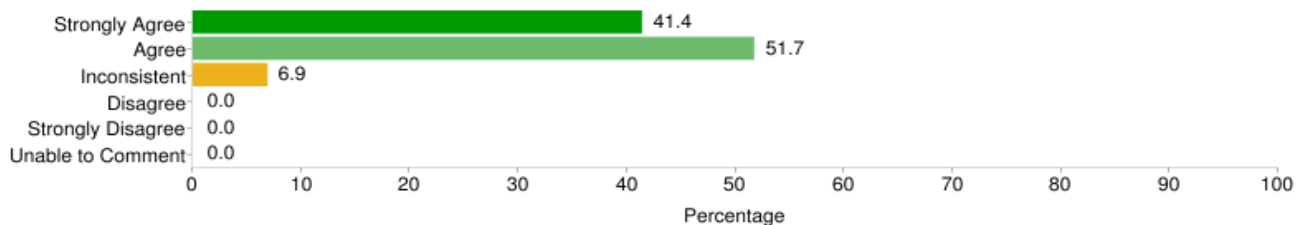
Q2. I am clear about my role and the boundaries of my responsibilities.



Q12. I know what is expected of me and how well I am doing on important indicators of my performance.



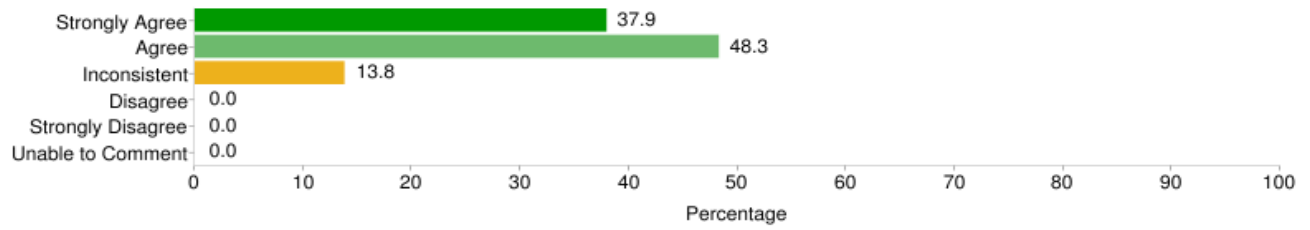
Q19. I understand how the work I do contributes towards achieving the organisation's vision and goals.





Results Focus, cont.

Q26. I believe there a strong sense of purpose and urgency across the organisation to achieve the best possible outcomes and results.





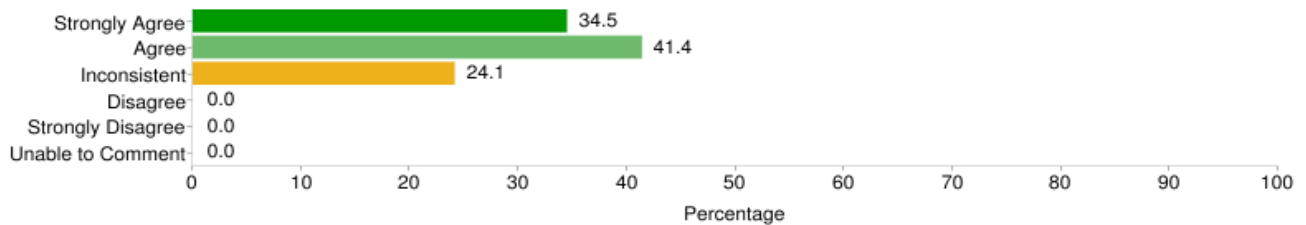
Leadership

Leaders are highly influential in shaping an organisation’s climate and culture. Through their words and actions they send clear signals to people across the organisation that help them determine the accepted norms of behaviour. Effective leaders provide clarity of direction, aligning and uniting people behind a powerful and compelling vision, and motivating and inspiring them to achieve the vision.

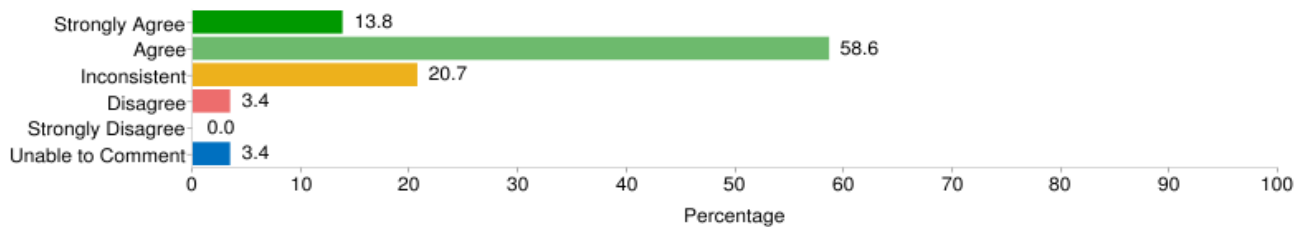
Current Climate Dashboard



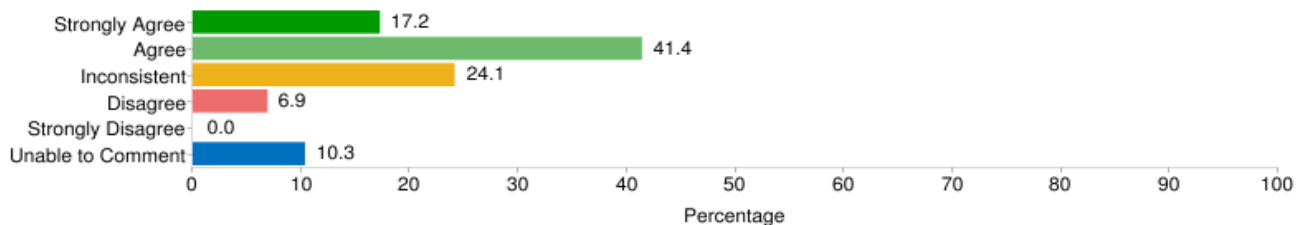
Q3. I feel inspired and motivated by the actions and behaviours of our senior leaders.



Q13. Our leaders convey a strong sense of common direction and purpose.



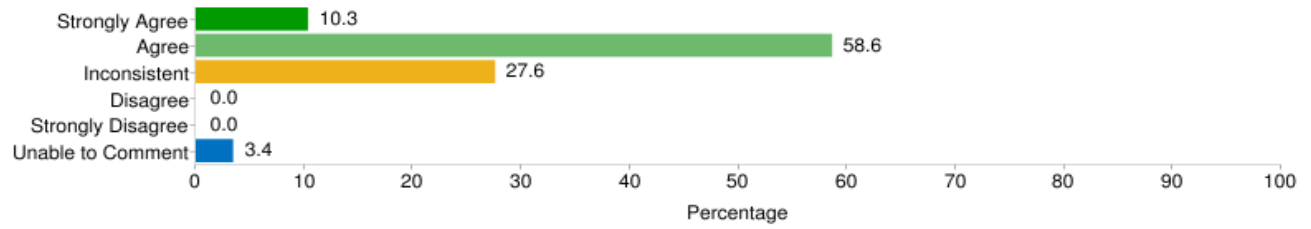
Q27. I feel safe to offer an opinion that directly challenges the statements made by our senior leaders.





Leadership, cont.

Q35. Our organisation's vision for the future is clear and compelling.





