

A Sample Company

Values & Attitude Study™

Organizationwide Comparison Report

February, 2001



GROUP ONE – PEOPLE VALUES™

PERSONAL VALUES NEEDS

How to Read: The eight vertical bars in Graphic 1 represent the personal importance each value has to individuals being surveyed. The top and bottom of the bar represent the average of the top and bottom 15 percent, respectively, of the particular group. The horizontal line near the middle of the bar represents the surveyed group's average. The International Benchmark Average point is the average of the average scores for more than 100 organizations that were previously surveyed. The High and Low Benchmarks represent the average of the averages of the top and bottom 15 percent, respectively, of the same 100 organizations.

Usually, Taking Risk receives one of the lowest scores, as is reflected in the International Benchmark averages. Taking Risk also usually has the broadest range from highest to lowest, whereas some of the other values (such as Mentoring, Telling the Truth, and Trust) often cluster tightly around the work group average. This is because certain values are widely shared, while Risk Taking, New Ideas and Selfless Behavior are less widely held.

The box at the bottom of the page summarizes the data on Personal Values Needs of respondents in the organization as well as the International Benchmark Average and World Class Standard figures. The other piece of information in the box is the number of respondents. The first number shows the largest number of people in the reporting group who answered any one of the value questions; the second number shows the smallest number of respondents who answered any one of these questions. These sometimes differ because one or more respondents skip questions.

How to Interpret: The way that respondents rate their own needs for these eight values shows whether or not the respondents have high personal expectations. In addition, self-esteem levels are identified. High self-esteem levels are recorded by strong self-confident groups. Respondents who want higher levels of these values will ask more of themselves, their fellow employees and their employer. These values will also drive how they interact with their customers on on-time delivery, product quality and follow-through.

Graphic 1 also allows your organization to see which of the values categories are the “most” and the “least” important to your employees. For example, the category Taking Risk is frequently the lowest, showing that respondents consider it less important to take risks “to present . . . ideas or personal beliefs.” Respondents who rate Taking Risk lower are not going to contribute as much to innovation and change as are those who give risk taking a higher rating.

World Class Standard: The World Class Standard for each value is the average of the top 7 percent of the average scores for that value from all companies surveyed. This gauge gives a truly exceptional target against which all participating organizations can measure.

GROUP ONE – PEOPLE VALUES™

Personal Values Needs

Graphic 1

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Organizationwide Comparison Report



Personal Values Needs

People Values™	Organization Average	International Benchmark Average	World Class Standard
Honesty	8.85	9.31	9.78
Truth	8.93	9.23	9.63
Trust	8.99	9.30	9.73
New Ideas	8.39	8.75	9.25
Taking Risk	7.88	8.08	8.80
Giving Credit	8.81	8.97	9.49
Selfless Behavior	7.64	7.81	8.67
Mentoring	8.38	8.83	9.35
Overall Average	8.48	8.79	9.34
Respondents	158/160		

GROUP ONE - PEOPLE VALUES™

ORGANIZATION'S DELIVERY OF VALUES

How to Read: The chart on the opposite page (Graphic 2) is constructed the same as the previous Personal Values Needs chart. The bars represent the organization's delivery of the eight People Values™. The graph shows how employees rate their organization in each value category. The top and bottom of the bar represent the average of the top and bottom 15 percent of the surveyed group, respectively. The line near the middle of the bar represents the surveyed group's average. The International Benchmark Average point is the average of the average scores for more than 100 organizations that were previously surveyed. The High and Low International Benchmarks represent the average of the averages of the top and bottom 15 percent, respectively, of the same previously surveyed organizations.

The bar shows how respondents rate *their organization*. If they work in a regional operation, we ask them to report on how their operation delivers People Values™. When this graphic represents a department or functional area, the graphic represents the opinions of only the group questioned. Based on previously conducted exit interviews, we believe people respond from their particular point of view. Therefore, people in a particular group speak about their People Values™ experience from a common perspective.

The box at the bottom of the page summarizes the organization average, International Benchmark Average and World Class Standard Personal Values Needs delivery by the organization. The other piece of information in the box is the number of respondents. The first number shows the largest number of people in the reporting group who answered any one of the value questions; the second number shows the smallest number of respondents who answered any one of these questions. These sometimes differ because one or more respondents skip questions.

How to Interpret: The bars on this graph are consistently lower than the bars on Graphic 1. This shows that employees do not feel their organization is functioning at as high a level as the respondents want it to perform.

