

Organizational Climate Inventory

OCI Detailed Report

**Preparing our
Human Capital for the Future**

on **September 7, 2011** for

ABC Company

Published by



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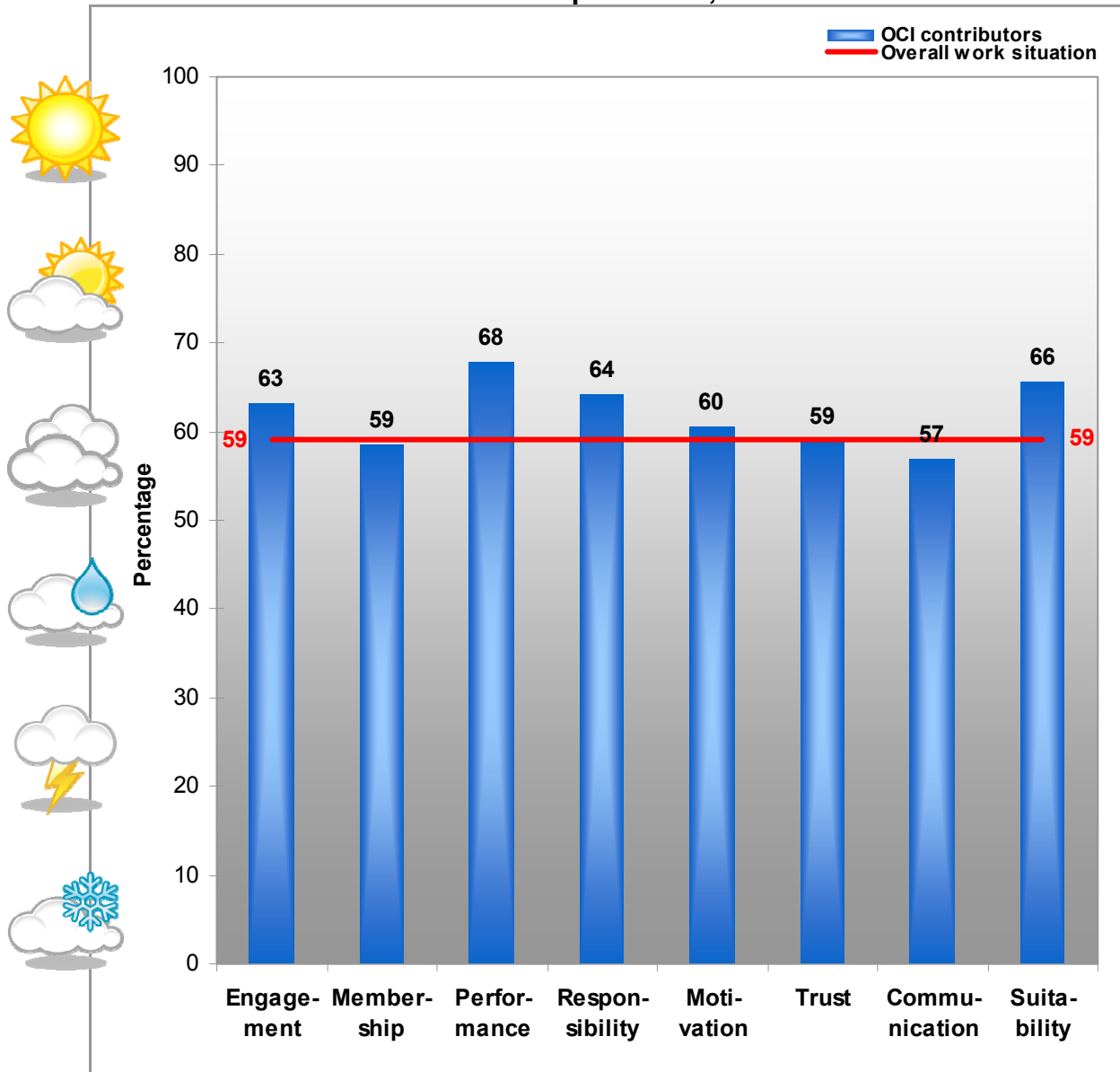
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Confidential

Regular Forecasting

The Organizational Climate Inventory gauges the current conditions or temperature in your organization. It is a snapshot in time; a barometer of how to best prepare for *inclement weather* in your organization. Augustus William Hare and Julius Charles Hare aptly stated that sudden resolutions, like the sudden rise of the mercury in the barometer, indicate nothing but the changeableness of the weather (*Guesses at Truth, by Two Brothers, 1827*). A number of such weather snapshots from the collective perspective of your employees will show a weather pattern that reveals the climate within your organization with a high degree of accuracy.