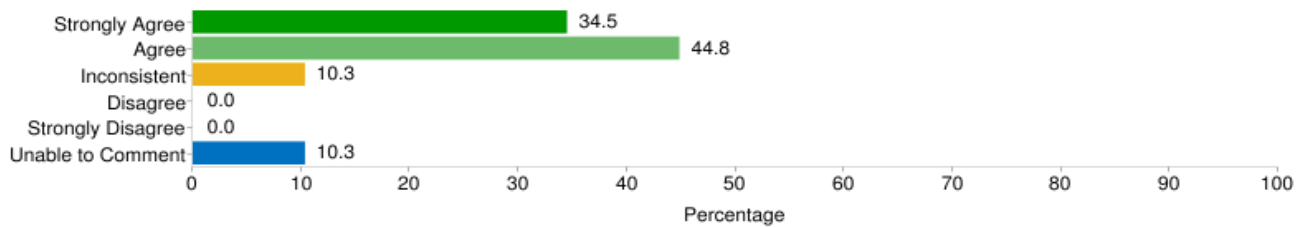
Learning & Development

Learning & Development measures the extent that individuals believe that they have opportunities to learn and develop new skills and knowledge. A major factor in employee engagement and retention, it is also essential to any organisation that is concerned with continual improvement, innovation and growth.

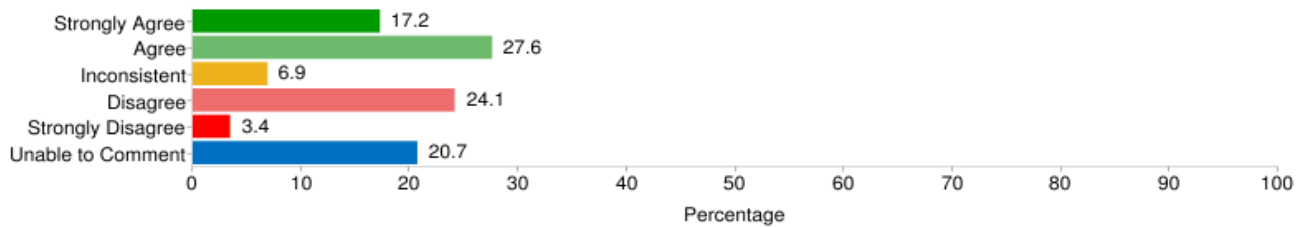
Current Climate Dashboard



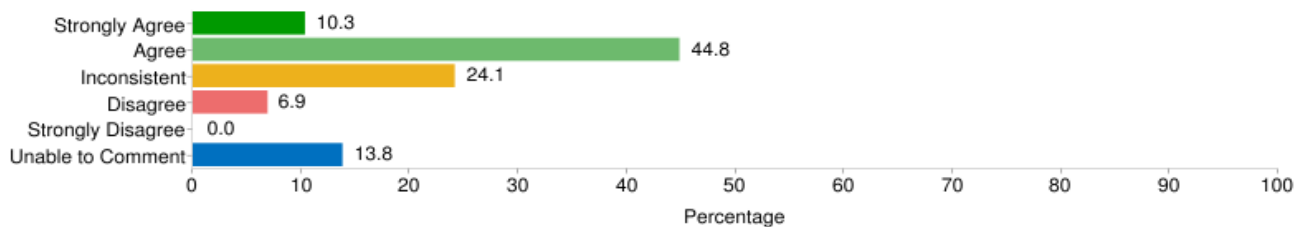
Q4. I have the skills and knowledge that I need to achieve my performance objectives.



Q14. During the last six months, my line manager has talked to me about my progress and career ambitions.



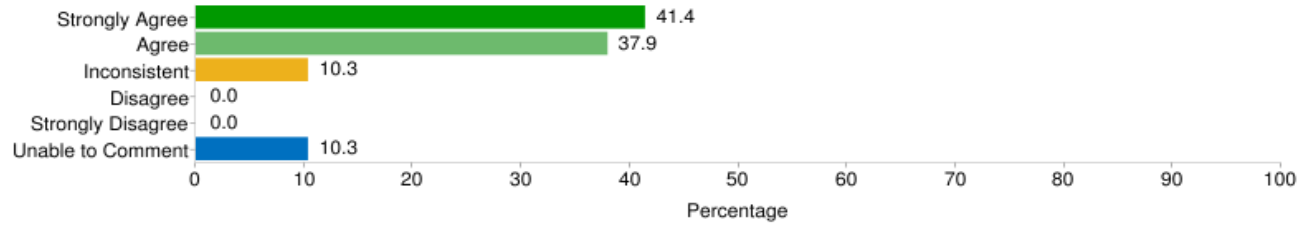
Q21. I am provided with the coaching I need to support my personal learning and development.





Learning & Development, cont.

Q28. Over the past year I have had opportunities to learn and grow.





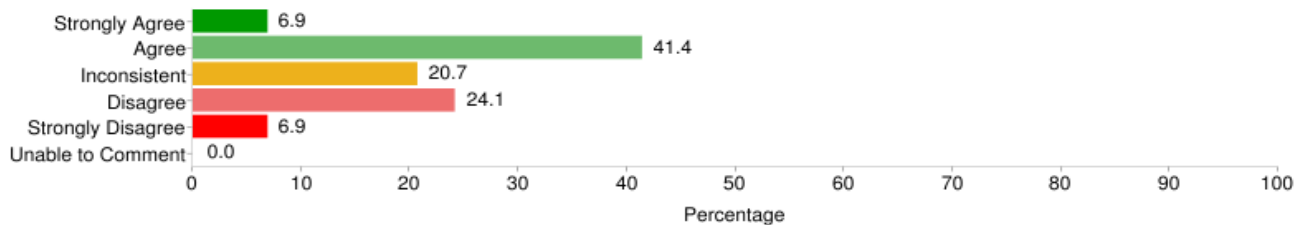
Communication

The extent to which an organisation fosters open communication and information sharing between individuals, levels and groups up and down and across the organisation is an important climate factor. Open communication directly influences trust between people as well as their ability and confidence to make informed decisions, take risks, collaborate and generate new ideas.

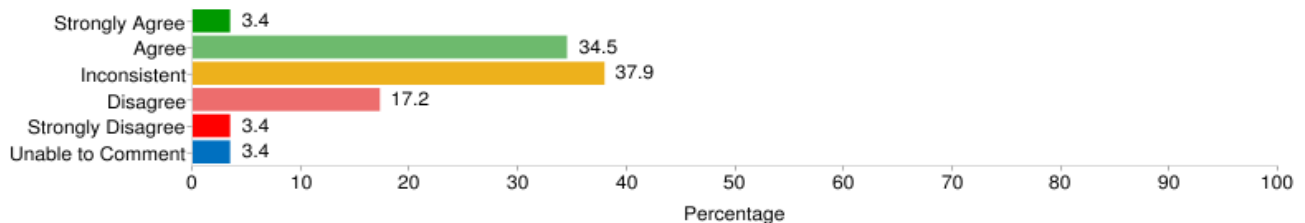
Current Climate Dashboard



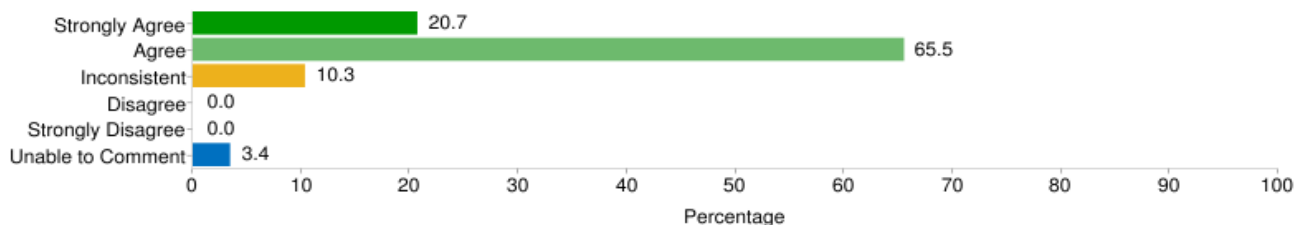
Q5. There is an open exchange and flow of information between all levels in the organisation (both management and non-management).



