

The goal of this report is to help you and your team understand the survey data and create a plan to build a better culture. Successful organizations understand culture is a competitive advantage. However, developing a plan and measuring the effectiveness of your culture can be difficult to do. Grounded in research and validated in various industries, our 13 question survey identifies practical and actionable feedback in the three key areas that drive both your culture and business: People, Purpose and Process. Each area is further broken down into the smaller dimensions.

Communication	 People	Care	My direct leader cares for me as a person.
		Challenge	My direct leader confronts issues effectively.
		Trust	I trust the people I work with.
		Fairness	I believe this organization treats people from all backgrounds fairly
	 Purpose	Direction	I understand the goals of this organization.
		Impact	The work we do here makes a difference in the lives of others.
		Alignment	My work aligns to the goals of this organization.
	 Process	Role Clarity	I have a clear understanding of what is expected of me.
		Empowerment	I have a way to remove frustrations from my work.
		Continuous Improvement	People I work with try new things to improve team performance.
		Resources	I have what I need to be successful in my job.

Interpreting this Report

The survey consists of thirteen questions evaluated on a five-point Likert scale with a "not applicable" option. The eNPS question is on the standard 11-point scale. Most results are shown using distribution bars. It is helpful to look at the the green bars together (both "Strongly Agree & "Agree") as this shows the percent of people that could agree with the question.

The report is presented in three parts:

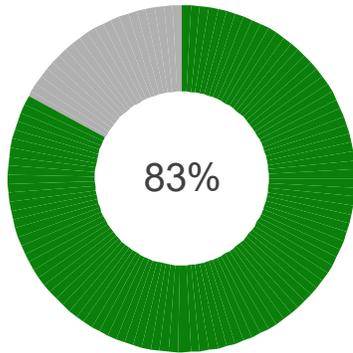
- 1. Summary** - This includes the response rate, the NPS and the distribution across the three key areas
- 2. Detail response distributions** - This show the response distribution at the statement level
- 3. Action planning** - This section provides suggestions on what to do with the results

Employee Net Promoter Score (eNPS)

The eNPS is widely used to measure the loyalty of team members. "I would recommend working at this organization to a friend or family member" is evaluated on an 11-point scale. The difference between the percent of people that are promoters vs detractors is the eNPS. Scores of less than 10 are a concern and greater than 50 are considered world-class.

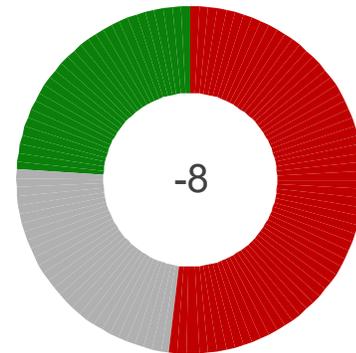
Section 1: Survey Summary

Response Rate



■ Responded ■ Sent

eNPS

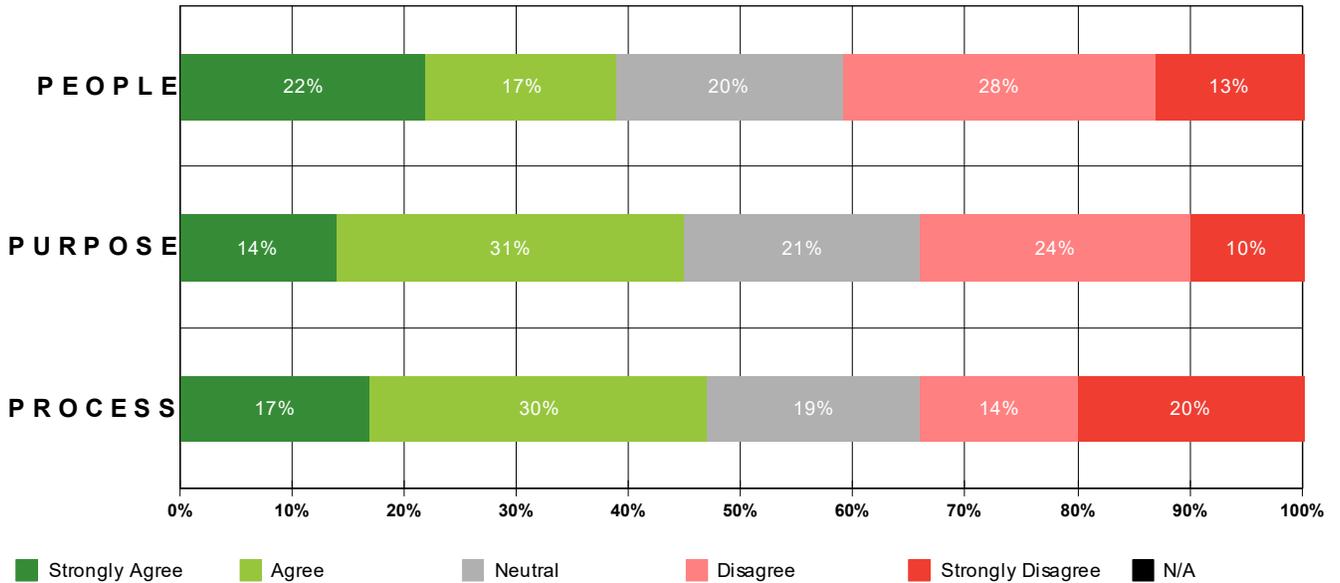


■ Detractors ■ Passives ■ Promoters

29 of 35 (83%) respondents completed the survey.

