



LIW<sup>3</sup>  
Building a legacy  
of leadership

COMPANY NAME  
Organisational C<sup>3</sup>alibrator<sup>®</sup>  
Overall Results  
June 2010

## Welcome to your Organisational C<sup>3</sup>alibrator<sup>®</sup> survey report.

As your organisation works to develop its leaders from good to great, the information within these pages will be an important diagnostic snapshot of your current reality and a roadmap to your organisation's future and ongoing development.

This Organisational C<sup>3</sup>alibrator<sup>®</sup> survey report will reveal valuable insights, including your company's leadership strengths and development needs. Using the report, your organisation can celebrate its strengths and workshop ways to improve upon areas requiring development. On the following pages, you will find an in-depth explanation of each report, allowing you to easily interpret the information and gain greater clarity from the data provided.

For clarity's sake, we've defined some of the terms used in the survey below.

- My Manager:** Please take this to mean the person to whom you report.
- Leader:** Please take this to mean the senior leaders in your organisation. A person *responsible* for achieving organisational objectives through the work of others, by *creating the conditions* in which they can be successful and for *building and maintaining the team* that he or she is a member of.
- Leadership:** The *capacity* and *will* to rally people to a common purpose willingly, together with the *character* that inspires confidence and trust.
- Purpose:** The organisation's fundamental reason for existence beyond making money: a perpetual guiding star on the horizon to inspire employees.
- Strategic Plan:** An elaborate and systematic plan of action.
- Values:** The guiding principles which the company and the individuals within it use to determine their behaviours, actions and decisions. Intangible, values are easily demonstrated by the way people *walk the walk* and *talk the talk*. Core values are non-negotiable.
- Vision:** A stretching goal or long term aim (years away) which is bold, daring and a captivating statement of aspiration; an audacious goal that is achievable and not an impossible dream. It must be applicable to the whole organisation.

We hope you find your Organisational C<sup>3</sup>alibrator<sup>®</sup> survey report a useful tool to use along your organisation's journey of leadership development. We urge you to take full advantage of what you discover in this process. Here's to your organisation's success!

## Explanation of Organisational C<sup>3</sup>alibrator<sup>®</sup> Reports

### PYRAMID

#### PAGE ONE:

**The Pyramid Page One Report** offers you an immediate snapshot of your organisation's overall strengths and its development needs. The colour of each mini triangle (red, orange or green) is determined by the way in which the majority of respondents have answered the survey.

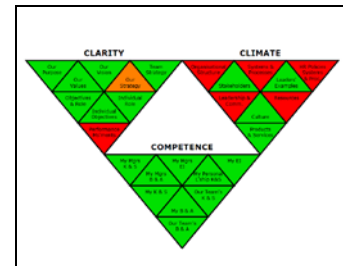
**RED rule:** If at least 20% of respondents answered 'strongly disagree' or 'disagree,' then 'urgent action' is required with regard to the content of this particular triangle.

**ORANGE rule:** If at least 20% of respondents answered 'strongly disagree', 'disagree', 'slightly disagree' or 'slightly agree', then work is required at some stage with regard to the content of this particular triangle.

**GREEN rule:** If 80% of respondents answered 'strongly agree' or 'agree', then the content of this particular triangle is an area of strength.

Our technology searches for the red rule first and if the respondents meet this rule, then the triangle will be red. If the red rule is not met, our technology then searches for the orange rule. If the respondents meet this rule then the triangle will turn orange. If the orange rule is not met then the triangle will turn green.

*Keep in mind that whenever the red and orange rules are not true, the green rule will always be true.*



## PYRAMID

### PAGE TWO:

The **Pyramid Page Two Report** offers an average overall score for your organisation to work towards bettering next time you complete the survey.

The coloured triangles to the left of the descriptors (e.g. Org's purpose) comply to the same colour rules as in the Page One Report.

The numbers beneath the coloured triangles represent the number of questions that have met that particular rule. For example, if next to Organisational Structure, you see a 2 beneath a red triangle, this means that respondents for 2 questions met the red rule. If there is a 3 beneath an orange triangle, this means that respondents for 3 questions met the orange rule. If there is a number 1 under the green triangle, this means that the respondents for 1 question met the green rule. Add these up (3+2+1=6) and this indicates that there were 6 questions in this particular sub section.

The average percentage (Avg %) represents the average scores for the triangle. All scores are calculated by percentage (these are represented in the box below.) To evaluate the average percentage we add up all individual scores for each response to the individual questions and divide by the total number of scores.

The average percentage in the yellow circle at the bottom right of the page represents your overall average. This can be used as a benchmark you can measure yourself against the next time your organisation partakes in an Organisational C<sup>3</sup>alibrator<sup>®</sup>.

Values	%	Rating
Strongly Agree	100	6
Agree	83.34	5
Slightly Agree	66.67	4
Slightly Disagree	50	3
Disagree	33.34	2
Strongly Disagree	16.67	1



## DETAILED BREAKDOWN

The **Detailed Breakdown Report** breaks down the scores shown in the pyramid, making it easy to understand why each triangle is coloured in a particular way.

It also allows comparisons to be made between subsets of data and comparison between geographical regions.

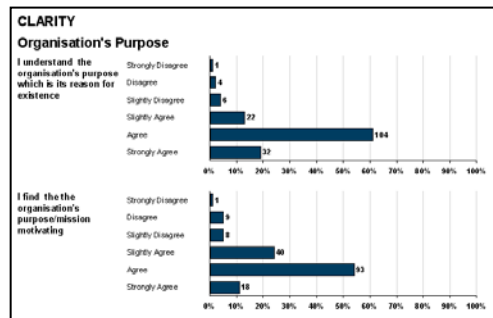
Initially, look **ONLY** at the colour of the box. If the colour is red, you know that the red rule has been met and that at least 20% of respondents answered negatively with 'strongly disagree' or 'disagree.'

Next, look at the percentage. The percentage in the box relates to the number of *responses* that turned the triangle that colour divided by the number of *respondents* who answered the question. The number in each therefore refers to the average percentage of responses that met the rule and turned the triangle that colour.

Key Issues	Total	Geography					
		UK	EU	ROW	AP	SE	USA
I understand THE ORGANISATION'S purpose/mission statement	100%	100%	100%	100%	100%	100%	100%
I find the ORGANISATION'S purpose/mission motivating	100%	100%	100%	100%	100%	100%	100%
I understand THE ORGANISATION'S vision	100%	100%	100%	100%	100%	100%	100%
I find THE ORGANISATION'S vision motivating	100%	100%	100%	100%	100%	100%	100%
I understand THE ORGANISATION'S strategy	100%	100%	100%	100%	100%	100%	100%
I find THE ORGANISATION'S strategy motivating	100%	100%	100%	100%	100%	100%	100%
I understand THE ORGANISATION'S values	100%	100%	100%	100%	100%	100%	100%
I find THE ORGANISATION'S values motivating	100%	100%	100%	100%	100%	100%	100%
I understand THE ORGANISATION'S culture	100%	100%	100%	100%	100%	100%	100%
I find THE ORGANISATION'S culture motivating	100%	100%	100%	100%	100%	100%	100%
I understand THE ORGANISATION'S leadership	100%	100%	100%	100%	100%	100%	100%
I find THE ORGANISATION'S leadership motivating	100%	100%	100%	100%	100%	100%	100%
I understand THE ORGANISATION'S communication	100%	100%	100%	100%	100%	100%	100%
I find THE ORGANISATION'S communication motivating	100%	100%	100%	100%	100%	100%	100%
I understand THE ORGANISATION'S structure	100%	100%	100%	100%	100%	100%	100%
I find THE ORGANISATION'S structure motivating	100%	100%	100%	100%	100%	100%	100%
I understand THE ORGANISATION'S processes	100%	100%	100%	100%	100%	100%	100%
I find THE ORGANISATION'S processes motivating	100%	100%	100%	100%	100%	100%	100%
I understand THE ORGANISATION'S systems	100%	100%	100%	100%	100%	100%	100%
I find THE ORGANISATION'S systems motivating	100%	100%	100%	100%	100%	100%	100%
I understand THE ORGANISATION'S technology	100%	100%	100%	100%	100%	100%	100%
I find THE ORGANISATION'S technology motivating	100%	100%	100%	100%	100%	100%	100%
I understand THE ORGANISATION'S innovation	100%	100%	100%	100%	100%	100%	100%
I find THE ORGANISATION'S innovation motivating	100%	100%	100%	100%	100%	100%	100%

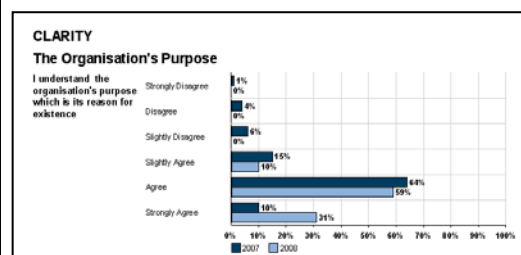
## GRAPHICAL RATING

The **Graphical Rating Report** provides bar charts for each of the questions in the survey, clearly showing positive and negative responses to questions. Numbers or percentages of respondents are shown on the end of the bars.



## COMPARISON

The **Comparison Report** allows you to compare the answers from either a previous C3alibrator® your organisation completed or with the answers from other organisations and industries.



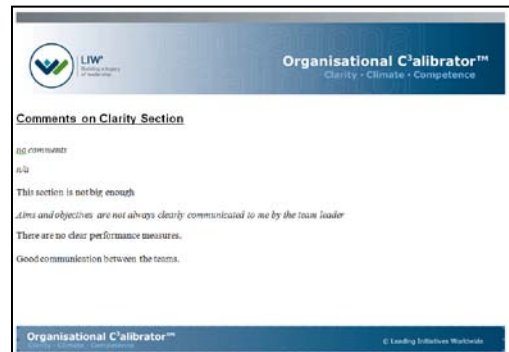
## QUESTION RANKING

The **Question Ranking Report** considers the ratings scored for each question in the survey, and then ranks these questions in highest to lowest percentage order. The higher ranked questions scored the highest (and are therefore strengths) while lower ranked questions scored the lowest (and are therefore development needs).

Rank	Title	Score (%)
1	I co-operate with my co-workers to help achieve our business goals	87%
2	I have the functional knowledge and skill to perform my job	86%
3	My behaviour reflects the company's values	84%
	I understand the critical success factors for my role	84%
	I adjust my approach to meet the needs of the various people with whom I interact	83%
5	I am able to make decisions even in the absence of my manager	83%
	I believe that our team has the necessary functional knowledge and skill to perform the job	83%
	I am aware of my emotions and how they impact on others	83%
	I understand how our team contributes to the attainment of business goals	83%
	I feel like I 'fit in' at the organization	82%
	I understand the organization's purpose which is its reason for existence	82%
10	I think and feel positively about my job and the people with whom I interact and work	82%
	My manager is fair, objective and consistent	82%
	My manager effectively manages his/her emotions	82%
	My manager sets high standards of excellence	82%

## COMMENTS LISTING

The **Comments Listing Report** lists the comments made under the Clarity, Climate and Competence areas of the survey, as well as more general and/or specific comments made at the end of the survey.



**Organisational C'alibrator™**  
Clarity • Climate • Competence

**Comments on Clarity Section**

100 comments

1/1

This section is not big enough

Goals and objectives are not always clearly communicated to me by the team leader

There are no clear performance measures.

Good communication between the teams.

**Organisational C'alibrator™** © Leading Initiatives Worldwide



## Breakdown Report - Overall

	John Smith Corporation - By Location				
	TOTAL - John Smith Corp	Australia	New Zealand	UK	USA
	23	8	6	4	5
John Smith Corporation's Purpose	36.0%	43.0%	33.0%	62.0%	20.0%
I understand the organisation's reason for existence	43.5%	50.0%	33.3%	75.0%	20.0%
I am motivated by what the organisation stands for	30.4%	37.5%	83.3%	50.0%	20.0%
John Smith Corporation's Values	21.0%	62.0%	66.0%	50.0%	20.0%
I understand the organisation's values	21.7%	75.0%	66.7%	50.0%	20.0%
I believe that the organisation's values provide a clear direction for employees to adhere to in their daily interactions	65.2%	50.0%	66.7%	50.0%	20.0%
John Smith Corporation's Vision	63.0%	56.0%	66.0%	37.0%	40.0%
I understand the organisation's long term goals	60.9%	50.0%	66.7%	50.0%	40.0%
The organisation's long term goals provide meaningful direction for my work	65.2%	62.5%	66.7%	25.0%	40.0%
John Smith Corporation's Strategy	78.0%	81.0%	66.0%	25.0%	20.0%
I understand the organisation's plan to achieve the organisation's goals	91.3%	100.0%	66.7%	25.0%	20.0%
The organisation's long term goals provide meaningful direction for my work	65.2%	62.5%	66.7%	25.0%	40.0%
Team Strategy	36.0%	50.0%	33.0%	37.0%	40.0%
I believe my team's plan is aligned with the organisation's plan	47.8%	62.5%	33.3%	50.0%	40.0%
I believe my team's plan is executed in accordance with the organisation's plan	26.1%	37.5%	33.3%	25.0%	80.0%
Team Objectives	21.0%	25.0%	50.0%	50.0%	60.0%
I understand how the objectives of our team contribute to the attainment of the organisation's goals	21.7%	25.0%	50.0%	50.0%	60.0%
I use the team's objectives to plan and prioritise my work	65.2%	25.0%	50.0%	50.0%	60.0%
Individual Objectives	21.0%	62.0%	66.0%	25.0%	40.0%
My individual objectives and standards of performance are clearly communicated to me by my manager	21.7%	62.5%	66.7%	25.0%	40.0%
I understand how my objectives contribute to the attainment of the organisation's objectives	73.9%	62.5%	66.7%	25.0%	80.0%



### Breakdown Report - Overall

	TOTAL - John Smith Corp	Australia	New Zealand	UK	USA
Individual Role	71.0%	81.0%	50.0%	25.0%	60.0%
I understand what is critical to achieve success in my role	69.6%	75.0%	50.0%	25.0%	60.0%
I am clear about the expectations of me in my role	73.9%	87.5%	50.0%	25.0%	60.0%
Performance Measurement	69.0%	62.0%	66.0%	25.0%	20.0%
Our team's performance measures are clearly defined and used to monitor progress	73.9%	75.0%	66.7%	25.0%	60.0%
I understand how my individual performance will be measured	65.2%	50.0%	66.7%	25.0%	20.0%
Organisational Structure	75.0%	79.0%	58.0%	100.0%	80.0%
The organisational structure I work in encourages positive behaviours	34.8%	37.5%	33.3%	50.0%	20.0%
I have the conditions required to effectively operate in my manager's absence	21.7%	87.5%	83.3%	50.0%	20.0%
The organisational structure supports high performance with minimum overlaps or gaps	82.6%	25.0%	66.7%	100.0%	80.0%
The organisational structure I work in encourages cross - functional collaboration	78.3%	87.5%	50.0%	100.0%	80.0%
The organisational structure I work in facilitates effective decision-making	65.2%	62.5%	33.3%	100.0%	80.0%
Commitment	75.0%	75.0%	54.0%	100.0%	80.0%
I am prepared to put in the extra effort when needed	69.6%	75.0%	33.3%	100.0%	80.0%
The level of morale in our team is high	78.3%	87.5%	50.0%	100.0%	80.0%
Our team responds positively in changing times	78.3%	25.0%	66.7%	100.0%	80.0%
I feel positive about working for the organisation	73.9%	62.5%	66.7%	100.0%	80.0%
Systems and Processes	46.0%	50.0%	38.0%	41.0%	20.0%
Our policies, systems and processes are utilised to achieve our objectives	56.5%	62.5%	50.0%	50.0%	20.0%
In our organisation we are encouraged to find ways to enhance systems and processes	47.8%	50.0%	33.3%	50.0%	20.0%
The organisation hires the right people based on their skills, experience and culture fit	34.8%	37.5%	33.3%	25.0%	20.0%



