

# **A Sample Company**

## **Values & Attitude Study™**

### **Organizationwide Comparison Report**

**February, 2001**



# **VALUES & ATTITUDE STUDY™**

## **ORGANIZATIONWIDE COMPARISON REPORT**

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# **VALUES & ATTITUDE STUDY™**

## INTRODUCTION

### ***Background of the Values & Attitude Study™***

The basis for this study began in 1972 when the University of Chicago began collecting data on the values and attitudes of workers, supervisors and managers in 32 Standard Industrial Codes (SIC) Areas in the United States and 40 foreign countries. In all, over 17 million completed surveys were scored. The basis of that study is the foundation for today's *Values & Attitude Study™* (VAS) Summary document.

### ***About the Construction of the Values & Attitude Study™***

Since 1989, through extensive experimentation and trial, we have developed a simple and comprehensive approach to quantifying a work environment. This study device is broken into 61 questions that address 27 elements in a work environment, as shown on the following page.

- GROUP ONE - People Values™
- GROUP TWO - Job Satisfaction
- GROUP THREE - People Systems™ & Processes

The study is pre-coded by work group, and reports are generated for these groups, certain combinations of groups and for the entire organization. Reports are generated for units or other groups with ten or more potential respondents; fewer respondents do not generate significant results and lessen employee anonymity and confidentiality, a cornerstone on which accurate data rests.

The values questions are asked three ways:

- First, we ask what level of importance a certain value has to the individual.
- Next, we ask the individual to judge how important this same value is to the people who manage the company from their location.
- Finally, we ask the individual how well the organization is delivering the value to them from their location.

Scores between 9.00 and 10.00 reflect an "A" – high level of performance, between 8.00 and 9.00 reflect a "B" – a good level of performance, between 7.00 and 8.00 reflect a "C" – moderate performance and so forth.

## Twenty-Seven Elements Of A Work Environment

### GROUP ONE

### GROUP TWO

### GROUP THREE

<b>Heroic Principles &amp; Values</b>	<b>Job Satisfaction Issues</b>	<b>Business &amp; People Fundamentals</b>
<i>Monitoring Values</i>	<i>Monitoring Individual Satisfaction Levels</i>	<i>The People Systems: The End Product &amp; Red Tape</i>
<ul style="list-style-type: none"> <li>* Honesty - Individual &amp; Organizational</li> <li>* Truthfulness - Individual &amp; Management</li> <li>* Trust</li> <li>* Openness To New Ideas</li> <li>* Encouragement To Take Risk</li> <li>* Giving Credit</li> <li>* Putting The Interests of Others First</li> <li>* Mentoring - Individual &amp; Management</li> </ul>	<ul style="list-style-type: none"> <li>* Having Control Of My Job</li> <li>* Believing Fairness Exists</li> <li>* Having Fun on the Job</li> <li>* Feeling Valued by Co-Workers</li> <li>* Feeling Accepted by Co-Workers</li> <li>* Feeling Well-Informed</li> <li>* Feeling Trusted by Management</li> <li>* Enjoying Consistent &amp; Believable Management</li> <li>* Having Pride In The Organization</li> </ul>	<ul style="list-style-type: none"> <li>* Product Quality</li> <li>* Service Levels</li> <li>* Ethics</li> <li>* Leadership</li> <li>* Hiring Practices</li> <li>* Appraisal &amp; Evaluation</li> <li>* Compensation</li> <li>* Promotional Opportunity</li> <li>* Communication &amp; Self-Expression</li> <li>* New Employee Orientation</li> </ul>

The difference between the individual needs in the aggregate total and how well the organization is deemed to be delivering this value is called the **Value Tension Index™ (VTI)**. We establish VTI's for each of the eight categories under the People Values™ section of the study. The level of the combined VTI scores represents the level of Shared Values within the group surveyed.

The data presented in this study are normalized against over 100 organizations in the United States, Canada, and around the world. The surveyed organization can compare its overall operation and survey results against other organizations in the database who have completed this questionnaire.

### **Group One - People Values™**

The first section of this report (Graphics 1 through 4) presents the answers to the questions on the People Values™. The results reflect the importance of these values to the employees, how important they feel the values are to the people who run their organization and how well they feel the organization delivers these values to them.

The People Values™ are:

- Honesty
  - Truth
    - Trust
      - New Ideas
        - Taking Risk
          - Giving Credit Where Credit Is Due
            - Selfless Behavior
              - Mentoring

A scale of 0 to 10 is used for responses, with 0 the lowest (not important) and 10 the highest score (very important) that can be given. All graphs and averages in Group One are based on this scale. Additionally, International Benchmarks (average of all organizations surveyed) and World Class Standard scores (top 7 percent of all organizations) are offered for comparison.