Q15. I am asked what information I would like to receive regularly, and what information others need from me.



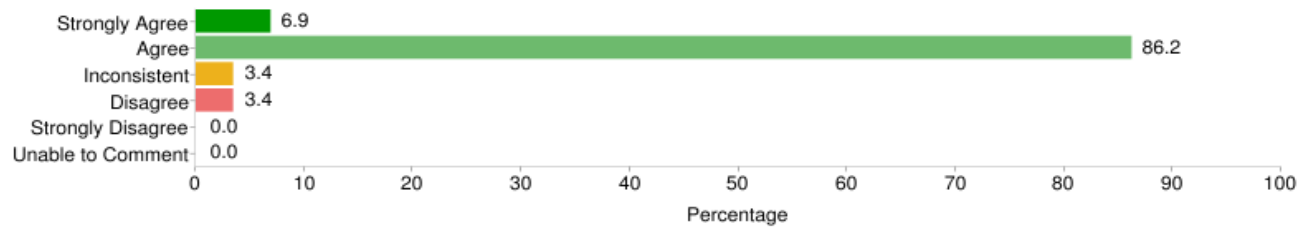
Q22. We are encouraged to share helpful information, experiences, and knowledge with each other.





Communication, cont.

Q34. I believe that my views and opinions are listened to.





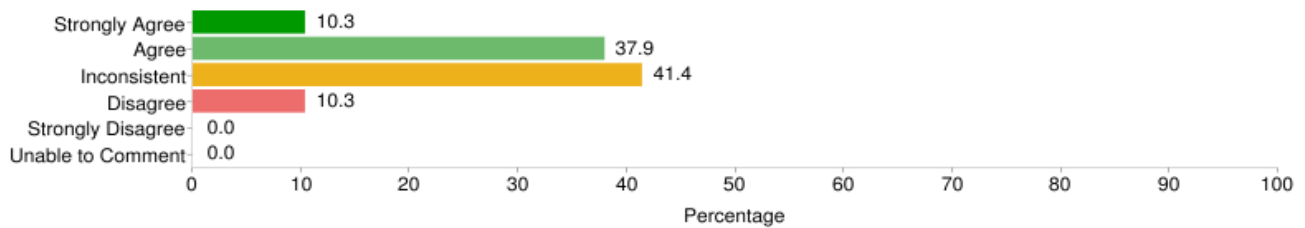
Collaboration & Teamwork

Collaboration provides insight into the extent that people work effectively together across organisational boundaries to achieve results. Just as 'the whole is greater than the sum of the parts', people achieve more by working together than through individual efforts. Ineffective collaboration and teamwork can result in delays, confusion and additional costs; it can also lead to tensions between groups and difficulty in working with others. This can often mean making even greater effort to get work done; adding demands on already busy schedules. This can impact, negatively, on productivity and efficiency as well as creating frustrations that impact engagement and morale.

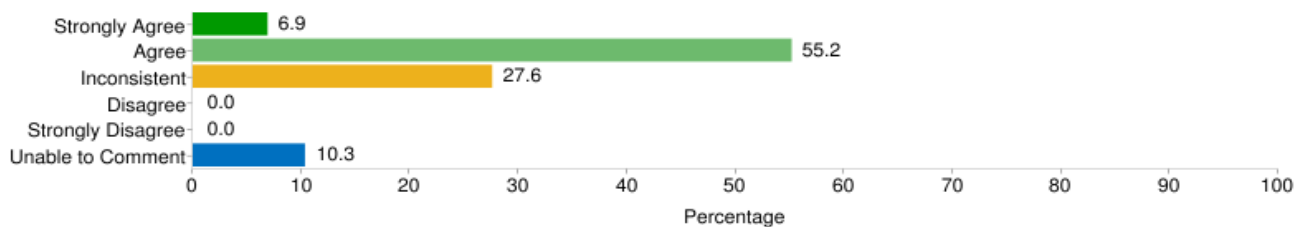
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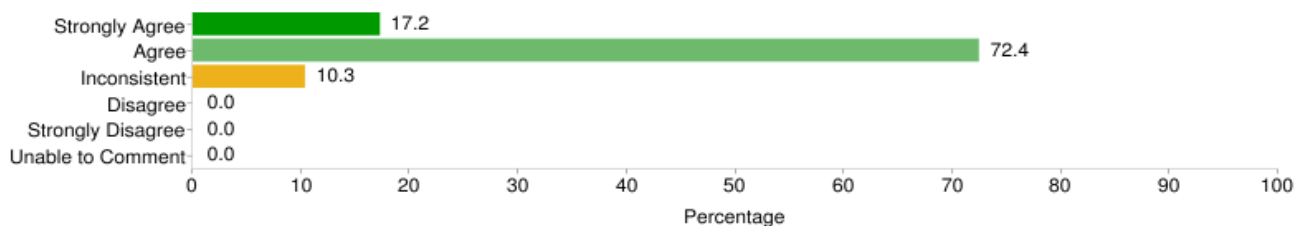
Q6. People work together effectively across different functions/departments.



Q16. People work together to overcome disagreement and conflict and strive to achieve 'win/win' outcomes.



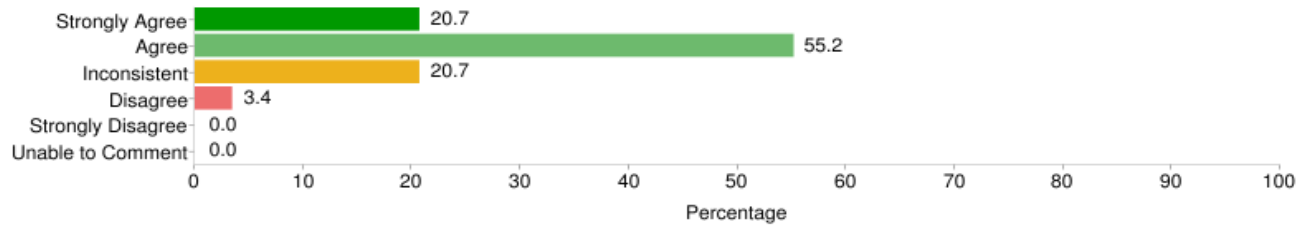
Q33. There is a strong collaborative work spirit across the organisation where people put aside self-interest to do what is best for the whole organisation.





Collaboration & Teamwork, cont.

Q36. I can depend on others to do what they say they will do.





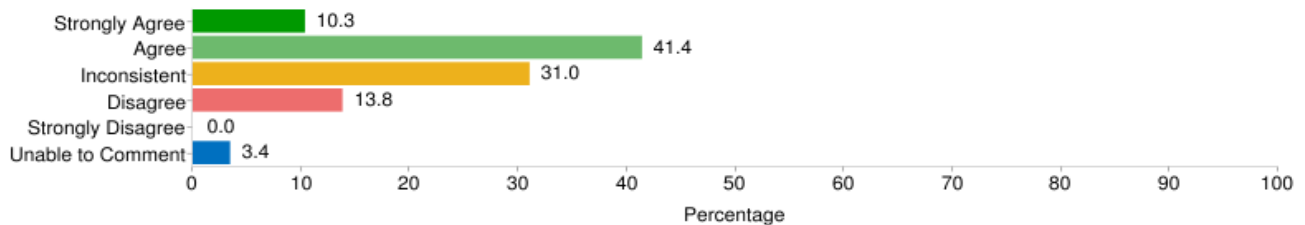
Empowerment

Empowerment refers to the freedom that people believe they have to make decisions. It requires clarity of decision-making authority as well as a willingness by people in more senior positions to allow their people to act within these defined boundaries without getting prior approval. This is particularly important to employees who view this as a sign of trust and confidence in their abilities.