The closer a score is to 10, the more respondents feel their organization is providing that particular People Value. If the organization average is above the International Benchmark Average, it means that the members of that organization are rating the organization better than most individuals rate their operation. Groups viewed as providing lower levels of these values are at risk of not performing well in the marketplace.

When evaluating work groups or other units, it is important to remember that the questions reported here were asked about the organization, but the perspective of the respondent is normally their work area. Most employees do not enjoy a global view of the operation.

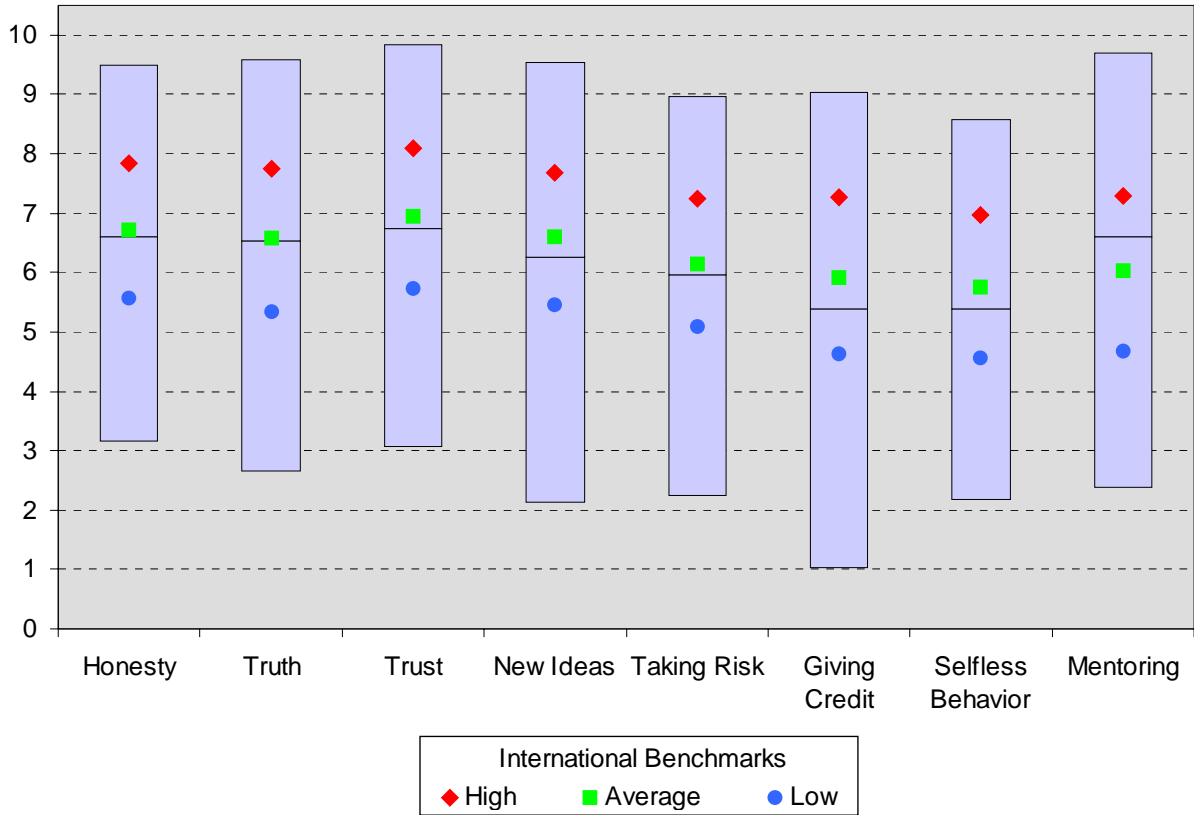
Differences between departments or other subgroups within the same organization may contrast even more than the differences between organizations. This is important to remember when looking at the organization totals, which are averages. The organization totals may not reflect any one part of the organization, which is why subgroup reports are provided.