### Breakdown Report - Overall

	TOTAL - John Smith Corp	Australia	New Zealand	UK	USA
Leaders' Examples	67.0%	70.0%	62.0%	68.0%	66.0%
Leaders in our organisation consistently demonstrate the core values through what they say and do	65.2%	25.0%	66.7%	50.0%	20.0%
Leaders in our organisation consistently demonstrate commitment to the organisation's goals	73.9%	87.5%	50.0%	75.0%	80.0%
Leaders in our organisation are prepared to make tough decisions	65.2%	50.0%	83.3%	75.0%	60.0%
Decisions and actions taken by the organisation's leaders are always ethical	65.2%	75.0%	50.0%	75.0%	60.0%
Performance Management	58.0%	67.0%	43.0%	66.0%	20.0%
Recognition and reward are tied to performance in our organisation	56.5%	50.0%	33.3%	100.0%	20.0%
I receive adequate recognition (beyond compensation) for my contributions	69.6%	87.5%	50.0%	50.0%	20.0%
I am appropriately compensated for my performance	60.9%	62.5%	50.0%	50.0%	20.0%
My performance reviews/discussions provide timely feedback and direction	60.9%	75.0%	50.0%	25.0%	20.0%
I collaborate with my Manager to set my objectives	43.5%	62.5%	33.3%	25.0%	40.0%
Communication	54.0%	50.0%	50.0%	50.0%	60.0%
Leaders in our organisation are consistent in their communication	47.8%	37.5%	33.3%	75.0%	60.0%
Leaders in our organisation involve people when making decisions that affect them	69.6%	25.0%	66.7%	75.0%	60.0%
In our organisation, open and honest feedback is encouraged	52.2%	62.5%	50.0%	25.0%	60.0%
Our leaders keep people informed about significant issues facing the organisation in a timely manner	47.8%	50.0%	50.0%	25.0%	60.0%



### Breakdown Report - Overall

	TOTAL - John Smith Corp	Australia	New Zealand	UK	USA
Culture	63.0%	70.0%	53.0%	81.0%	40.0%
In our organisation unnecessary rules and procedures are kept to a minimum	26.1%	25.0%	50.0%	25.0%	40.0%
The organisation supports and encourages innovative behaviour	73.9%	62.5%	66.7%	100.0%	40.0%
High standards of health and safety are a priority in our organisation	69.6%	75.0%	50.0%	100.0%	20.0%
I am able to maintain an appropriate balance between work and personal commitments	65.2%	25.0%	50.0%	100.0%	40.0%
I believe there is equal opportunity in the organisation, regardless of background, age, race and gender	78.3%	87.5%	83.3%	100.0%	40.0%
Our organisation demonstrates a genuine interest in the well-being of employees	69.6%	25.0%	66.7%	75.0%	60.0%
I am treated fairly and with respect	47.8%	50.0%	50.0%	75.0%	20.0%
Our organisation's employees are always ethical	47.8%	62.5%	33.3%	50.0%	40.0%
When mistakes are made, they are viewed as learning opportunities	56.5%	87.5%	33.3%	50.0%	40.0%
Resources	30.0%	50.0%	83.0%	100.0%	20.0%
Leaders create an environment with the right resources that enables me to effectively perform my job	26.1%	37.5%	83.3%	100.0%	20.0%
I have access to the necessary training and development to enable me to effectively perform my job	34.8%	62.5%	83.3%	100.0%	20.0%
Client Orientation	53.0%	62.0%	53.0%	50.0%	32.0%
We actively seek to understand our clients' requirements	34.8%	87.5%	50.0%	25.0%	20.0%
We provide the right solutions and services that meet our clients' needs	60.9%	62.5%	66.7%	50.0%	20.0%
The organisation makes every client interaction a positive experience	60.9%	75.0%	50.0%	50.0%	40.0%
We consistently deliver high quality and value-added services	69.6%	75.0%	66.7%	75.0%	40.0%
We address the needs of all key stakeholders	39.1%	37.5%	33.3%	50.0%	40.0%



### Breakdown Report - Overall

	TOTAL - John Smith Corp	Australia	New Zealand	UK	USA
Knowledge and Skill	63.0%	75.0%	54.0%	67.0%	45.0%
My manager is skilled in managing complexity and ambiguity	30.4%	50.0%	50.0%	50.0%	40.0%
My manager is well equipped with the necessary 'people skills' to perform his/her role	60.9%	87.5%	33.3%	50.0%	20.0%
My manager is effective in making decisions using both logic and intuition	65.2%	75.0%	66.7%	50.0%	20.0%
My manager ensures effective plans are in place so that decisions can be executed	78.3%	87.5%	66.7%	100.0%	60.0%
My manager communicates decisions and plans in a clear and succinct way	65.2%	75.0%	66.7%	75.0%	40.0%
My manager takes calculated risks when dealing with potential opportunities or threats	56.5%	62.5%	50.0%	75.0%	40.0%
My manager has the necessary business knowledge and skills to execute their current role	56.5%	62.5%	50.0%	75.0%	40.0%
Leadership Behaviours	57.0%	53.0%	50.0%	68.0%	20.0%
My manager sets high standards appropriately	56.5%	50.0%	50.0%	75.0%	60.0%
My manager appropriately balances employee interests with those of our organisation	69.6%	75.0%	50.0%	100.0%	20.0%
My manager is fair, objective and consistent	52.2%	50.0%	50.0%	50.0%	60.0%
My manager is persistent in helping me to overcome obstacles in achieving work results	52.2%	37.5%	50.0%	50.0%	20.0%
Emotional Intelligence	42.0%	53.0%	83.0%	50.0%	53.0%
My manager effectively manages his/her emotions	39.1%	50.0%	83.3%	50.0%	40.0%
My manager is in touch with the way people in our team think and feel	39.1%	50.0%	83.3%	50.0%	20.0%
My manager remains focused when under pressure	43.5%	62.5%	83.3%	50.0%	40.0%
My manager is aware of his/her emotions and how they impact on others	43.5%	50.0%	83.3%	50.0%	60.0%
My manager expresses appropriate emotions in the right situations or context	47.8%	37.5%	83.3%	50.0%	60.0%



### Breakdown Report - Overall

	TOTAL - John Smith Corp	Australia	New Zealand	UK	USA
Leadership Style	71.0%	75.0%	75.0%	50.0%	40.0%
My manager recognises the need for different leadership styles appropriate to the situation	78.3%	75.0%	83.3%	75.0%	40.0%
My manager demonstrates an effective leadership style appropriate to the situation	65.2%	75.0%	66.7%	25.0%	40.0%
Developing Talent	68.0%	62.0%	55.0%	83.0%	20.0%
My manager effectively coaches people to ensure they fulfil their potential	56.5%	50.0%	50.0%	50.0%	20.0%
My manager encourages others to strive to improve their performance	73.9%	75.0%	50.0%	100.0%	20.0%
My manager ensures people understand what is necessary to develop their career in the organisation	73.9%	62.5%	66.7%	100.0%	80.0%
Relationship Leadership	50.0%	68.0%	41.0%	50.0%	50.0%
In our team we adjust our approach to meet the needs of the various people with whom we interact	73.9%	75.0%	66.7%	75.0%	80.0%
Our team develop and maintain networks with others who can assist in reaching goals	39.1%	62.5%	33.3%	100.0%	40.0%
In our team we are assertive rather than passive or aggressive	47.8%	75.0%	33.3%	25.0%	40.0%
Our team pro-actively setup relationships for success	39.1%	62.5%	33.3%	100.0%	40.0%
Change Management	68.0%	66.0%	54.0%	83.0%	20.0%
Our team exhibit a positive attitude to change	73.9%	75.0%	66.7%	25.0%	20.0%
Our team demonstrate a willingness to embrace and integrate multiple points of view	78.3%	75.0%	66.7%	100.0%	20.0%
Our team utilise change processes to promote active support	60.9%	50.0%	50.0%	75.0%	80.0%
Our team ensure all relevant parties are fully briefed about plans to enable successful implementation	60.9%	25.0%	33.3%	75.0%	20.0%

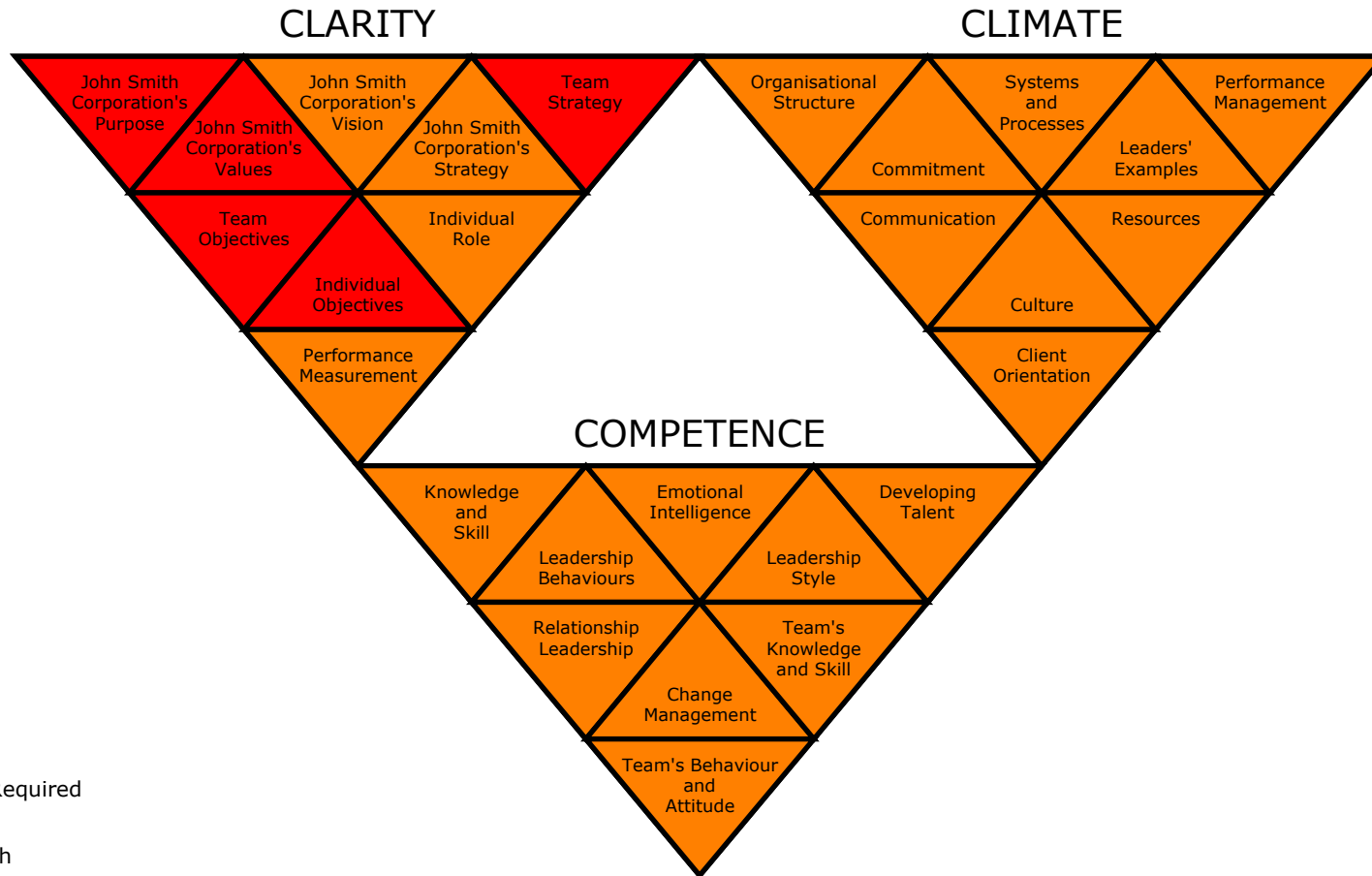


### Breakdown Report - Overall

	TOTAL - John Smith Corp	Australia	New Zealand	UK	USA
Team's Knowledge and Skill	69.0%	70.0%	55.0%	75.0%	80.0%
I believe that our team has the necessary functional knowledge and skills to perform the job	69.6%	75.0%	50.0%	75.0%	80.0%
In our team we keep up-to-date with new trends, ideas and developments affecting our business	78.3%	75.0%	66.7%	100.0%	80.0%
Knowledge flows freely within our team	60.9%	62.5%	50.0%	50.0%	80.0%
Team's Behaviour and Attitude	47.0%	41.0%	50.0%	33.0%	20.0%
There is co-operative and collaborative behaviours across different teams in our organisation	52.2%	37.5%	50.0%	50.0%	20.0%
People in our organisation leverage off each other's strengths to achieve organisational goals	43.5%	37.5%	50.0%	25.0%	20.0%
My co-workers demonstrate self-leadership	47.8%	50.0%	50.0%	25.0%	20.0%



## Pyramid Analysis Report - Overall



The colour 'rules' for these triangles are as follows:

RED (urgent action required) - at least 20% of respondents have answered either strongly disagree or disagree.

ORANGE (work required) - at least 20% of respondents have answered either strongly disagree, disagree, slightly disagree or slightly agree.

GREEN (area of strength) - 80% of respondents have answered either agree or strongly agree.



### Pyramid Analysis Report - Overall

#### CLARITY

	Avg %			
John Smith Corporation's Purpose	56.16	2	-	-
John Smith Corporation's Values	61.23	1	1	-
John Smith Corporation's Vision	68.12	-	2	-
John Smith Corporation's Strategy	58.70	-	2	-
Team Strategy	56.16	2	-	-
Team Objectives	65.94	1	1	-
Individual Objectives	63.77	1	1	-
Individual Role	66.30	-	2	-
Performance Measurement	67.39	-	2	-
	<b>62.64%</b>			

#### CLIMATE

Organisational Structure	61.01	2	3	-
Commitment	67.21	-	4	-
Systems and Processes	73.19	-	3	-
Leaders' Examples	69.57	-	4	-
Performance Management	69.71	-	5	-
Communication	72.28	-	4	-

The colour 'rules' for these triangles are as follows:

RED (urgent action required) - at least 20% of respondents have answered either strongly disagree or disagree.

ORANGE (work required) - at least 20% of respondents have answered either strongly disagree, disagree, slightly disagree or slightly agree.

GREEN (area of strength) - 80% of respondents have answered either agree or strongly agree.

	Avg %			
Culture	69.48	1	8	-
Resources	77.54	-	2	-
Client Orientation	72.17	-	5	-
	<b>70.24%</b>			

#### COMPETENCE

Knowledge and Skill	68.74	1	6	-
Leadership Behaviours	71.01	-	4	-
Emotional Intelligence	75.65	-	5	-
Leadership Style	64.13	-	2	-
Developing Talent	69.81	-	3	-
Relationship Leadership	74.64	-	4	-
Change Management	64.86	-	4	-
Team's Knowledge and Skill	67.63	-	3	-
Team's Behaviour and Attitude	73.91	-	3	-
	<b>70.04%</b>			