## 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.

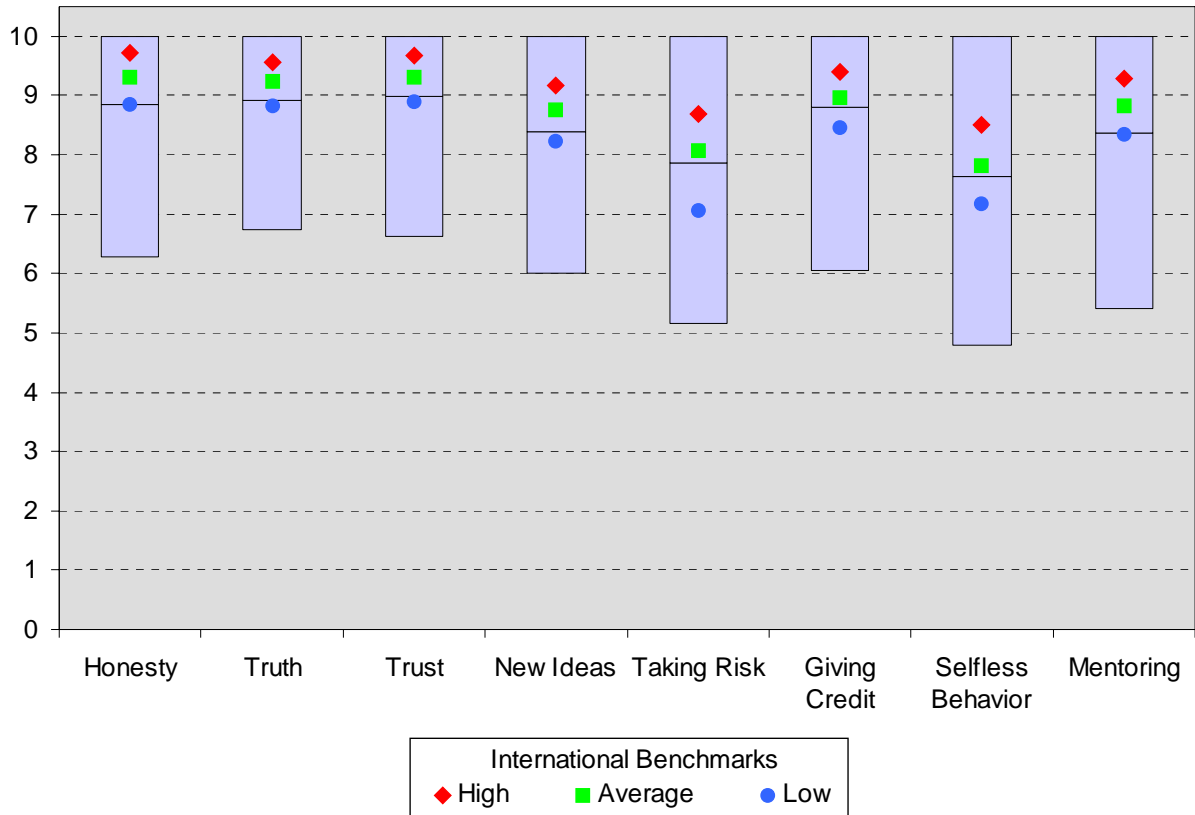
**World Class Standard:** The World Class Standard for each value is the average of the top 7 percent of the average scores for that value from all companies surveyed. This gauge gives a truly exceptional target against which all participating organizations can measure.

# GROUP ONE – PEOPLE VALUES™

## Personal Values Needs

Graphic 1

A Sample Company  
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
<b>Overall Average</b>	<b>8.48</b>	8.79	9.34
Respondents	158/160		

## **GROUP ONE - PEOPLE VALUES™**

### PERSONAL VALUES NEEDS

**How to Read:** The opposite page (or series of pages, depending on the number of functional areas, branches, regions or departments) shows the Personal Values Needs for the entire organization and for various work groups in the organization. The average Personal Values Needs are also shown for the Management and Non-Management and for the Female and Male respondents in the survey. The International Benchmark Average is the average for over 100 organizations previously surveyed.

**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 over 100 organizations previously surveyed. This gauge gives a truly exceptional target against which all participating organizations can measure.

# GROUP ONE - PEOPLE VALUES™

## Personal Values Needs

### A Sample Company Organizationwide Comparison Report

Report	Personal Values Average
Organizationwide	8.48
Management	8.58
Non-Management	8.43
Female	8.63
Male	8.48
Acquisition	8.80
Administration	8.56
Product Selection	8.81
Marketing	8.39
International Benchmark	8.79
World Class Standard	9.34