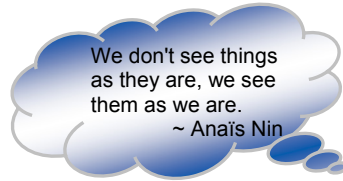
Conditions on September 7, 2011



Minimum	23	27	43	37	43	27	33	40
Maximum	93	87	97	93	87	87	93	100



Short-term Forecast on September 7, 2011



Employees feel that the work situation overall stands at **59.04%** on average.

This percentage ranged from 0.00% to 100.00% and can best be considered against the conditions that are expected within the challenges that your organization faces at present. Eight climate contributors shed light on the above reported short-term forecast. These are:

- **Engagement**

A show of principled agreement, active involvement and commitment with a high degree of pleasure wherein a free obligation is felt and attention is interlocked. **Average: 63.19%**
Range: 70.00%

- **Membership**

Distinct participation in a group in which collective acknowledgement is given, and through which a sense of belonging is felt and shown. **Average: 58.58%**
Range: 60.00%

- **Performance**

An outward presentation of work to others displaying functioning, behavior, accomplishment, or fulfillment in accordance to a particular way or standard deemed to be effective, which may or may not include mastery. **Average: 67.73%**
Range: 53.33%

- **Responsibility**

A state or position of being accountable and taking personal liability while having the ownership and authority to act upon it and make independent decisions about the best means to ensure reliable results. **Average: 64.18%**
Range: 56.67%

- **Motivation**

An act of will or intent based on want, reason, want, affect, or incentive that reveals interest or enthusiasm, drawing from biological, cognitive, emotional and/or social forces. **Average: 60.43%**
Range: 43.33%

- **Trust**

Consistently being fair, while showing honor, care, reliance, and safekeeping, which instill confidence, credit, faith, and hope in others. **Average: 58.94%**
Range: 60.00%

- **Communication**

Being accessible to speak, write, or gesture to achieve mutual understanding, rapport, and a feeling of connectedness. **Average: 56.88%**
Range: 60.00%

- **Suitability**

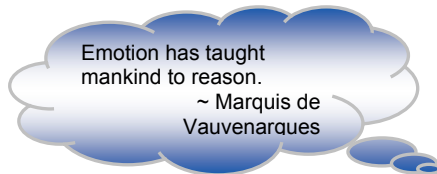
Being equipped, compatible, appropriate, or fit for demands in the workplace by showing a readiness to agree with, or be in accordance with what is deemed worthy, deserving, or healthy. **Average: 65.60%**
Range: 60.00%



Weather Alerts on September 7, 2011

The three areas forecasted to have the highest likelihood of **stormy and cold** climate conditions are highlighted below. Employees are encouraged to be on high alert of these states of affairs and to take active steps to avoid their implications.

- **I got extra reward for what I delivered**
Item 45
Average: 22.34%
- **I witnessed some back-stabbing**
Item 52
Average: 22.87%
- **My colleagues put my deadline before theirs**
Item 36
Average: 23.40%



In order to have achieved a low percentage score in any or all three of the above items, the majority of the employees in the group must have had similar thoughts at the time of the assessment: they have little disagreement with these aspects. We hope that these topics will prompt further discussion and follow-up among the group.

By contrast, hats and sunscreen may be required for **bright and sunny** conditions in the following areas:

- **I did my work in a conscientious manner**
Item 48
Average: 82.45%
- **My colleagues relied on me**
Item 6
Average: 81.91%
- **I got along well with my colleagues**
Item 11
Average: 77.66%