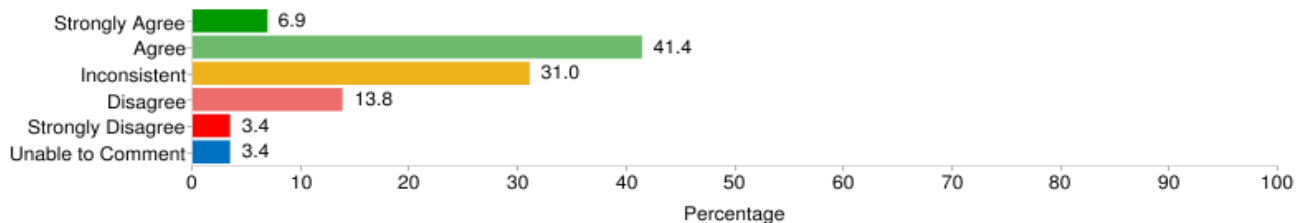
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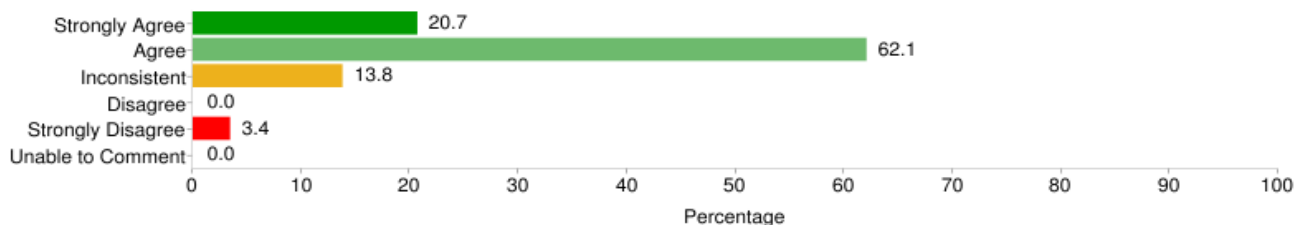
Q7. I am able to take decisions or actions on important matters within my area of responsibility without the prior approval of my line manager/supervisor.



Q17. My level of authority to make decisions is clearly defined.



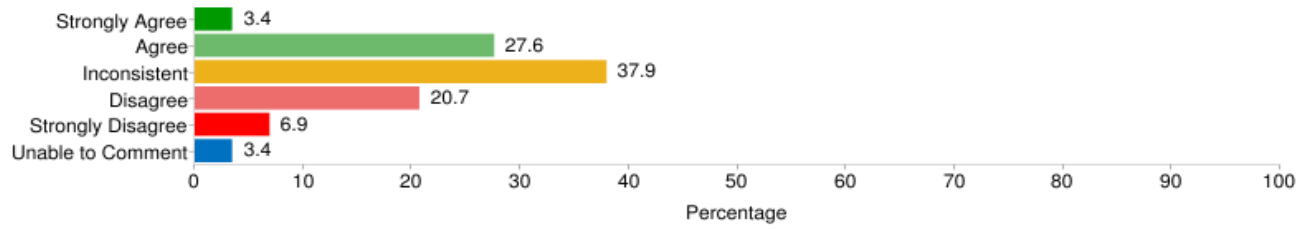
Q30. I have access to the information, materials, and resources I need to do my job effectively.





Empowerment, cont.

Q31. People are consulted before decisions are taken that impact on their work.





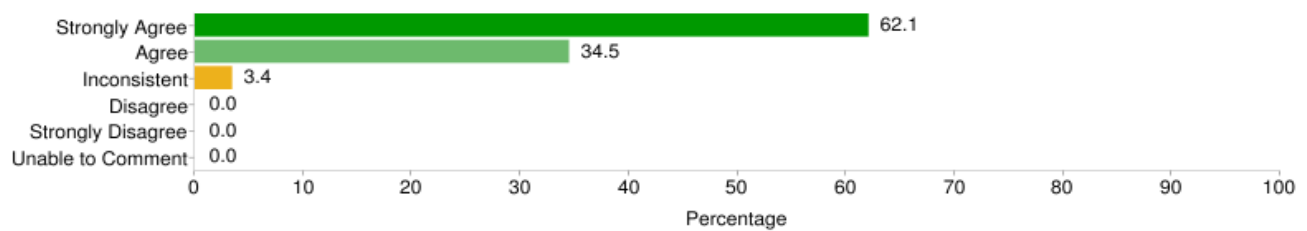
Identity

Identity refers to the emotional connection or sense of pride that people have in working for the organisation. A strong score on Identity can indicate a willingness by employees to 'weather the storm' caused by problems or frustrations in other areas.

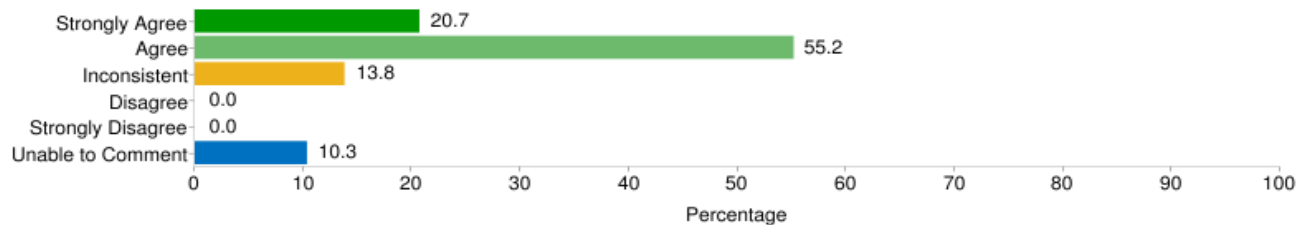
Current Climate Dashboard



Q23. If someone asked me which organisation I work for, I would answer with pride that I work for our organisation.



Q40. Our organisation's mission/purpose makes me feel that my job is important.

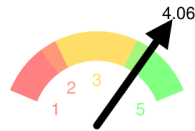




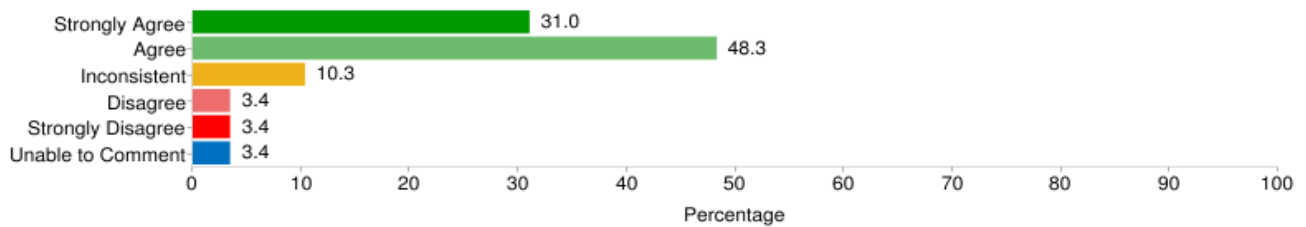
Engagement

The extent to which people feel an emotional commitment to the organisation, its purpose, values and direction, and feel a willingness to support colleagues. Employee engagement is generated when employees feel valued and rewarded for their efforts and perceive a high degree of involvement, empowerment, trust and motivation.