## 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.

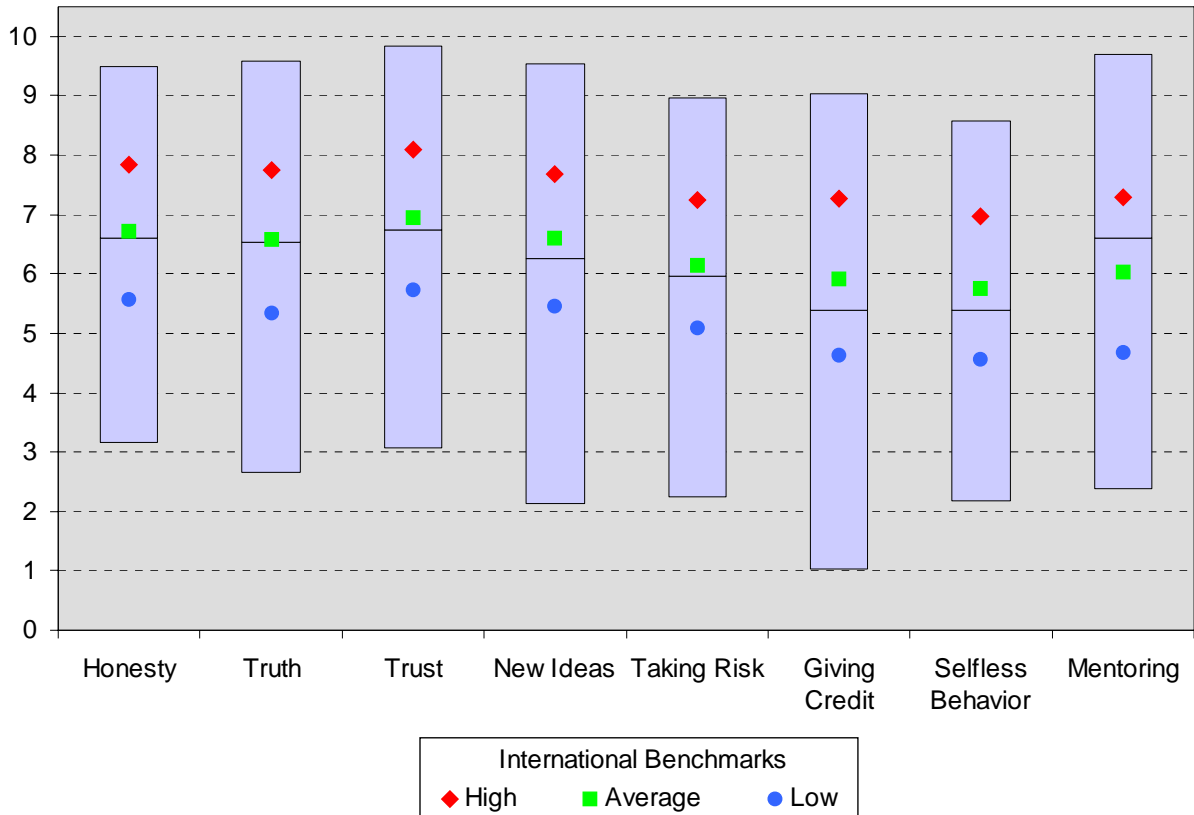
Differences between departments or other subgroups within the same organization may contrast even more than the differences between organizations. This is important to remember when looking at the organization totals, which are averages. The organization totals may not reflect any one part of the organization, 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
<b>Overall Average</b>	<b>6.18</b>	<b>6.34</b>	<b>7.78</b>
Respondents	158/160		

## **GROUP ONE - PEOPLE VALUES™**

### ORGANIZATION'S DELIVERY OF VALUES

**How to Read:** This page (or series of pages, depending on the number of functional areas, branches, regions or departments) shows the Organization's Delivery of Values to all the survey respondents in the entire organization and in the various work groups in the organization. The Organization's Delivery of Values also is shown for the Management and Non-Management and for the Female and Male respondents in the survey. The International Benchmark Average is for over 100 organizations previously surveyed.

**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 over 100 organizations previously surveyed. This gauge gives a truly exceptional target against which all participating organizations can measure.

# GROUP ONE - PEOPLE VALUES™

## Organization's Delivery Of Values

A Sample Company  
Organizationwide Comparison Report

Report	Organization's Delivery of Values
Organizationwide	6.18
Management	5.95
Non-Management	6.31
Female	6.50
Male	6.14
Acquisition	6.34
Administration	6.47
Product Selection	6.51
Marketing	6.05
International Benchmark	6.34
World Class Standard	7.78

## 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™

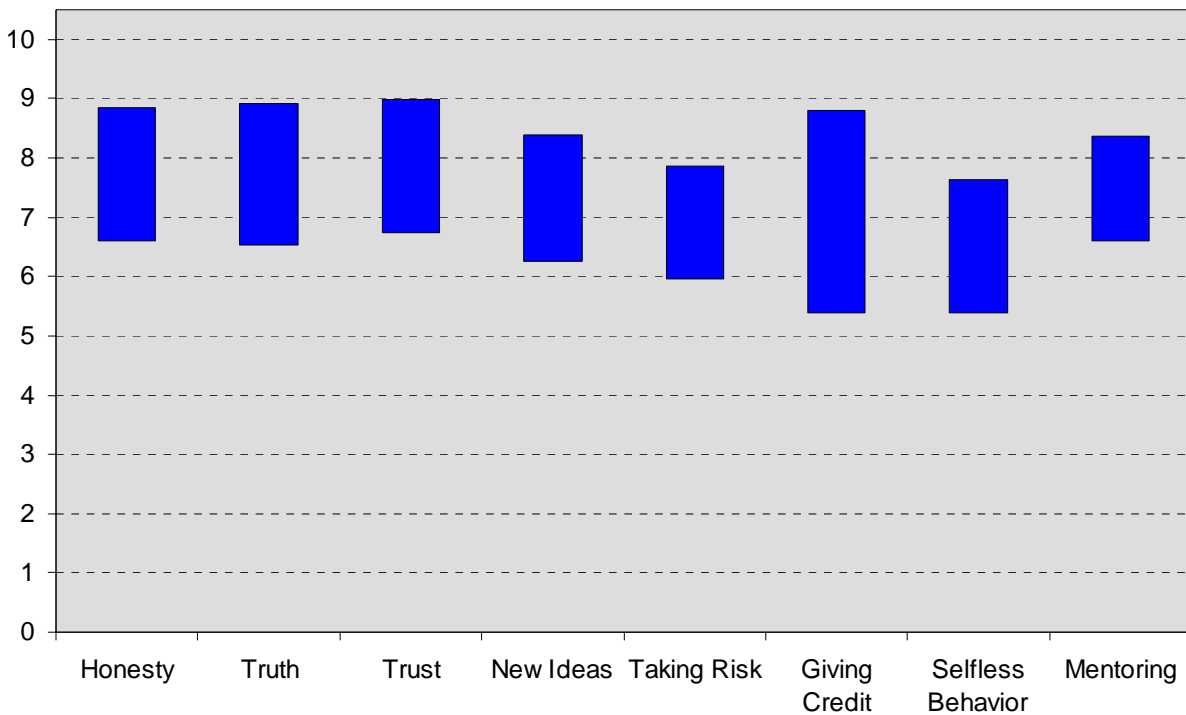
## Value Tension Index™

Graphic 3

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

A Sample Company  
Organizationwide Comparison Report

<b>VTI Score</b> 18.40	<b>World Class Standard</b> 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
<b>Sum</b>	<b>18.40</b>	<b>19.59</b>	<b>8.58</b>
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 ONE - PEOPLE VALUES™**