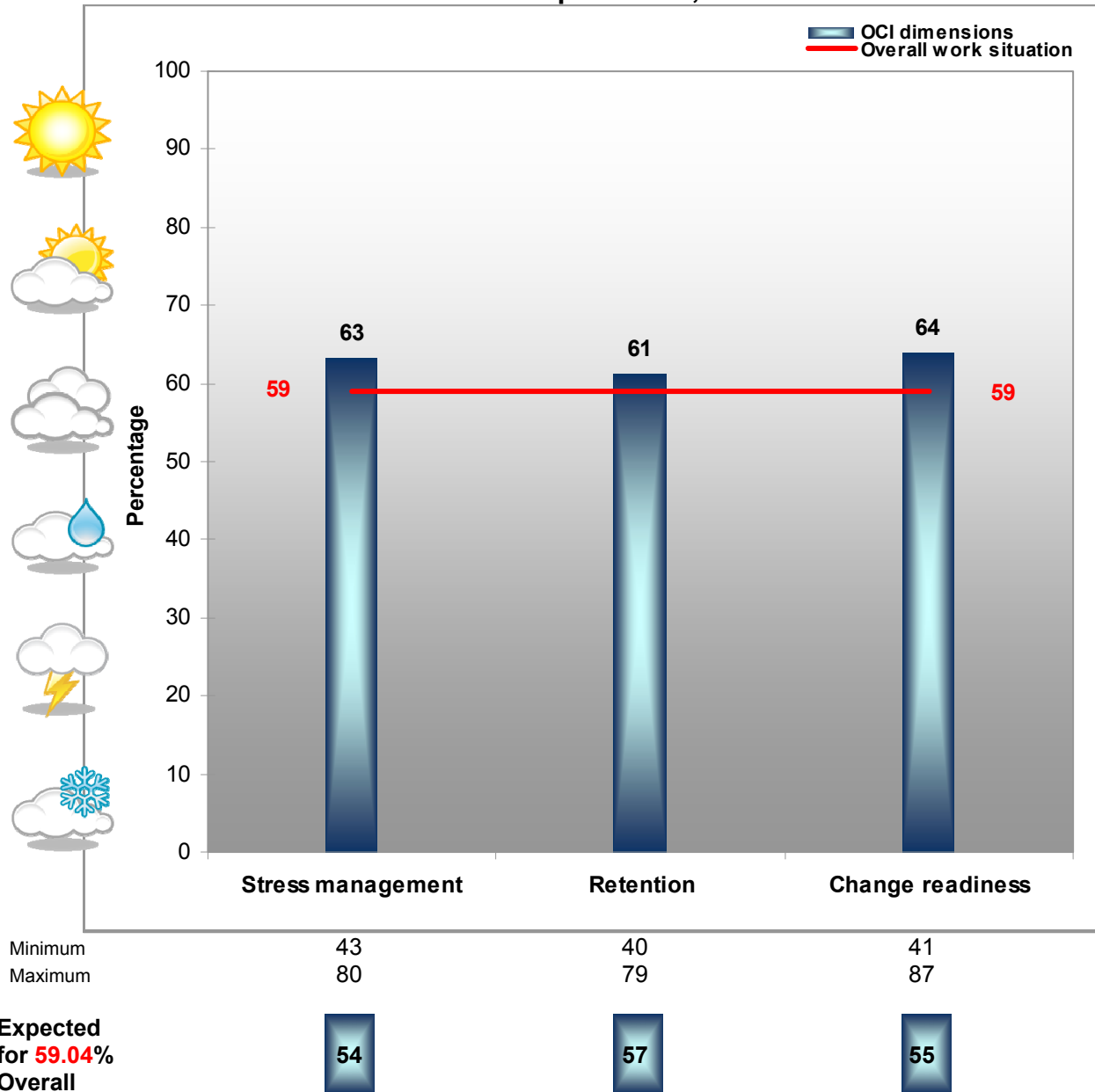
While everybody enjoys good weather conditions, at the same time we should consider the impact of global warming as well! Too much comfort and ease may have a stagnating effect on the organization.



Long-term Forecast on September 7, 2011

Just like the right amount of precipitation and sunshine in the air viewed at a particular angle can produce a rainbow, the eight reported climate contributors together produce a perspective on three dimensions that are known to impact significantly on organizations.

Conditions on September 7, 2011



- The short base bars show where the group's really at against an overall work situation of **59.04%**.
- The long graphed bars show where the employees in this group perceive themselves to be, what they are currently focused on, and/or where they want or hope to be.



Long-term Forecast on September 7, 2011



High Tolerance for Stress

Average: 63.24% Range: 37.50%

Employees with a high tolerance for stress can withstand adverse events in the workplace without falling apart. Stress is defined as the mental, emotional, or physical strain felt in relation to something of importance or significance, affecting normal functioning and relaxation. Mohandas K. Gandhi said that “there is more to life than increasing its speed.”

- **Target:** To achieve an average stress management score of 90%, based on current organizational trends we forecast that this group of employees would need to score their overall work situation as **93%** (compared to **59.04%**).