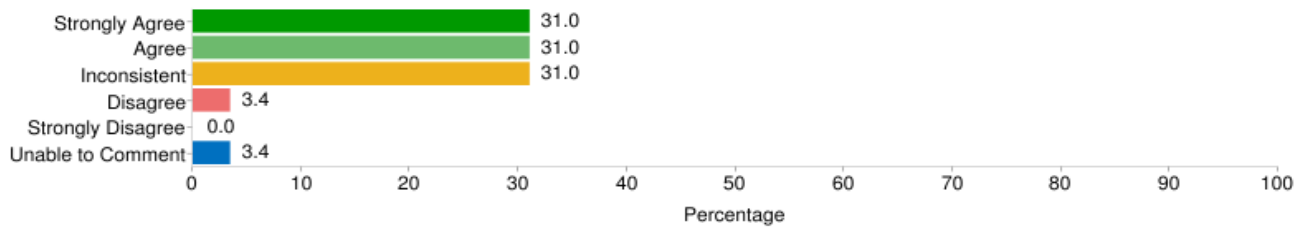
Current Climate Dashboard



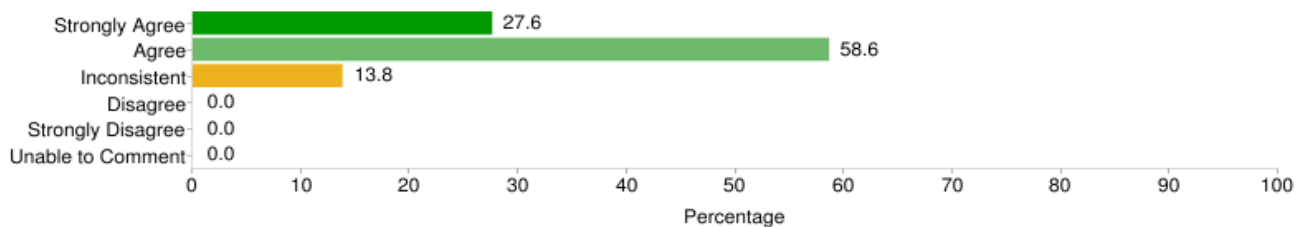
Q9. I feel valued by our organisation.



Q11. Successes are celebrated amongst everyone.



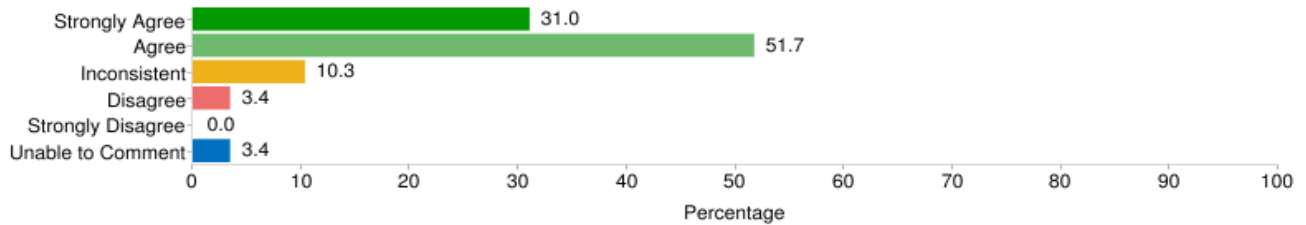
Q20. I believe that people in our organisation trust each other.



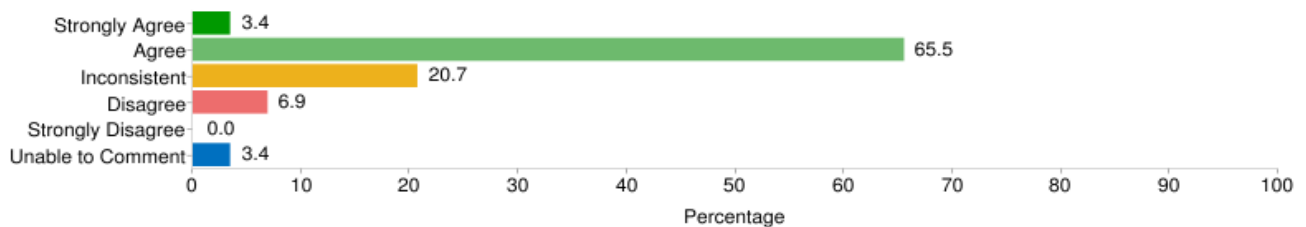


Engagement, cont.

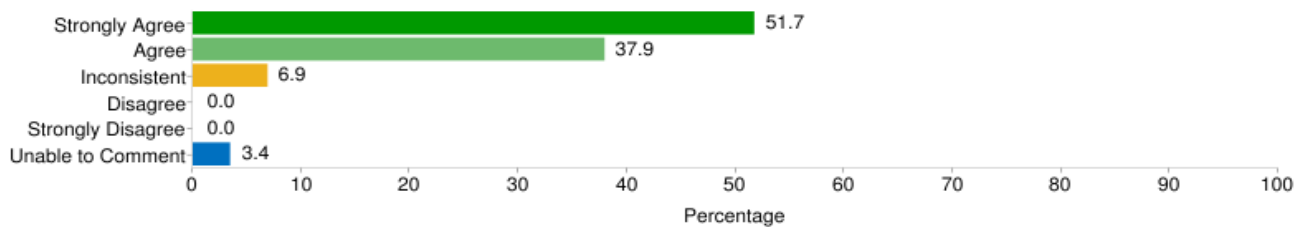
Q24. My opinions and perspectives seem to count.



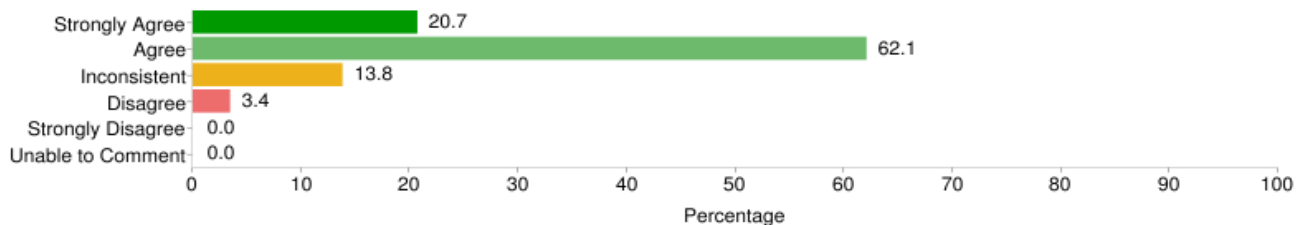
Q29. I feel rewarded for my achievements.



Q32. I feel that my line manager/supervisor cares for me as a person.



Q37. I receive recognition or praise for doing good work.





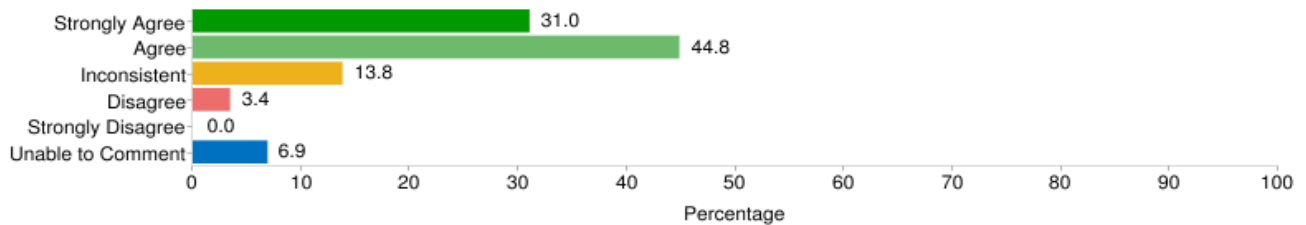
Customer Focus

Customer Focus refers to the extent to which people understand what their customers or clients need and expect, and are always seeking to add value for their customers. Organisations with high levels of Customer Focus are driven to meet or exceed their customers' needs, leading to high levels of customer satisfaction. This is relevant not only in the context of external customers, but also internal customers within the organisation.