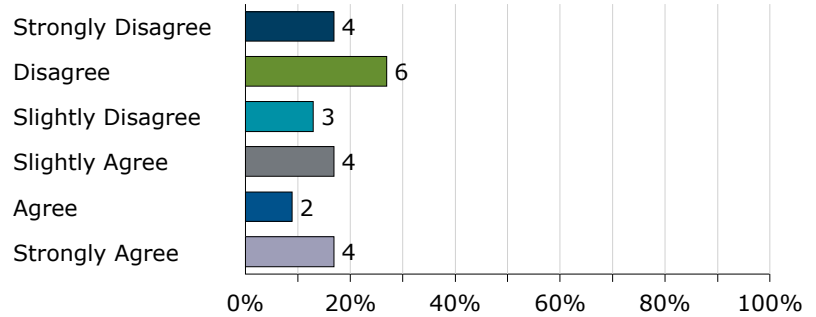
67.64%

## Graphical Rating Report - Overall Summary

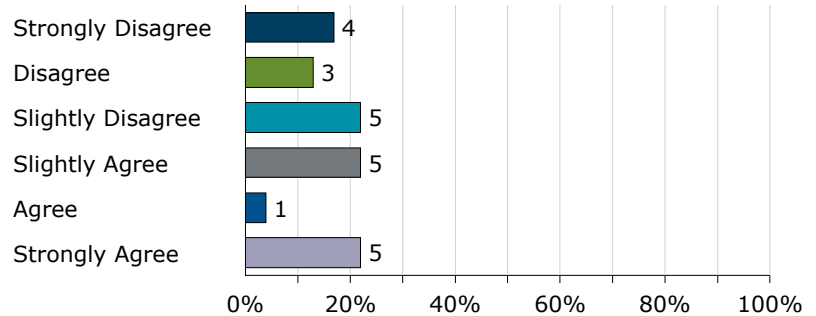
### Clarity

#### John Smith Corporation's Purpose

I understand the organisation's reason for existence

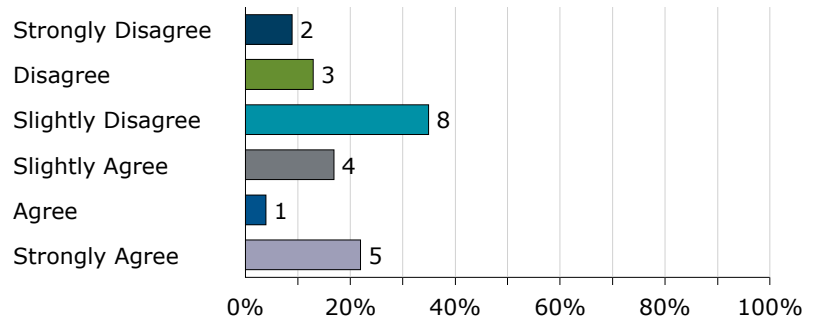


I am motivated by what the organisation stands for



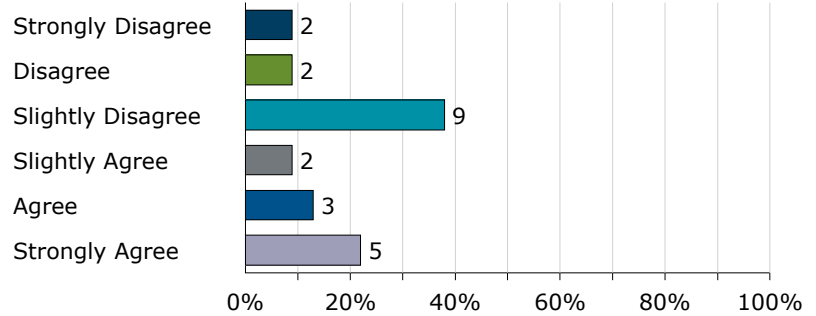
#### John Smith Corporation's Values

I understand the organisation's values



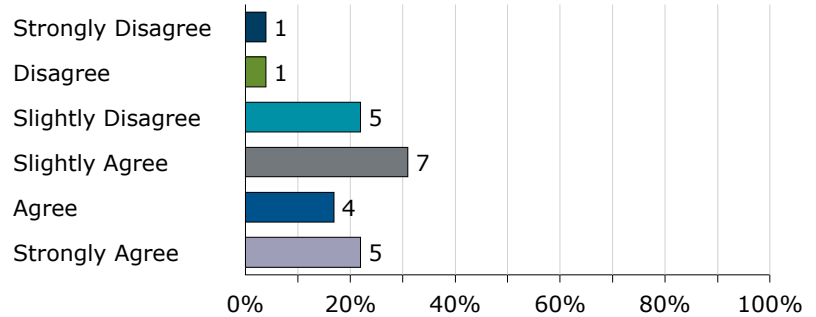
## Graphical Rating Report - Overall Summary

I believe that the organisation's values provide a clear direction for employees to adhere to in their daily interactions

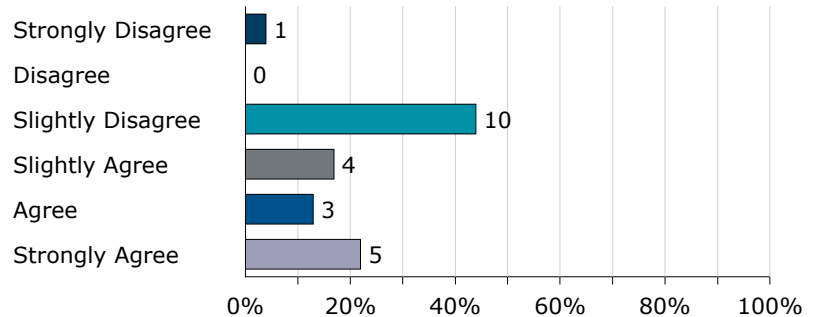


### John Smith Corporation's Vision

I understand the organisation's long term goals



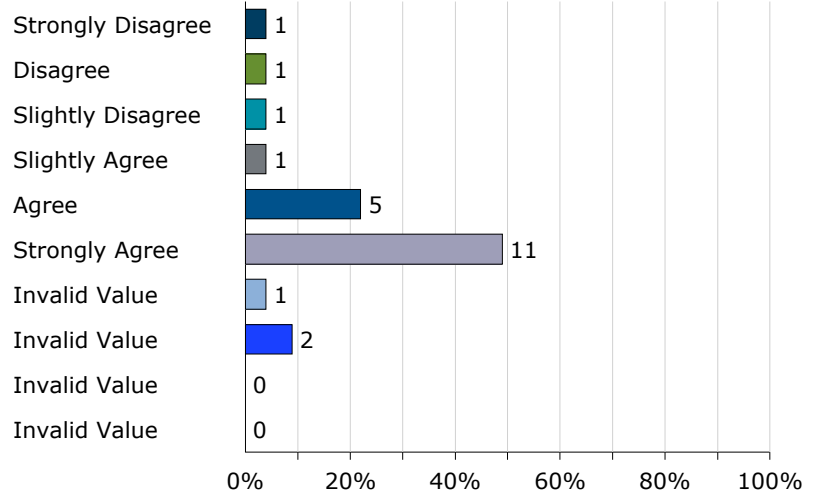
The organisation's long term goals provide meaningful direction for my work



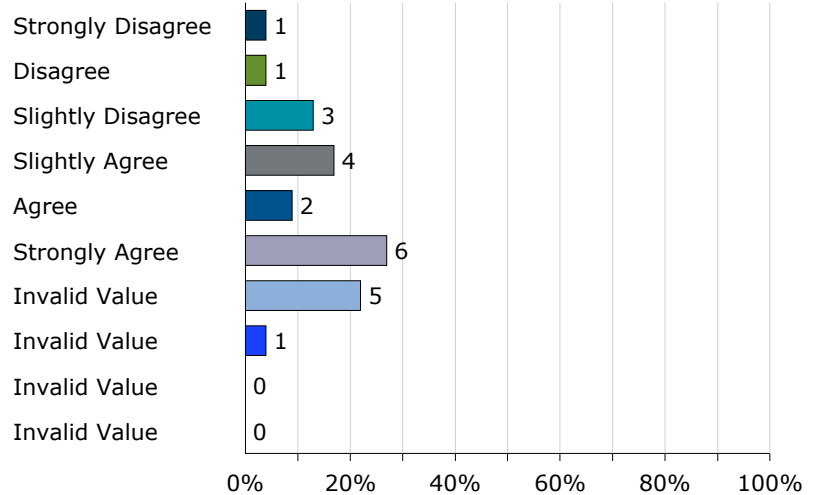
## Graphical Rating Report - Overall Summary

### John Smith Corporation's Strategy

I understand the organisation's plan to achieve the organisation's goals

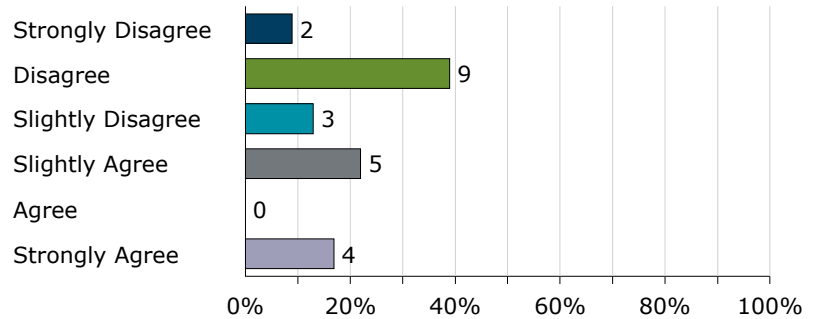


The organisation pro-actively responds to change



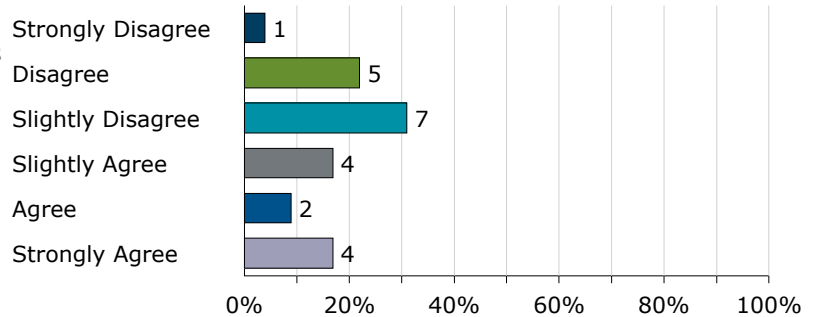
### Team Strategy

I believe my team's plan is aligned with the organisation's plan



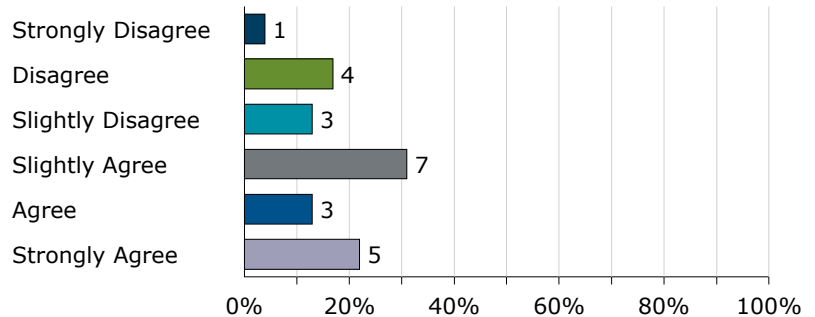
## Graphical Rating Report - Overall Summary

I believe my team's plan is executed in accordance with the organisation's plan

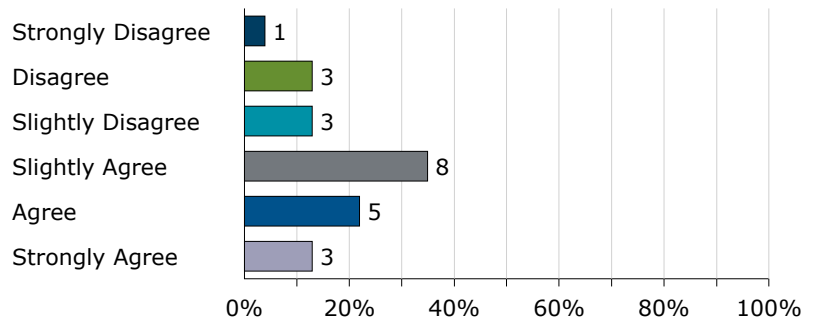


### Team Objectives

I understand how the objectives of our team contribute to the attainment of the organisation's goals

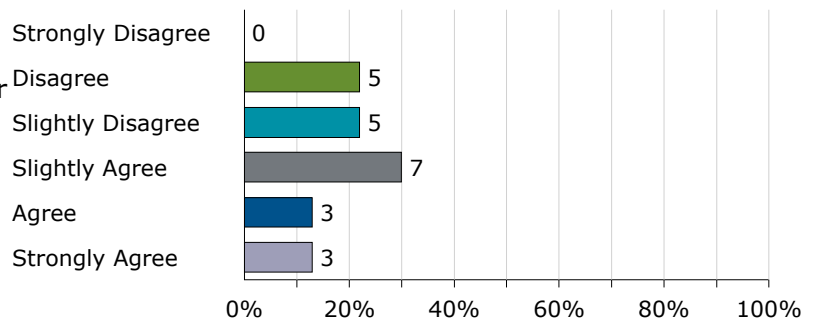


I use the team's objectives to plan and prioritise my work



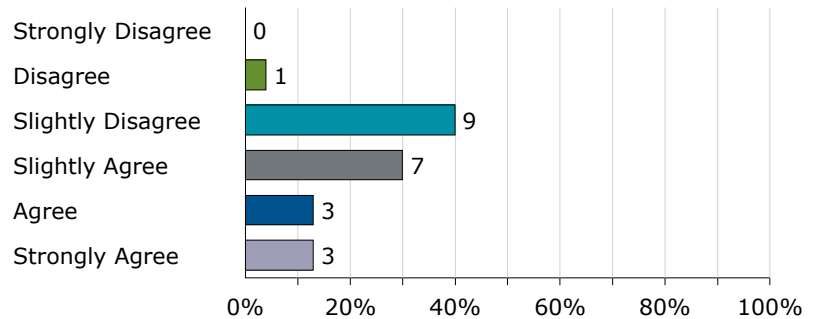
### Individual Objectives

My individual objectives and standards of performance are clearly communicated to me by my manager



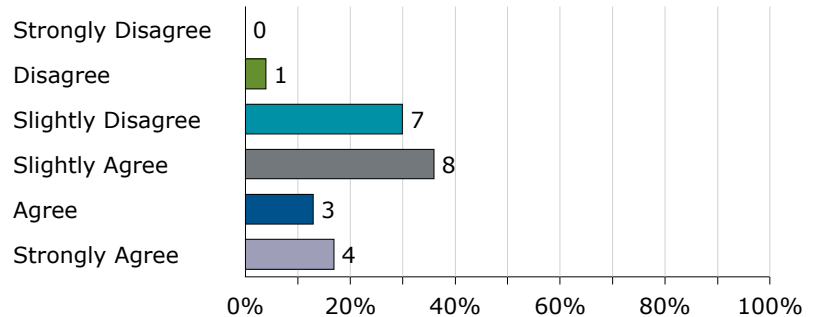
## Graphical Rating Report - Overall Summary

I understand how my objectives contribute to the attainment of the organisation's objectives

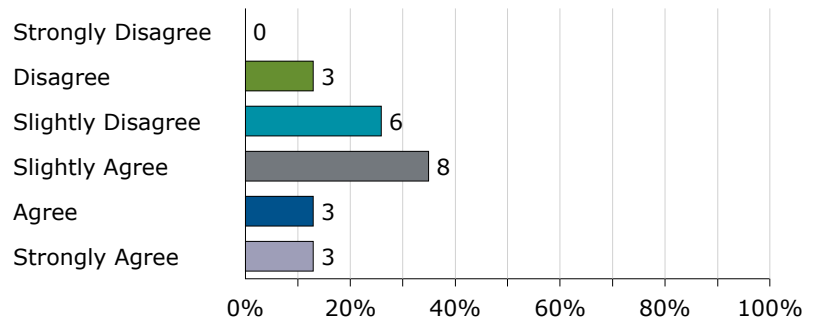


### Individual Role

I understand what is critical to achieve success in my role

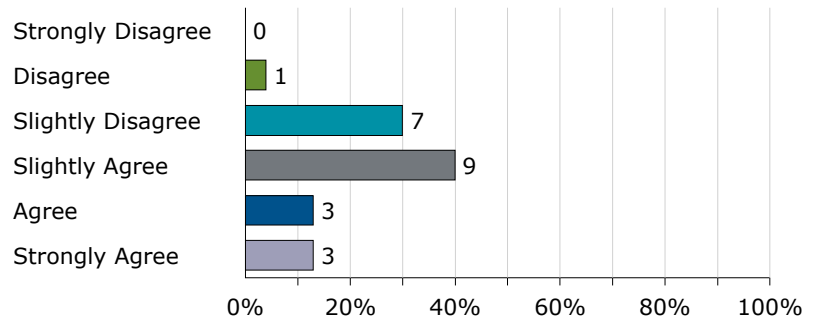


I am clear about the expectations of me in my role



### Performance Measurements

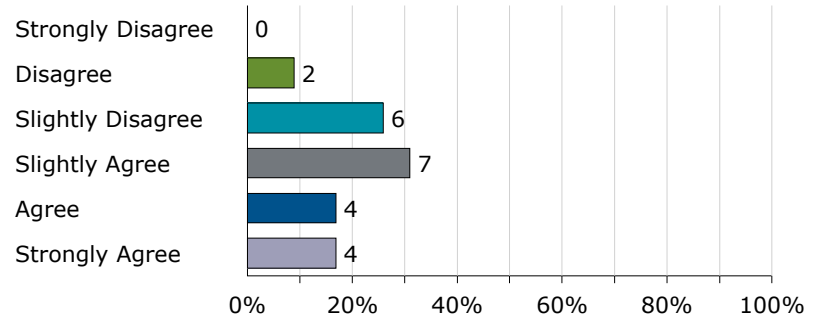
Our team's performance measures are clearly defined and used to monitor progress