GROUP ONE – PEOPLE VALUES™

Organization's Delivery of Values

Graphic 2

A Sample Company
Organizationwide Comparison Report



Organization's Delivery of Values

People Values™	Organization Average	International Benchmark Average	World Class Standard
Honesty	6.61	6.71	8.09
Truth	6.53	6.59	7.99
Trust	6.75	6.94	8.30
New Ideas	6.26	6.60	7.90
Taking Risk	5.96	6.14	7.51
Giving Credit	5.39	5.92	7.56
Selfless Behavior	5.39	5.76	7.29
Mentoring	6.60	6.03	7.56
Overall Average	6.18	6.34	7.78
Respondents	158/160		

GROUP ONE - PEOPLE VALUES™

VALUE TENSION INDEX™

How to Read: Graphic 3, the Value Tension Index™ (VTI), represents the *difference* between the organization's average ratings of Personal Values Needs (the top reference point) and Organization's Delivery of Values (the bottom reference point). The source of these figures is the data displayed on Graphics 1 and 2. Each blue bar on the VTI graph shows the actual gap, or difference. (If the VTI bar is white rather than blue, it shows a "reverse" VTI, a situation which occurs when the organization score is higher than the individual score. This happens only occasionally.)

The numeric value of the gap for each individual VTI is shown in the table on the bottom left of the page; the International Benchmark Average and World Class Standard scores are shown in the same table. International Benchmark Averages for each value are based on over 100 organizations surveyed throughout the world. World Class Standard VTI for each value is the average VTI of the best (lowest) 7 percent of the VTI scores for all the organizations previously surveyed. The VTI sum is the total of the VTI scores for the eight individual values. (This is a sum and not an average.) The VTI scores for the organization and the World Class Standard are shown above the upper right corner of the chart.

The other piece of information in the box is the number of respondents. The first number shows the largest number of people in the reporting group who answered any one of the value questions; the second number shows the smallest number of respondents who answered any one of these questions. These sometimes differ because one or more respondents skip questions.

How to Interpret: The box on the lower right of the chart, called VTI Sum Range Analysis, provides a basis for comparison of VTI scores. VTI scores in the 8 to 11 range represent the best work environment in our database and the greatest long-term opportunities. Improvements, or a lowering of scores, in the mid-range of 17 to 26 and the higher levels of 27 to 35 will afford opportunities for increased operating harmony and profitability.

Graphic 3 shows how well the organization is delivering the eight needed values. The VTI represents the tension, or gap, between what people need and what the organization is delivering. If both the individual's values needs and the organization's ability to satisfy them were equal, there would not be any tension or frustration. There is a strong correlation between individual work environment satisfaction and productivity and profits. Quality work environments with low VTI scores create strong opportunities for productivity and consistent profit, reduce turnover, enhance customer service and encourage delivery of quality goods and services.

The positions of the VTI vertical bars are important. Bars positioned numerically high on the graph show members of the organization with high expectations. Bars positioned lower on the graph show respondents who are satisfied with lower levels of these values, that is, an organization not in tune with that value. The results of this situation may be reduced competitiveness, lower profits and reduced potential to innovate.