### VALUE TENSION INDEX™

**How to Read:** This page (or series of pages, depending on the number of functional areas, branches, regions or departments) shows the Value Tension Index™ score sums within the organization. The total organization score is positioned at the top of the list. VTI's also are presented for the Management and Non-Management and for the Female and Male respondents. International Benchmark Average and World Class Standard VTI's also are given for comparison. Again, the VTI Sum Range Analysis is displayed for ease of interpretation.

**World Class Standard:** The World Class Standard VTI is calculated by summing the eight individual VTI's that are based on the average of the best 7 percent of the organization VTI scores for each of the values. This gauge was arbitrarily selected to give a truly exceptional target against which all participating organizations can measure.

## GROUP ONE - PEOPLE VALUES™

### Value Tension Index™

A Sample Company  
Organizationwide Comparison Report

Report	VTI Sum
Organizationwide	18.40
Management	21.04
Non-Management	16.96
Female	17.00
Male	18.73
Acquisition	19.70
Administration	16.71
Product Selection	18.48
International Benchmark	19.59
World Class Standard	8.58

#### 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 ONE - PEOPLE VALUES™

## Value Tension Index™

### A Sample Company Organizationwide Comparison Report

Report	VTI Score
Organizationwide	18.40
Marketing	18.72
International Benchmark	19.59
World Class Standard	8.58

#### 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 ONE - PEOPLE VALUES™

### IMPORTANCE TO RESPONDENT AND MANAGEMENT, AND DELIVERY OF ORGANIZATION

**How to Read:** Graphic 4 highlights the ratings of the importance of each value to the respondents themselves, management and the organization. It also compares value levels to the World Class Standard for each category. The box at the bottom of the page shows the actual scores in each category for the organization's members and the World Class Standard for each value statement. Near the bottom of the box is the Organization Average; this is the average of the eight individual value scores. The World Class Standard Average is the average of the top 7 percent for each of the eight values. The largest and the smallest number of respondents answering any one of these questions are shown at the bottom of the box.

*Respondent:* The blue bars are the scores for the members of the organization or work group being reported. The blue line, Respondent World Class Standard, illustrates the average of the average of the top 7 percent of all organizations that have completed the survey.

*Management:* Graphic 4 also focuses on the *people who manage* the organization. It reflects how these managers are seen by the employees and how important employees feel the values are to managers. The green bars reflect the employees' perceptions of the importance of each of the values to the people who manage the organization.

*Organization:* The yellow bars reflect the employees' perceptions of the performance of the organization in delivering values. The yellow line shows the Organization World Class Standard, top 7 percent of over 100 organizations, for each of the eight values.

#### **How to Interpret:**

*Respondent:* This graphic clearly shows the relationship between the organization (or reporting group) and all individuals in that organization who filled out the survey. Scores which are above the World Class Standard indicate value categories that are very strong among the organization's members. Scores well below the World Class Standard indicate values the individuals in the organization take less seriously than do respondents worldwide. If people do not consider the values to be important, they will not provide them to each other or to their customers.

*Management:* Managers, shown by the vertical bar in the center of each value category, who are clearly seen as holding these values to be important will receive more respect from others in the organization and be able to manage their employees more effectively. If the organization's employees rate their managers more positively than the World Class Standard, it shows that their managers are communicating a "commitment" to values-based management.