Retaining those Valued Most

Average: 61.23% Range: 38.82%

With the high cost of recruiting and training top talent, organizations are smart to go to considerable lengths to retain their most valuable employees. Retention in the workplace is defined as the keeping or holding of employees within a specific job position and/or employed at the organization through a combination of incentives, such as money, job satisfaction, and many more. Norman Vincent Peale said “the really happy people are those who have broken the chains of procrastination, those who find satisfaction in doing the job at hand. They're full of eagerness, zest, and productivity. You can be, too.”

- **Target:** To achieve an average retention score of 90%, based on current organizational trends we forecast that this group of employees would need to score their overall work situation as **90%** (compared to **59.04%**).



Change for the Better

Average: 64.04% Range: 45.56%

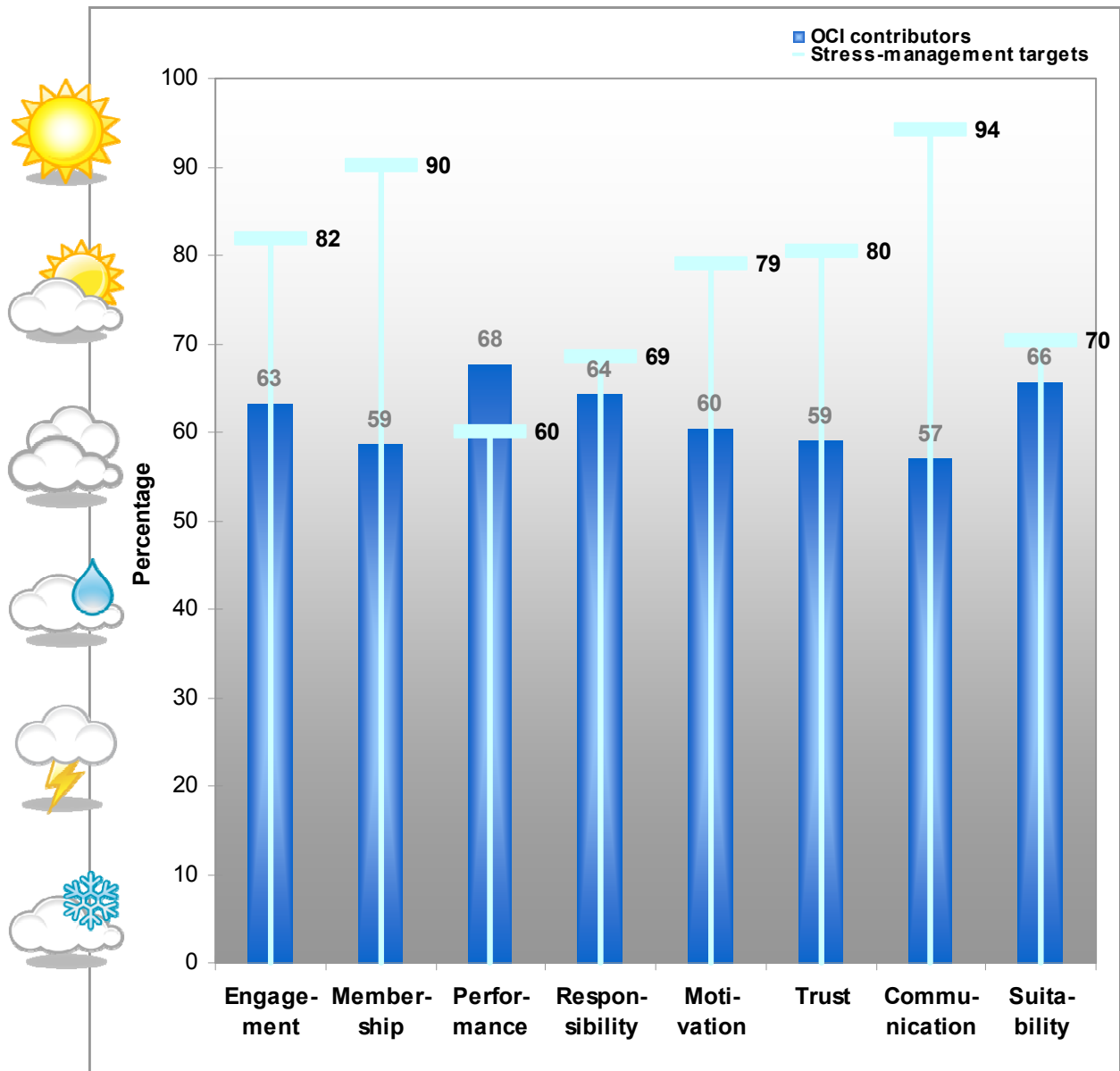
In today's taxing times where both speed and quality matter in the workplace, initiatives to develop employees must ideally be met with their readiness to change and grow. Change is defined as an attempt to make a difference, either by altering, modifying, moving, passing on, substituting, replacing, removing, or becoming deeper, and often to become different and ready as a result. Pauline R. Kezer said that “continuity gives us roots; change gives us branches, letting us stretch and grow and reach new heights.”