## Graphical Rating Report - Overall Summary

I understand how my individual performance will be measured

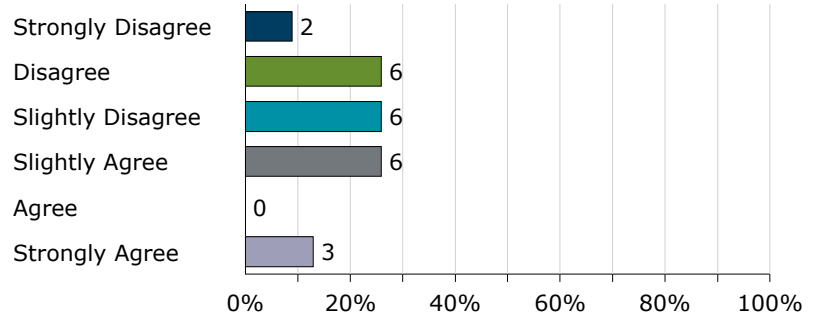


## Graphical Rating Report - Overall Summary

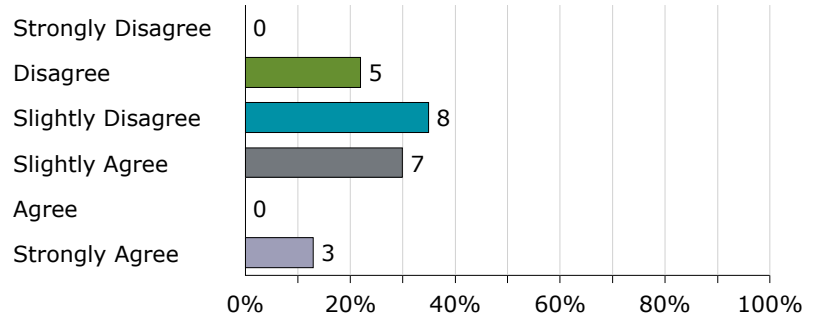
### Climate

#### Organisational Structure

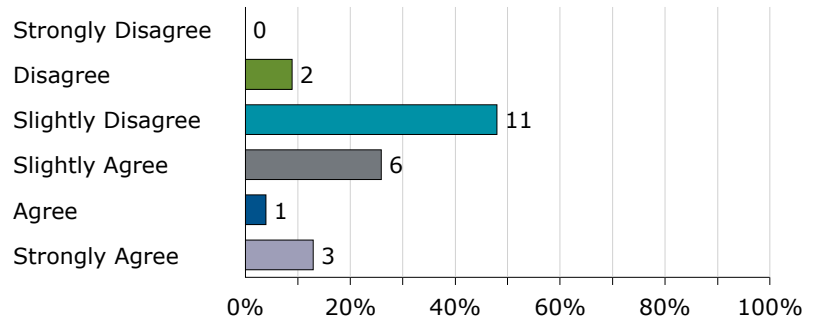
The organisational structure I work in encourages positive behaviours



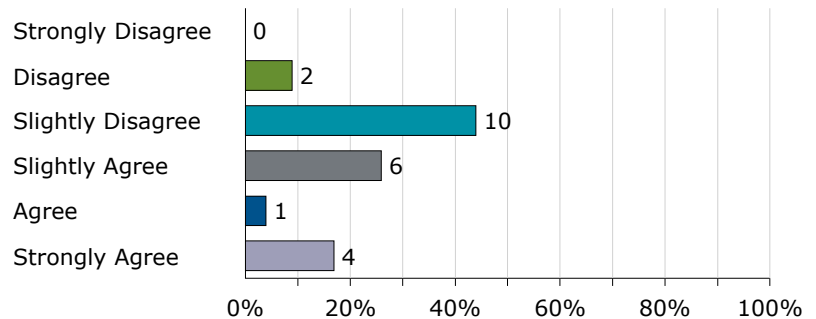
I have the conditions required to effectively operate in my manager's absence



The organisational structure supports high performance with minimum overlaps or gaps

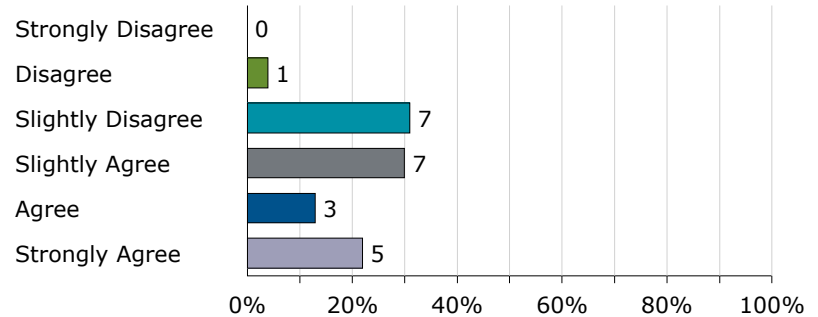


The organisational structure I work in encourages cross – functional collaboration



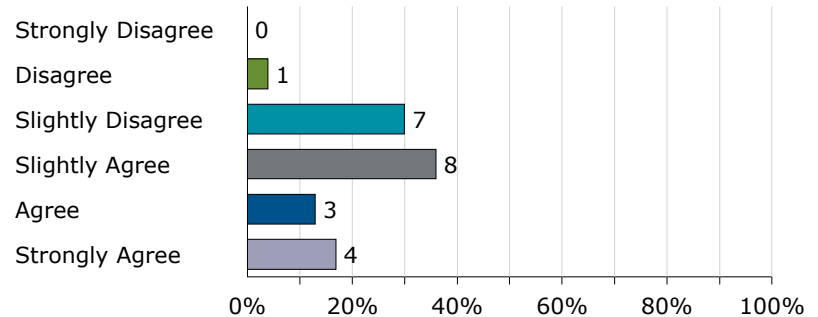
## Graphical Rating Report - Overall Summary

The organisational structure I work in facilitates effective decision-making

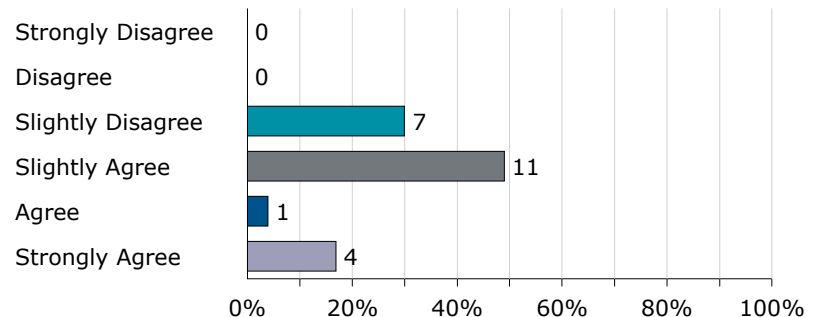


### Commitment

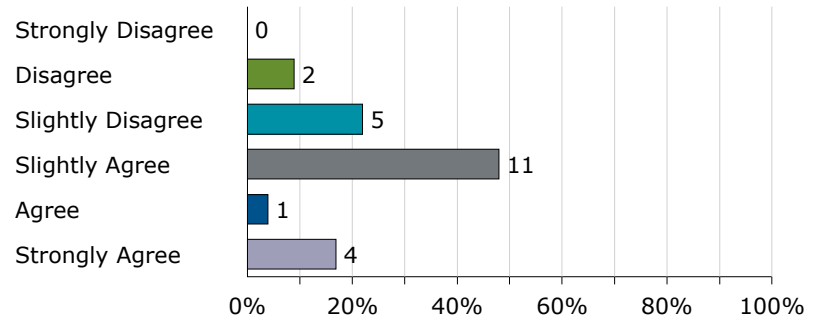
I am prepared to put in the extra effort when needed



The level of morale in our team is high

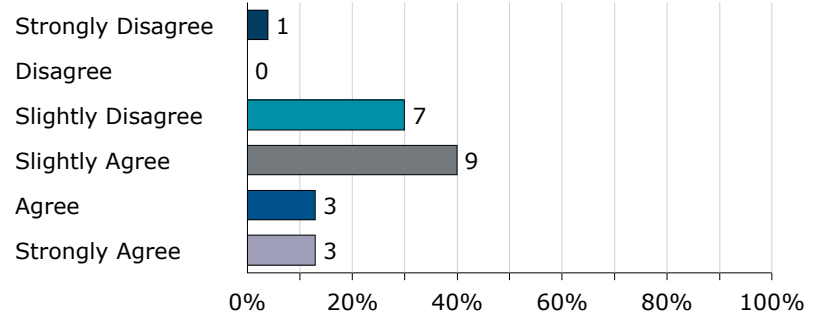


Our team responds positively in changing times



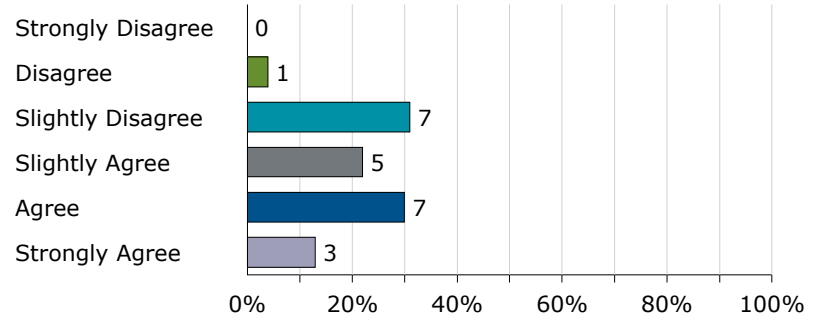
## Graphical Rating Report - Overall Summary

I feel positive about working for the organisation

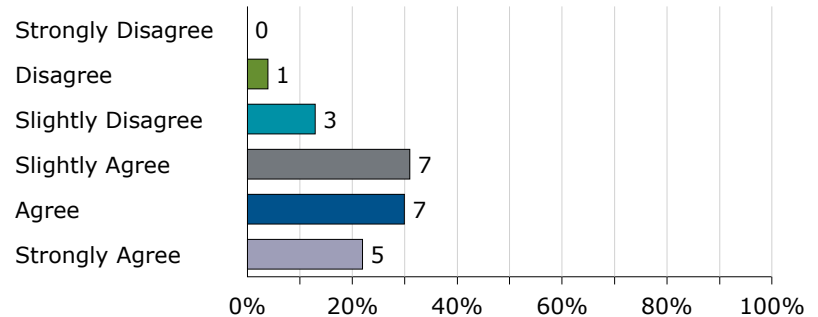


### Systems and Processes

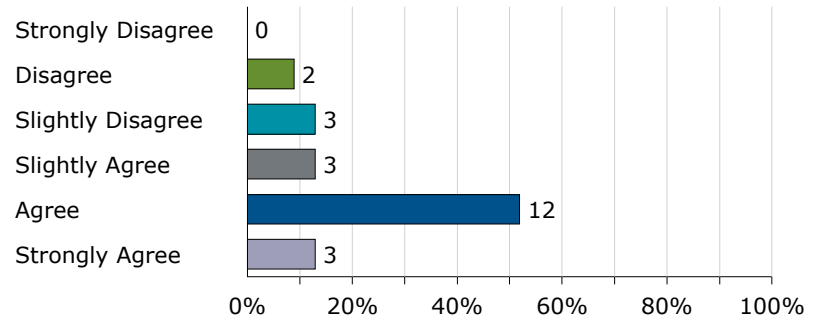
Our policies, systems and processes are utilised to achieve our objectives



In our organisation we are encouraged to find ways to enhance systems and processes



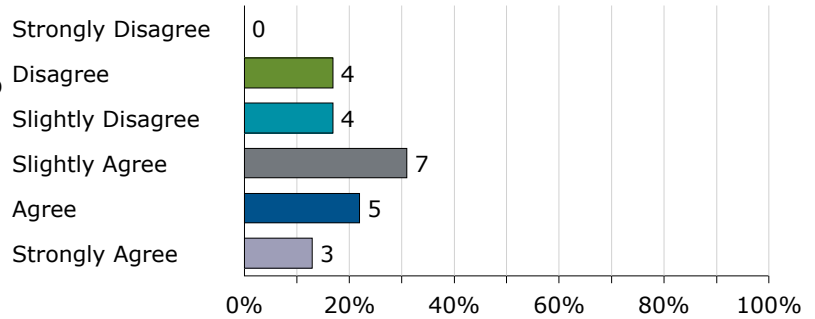
The organisation hires the right people based on their skills, experience and culture fit



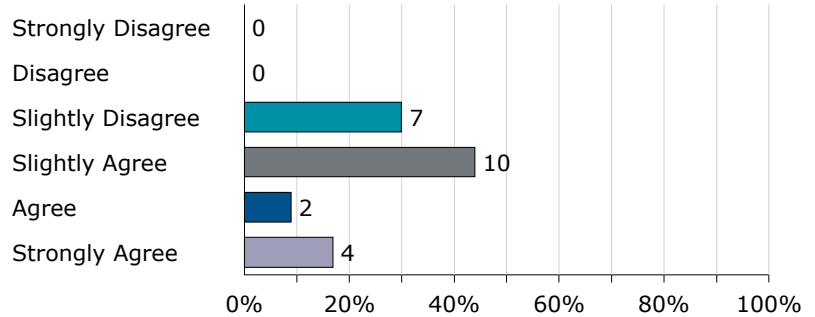
## Graphical Rating Report - Overall Summary

### Leaders' Examples

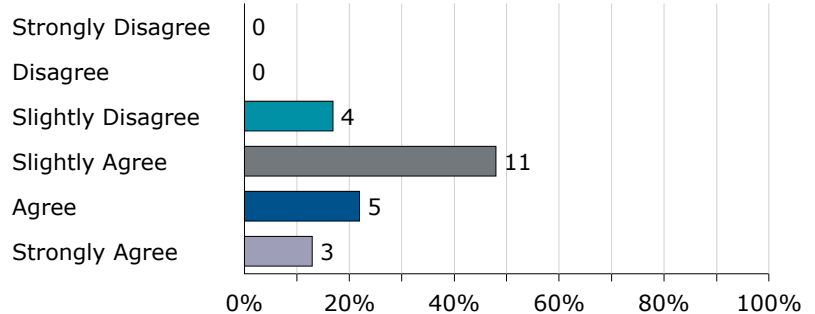
Leaders in our organisation consistently demonstrate the core values through what they say and do



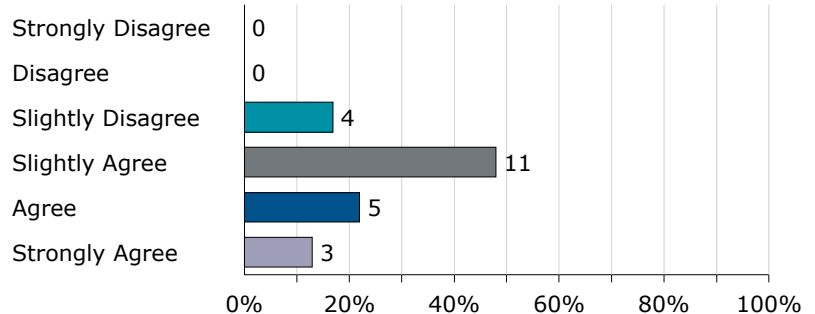
Leaders in our organisation consistently demonstrate commitment to the organisation's goals



Leaders in our organisation are prepared to make tough decisions



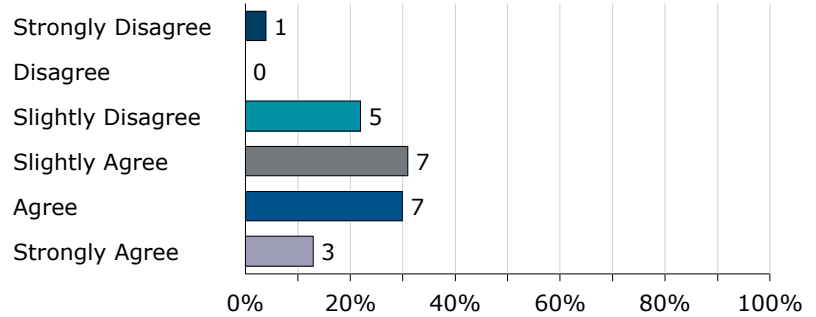
Decisions and actions taken by the organisation's leaders are always ethical



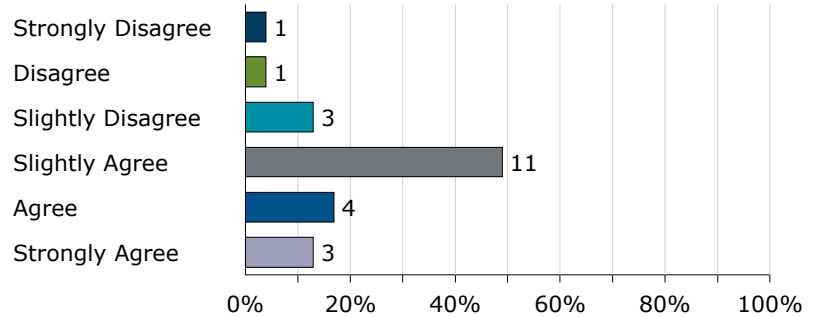
## Graphical Rating Report - Overall Summary