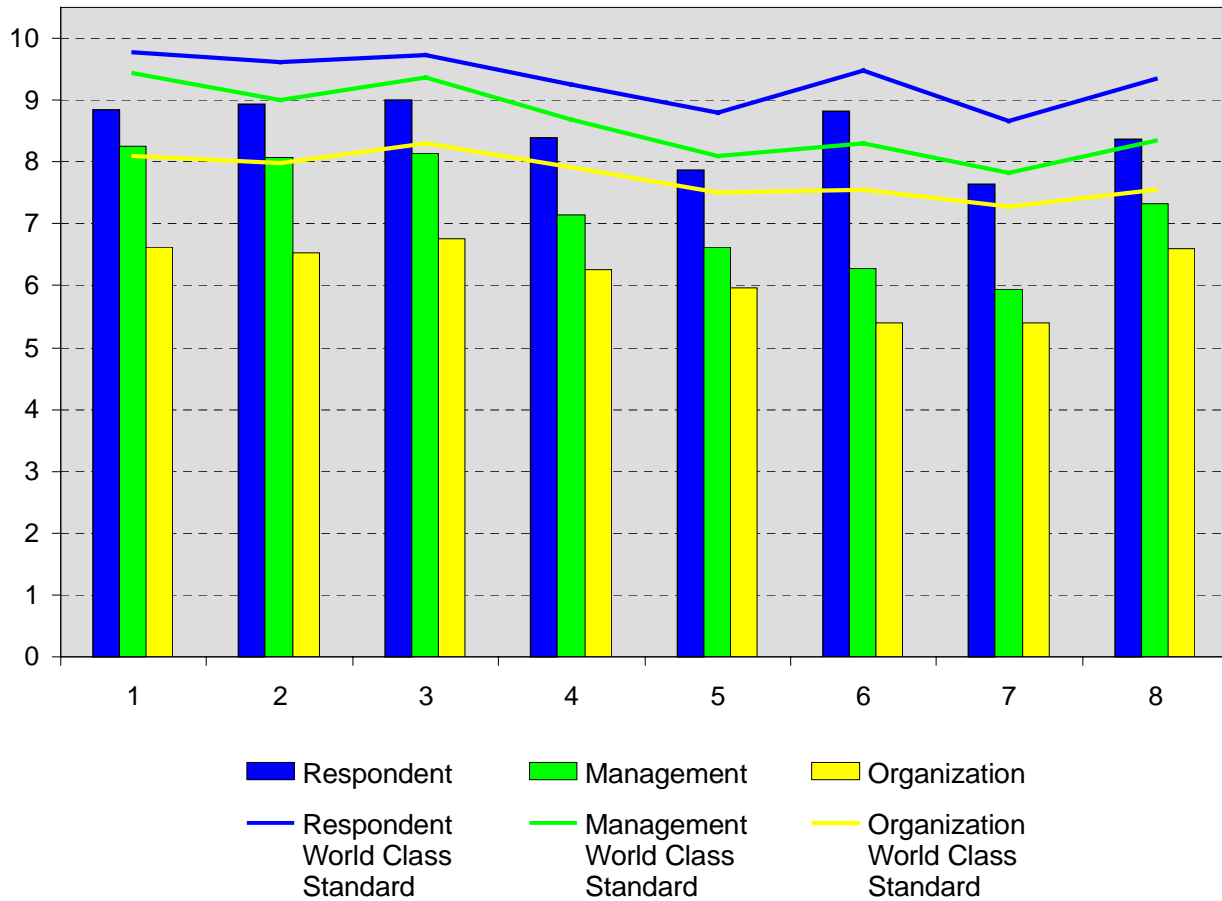
*Organization:* The vertical bar on the right of each group of bars shows how the employees judge the performance of their own organizations on these critical values. Organization scores above the World Class Standard show respondents who believe their organization is very firmly grounded in these values. Scores 2 points or more below the World Class Standard indicate that the survey participants do not rate their organization very highly. Organizations that are not seen as values-based cannot expect high performance employees because the organizations are not operating upon values critical to respondents.

## GROUP ONE – PEOPLE VALUES™

### Importance to Respondent and Management and Delivery of Organization

Graphic 4

A Sample Company  
Organizationwide Comparison Report



Importance and Delivery of People Values™

People Values™	Importance to Respondent	Respondent World Class Standard	Importance to Management	Management World Class Standard	Organization's Delivery of Values	Organization World Class Standard
1. Having honesty among employees	8.85	9.78	8.26	9.43	6.61	8.09
2. Always telling everyone the truth	8.93	9.63	8.07	9.00	6.53	7.99
3. Trusting the employees	8.99	9.73	8.15	9.36	6.75	8.30
4. Being receptive to new ideas	8.39	9.25	7.15	8.68	6.26	7.90
5. Willing to take personal risks	7.88	8.80	6.63	8.11	5.96	7.51
6. Giving credit when credit is due	8.81	9.49	6.28	8.31	5.39	7.56
7. Putting the interests of others first	7.64	8.67	5.95	7.82	5.39	7.29
8. Helping/teaching others	8.38	9.35	7.33	8.34	6.60	7.56
<b>Organizationwide Average</b>	<b>8.48</b>		<b>7.23</b>		<b>6.18</b>	
World Class Standard Average		9.34		8.63		7.78
Number Of Respondents	158/160		158/160		158/160	

## GROUP ONE - PEOPLE VALUES™

### IMPORTANCE TO RESPONDENT AND MANAGEMENT AND DELIVERY OF ORGANIZATION

#### **How to Read:**

##### *Importance to Respondent:*

This table presents the average of how important to the respondent the values are, for categories of Management, Non-Management, Female, Male, work group or other reporting unit. The figure for the organization as a whole, Organizationwide, is listed first for comparison. This is the average score across all eight value categories. The comparable World Class Standard and International Benchmark Average are shown in the box at the bottom of the table. More than one page will be needed for organizations with many reporting groups.

##### *Importance to Management:*

This table also shows how the members of different departments or reporting groups answer the questions about the importance of the values to the management of the organization. The figure is an average score of the eight values for everyone in the reporting group. Since this question asks the respondents to evaluate “the people who manage the company,” these scores tend to reflect attitudes about both work group and Organizationwide managers.

##### *Organization's Delivery:*

Once again, the individual department or reporting group scores are shown. The first figure represents the entire organization. This column presents the average score across all eight values for all employees in each reporting group.

**World Class Standard:** The World Class Standard figures are shown in the box at bottom of the table for comparison. For each category, World Class Standard represents the average of the organization average scores for the top 7 percent of all organizations surveyed.