- **Target:** To achieve an average change readiness score of 90%, based on current organizational trends we forecast that this group of employees would need to score their overall work situation as **80%** (compared to **59.04%**).

We know that the eight contributors underlie the overall work situation. Hence by further developing the climate contributors, we can impact employees' stress tolerance, retention, and their readiness for change.



Influencing Weather Patterns: Desirable Behavior for Stress Management – September 7, 2011



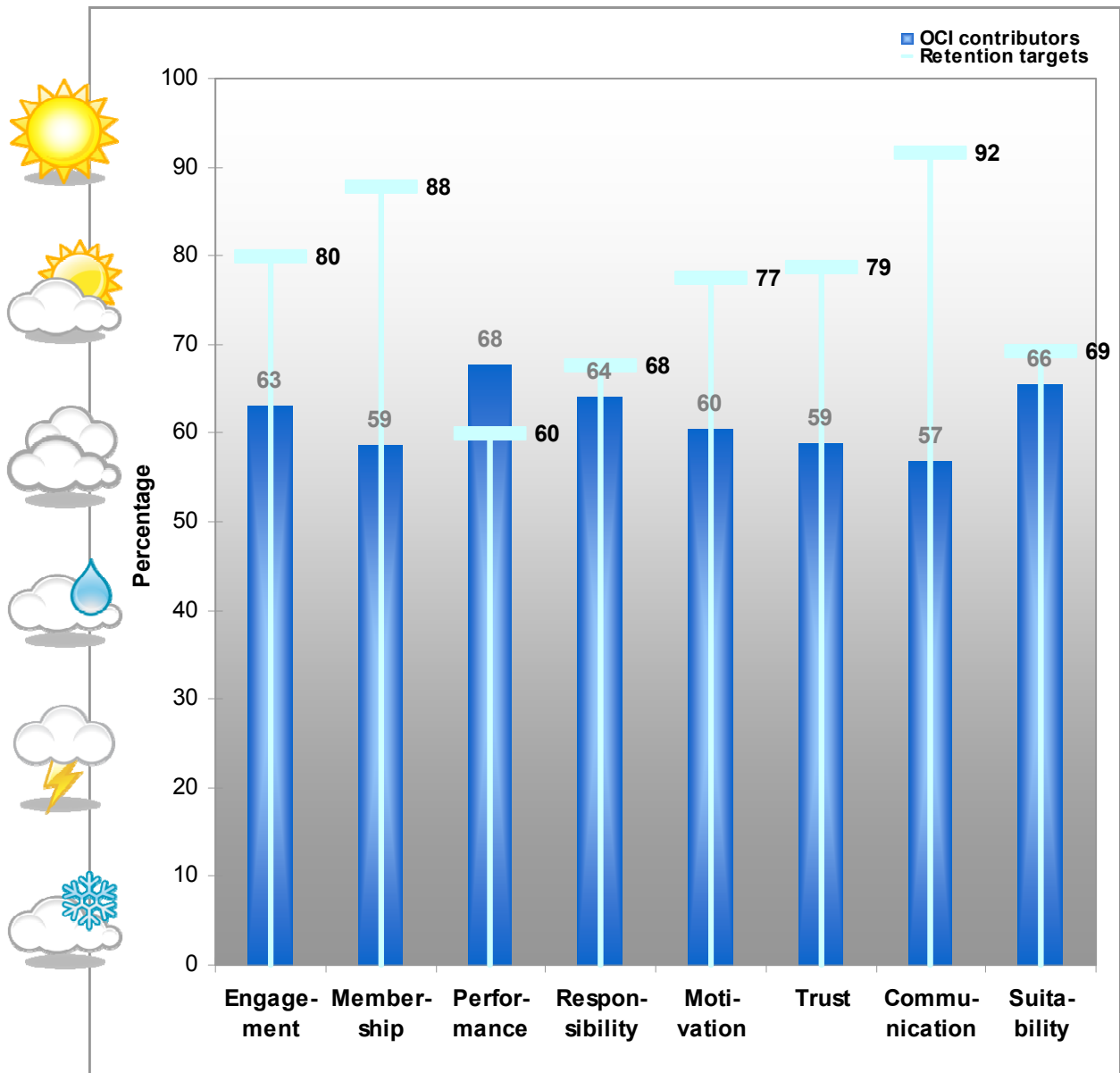
Expected for **59.04%** Overall



- The short base bars show where the group's really at against an overall work situation of **59.04%**.
- The long graphed bars with grey values show where the employees in this group perceive themselves to be, what they are currently focused on, and/or where they want or hope to be.
- The light blue pump handles show where the group should be for a 90% rate on stress tolerance.



Influencing Weather Patterns: Desirable Behavior for Retention – September 7, 2011