### Performance Management

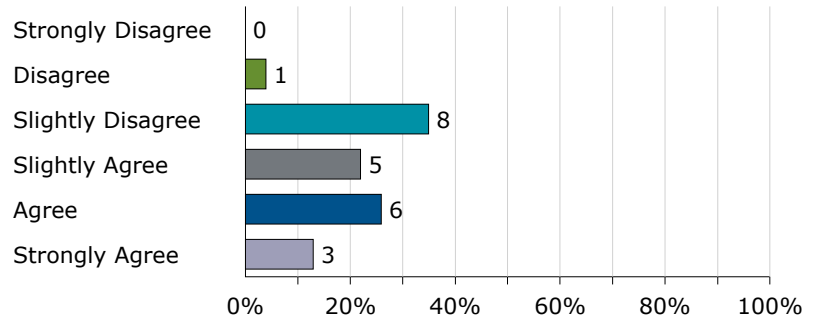
Recognition and reward are tied to performance in our organisation



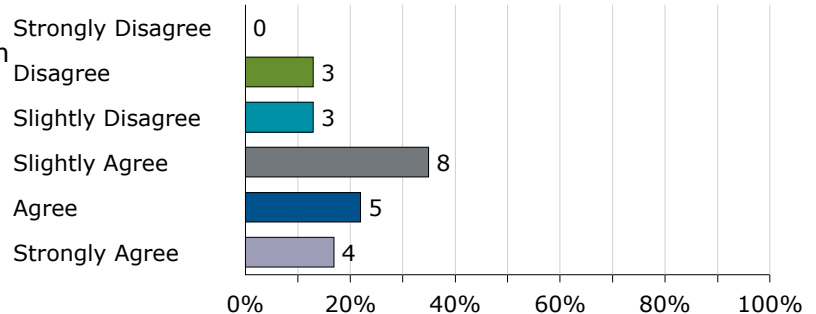
I receive adequate recognition (beyond compensation) for my contributions



I am appropriately compensated for my performance

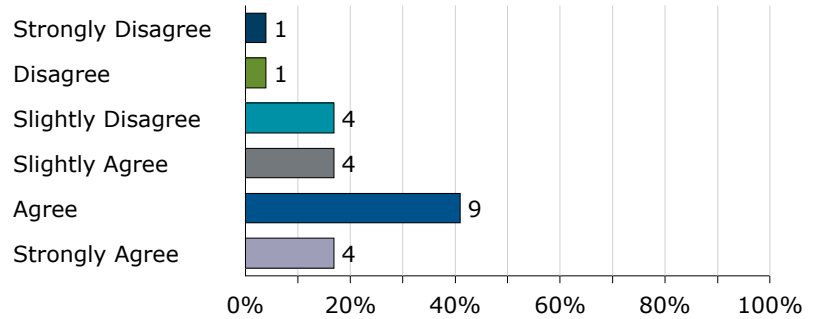


My performance reviews/discussions provide timely feedback and direction



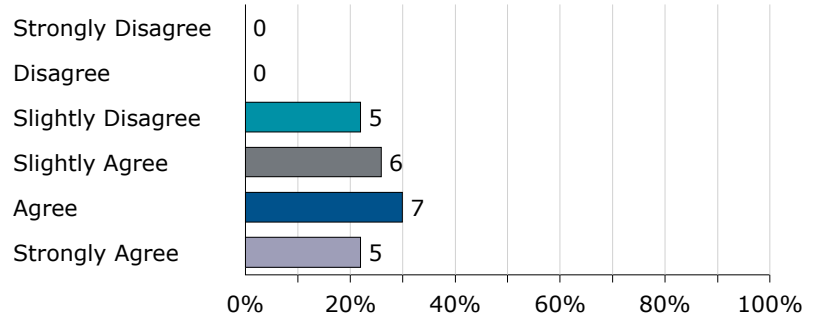
## Graphical Rating Report - Overall Summary

I collaborate with my Manager to set my objectives

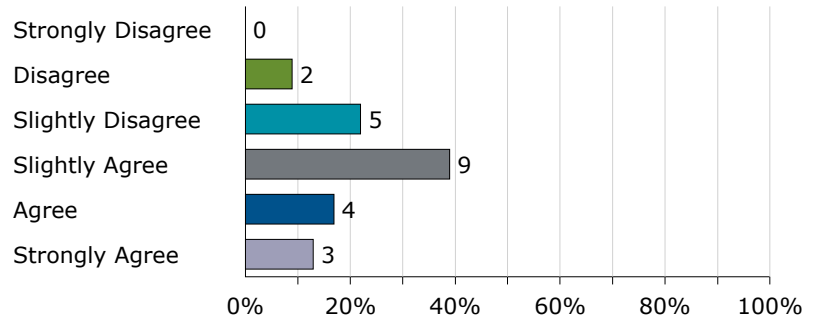


### Communication

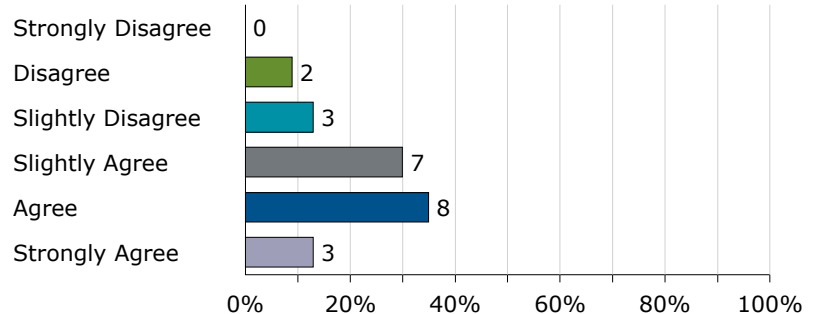
Leaders in our organisation are consistent in their communication



Leaders in our organisation involve people when making decisions that affect them

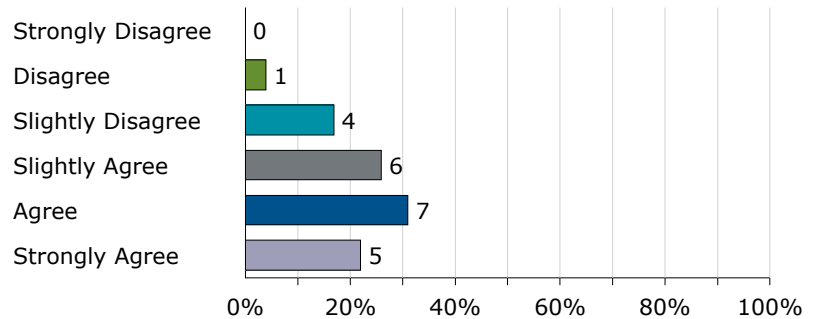


In our organisation, open and honest feedback is encouraged



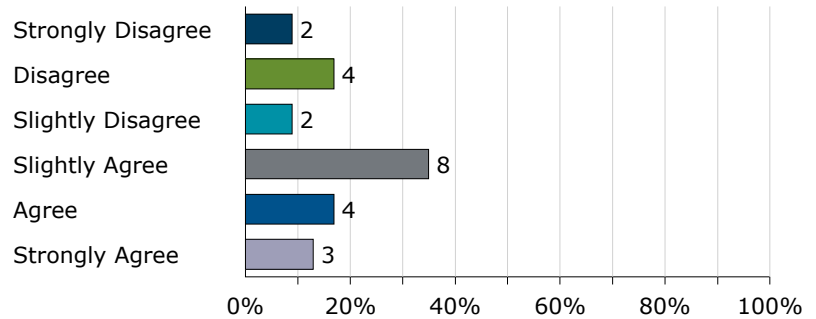
## Graphical Rating Report - Overall Summary

Our leaders keep people informed about significant issues facing the organisation in a timely manner

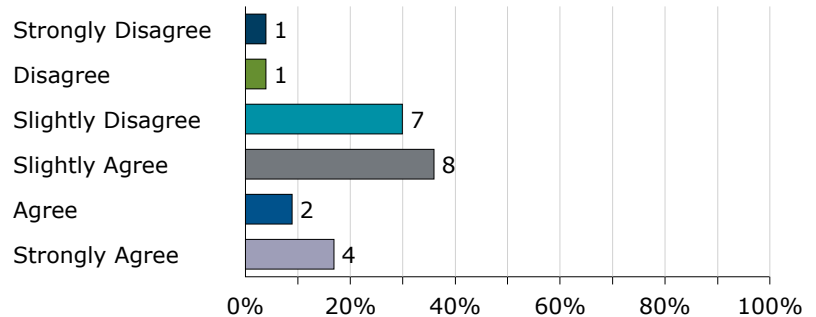


### Culture

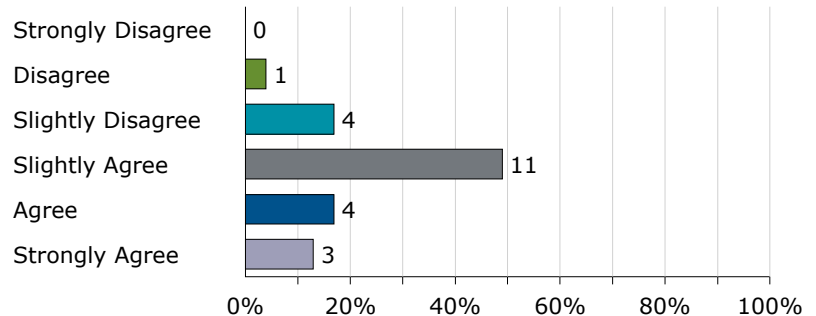
In our organisation unnecessary rules and procedures are kept to a minimum



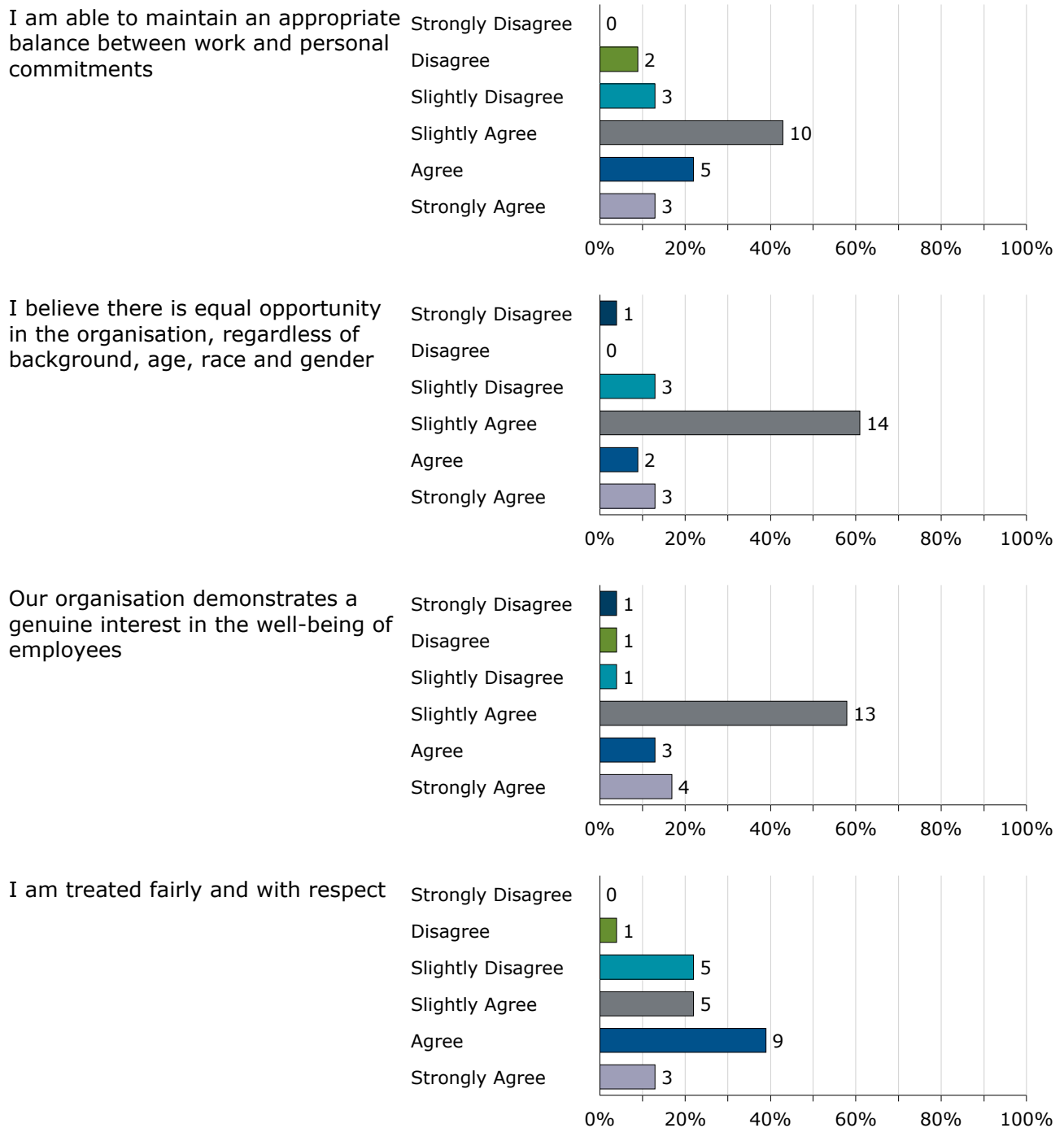
The organisation supports and encourages innovative behaviour



High standards of health and safety are a priority in our organisation

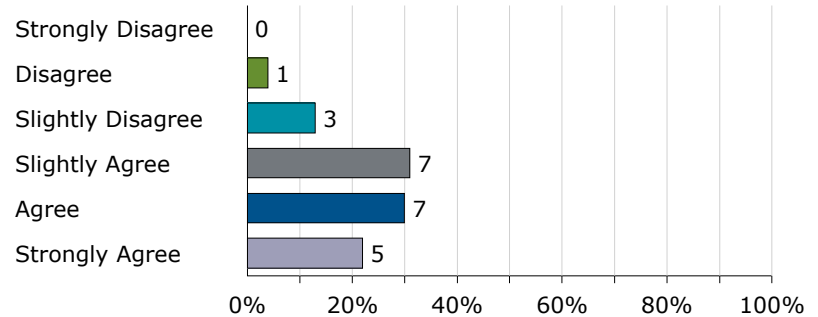


## Graphical Rating Report - Overall Summary

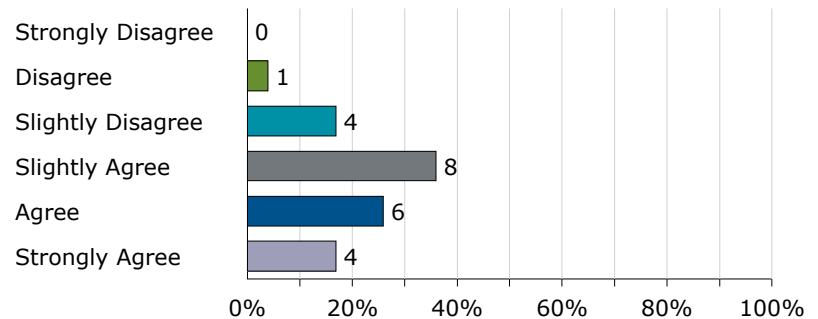


## Graphical Rating Report - Overall Summary

Our organisation's employees are always ethical

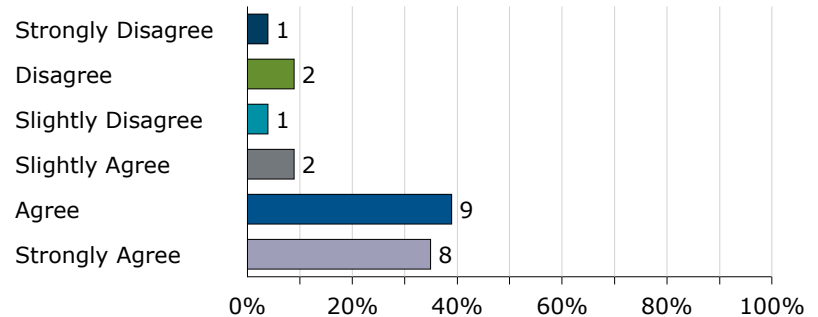


When mistakes are made, they are viewed as learning opportunities

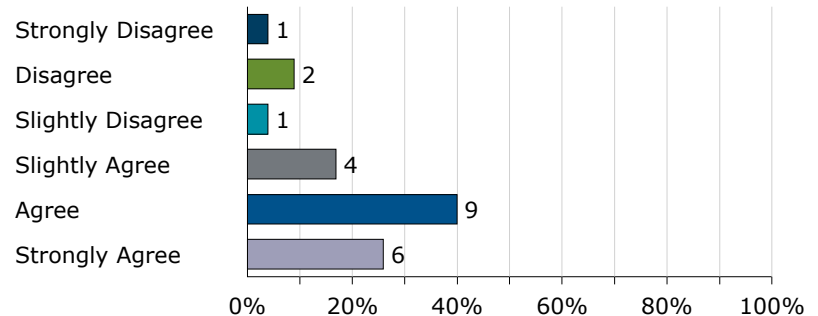


## Resources

Leaders create an environment with the right resources that enables me to effectively perform my job