**GROUP ONE - PEOPLE VALUES™**  
**Importance To Respondent And Management**  
**And Delivery Of Organization**  
A Sample Company  
Organizationwide Comparison Report

Report	Importance To Respondent	Importance To Management	Organization's Delivery
Organizationwide	8.48	7.23	6.18
Management	8.58	7.16	5.95
Non-Management	8.43	7.27	6.31
Female	8.63	6.95	6.50
Male	8.48	7.22	6.14
Acquisition	8.80	7.34	6.34
Administration	8.56	7.43	6.47
Product Selection	8.81	7.58	6.51
Marketing	8.39	7.12	6.05
World Class Standard	9.34	8.63	7.78
International Benchmark	8.79	7.37	6.34



## **GROUP TWO - JOB SATISFACTION**

The second section of this report (Graphics 5 through 9) presents the answers to the questions on the level of Job Satisfaction. The results reflect the individual perceptions of the surveyed participants.

Individual perceptions of Job Satisfaction are measured for:

- Control Over One's Work
  - Fairness of Decisions
    - Acceptance by Others
      - Informed on Important Issues
        - Trusted by Management
          - Consistent and Believable Managers
            - Pride in the Organization
              - Fun in One's Job
                - Feeling Valued by Co-Workers

A scale of 0 through 10 is used for most responses, with 0 the lowest and 10 the highest score that can be given. All graphs and averages for these responses are based on the same scale. The responses for personal style and employee type are presented in percentages as well as in graphs. Additionally, International Benchmarks (average of all organizations surveyed) and World Class Standard scores (top 7 percent of all organizations) are offered for comparison.

## GROUP TWO - JOB SATISFACTION

### EMPATHY EVALUATION OF MANAGEMENT LEADERSHIP LEVEL

**How to Read:** Graphic 5 shows (1) how your organization's respondents, both management and staff, rate the importance of each value statement to themselves (the blue bar), (2) the perception of all respondents as to how those who manage the organization respond (the green bar), and (3) the respondents' perceptions of the organization's delivery of each of the eight values (the yellow bar). The relationship between the three bars for each value is important, and it is portrayed on the graphic by an arrow.

The arrows indicate the Empathy position. An upward arrow shows a score for management that is more similar to the respondents' score than to the organization score. A downward arrow, on the other hand, shows that the management score is more similar to the organization score. A horizontal arrow shows a management score that is balanced halfway between the respondent's and organization's needs. (By respondent we mean both management and staff.) If the absolute difference between the management and respondents scores or the management and organization scores is less than 0.1, they are considered equal.

**How to Interpret:** An arrow pointing upwards shows that management is "siding with" the members of the organization, perhaps to the detriment of the organization's goals. An arrow pointing downward reflects a management that is not empathetic with all respondents' (staff and managers) needs. A goal of management is to balance the needs of employees and the goals and objectives of the organization. If most of the arrows are horizontal, management has achieved this balance and should be commended.

This chart is based on understanding the difference between sympathy and empathy. With *sympathy*, we side with a particular position. With *empathy*, we understand the position taken, but do not necessarily side with it. Empathy allows the manager to be a leader and to balance the interests of the employees and the organization in an objective and fair manner.