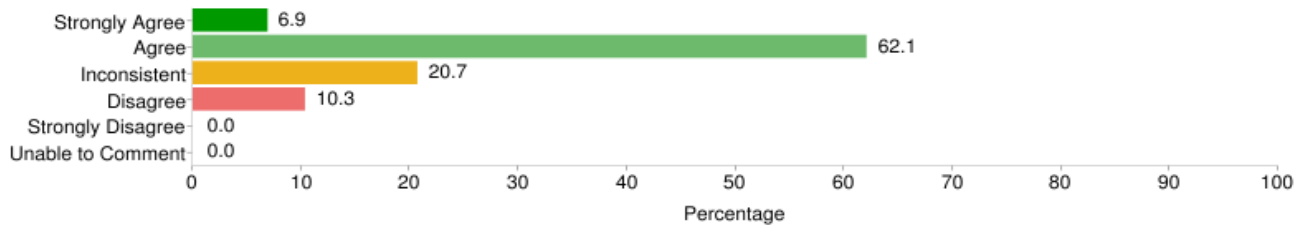
Current Climate Dashboard



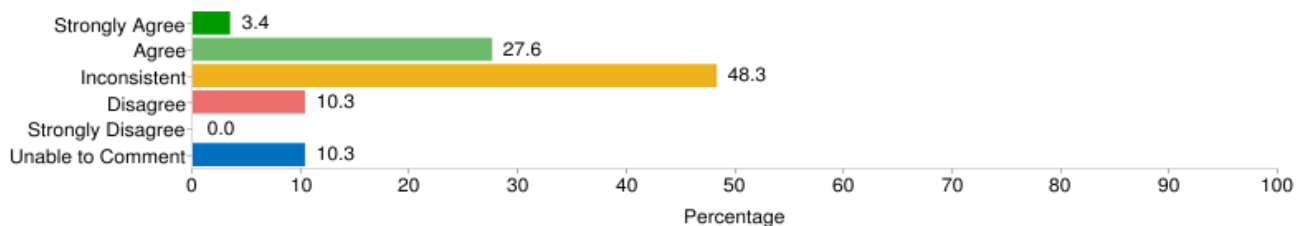
Q8. I understand what our customers (external and/or internal) need and expect from us.



Q18. We are constantly questioning and challenging whether what we are doing is adding value to our customers (external and/or internal).



Q38. Feedback from external customers is communicated widely across the organisation.





Climate High's and Low's

Top Five Climate Factors

The statements listed below represent the statements scored by respondents as the highest relative to other statements in the survey. These are climate factors that represent organisational strengths that can be celebrated and built on.

Q	Statement	Element	Avg. Score
23.	If someone asked me which organisation I work for, I would answer with pride that I work for our organisation.	Identity	4.59
32.	I feel that my line manager/supervisor cares for me as a person.	Engagement	4.46
28.	Over the past year I have had opportunities to learn and grow.	Learning & Development	4.35
19.	I understand how the work I do contributes towards achieving the organisation's vision and goals.	Results Focus	4.34
1.	I am actively encouraged to be creative and open-minded in my approach to my work.	Innovation	4.34

Lowest Five Climate Factors

The statements listed below represent the statements scored by respondents as the lowest relative to other statements in the survey. These are climate factors that represent potential organisational challenges or areas of inertia that need to be worked on.

Q	Statement	Element	Avg. Score
31.	People are consulted before decisions are taken that impact on their work.	Empowerment	3.00
5.	There is an open exchange and flow of information between all levels in the organisation (both management and non-management).	Communication	3.17
15.	I am asked what information I would like to receive regularly, and what information others need from me.	Communication	3.18
38.	Feedback from external customers is communicated widely across the organisation.	Customer Focus	3.27
17.	My level of authority to make decisions is clearly defined.	Empowerment	3.36



Responses to Open Comment Questions

41. For you, what is unique or special about the culture in our organisation?

- Generally, a very happy and friendly office
- I think there is the chance to be creative, even in entry level positions which is very exciting. I love the variety in my job and that i am trusted to do so much so soon. The whole team is regularly rewarded for hard work and there is generally a friendly, positive atmosphere. I think the managers try very hard to show that they value their staff.
- Everyone works hard to do a good job and we look after one another.
- It is very creative, fast-paced and subject to change at the last moment. We are used to having to be flexible and react to late changes. We are encouraged to give ideas, and even though most do not make it to fruition, it is very satisfying when some do.
- Easy going attitude
- It is very friendly and open and there are no obvious negative feelings towards one person or one department as far as I am aware. It is a very positive environment.
- I have only been here 4 weeks and already feel part of the team. I like that the senior leaders know who I am and i feel that they are approachable. I have already got the impression that everyone likes and respects each other on a personal level but keep things professional at work but get along outside of work too. I previously went for the junior designer role at the company but unfortunately didn't get the job, so for me I am grateful and like that they remembered me from my interview and then asked me to come and work for them once another position arose. I feel that they understood i wanted to break into this industry and are helping me to achieve this.
- The way in which people interact with each other is lovely, you feel safe and comfortable in your environment, and the openness within the building makes you feel comfortable to ask questions or comments without fear. I believe the the Managing Director is very much capable of leading us to new and interesting routes, i feel that this makes up all keen to work hard and work as a team so that we can continue doing well for the whole of the company.
- The products. I think we consistently produce innovative books of a higher quality than our competitors.
- Great relationships, an exciting creative environment, and being part of a growing company where we are included and made to feel a key part of the process. I really respect everyone in the company, and think they each have a lot of skills and talent to bring. I love the diversity of different characters too. Also I feel I am given increasingly more challenging design jobs which has certain stretched and developed my skills as a designer.
- We are full of creative inventive passionate people and always creating fresh new ideas and products. we are like a family and all get on really well and work hard for the greater good of the comapny!
- I think what's special about our company is that it doesn't feel like an ordinary job. Specifically in the Design team I feel that people genuinely enjoy what they do. It's very easy to tell if a designer isn't enjoying the project that they're working on. It's nice to work around people that are equally excited by what they do. I feel very privileged to do a job that I love doing every single day.It's also encouraging to know that management are also passionate about the company, and it's not just a job to make lots of money out of - though I realise that helps :)
- The culture is very much driven and shaped by the founder's strong personality. This can make the business both exciting and rewarding and extremely challenging to work in. I have a high level of personal freedom which suits me in may ways though a lack of role definition can result in a feeling of being 'adrift.'
- It is a very young organisation which is growing extremely quickly which means that changes are made continuously to the way we work.
- Everybody works together as a team and tries to help as much as they can if a problem arises.
- I find it unique how friendly and helpful everyone is, also how accepting.
- Our small size and ability to change and create new product to fit the needs of our customers
- Everyone can make a difference to the business
- The fact that we consider ourselves as part of a family as well as a business. The team all get on well together and I think that Jo herself is what is so unique about out business. Everything that Jo brings to the company is what makes it so unique and special.
- Very friendly group of people, who all seem to be committed to working hard in their particular area. The whole process of book publishing from design through to sale is seen under one roof which results in job satisfaction.
- A very friendly and open culture. You easily feel part of a team.
- OUR ORGANISATION MAKES ME FEEL LIKE ANOTHER PART OF MY FAMILY
- No resting on laurels. We are constantly changing and improving and trying to deliver for our customers. Our MD, Jo, is



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very inspirational and has huge amounts of energy and commitment.