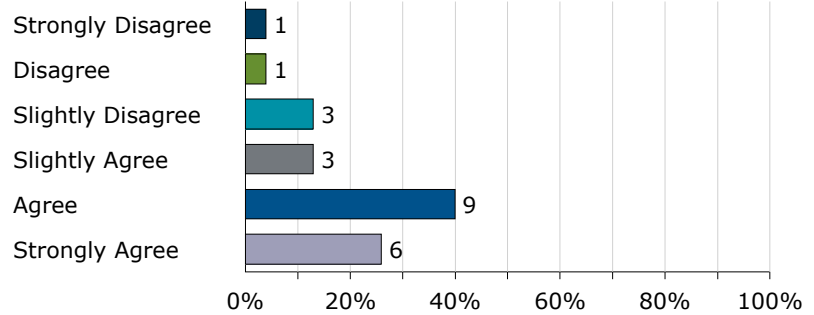
I have access to the necessary training and development to enable me to effectively perform my job



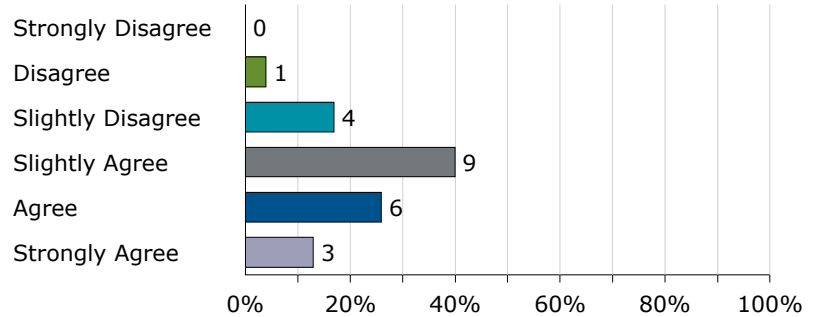
## Graphical Rating Report - Overall Summary

### Client Orientation

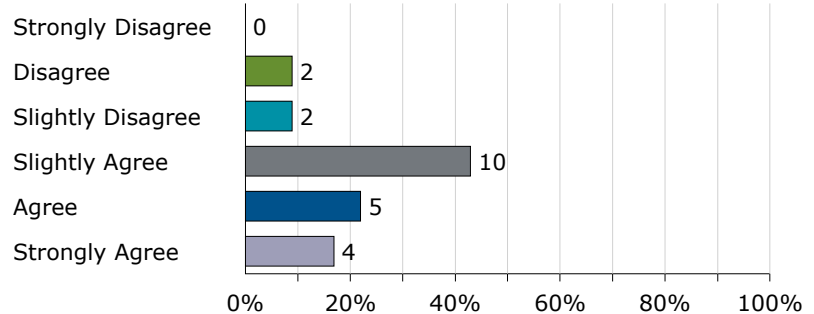
We actively seek to understand our clients' requirements



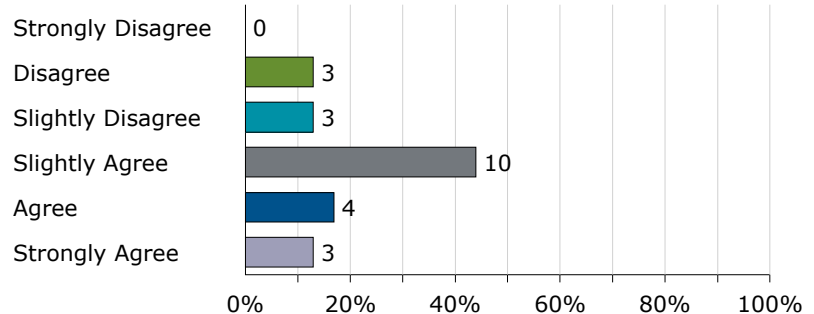
We provide the right solutions and services that meet our clients' needs



The organisation makes every client interaction a positive experience



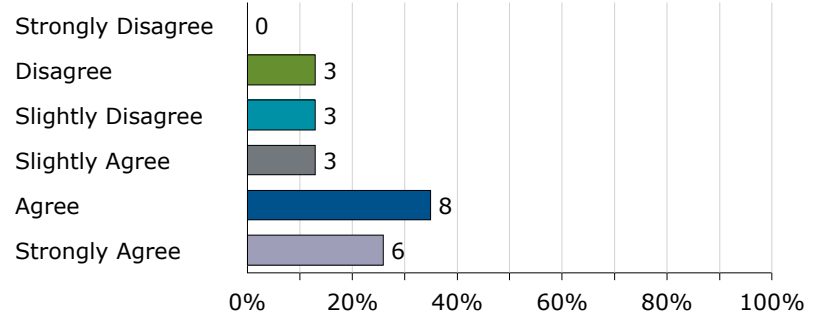
We consistently deliver high quality and value-added services





## Graphical Rating Report - Overall Summary

We address the needs of all key stakeholders

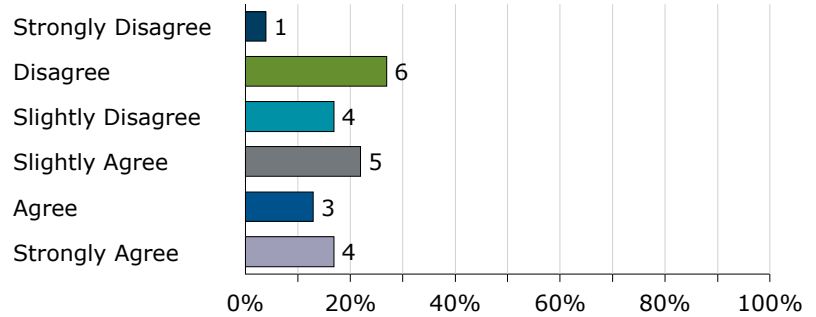


## Graphical Rating Report - Overall Summary

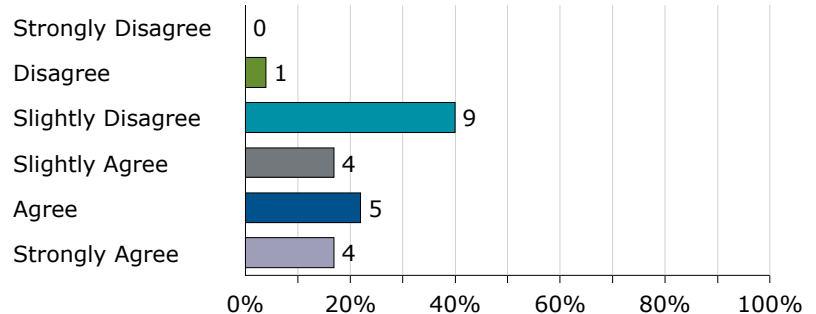
### Competence

#### Knowledge and Skill

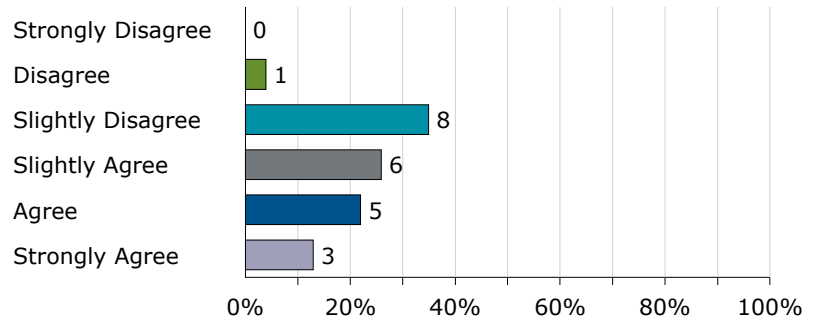
My manager is skilled in managing complexity and ambiguity



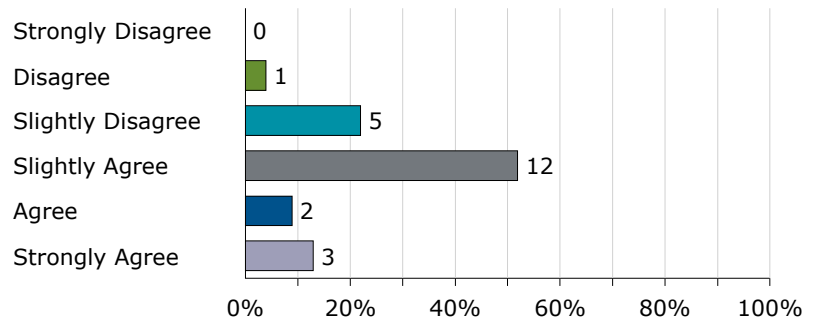
My manager is well equipped with the necessary 'people skills' to perform his/her role



My manager is effective in making decisions using both logic and intuition

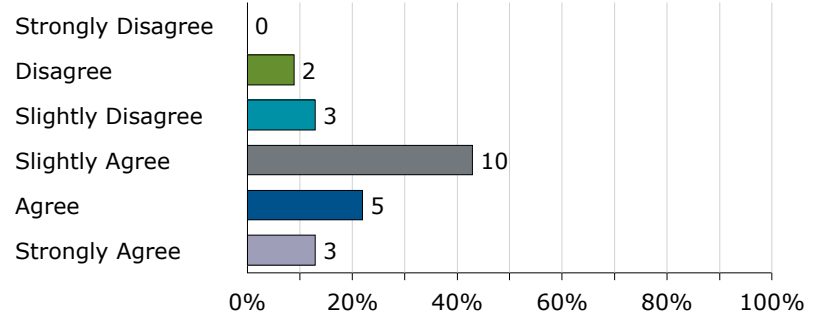


My manager ensures effective plans are in place so that decisions can be executed

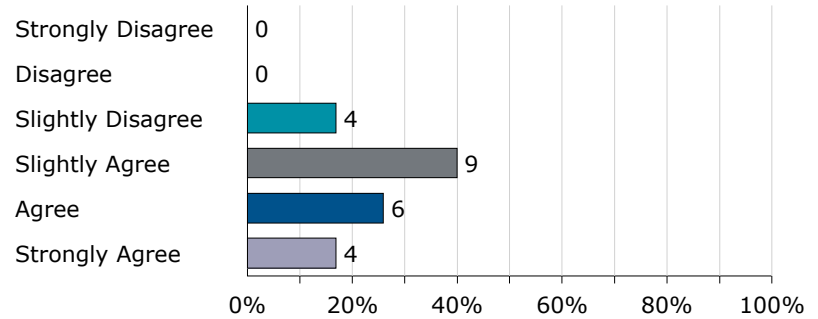


## Graphical Rating Report - Overall Summary

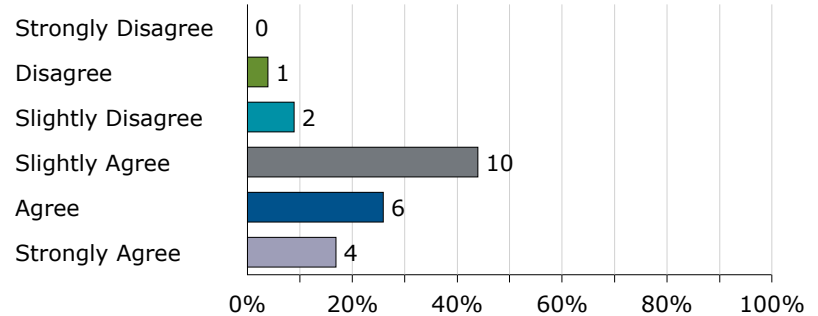
My manager communicates decisions and plans in a clear and succinct way



My manager takes calculated risks when dealing with potential opportunities or threats

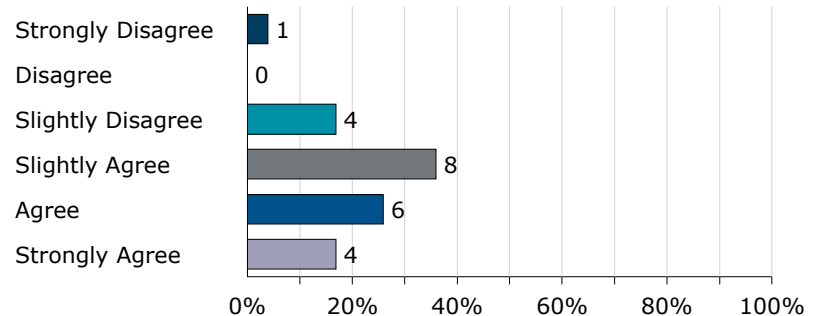


My manager has the necessary business knowledge and skills to execute their current role



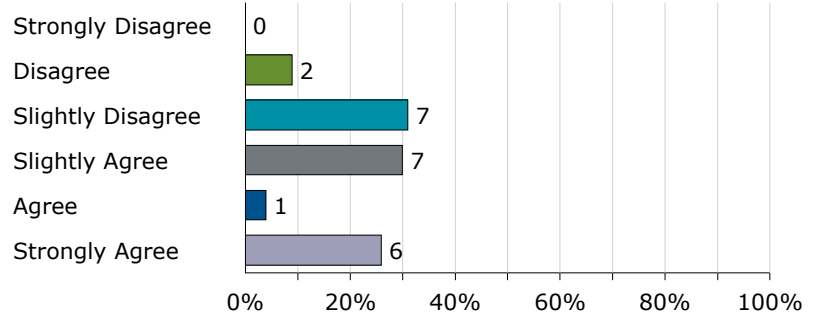
## Leadership Behaviours

My manager sets high standards appropriately

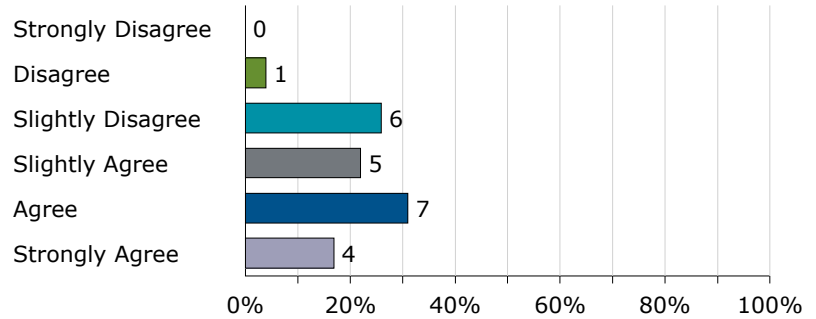


## Graphical Rating Report - Overall Summary

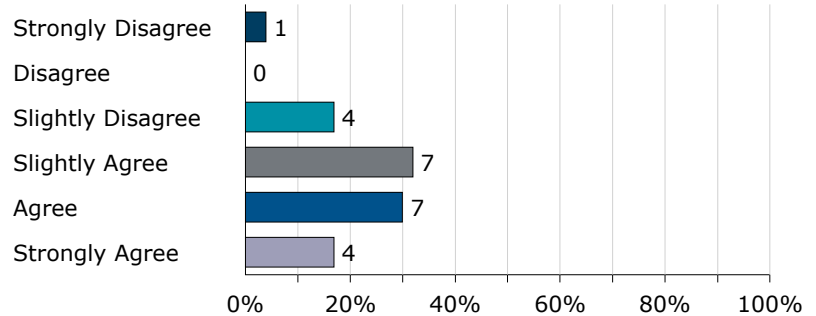
My manager appropriately balances employee interests with those of our organisation