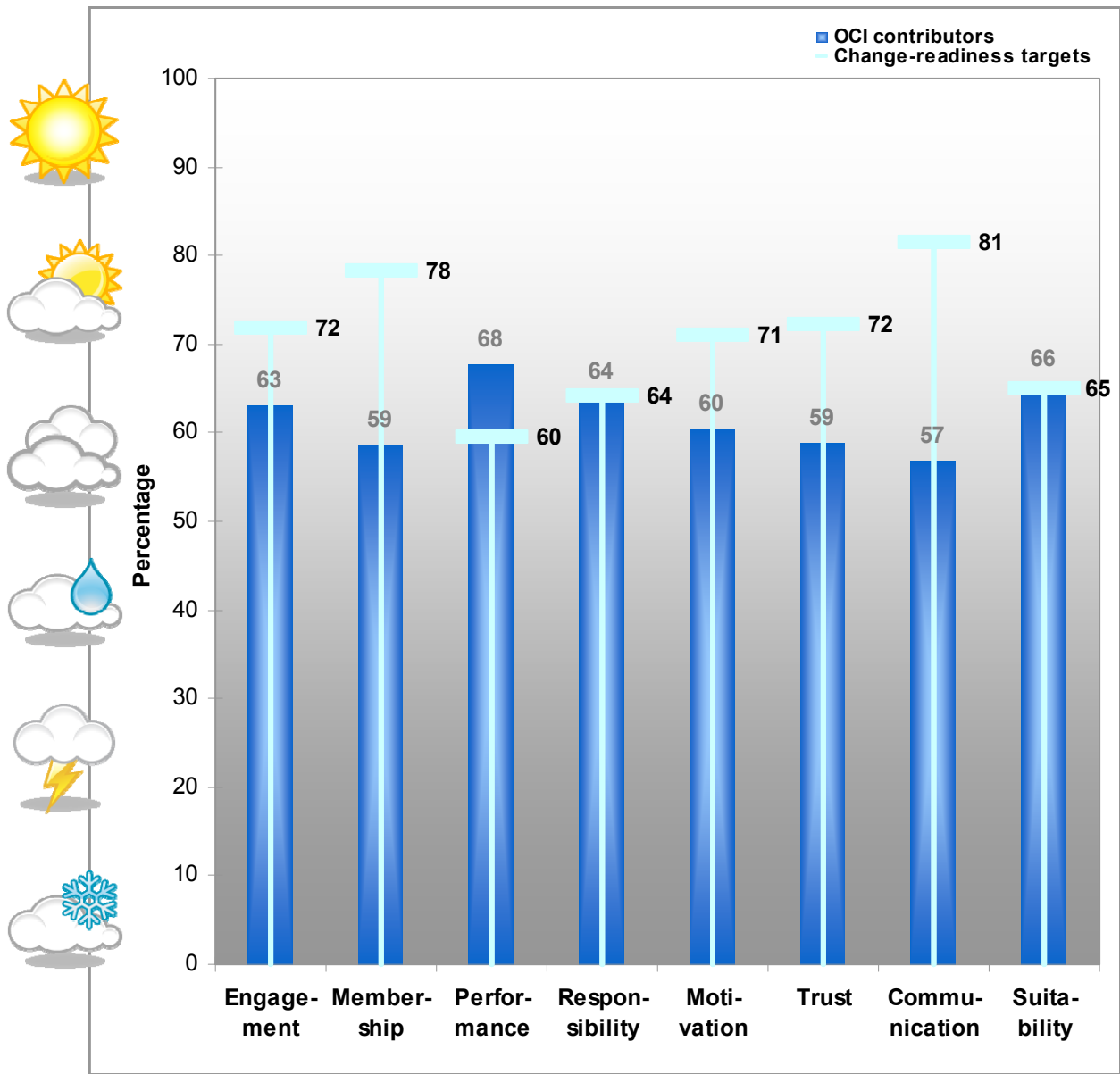
Expected for **59.04%** Overall



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- The long graphed bars with grey values show where the employees in this group perceive themselves to be, what they are currently focused on, and/or where they want or hope to be.
- The light blue pump handles show where the group should be for a 90% rate on retention.



Influencing Weather Patterns: Desirable Behavior for Change Readiness –September 7, 2011



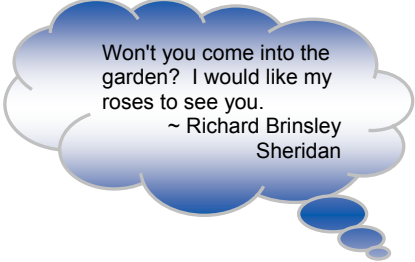
Expected for **59.04%** Overall



- The short base bars show where the group's really at against an overall work situation of **59.04%**.
- The long graphed bars with grey values show where the employees in this group perceive themselves to be, what they are currently focused on, and/or where they want or hope to be.
- The light blue pump handles show where the group should be for a 90% rate on change readiness.



Weather Reporting Accuracy



Won't you come into the garden? I would like my roses to see you.
~ Richard Brinsley Sheridan

People rightly question the accuracy of measures. We took utmost care in ensuring that the findings reported here are not “just another test”, but are justified by scientific and statistical means.

Unlike weather forecasting where the accuracy is known to drop significantly beyond ten days, the strong structural foundation and psychometric properties of the OCI ensure much better results. Because the OCI is a B-level assessment, two validity indices are built into the survey to help ensure that the statistics reported here are reliable and valid.

George Bernard Shaw said that “the only man I know who behaves sensibly is my tailor; he takes my measurements anew each time he sees me. The rest go on with their old measurements and expect me to fit them.”

- **Positive Impression**