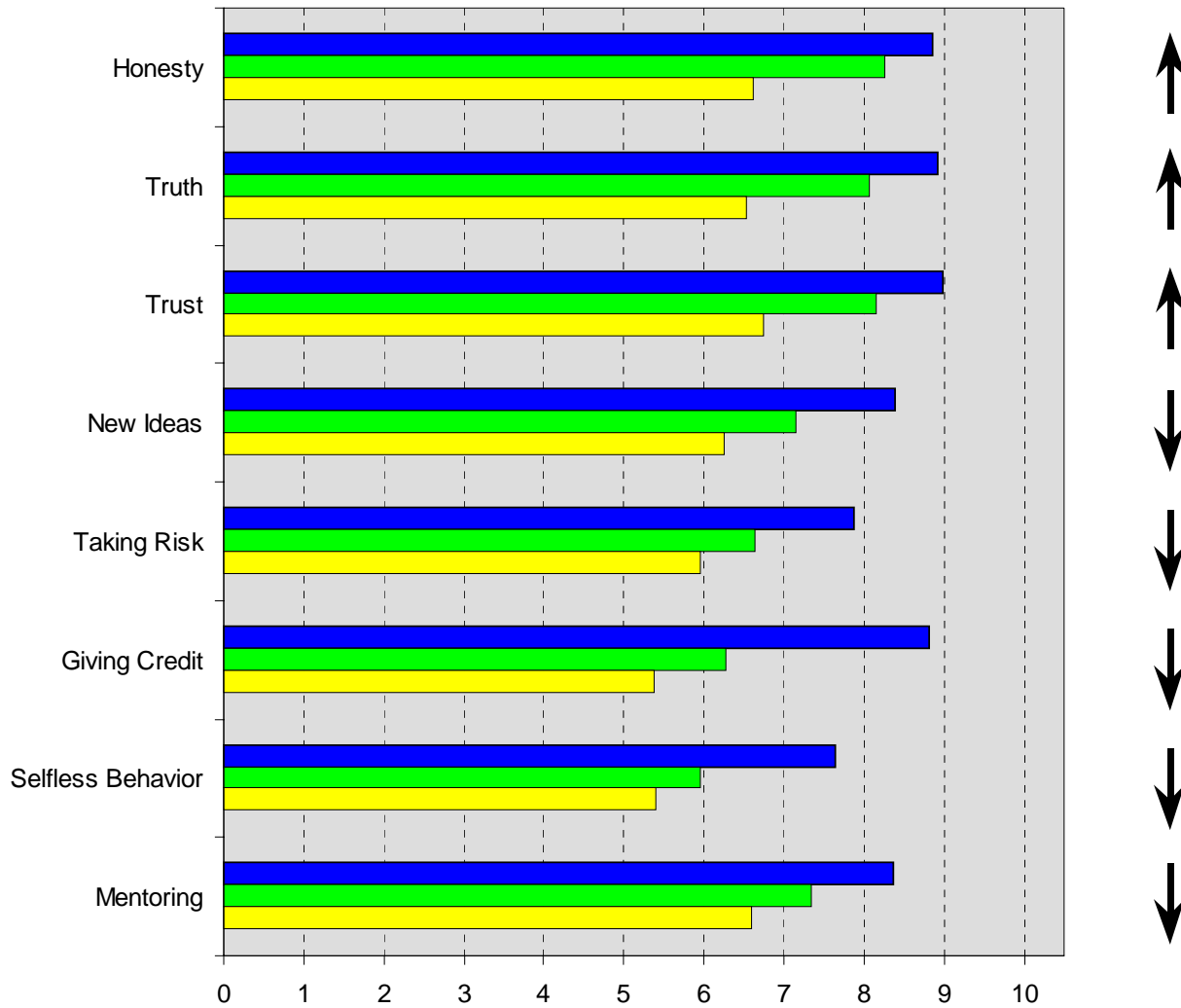
## GROUP TWO – JOB SATISFACTION

### Empathy Evaluation of Management Leadership Level

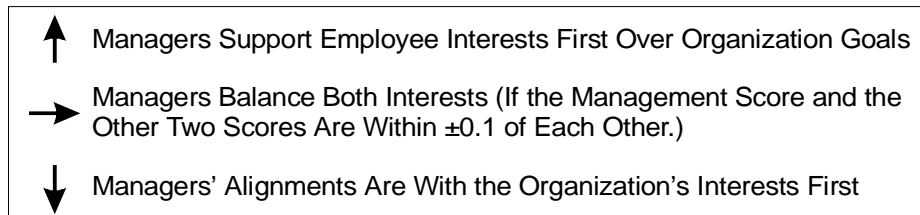
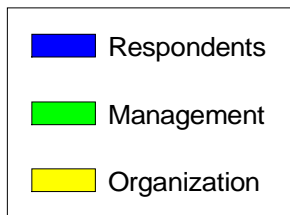
Graphic 5

**Empathy Is The Balance Between Our People's Needs  
And The Organization's Goals And Objectives**

A Sample Company  
Organizationwide Comparison Report



The Direction Management is Facing  
Defines the Leadership Empathy Level



## GROUP TWO - JOB SATISFACTION

### EMPATHY EVALUATION OF MANAGEMENT LEADERSHIP LEVEL, FULL COMPOSITE

**How to Read:** Graphic 6 summarizes the empathy direction by using the averages across the eight values for the three categories: respondent, management and organization. The top bar is the average rating of the importance all survey respondents gave the eight value statements. The middle bar is the average of how important all respondents feel the statements are to management. The third bar shows the average for the respondents' perceptions of the organization's performance on the eight values.

The single arrow on this chart shows leadership's empathy direction as perceived by all survey respondents (management and staff).

**How to Interpret:** An arrow facing horizontally suggests the organization's management is balanced between support of employees' interests and alignment with the organization's goals and objectives. This is what we would like to see.