- The fact that we are prepared to try new things - all sorts of different types of books. The fact that there is a culture of no blame - if a mistake is made, we try to learn from it and move on, rather than having a postmortem about who made the mistake.
- The passion and energy with which we both create our books and work with our customers
- very open and new ideas, opinions are encouraged. Jo's passion for the company and her honesty is clear to see and this helps everyone to push themselves with new thinking/ideas.
- innovative and I feel that people are given opportunities to try things that may normally be out of their current job role - people employed for personality and general skills and what they can bring to the company. Really lovely people on team.
- The positive vibe that we have within the office I believe is the special part of our organisation. (In many ways it allows us to work better as a team.) Especially as many current office environments are very negative due to the nature of the economy etc. The open plan office has made it easier to be able to communicate between departments. I believe that this has allowed many processes within the company to flow better.

42. Based on your view of where we are now as an organisation, what, in your opinion, is the most important thing we need to do or change to help us achieve our vision and goals?

- Not to become so commercial that the office environment, as per my point to question number 41., is not lost. I think that would be the most detrimental outcome, curbing creativity, the ability to speak out and therefore the main drive which has got the company as a whole - to where it stands. Individual brilliance will still happen which is also why the company is where it is - but the team atmosphere will suffer.
- We have a very clear idea of what sells and so we follow a formula for this. Maybe taking a few risks by being less formulaic could be a good idea? I have noticed that not everybody is very good at handling conflict and I have heard negative conversations and comments as well as being on the receiving end of them. I think teaching people how to handle stress or differences of opinion without getting angry would be a good idea, but I don't know how this would be done! I think a culture where rudeness is accepted can't stay productive and it takes the sparkle away from an otherwise perfect company!
- Clarity in communication between all levels of leadership in the company. More forewarning of big changes to projects - perhaps trying to work further ahead than we work now.
- We really need to work towards having a clear working structure for all. All departments need to have a greater understanding of what everyone else does - especially between Creative and Sales. We need more regularity in our processes and to be able to stick to the deadlines that we set and continue to set more achievable deadlines. People need to be encouraged to take more responsibility for their own work and to be given more independence to take decisions in the right situations. We also need to talk to each other more and rely less on email, making sure that we go through the same process each time (not taking shortcuts) to keep the right people informed at the appropriate time. Communication throughout the company needs to be worked upon.
- Things need to be scheduled and organised better. Nothing seems to have the correct amount of time allocated to doing the job or it is communicated too late.
- More collaboration between individuals and departments. Regular group updates on what we are all doing. We all stare into our computers all day with most correspondence being by email and there is not quite enough personal interaction.
- To continue building on success all ready achieved, so continuing developing the books that are successful and to work on new and exciting ideas.
- I feel that clear goals and well made decisions would help us all work more efficiently and be able to get work out faster.
- Better communication. Sometimes it doesn't seem as if we know what each department is doing which causes tension.
- Good communication is really important. If there are lots of deadlines, it is really helpful to understand what they are for, and why everything is so rushed. When the communication and encouragement from the management is good, it boosts moral. When there is not enough communication, there is negativity and it makes the workplace a difficult and moany place to be. I therefore really enjoy it when we have team meetings to celebrate goals the company has achieved, as well as hearing feedback from sales meetings, and hearing about important upcoming opportunities.
- Maybe a bit more praise and positive feedback on hard work and commitment.
- I would like to see better communication across the different teams. I think it is important to keep everyone motivated and for them to realise that there are ladders to climb. It's very easy to become complacent about things and that's when in my opinion, it all gets a bit boring and sometimes this is evident in the books we produce. I think it's very important to encourage people and to inspire them to want to learn or try something.
- We need to be organised and disciplined.



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- More communication and more structure is needed in the organisation as a whole.
- I think planning ahead and being more organised would enable us to be more efficient, which would hopefully lead to more sales.
- I'm not sure as I have only worked her 2 weeks. A database wwould be good but that's in the pipeline
- Need to improve communication
- Structure and communication
- We do need some more structure and stability in the sales/inventory area which I feel we are now implementing so that will then help to grow our sales for the company and overall profit.
- Even more sharing of what "the vision is" to all members of the team.
- More clearly defined roles to ensure that everyone knows what they are doing and in turn everything gets done as needed.
- WELL DEFINED ROLES,RESPONSIBILITES AND MORE EFFICIENT COMMUNICATION AT ALL LEVEL
- At present everything goes through Jo. The organisation has grown to a size where this is counter-productive. I often have to put things on hold until I can talk to Jo/get her authorisation - and she is too busy. This can be very frustrating when I have worked hard to reach a deadline and she then can't find time to meet with me.
- Have more clearly defined descriptions of what areas the different departments are responsible for. We need to get to a point where more people feel empowered to make decisions.
- Create structure and consistency in the sales department
- Growth is happening fast, so a challenge for any business in that situation is to keep the culture and vision that has made the business so special, so the right people have to be hired and the personality of the business needs to be preserved (and improved, if need be,of course).
- be clear about direction and communicate this to staff make sure everyone knows what goals are planning and allowing sufficient time for work to be done well rather than last minute culture
- Although i do have direction in many aspects of my job. In some areas this seems to be lacking not just in my personal experience but also across alot of the company.If there was to be a stronger sense of direction i feel that it would allow myself, my colleagues and the company to acheive more.

43. If there was one thing that our organisation could do to make your job more productive and satisfying, what would that one thing be?

- Be better organised to portion out work so that there is a steady flow of work rather than a lot one week and not much to do the next week.
- I would love to feel that I have more control over my own workload and the management of other people's workload, so that we could work together to achieve our deadlines. It would also be amazing if our working day was more flexible to allow time working from home when this would be of real benefit. I would also appreciate some more management training. I feel this could help me to perform better in a role that is quite new to me.
- Better communication within the organisation and positive feedback from customers and the sales team.
- Group meetings to update everybody regularly about what is happening in the company. Sales to feedback to us (design dept) what clients said about our work.
- I would find having personal development meetings with my line manager useful, perhaps once every 2 months as I am new to the company and would find it useful to monitor my progress to make sure i can develop and improve and can keep pushing myself so that i can do the best possible job for the company and myself.
- I feel satisfied within my job role and do not feel that I can comment on this.
- Benefits. Most companies offer pensions and/or overtime. Even though I constantly work beyond my paid hours I don't get recognition or a reward.
- -Stronger communication throughout company. -In particular, more communication between sales and design/editorial. -And in the design team, we all really enjoy it when we have the opportunity to present new ideas - this really boosts our moral and feeling of value as creatives. -Also for my own personal development, I would appreciate feedback/critiques/appraisals.
- A step up in my position.
- I know that it would never happen, but i feel that i do my best work in the later hours of the day. So personally i would love to start work slightly later and finish later. Aside from this,cakes are always a winner :) On a serious note it is always very nice to get feedback about the work you have done. Whether its internal or external critique. It would be nice not to feel like so much of a conveyor belt sometimes.



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- Plan and work to plans/goals.
- More training and more clear guidelines as to what is expected of me in my role. Communication from other departments on what they are working on and how their work impacts on the company as a whole.
- It would be good to have more contact time with the manager, so that I could give quotes to customers more promptly.
- Nothing, I feel I always have enough work and get involved in lots of different areas and so I feel as though I am finding out lots of processes within the company which helps.
- I would say the one thing has already started to happen - hire additional resources to help take certain things of my work load so I can focus on the global business / operations & inventory.
- Longer term stability for the team
- More team activities would be a good way of building relationships within all areas of the business and would therefore make people more productive at work.
- RECOGNITION
- Communicate. Jo has information that she forgets to share, or hasn't time to share. Often she thinks she's told you but has told someone else - if she's told someone she thinks everyone has been informed. I am not invited to regular staff meetings and I know very little about what goes on in other areas/departments of the business. Although these are always directly relevant they sometimes are and it would also be easier to be proud of our product if I understood it better. I do sometimes feel isolated.
- Not sure!
- give me more time off!
- definitely a more integrated system for our business - the database. Everyone works off the same system for inventory, orders, production, accounting - all part of the growth challenge and opportunity.
- to have a clear idea of what is expected in my role but apart from that I love job and really enjoy working for our company
- at the moment apart from a stronger sense of direction in certain aspects. I dont think that there is anything i would change. I have a very high sense of job satisfaction :)



Survey Results by Function/Department

The following table shows the average score for each survey statement for each of the areas of responsibility.