GROUP ONE – PEOPLE VALUES™

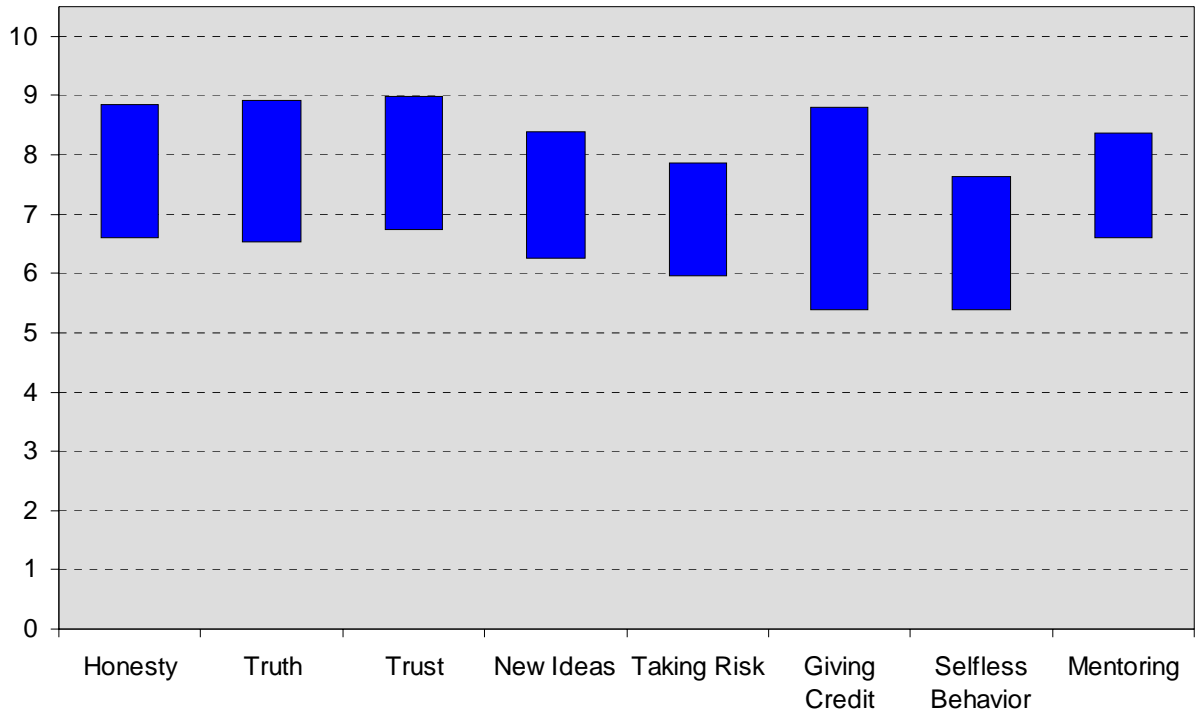
Value Tension Index™

Graphic 3

VTI Represents The Difference Between
The Ratings of “Self” and “Organization”

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VTI Score 18.40	World Class Standard 8.58
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The Difference Between Personal Values Needs and Organization's Delivery of Values

People Values™	VTI	International Benchmark Average	World Class Standard
Honesty	2.24	2.60	1.39
Truth	2.40	2.64	1.39
Trust	2.25	2.36	1.11
New Ideas	2.15	2.15	0.88
Taking Risk	1.91	1.94	0.49
Giving Credit	3.45	3.05	1.21
Selfless Behavior	2.25	2.05	0.81
Mentoring	1.77	2.79	1.30
Sum	18.40	19.59	8.58
Num of Resp	158/160		

VTI Sum Range Analysis

8-11	Excellent Score
12-16	High marks for work environment
17-21	Good mid-range score
22-26	Average mid-range
27-31	Higher tension numbers than we like to see
32-35	Significant improvements can be obtained as the process unfolds

GROUP TWO - JOB SATISFACTION

LEVEL OF PERSONAL SATISFACTION IN THE WORKPLACE

How to Read: Graphic 7 presents the overall Level of Personal Satisfaction in the Workplace average for each of the nine job characteristics.

Nine statements are used to assess job satisfaction. These cover a variety of aspects of job performance and satisfaction, from a sense of control over one's own job to having fun on the job to pride in the organization. Together, these statements present a profile of respondents' satisfaction with their jobs.

A 0 to 10 scale is used for job satisfaction, with 0 meaning that respondents strongly disagree that the statement is true for them and 10 meaning that they strongly agree that the statement is true.

The blue bars represent the opinions of the respondents in the organization on working conditions. The red line is the World Class Standard (top 7 percent), and the blue line is the International Benchmark Average. These lines are based on the average scores of the more than 100 organizations that have been surveyed previously.