My manager is fair, objective and consistent

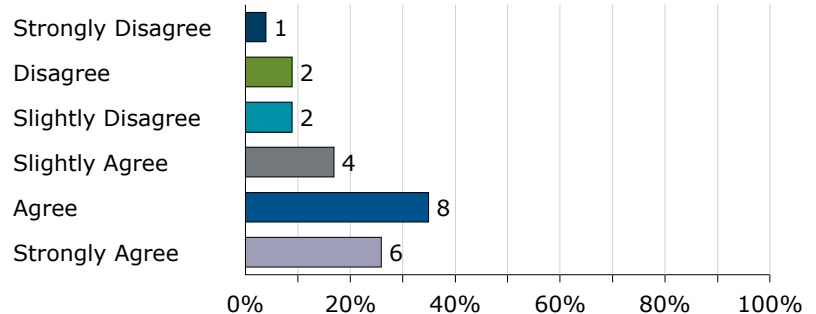


My manager is persistent in helping me to overcome obstacles in achieving work results

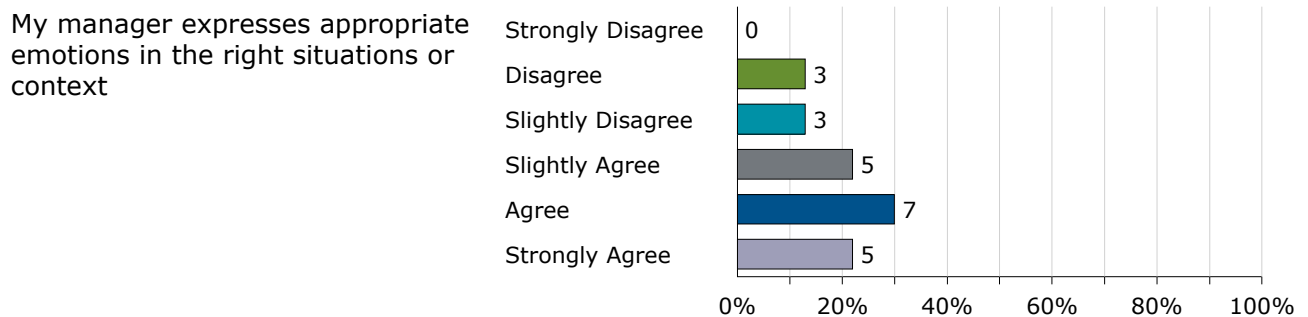
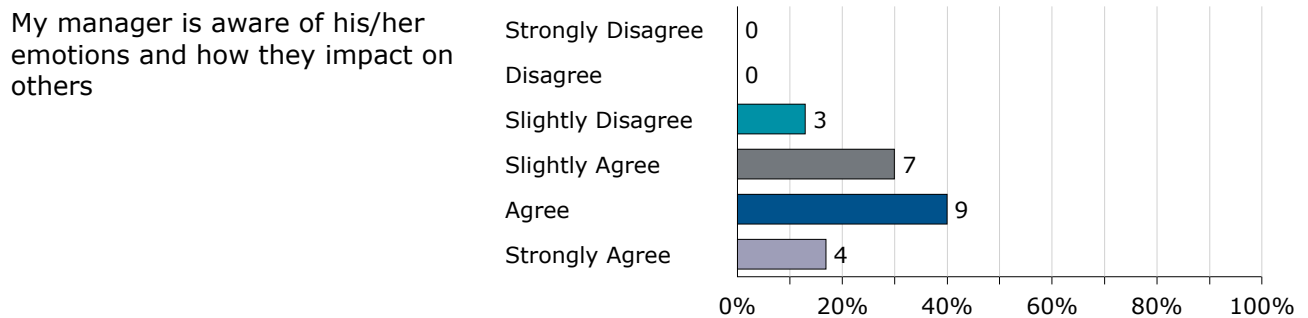
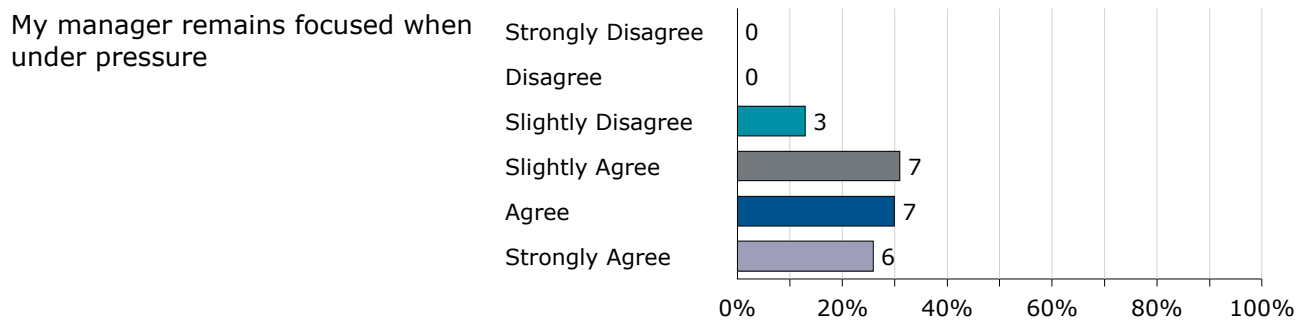
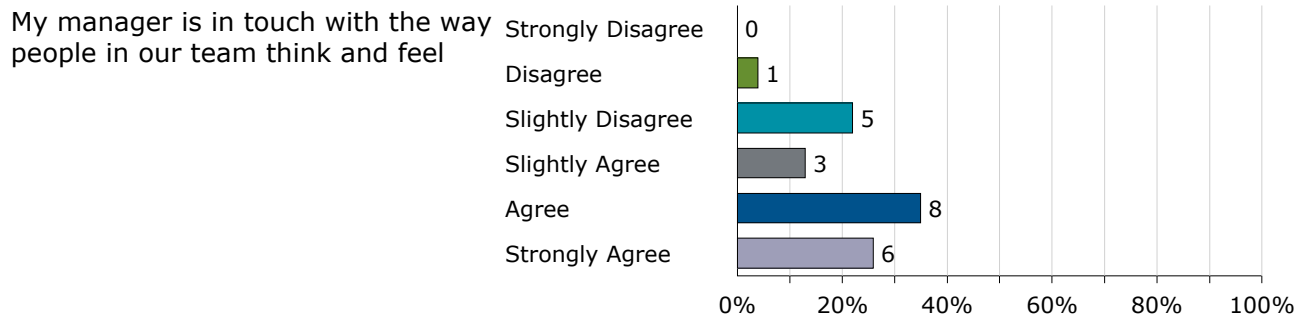


## Emotional Intelligence

My manager effectively manages his/her emotions



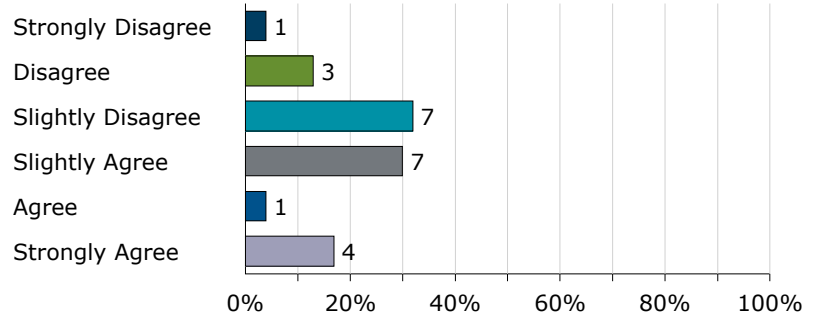
## Graphical Rating Report - Overall Summary



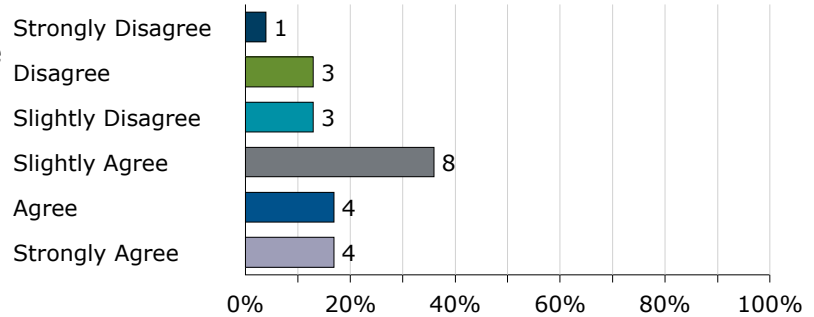
## Graphical Rating Report - Overall Summary

### Leadership Style

My manager recognises the need for different leadership styles appropriate to the situation

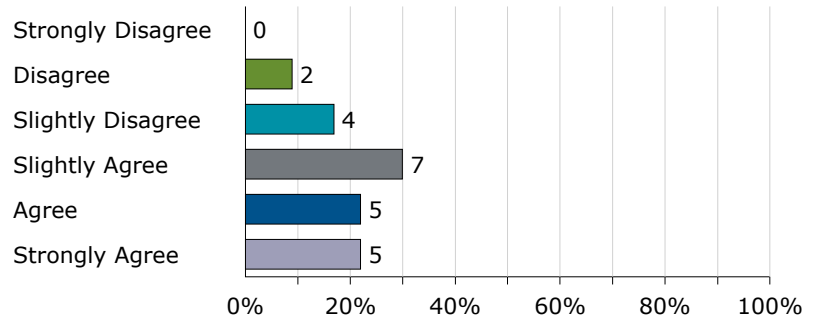


My manager demonstrates an effective leadership style appropriate to the situation

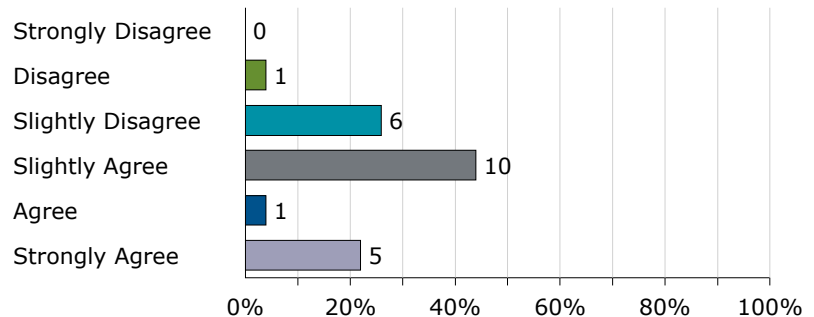


### Developing Talent

My manager effectively coaches people to ensure they fulfil their potential

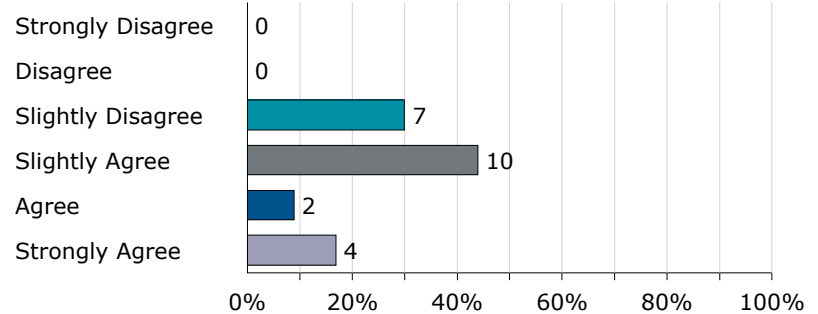


My manager encourages others to strive to improve their performance

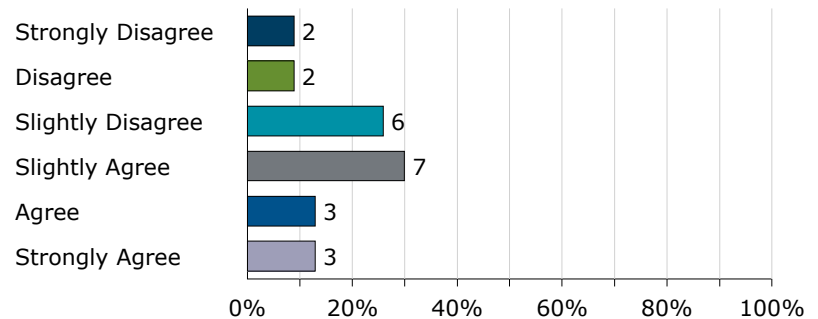


## Graphical Rating Report - Overall Summary

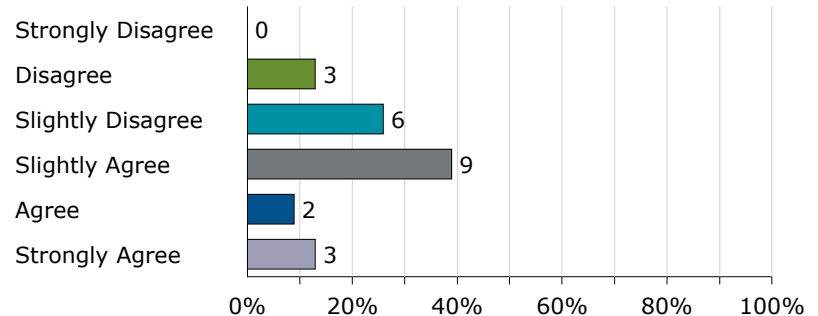
My manager ensures people understand what is necessary to develop their career in the organisation



Our team exhibit a positive attitude to change

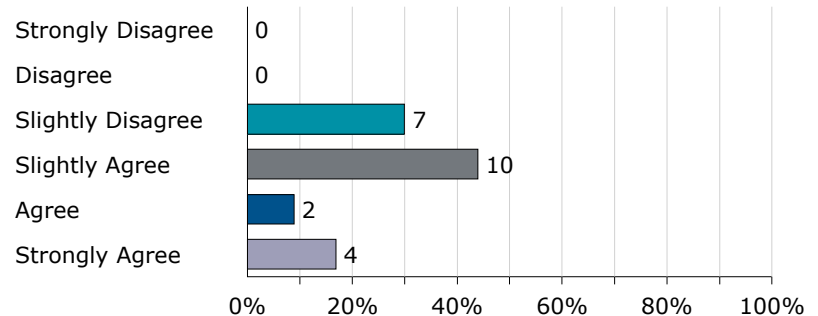


Our team demonstrate a willingness to embrace and integrate multiple points of view



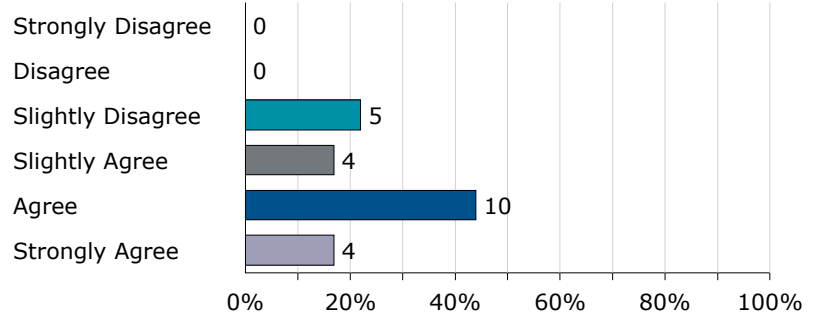
### Relationship Leadership

In our team we adjust our approach to meet the needs of the various people with whom we interact

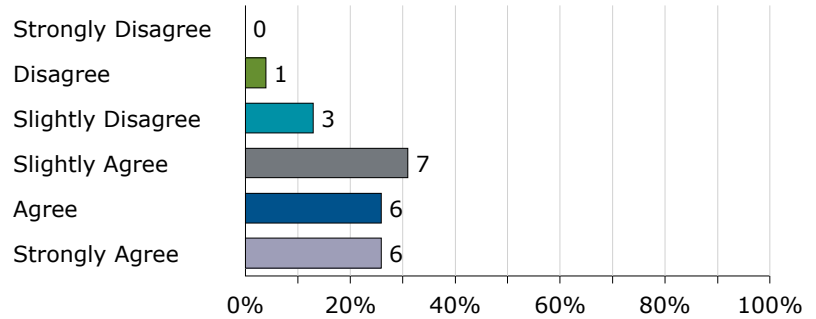


## Graphical Rating Report - Overall Summary

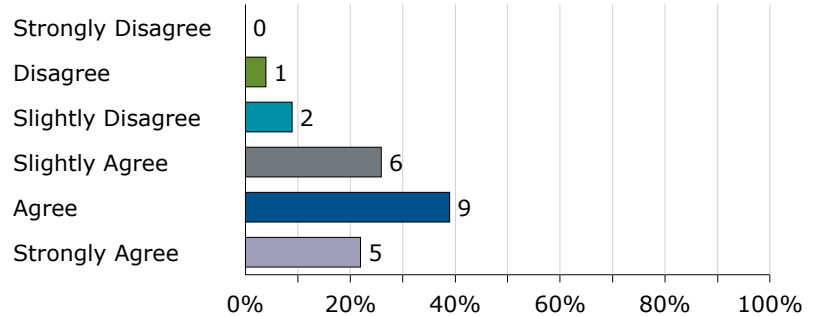
Our team develop and maintain networks with others who can assist in reaching goals