Average: 45.47%

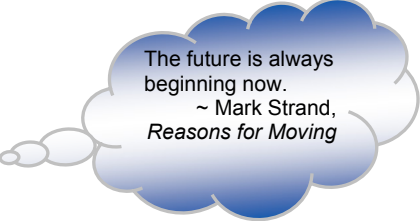
The Positive Impression percentage score indicates the degree to which respondents tended to inflate their responses. This may be evident due to a variety of reasons, such as test apprehension, uncertainty around confidentiality and anonymity, a characteristic personality style, cultural values, etc. In general, a Positive Impression percentage score higher than 85% may necessitate further investigation to the validity of the results.

- **Response Inconsistency**

Average: 6.70%

The OCI has eight pairs of items built in where the norm is to respond in a highly similar fashion. Deviations from this response pattern can be picked up through an average response inconsistency score. If the inconsistency in responding on average exceeds 8, the results above should be qualified. It may be that the members’ opinions are split based on some important reason or demographic. If this is the case, it may be meaningful to request additional reports for each of the sub-groups for comparison purposes.

Ultimately, the results derived from a psychometric assessment are only as valid as the integrity and honesty that the employees displayed when they completed the survey. This in itself is a good gauge of the climate in the organization and the future they are building together.



The future is always beginning now.
~ Mark Strand,
Reasons for Moving



Meteorology Vitals

Participating employees – 47 in total – provided descriptive information about themselves that may be used for further exploring the results without compromising the confidentiality of the individual.

● Demographics

Some collective demographics are known for the participants. These help shed light on impact of human equity and diversity in your organization on the aggregate results revealed in this report.