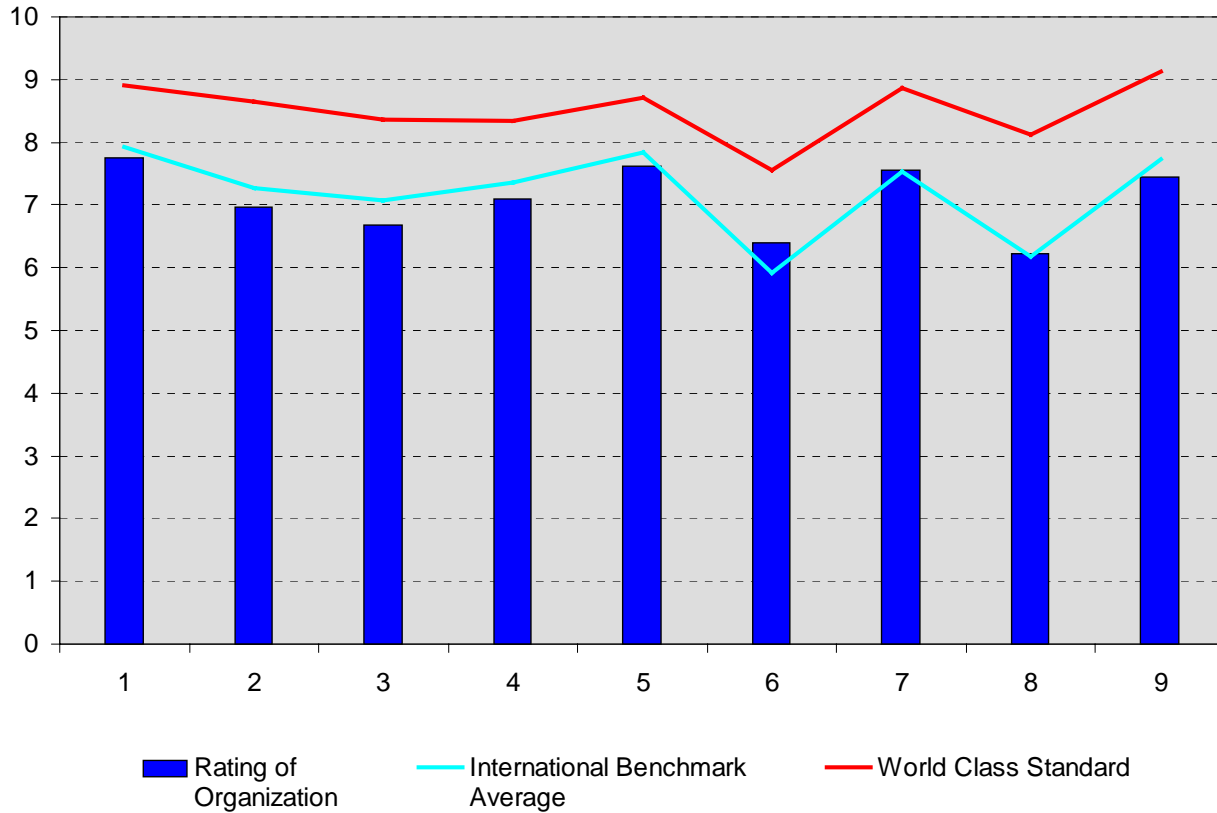
In the table below the graph, your organization's average is shown in the first column, the International Benchmark Average is in the middle column, and the World Class Standard (top 7 percent) is in the last column. Both the number of respondents in your organization who answered this question partially and those answering completely are also given.

GROUP TWO – JOB SATISFACTION

Level of Personal Satisfaction in the Workplace

Graphic 7

A Sample Company
Organizationwide Comparison Report



Level of Personal Satisfaction

Job Characteristics	Respondents' Rating of Organization	International Benchmark Average	World Class Standard
1. I have personal control over my job performance	7.74	7.93	8.91
2. I am treated fairly	6.96	7.27	8.65
3. I have fun at my job	6.68	7.07	8.36
4. I am valued by my co-workers	7.09	7.35	8.34
5. I am accepted by my co-workers	7.63	7.85	8.71
6. I feel informed about things	6.39	5.92	7.54
7. I am trusted by the management of the company	7.56	7.54	8.86
8. The organization does what it says it's going to do	6.22	6.18	8.11
9. I am proud to be part of the organization	7.46	7.73	9.13
Organizationwide Average	7.08		
Overall Average		7.20	8.51
Number Of Respondents	159/160		

GROUP THREE - PEOPLE SYSTEMS™ & PROCESSES

LEVEL OF PERFORMANCE

How to Read: The ten items in Graphic 10 reflect how satisfied the respondents are with key elements of their jobs and the organization's management practices, ranging from ethics and values to hiring the right people and providing fair pay. A scale of 0 to 10 is used. The vertical bars show the respondents' ratings of performance in each of the ten categories.

The blue line shows the International Benchmark Averages for the ten performance characteristics for over 100 organizations that have been surveyed. The red line shows the World Class Standard average score for the top 7 percent of organization averages for each measure of performance.

The Organization Average, International Benchmark Average, and World Class Standard are shown in the box at the bottom of the page. The average for each characteristic also is shown. The Organization scores are in the gray-shaded section, and the International Benchmark Average and World Class Standard figures are to the right in the white section. Again, the greatest and the least number of respondents answering any one of these questions are shown at the bottom.