In our team we are assertive rather than passive or aggressive

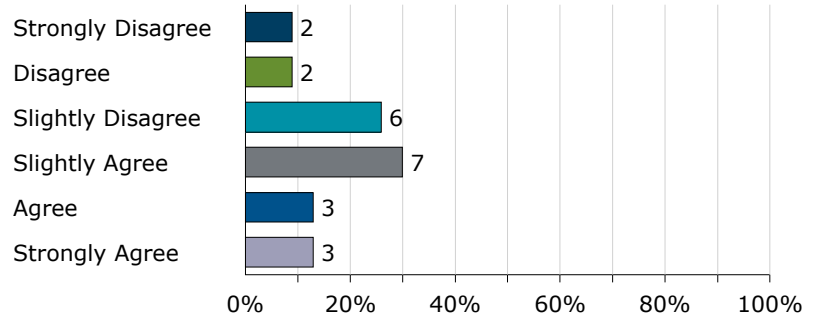


Our team pro-actively setup relationships for success



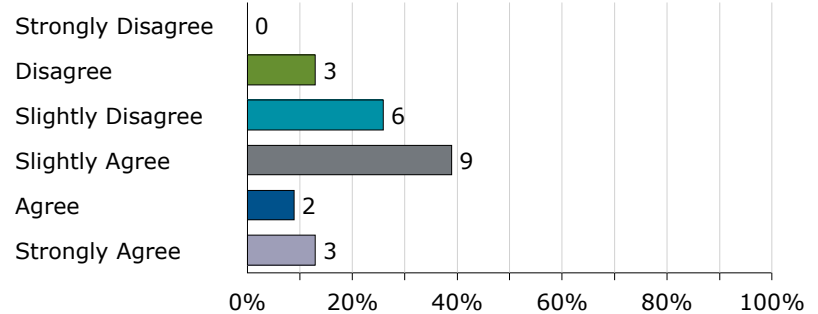
## Change Management

Our team exhibit a positive attitude to change

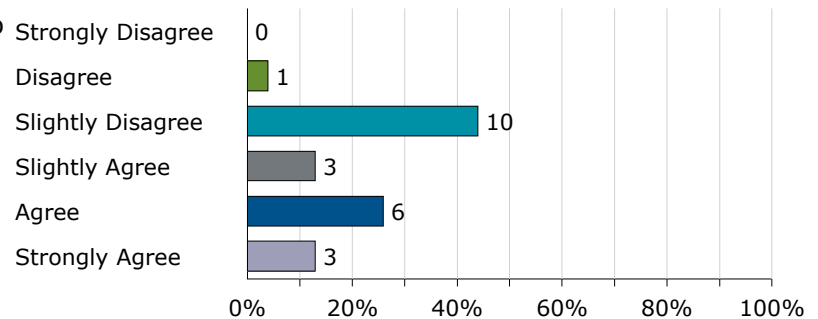


## Graphical Rating Report - Overall Summary

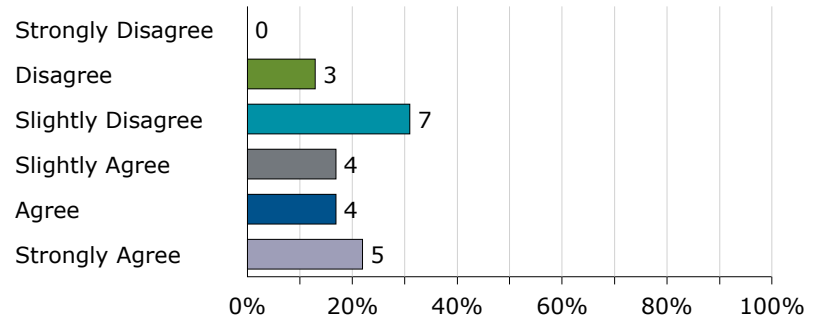
Our team demonstrate a willingness to embrace and integrate multiple points of view



Our team utilise change processes to promote active support

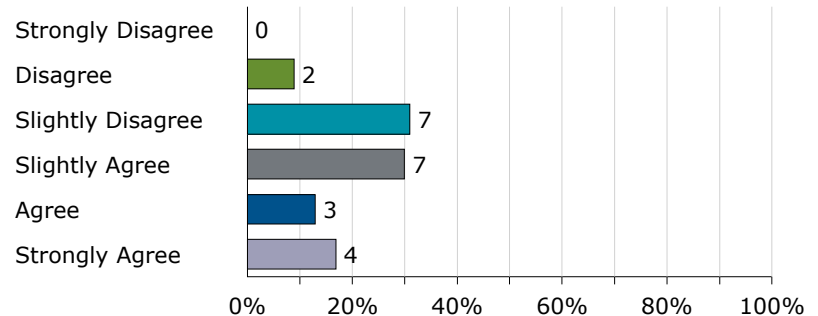


Our team ensure all relevant parties are fully briefed about plans to enable successful implementation



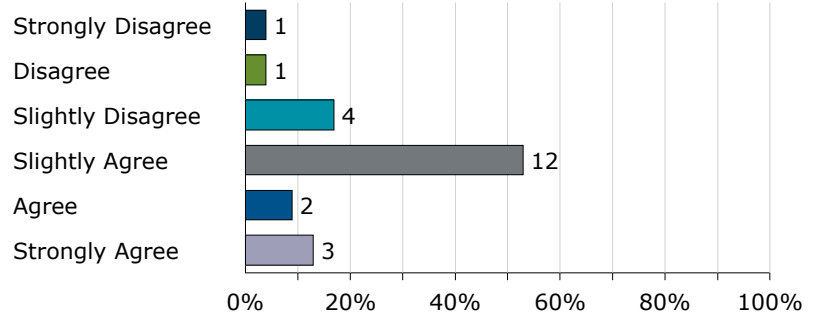
## Team's Knowledge and Skill

I believe that our team has the necessary functional knowledge and skills to perform the job

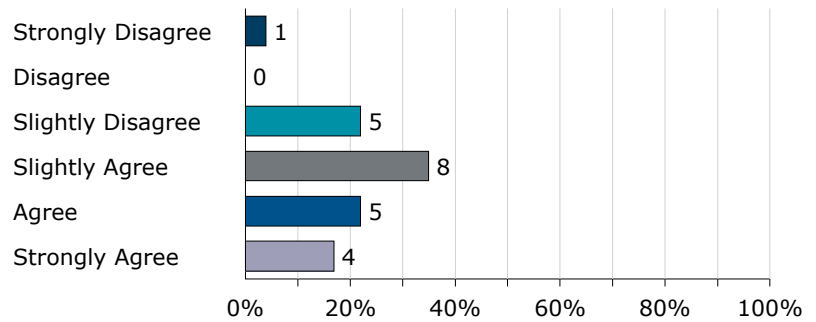


## Graphical Rating Report - Overall Summary

In our team we keep up-to-date with new trends, ideas and developments affecting our business

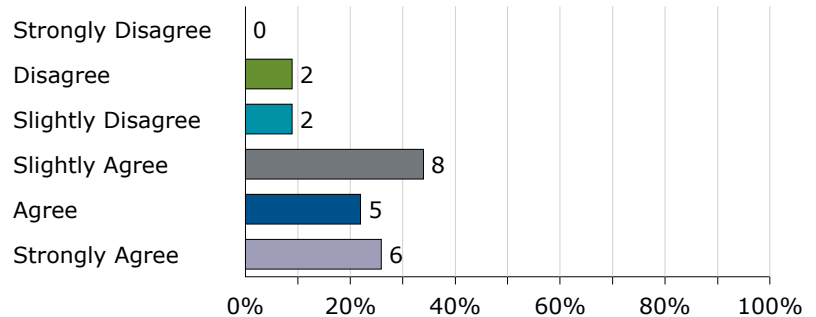


Knowledge flows freely within our team

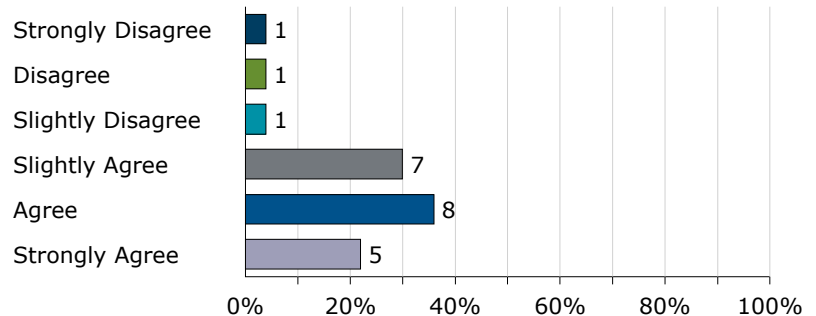


## Team's Behaviour and Attitude

There is co-operative and collaborative behaviours across different teams in our organisation



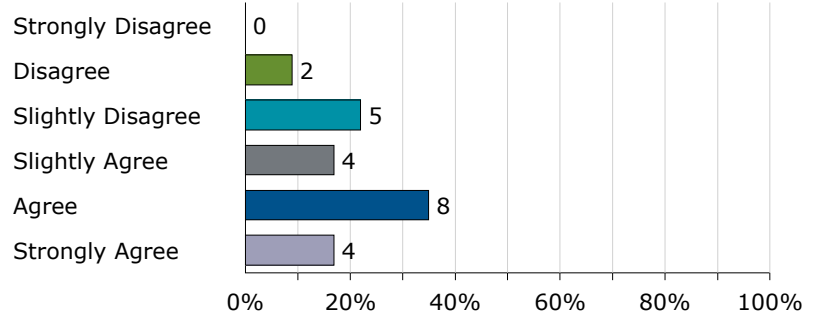
People in our organisation leverage off each other's strengths to achieve organisational goals





## Graphical Rating Report - Overall Summary

My co-workers demonstrate self-leadership





## Question Ranking Report - Overall Summary

Rank	Title	Score (%)
1	Leaders create an environment with the right resources that enables me to effectively perform my job	79%
2	My manager remains focused when under pressure	78%
	Our team pro-actively setup relationships for success	78%
4	My manager is aware of his/her emotions and how they impact on others	77%
5	Our team develop and maintain networks with others who can assist in reaching goals	76%
	In our team we are assertive rather than passive or aggressive	76%
	We actively seek to understand our clients' requirements	76%
	My manager is in touch with the way people in our team think and feel	76%
	I have access to the necessary training and development to enable me to effectively perform my job	76%
10	People in our organisation leverage off each other's strengths to achieve organisational goals	75%
	My manager effectively manages his/her emotions	75%
	We address the needs of all key stakeholders	75%
	There is co-operative and collaborative behaviours across different teams in our organisation	75%
	In our organisation we are encouraged to find ways to enhance systems and processes	75%
	Our organisation's employees are always ethical	75%
	Our leaders keep people informed about significant issues facing the organisation in a timely manner	75%
	Leaders in our organisation are consistent in their communication	75%
The organisation hires the right people based on their skills, experience and culture fit	75%	
19	My manager has the necessary business knowledge and skills to execute their current role	74%
	My manager takes calculated risks when dealing with potential opportunities or threats	74%
21	My co-workers demonstrate self-leadership	72%
	My manager effectively coaches people to ensure they fulfil their potential	72%
	I am treated fairly and with respect	72%
	My manager expresses appropriate emotions in the right situations or context	72%
	My manager is persistent in helping me to overcome obstacles in achieving work results	72%
	My manager is fair, objective and consistent	72%
	My manager sets high standards appropriately	72%
	When mistakes are made, they are viewed as learning opportunities	72%
	I collaborate with my Manager to set my objectives	72%
	The organisation makes every client interaction a positive experience	72%
	Decisions and actions taken by the organisation's leaders are always ethical	72%
	In our organisation, open and honest feedback is encouraged	72%
	Leaders in our organisation are prepared to make tough decisions	72%
34	We provide the right solutions and services that meet our clients' needs	71%



## Question Ranking Report - Overall Summary

Rank	Title	Score (%)
35	Recognition and reward are tied to performance in our organisation	70%
	My manager communicates decisions and plans in a clear and succinct way	70%
	I understand the organisation's long term goals	70%
	My performance reviews/discussions provide timely feedback and direction	70%
	Knowledge flows freely within our team	70%
	Our policies, systems and processes are utilised to achieve our objectives	70%
	The organisational structure I work in facilitates effective decision-making	70%
	High standards of health and safety are a priority in our organisation	70%
	Our organisation demonstrates a genuine interest in the well-being of employees	70%
	I am able to maintain an appropriate balance between work and personal commitments	70%
45	Leaders in our organisation consistently demonstrate commitment to the organisation's goals	69%
	In our team we adjust our approach to meet the needs of the various people with whom we interact	69%
	My manager ensures people understand what is necessary to develop their career in the organisation	69%
	My manager encourages others to strive to improve their performance	69%
49	I believe there is equal opportunity in the organisation, regardless of background, age, race and gender	68%
	My manager is well equipped with the necessary 'people skills' to perform his/her role	68%
	My manager appropriately balances employee interests with those of our organisation	68%
	I understand how my individual performance will be measured	68%
	I understand what is critical to achieve success in my role	68%
	I am prepared to put in the extra effort when needed	68%
	The level of morale in our team is high	68%
	I am appropriately compensated for my performance	68%
I receive adequate recognition (beyond compensation) for my contributions	68%	



## Question Ranking Report - Overall Summary

Rank	Title	Score (%)
58	We consistently deliver high quality and value-added services	67%
	My manager demonstrates an effective leadership style appropriate to the situation	67%
	Our team's performance measures are clearly defined and used to monitor progress	67%
	Leaders in our organisation involve people when making decisions that affect them	67%
	My manager is effective in making decisions using both logic and intuition	67%
	My manager ensures effective plans are in place so that decisions can be executed	67%
	The organisation's long term goals provide meaningful direction for my work	67%
	Our team utilise change processes to promote active support	67%
	I believe that our team has the necessary functional knowledge and skills to perform the job	67%
	Our team responds positively in changing times	67%
	Our team ensure all relevant parties are fully briefed about plans to enable successful implementation	67%
	69	I feel positive about working for the organisation
I use the team's objectives to plan and prioritise my work		66%
Leaders in our organisation consistently demonstrate the core values through what they say and do		66%
I understand how the objectives of our team contribute to the attainment of the organisation's goals		66%
In our team we keep up-to-date with new trends, ideas and developments affecting our business		66%
74	I understand how my objectives contribute to the attainment of the organisation's objectives	65%
	The organisation supports and encourages innovative behaviour	65%
76	I am clear about the expectations of me in my role	64%
	Our team demonstrate a willingness to embrace and integrate multiple points of view	64%
78	The organisational structure I work in encourages cross - functional collaboration	63%
79	My individual objectives and standards of performance are clearly communicated to me by my manager	62%
	In our organisation unnecessary rules and procedures are kept to a minimum	62%
	My manager recognises the need for different leadership styles appropriate to the situation	62%
	Our team exhibit a positive attitude to change	62%
	I believe that the organisation's values provide a clear direction for employees to adhere to in their daily interactions	62%
84	My manager is skilled in managing complexity and ambiguity	61%
	The organisational structure supports high performance with minimum overlaps or gaps	61%
86	I understand the organisation's values	60%
87	I believe my team's plan is executed in accordance with the organisation's plan	59%



## Question Ranking Report - Overall Summary

Rank	Title	Score (%)
88	I have the conditions required to effectively operate in my manager's absence	58%
	I am motivated by what the organisation stands for	58%
90	The organisational structure I work in encourages positive behaviours	54%
	I understand the organisation's plan to achieve the organisation's goals	54%
	I understand the organisation's reason for existence	54%
93	I believe my team's plan is aligned with the organisation's plan	53%
94	The organisation pro-actively responds to change	51%

## Comments Listing - Overall

### Comments on the Clarity section

This is a great organisation to work for

*Not sure I understand my role completely yet.*

My hours are too long and no-one involves the IT department in anything

*I think the Organisation is clear about its vision*

### Comments on the Climate section

Blah blah blah

*The resources are about the only good thing about this job*

No comment

*The resources are good*

Very focused on client

*Some of these questions aren't relevant to my role ie I don't have customer interaction and I don't really know what the leaders in the organisation are like*

### Comments on the Competence section

I hope things improve around here

*Our team morale is not very good.*

Sometimes I am not clear on what my Manager expects

*No comment*



## Comments Listing - Overall

I don't know what the company's values are