Gender

- 61.70% are male
- 38.30% are female

Age

- 0.00% were younger than 25 years
- 14.89% were between 25 and 34 years
- 38.30% were between 35 and 44 years
- 29.79% were between 45 and 54 years
- 17.02% were between 55 and 64 years
- 0.00% were 65 years or older

Length of employment

- 0.00% employed for less than 1 year
- 8.51% from 1 to 2 years
- 14.89% from 3 to 5 years
- 36.17% from 6 to 10 years
- 10.64% from 11 to 19 years
- 29.79% employed for more than 20 years

Job role

- 2.13% administrative
- 4.26% technical
- 0.00% professional
- 2.13% junior management
- 2.13% mid-management
- 68.09% senior management
- 4.26% executives
- 0.00% other

Department

- 2.13% Administration
- 4.26% Analytics/R&D
- 0.00% Business Development
- 2.13% Finance
- 2.13% Human Resources
- 68.09% Information Technology
- 4.26% Operations/Manufacturing
- 0.00% Management
- 0.00% Marketing
- 0.00% Sales
- 17.02% Customer Services
- 0.00% Other

These are the only collective employee descriptions available from the OCI. The responses of the employees with regards to organizational climate are detailed above in aggregate form only. No finding will be traced back to a particular employee based on personal information, as employee names are not captured. Inquire from ePsy Consultancy to further segment the results based on any one or combination of the above characteristics through custom research.



Cautionary Remark

The employee profile based on the OCI was not developed for the direct purpose of detecting organizational or employee pathology. Any such interpretations made from the findings in this report should be verified with other diagnostics. We encourage you to use this report in combination with other sources of comparative information.

The OCI provides a visual display of how the workplace climate plays out in your organization, this happening through identified contributors and dimensions of organizational climate that can serve as a useful guideline. Employee perspectives are presented in the aggregate. The authors assume that these employees know the organization well enough to meaningfully comment on this matter.

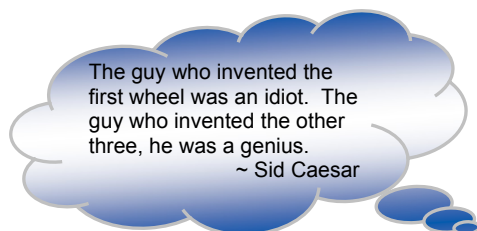
The interpretation of the results of the OCI is best done with an overall understanding of the scores for each of the eight contributors and three dimensions. The priorities for an organization require review and discussion to lead to appropriate actions being identified and carried out.

- **Additional Report Options**

For the purpose of this report, your organization may have chosen to invite a specific demographic group to complete the OCI, for example, a specific department, or a particular job role. Should additional demographics (e.g., other departments or job roles) also complete the OCI, your organization will be able to use the resulting reports for each demographic group in a comparative fashion.

- **Verbatim Comments**

Some employees were generous in providing qualitative responses in the assessment (see the next page(s)). These questions dealt with 1) suggestions for improvement of the organizational climate, and 2) general comments. A custom qualitative research report is available upon request.



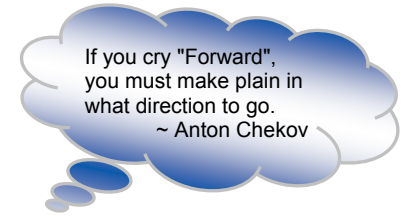
Conclusion

Your OCI results contained in this report is only one tangible demonstration of how we can blend our expertise for the benefit of your organization. Our commitment to you is to track the weather conditions within your organization on a regular basis to determine and steer the climate in your workplace in a desirable direction.

End of Report



Weather Alerts on September 7, 2011



- **Suggestions for Improvement: Verbatim Comments from Employees**

None at this stage.

Do this survey on a regular basis.

Get more employees like those on my team.

Invest in team building.

Make sure everyone feels motivated.

Fire the top boss.

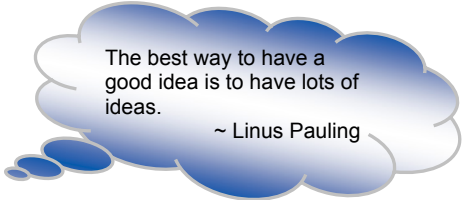
The morale of the organization is low right now, but will improve over time.

Can't think of any improvements.

Maybe emotional intelligence will help, as some definitely lack this.



Weather Alerts on September 7, 2011



The best way to have a
good idea is to have lots of
ideas.

~ Linus Pauling

- **General Comments from Employees**

None at this stage.
Thank you. I enjoyed the survey.
I have such a strong team that my work feels easy.

The team is great for all but one member.
N/a

The survey was a bit long but I'm sure it was necessary to get the full picture.
Change takes time – a survey won't fix everything.
Will we see the results?