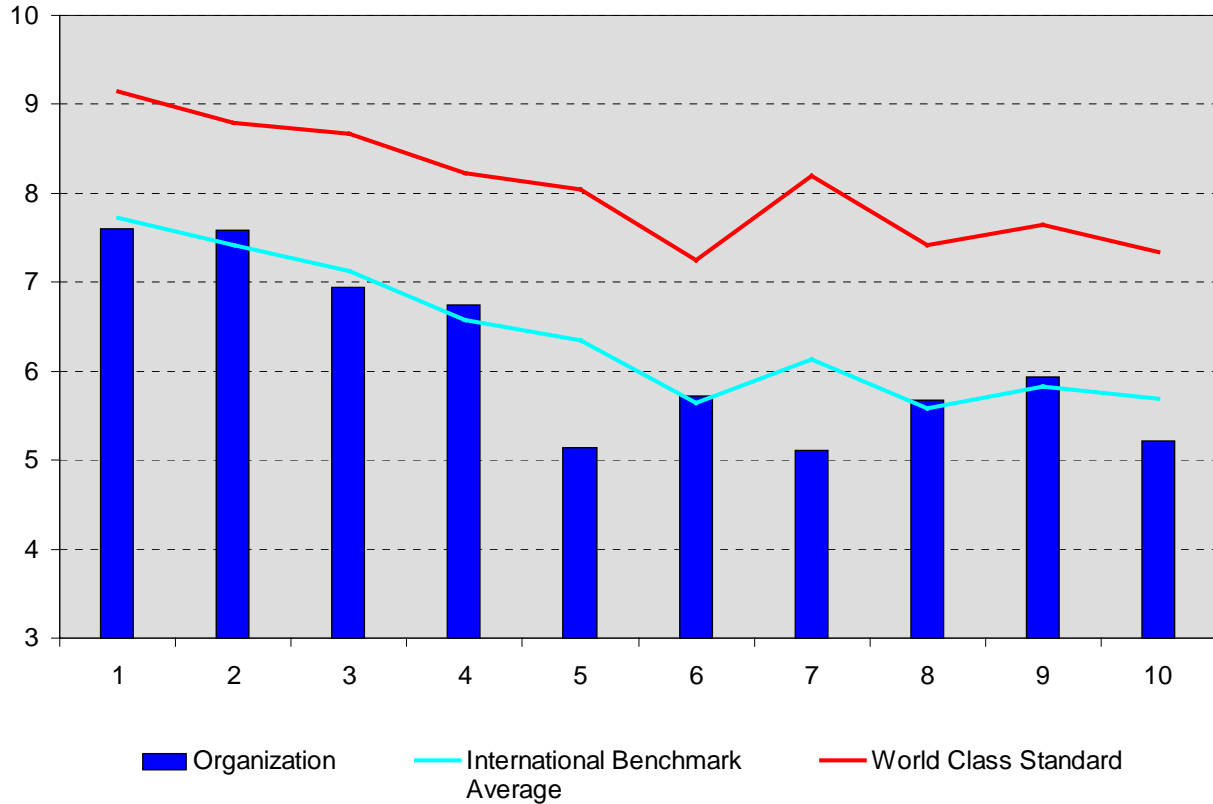
How to Interpret: These are the systemic, or the People System™, scores of an organization. Consistently, International Benchmark figures are in the 5 to 8 range or lower. The average as perceived by employees themselves is actually in a 6 to 7 range. This is important, especially when considering the first two characteristics; these are not customers speaking, but the employees who produce the products and provide the customer service. Also, note that World Class Standard scores (top 7 percent) often demonstrate a great opportunity for improvement. If customers, not employees, were rating the organization in these ten areas, would the customer rate you higher or lower?

GROUP THREE – PEOPLE SYSTEMS™ & PROCESSES

Level of Performance

Graphic 10

A Sample Company
Organizationwide Comparison Report



Level of Performance

Performance As Seen Through the Eyes of the Staff and Managers	Organization	International Benchmark Average	World Class Standard
1. Overall quality of the product(s)	7.61	7.72	9.15
2. Overall customer service	7.59	7.42	8.79
3. Overall ethics and values	6.94	7.13	8.66
4. Leadership within the company	6.74	6.58	8.22
5. Hiring the right people	5.14	6.35	8.04
6. Reviewing employees' performance	5.72	5.65	7.26
7. Providing fair pay	5.11	6.13	8.19
8. Providing promotion opportunities	5.68	5.58	7.42
9. Communicating with employees	5.94	5.83	7.65
10. Orienting new employees	5.22	5.69	7.34
Organizationwide Average	6.17		
International Benchmark Average		6.41	
World Class Standard Average			8.07
Number Of Respondents	156/159		