Employees were asked to indicate their measure of agreement with each statement on a 5-point scale ranging from **strongly disagree** to **strongly agree**.

Innovation

Q	Statement	Average Score (Scale 1 to 5)						
		Accounts	Cafe	Design	Editorial	Production	Sales	Senior Management
1.	I am actively encouraged to be creative and open-minded in my approach to my work.	4.25	4.00	4.44	4.33	4.50	4.14	5.00
10.	We are always seeking to improve what we do by questioning and challenging 'the way things are done around here.'	4.00	3.00	3.50	3.33	4.50	3.86	4.00
25.	I believe that our culture encourages innovation and change.	4.00	3.50	3.89	3.67	4.50	4.00	5.00
39.	I believe that we recognise and reward creativity and new ideas.	4.50	4.00	3.56	4.00	4.50	4.00	4.50

Results Focus

Q	Statement	Average Score (Scale 1 to 5)						
		Accounts	Cafe	Design	Editorial	Production	Sales	Senior Management
2.	I am clear about my role and the boundaries of my responsibilities.	4.25	4.00	3.78	3.67	3.50	3.43	5.00
12.	I know what is expected of me and how well I am doing on important indicators of my performance.	4.00	4.00	3.88	3.67	3.50	3.71	4.00
19.	I understand how the work I do contributes towards achieving the organisation's vision and goals.	5.00	4.00	4.00	4.33	4.50	4.43	4.50
26.	I believe there a strong sense of purpose and urgency across the organisation to achieve the best possible outcomes and results.	3.75	4.00	4.33	3.67	5.00	4.43	4.50

Leadership

Q	Statement	Average Score (Scale 1 to 5)						
		Accounts	Cafe	Design	Editorial	Production	Sales	Senior Management
3.	I feel inspired and motivated by the actions and behaviours of our senior leaders.	4.00	4.50	3.89	4.00	4.50	4.14	4.50
13.	Our leaders convey a strong sense of common direction and purpose.	4.25	4.00	3.67	4.00	4.50	3.71	3.00
27.	I feel safe to offer an opinion that directly challenges the statements made by our senior leaders.	4.00	3.50	3.63	3.33	5.00	3.50	5.00
35.	Our organisation's vision for the future is clear and compelling.	3.50	3.50	3.75	4.33	4.50	3.86	3.50



Learning & Development

Q	Statement	Average Score (Scale 1 to 5)						
		Accounts	Cafe	Design	Editorial	Production	Sales	Senior Management
4.	I have the skills and knowledge that I need to achieve my performance objectives.	4.50	4.50	4.14	3.67	4.50	4.17	5.00
14.	During the last six months, my line manager has talked to me about my progress and career ambitions.	4.67	2.50	2.50	2.33	4.50	3.83	5.00
21.	I am provided with the coaching I need to support my personal learning and development.	4.25	3.50	3.17	4.00	4.50	3.57	3.00
28.	Over the past year I have had opportunities to learn and grow.	4.75	4.00	4.00	4.67	4.50	4.33	4.50

Communication

Q	Statement	Average Score (Scale 1 to 5)						
		Accounts	Cafe	Design	Editorial	Production	Sales	Senior Management
5.	There is an open exchange and flow of information between all levels in the organisation (both management and non-management).	3.50	3.50	2.67	3.00	4.50	3.14	3.50
15.	I am asked what information I would like to receive regularly, and what information others need from me.	3.75	3.00	2.63	2.33	3.50	3.71	3.50
22.	We are encouraged to share helpful information, experiences, and knowledge with each other.	4.25	4.00	4.11	4.00	4.00	4.29	3.50
34.	I believe that my views and opinions are listened to.	4.00	4.00	3.89	4.00	4.00	3.86	4.50

Collaboration & Teamwork

Q	Statement	Average Score (Scale 1 to 5)						
		Accounts	Cafe	Design	Editorial	Production	Sales	Senior Management
6.	People work together effectively across different functions/departments.	3.75	4.00	3.11	3.33	4.00	3.71	3.00
16.	People work together to overcome disagreement and conflict and strive to achieve 'win/win' outcomes.	4.00	4.00	3.63	3.33	3.50	4.00	4.00
33.	There is a strong collaborative work spirit across the organisation where people put aside self-interest to do what is best for the whole organisation.	4.00	4.00	4.00	3.67	4.00	4.14	5.00
36.	I can depend on others to do what they say they will do.	3.75	4.50	4.33	3.33	4.00	3.71	3.50



Empowerment

Q	Statement	Average Score (Scale 1 to 5)						
		Accounts	Cafe	Design	Editorial	Production	Sales	Senior Management
7.	I am able to take decisions or actions on important matters within my area of responsibility without the prior approval of my line manager/supervisor.	3.75	3.50	3.00	3.67	2.50	3.86	4.50
17.	My level of authority to make decisions is clearly defined.	3.75	3.00	2.88	3.00	4.00	3.43	4.50
30.	I have access to the information, materials, and resources I need to do my job effectively.	4.25	4.50	3.78	4.33	4.00	3.86	3.50
31.	People are consulted before decisions are taken that impact on their work.	3.25	3.50	2.78	3.00	3.00	3.17	2.50

Identity

Q	Statement	Average Score (Scale 1 to 5)						
		Accounts	Cafe	Design	Editorial	Production	Sales	Senior Management
23.	If someone asked me which organisation I work for, I would answer with pride that I work for our organisation.	4.75	4.50	4.67	4.00	4.50	4.57	5.00
40.	Our organisation's mission/purpose makes me feel that my job is important.	3.75	3.00	4.00	4.00	4.50	4.33	5.00

Engagement

Q	Statement	Average Score (Scale 1 to 5)						
		Accounts	Cafe	Design	Editorial	Production	Sales	Senior Management
9.	I feel valued by our organisation.	4.00	5.00	3.67	4.00	4.50	4.00	5.00
11.	Successes are celebrated amongst everyone.	4.25	4.00	3.56	4.67	3.50	3.83	4.50
20.	I believe that people in our organisation trust each other.	4.50	4.50	4.11	3.67	4.50	3.71	5.00
24.	My opinions and perspectives seem to count.	3.75	4.00	4.22	3.67	5.00	4.14	5.00
29.	I feel rewarded for my achievements.	3.50	3.50	3.56	4.00	3.00	3.71	4.50
32.	I feel that my line manager/supervisor cares for me as a person.	4.50	5.00	4.22	4.33	5.00	4.43	5.00
37.	I receive recognition or praise for doing good work.	4.25	4.50	3.78	4.00	4.00	3.86	4.50

Customer Focus

Q	Statement	Average Score (Scale 1 to 5)						
		Accounts	Cafe	Design	Editorial	Production	Sales	Senior Management
8.	I understand what our customers (external and/or internal) need and expect from us.	4.25	4.50	3.50	3.67	4.50	4.50	5.00
18.	We are constantly questioning and challenging whether what we are doing is adding value to our customers (external and/or internal).	4.25	3.50	3.00	3.67	4.50	4.00	3.50
38.	Feedback from external customers is communicated widely across the organisation.	3.50	5.00	2.88	3.00	3.50	3.33	3.50