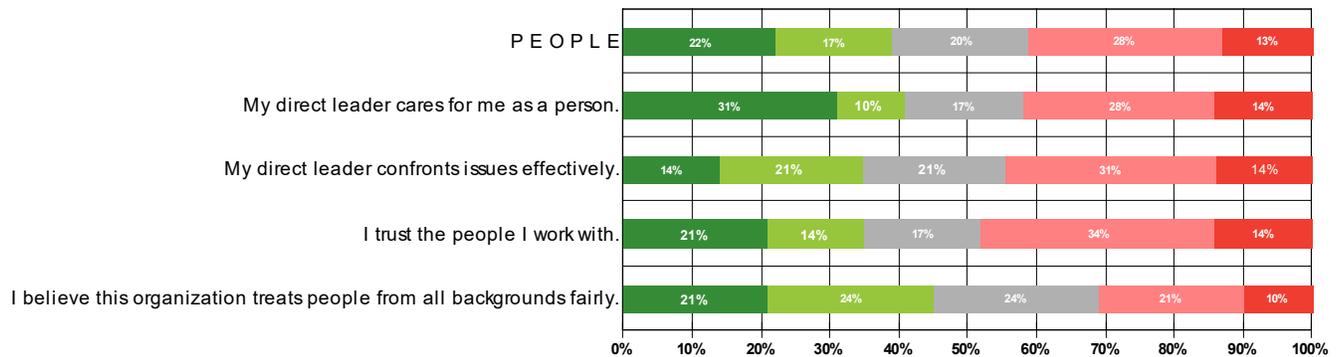
Responses	eNPS		
	Detractors	Passives	Promoters
29 100%	15 52%	7 24%	7 24%

People, Purpose, and Process Response Distribution



Section 2: Detail Response Distributions

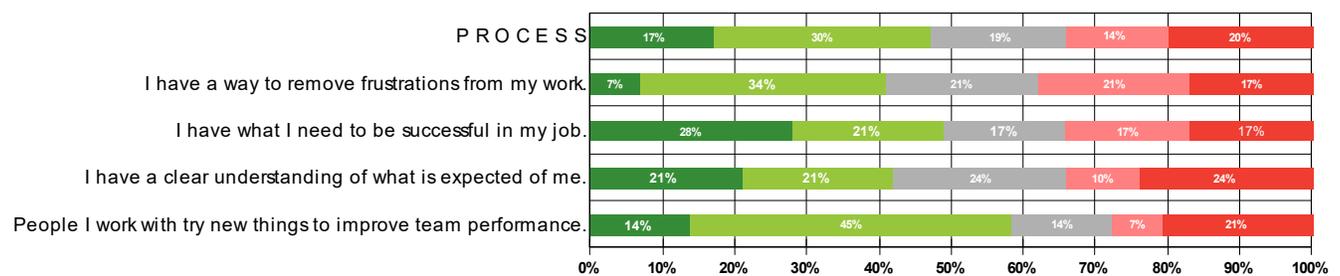
People measures key interpersonal behaviors and beliefs that support group effectiveness.



Purpose measures the clarity and inspiration of the organization's purpose.



Process measures the effectiveness of the systems that support how work gets done.



■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree
 ■ N/A

Section 3: Action Planning

Review the Results

As you review the responses to the questions, look for the questions where the responses surprised you and identify the questions that confirmed your perceptions.

Ask yourself the following questions:

1. What responses confirmed your understanding of the culture – both strengths and opportunities?

2. What responses surprised you – both strength and opportunities?

Communicate the Results & Listen

The participants took the time to share their opinion. Now is the time to make sure they know you listened.

After you have had the chance to review the results, schedule a meeting with the larger team. During the meeting, consider including the following items in your communication:

1. Show your authentic appreciation for the team sharing their opinions
2. Connect the results back to your organization's purpose and values
3. Humanize the results. Avoid percentages. Instead try "four out of ten people could not agree with (insert question)"
4. Create the space for feedback and use "What" questions not "Why" questions
5. Listen...then listen some more
6. Do not make excuses or justify. They are sharing their truth
7. Communicate what actions you are committing to
8. Thank them again

Suggested Action Plans

Refer to the "Suggested Resources" document that was included in the results emails. This document includes each question and specific resources to better understand how to move your organization forward.

However, you are not alone in determining what to do with the results. We offer additional solutions, including a Virtual Classroom, and consulting to support you along the way. If you're interested, we can discuss customize a solutions for your organization. Email Tim.Petron@ccoleadership.com for more information.

We believe in a world where business can be a powerful force for good.

What we do extends beyond the typical definition of a consultancy. We are practitioners, a business built to share the culture transformation of our parent company, Barry-Wehmiller, and CEO Bob Chapman with businesses around the world. Chapman & Co. connects our leadership training, assessments, and workshops with you, the people within organizations around the world that care about their corporate culture. You are the company we keep. Our focus is the company in your care, the company we wish to see thrive.



We believe in:

- C**ommunity
- C**ommitment
- C**ollective Effort
- C**ommunication
- C**onscious Leadership

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Our Vision

We believe business can be the most powerful force for good in our society today. After all, in the places that we work, learn, play, heal and grow, how we lead affects how we live.

Our Mission

To have a positive and sustained impact on business performance and people's lives. We inspire the best in people, organizations, and society as a whole.

Our Values

Seek to Understand
Show up to Serve
Make it Better