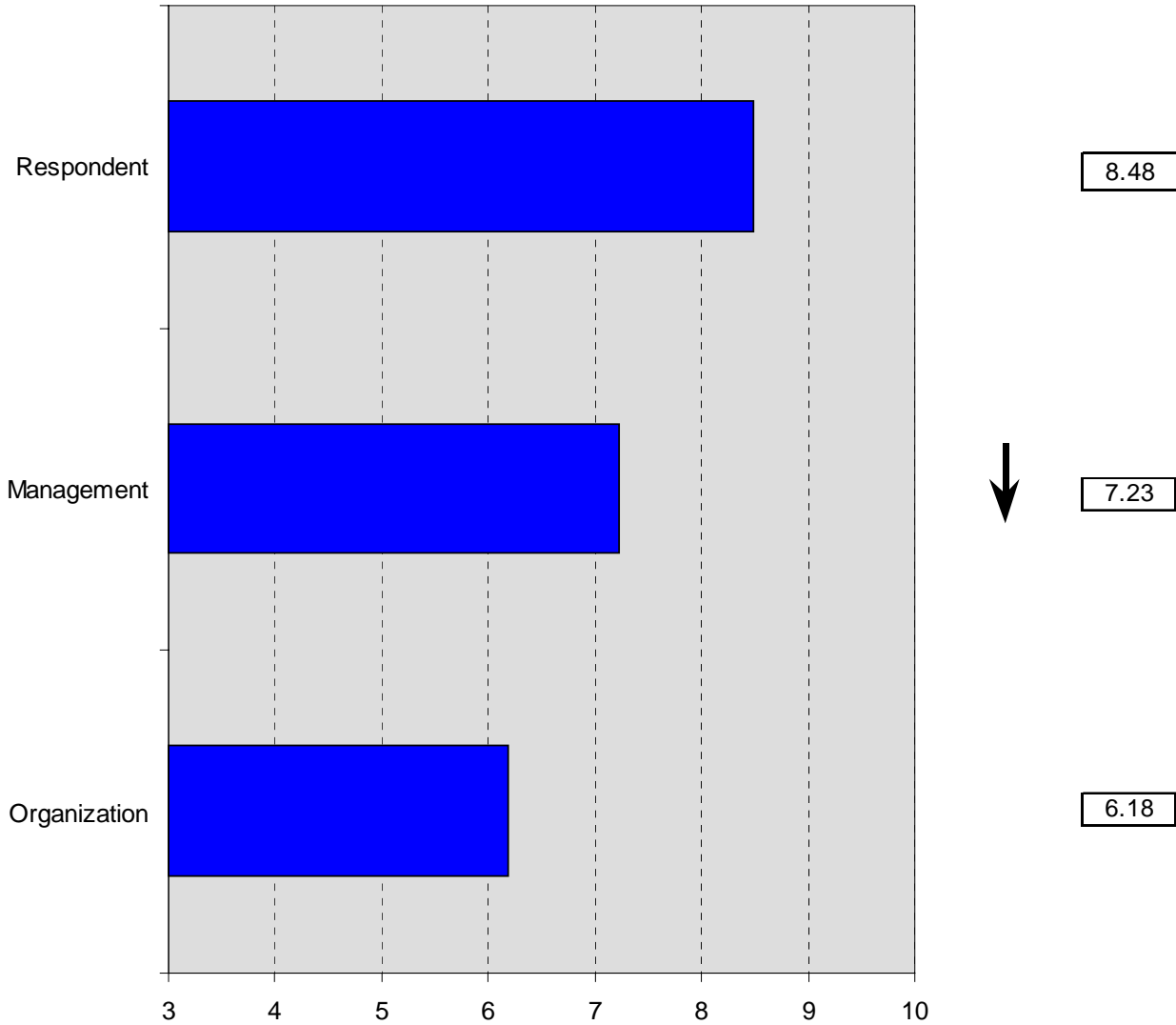
If the arrow is pointing downward, management is seen as representing the organization's interest over the needs of employees. If the arrow is pointing upward, it suggests managers in general align themselves closely with the employees and may not be able to recognize how to balance the organizational needs and all employees' needs.

**GROUP TWO – JOB SATISFACTION**  
**Empathy Evaluation of Management Leadership Level**

**Full Composite**

Graphic 6

A Sample Company  
 Organizationwide Comparison Report



The Direction Management is Facing  
 Defines the Leadership Empathy Level

- ↑ Managers Support Employee Interests First Over Organization Goals
- Managers Balance Both Interests (If the Management Score and the Other Two Scores Are Within  $\pm 0.1$  of Each Other.)
- ↓ Managers' Alignments Are With the Organization's Interests First

## GROUP TWO - JOB SATISFACTION

### EMPATHY EVALUATION OF MANAGEMENT LEADERSHIP LEVEL

**How to Read:** This table displays the Empathy position that managers lean toward in each of the groups reporting. More than one page will be included for organizations with large numbers of reporting groupings. The figures reported are the averages of the scores on all eight values attributed to management by the respondents in each reporting group. An upward arrow shows a management score that is more similar to the average of all respondents' scores than to the organization's score. A downward arrow, on the other hand, shows that the management score is more similar to the organization score and, therefore, suggests in which direction the managers are most influenced. Usually a horizontal arrow shows a management score that is about halfway between the respondent and organization scores. This indicates the ability of the organization's managers to balance both interests, employees and organization. The difference between management and employee scores is compared with the difference between management and organization scores. When these two differences are less than 0.1 apart, the scores are considered equal and the arrow points horizontally.

The table gives Organizationwide figures for the entire organization and for the categories of the Management and Non-Management and for the Female and Male respondents. The empathy figures for International Benchmark Average and World Class Standard are also shown for comparison.

**World Class Standard:** Pay particular attention to where the organization average is in relation to the World Class Standard score. The closer to this score, the higher energy and productivity the organization has in competing in the world marketplace.

## GROUP TWO - JOB SATISFACTION

### Empathy Evaluation Of Management Leadership Level

A Sample Company

Organizationwide Comparison Report

Report	Average*	
Organizationwide	7.23	↓
Management	7.16	↓
Non-Management	7.27	↓
Female	6.95	↓
Male	7.22	↓
Acquisition	7.34	↓
World Class Standard	8.63	
International Benchmark	7.37	

\*Note: This is the average of all responses in the organization regarding the importance management places on all eight values.

#### The Direction Management Is Facing Defines The Leadership Empathy Level

↑	Managers Support Employee Interests First Over Organization Goals
→	Managers Balance Both Interests (If The Differences Between The Management Score And The Other Two Scores Are Within +/- 0.1 Of Each Other.)
↓	Managers' Alignments Are With The Organization's Interests First

## GROUP TWO - JOB SATISFACTION

### Empathy Evaluation Of Management Leadership Level

#### A Sample Company Organizationwide Comparison Report

Report	Average*	
Organizationwide	7.23	↓
Administration	7.43	↓
Product Selection	7.58	↓
Marketing	7.12	↓
World Class Standard	8.63	
International Benchmark	7.37	

\*Note: This is the average of all responses in the organization regarding the importance management places on all eight values.

#### The Direction Management Is Facing Defines The Leadership Empathy Level

↑	Managers Support Employee Interests First Over Organization Goals
→	Managers Balance Both Interests (If The Differences Between The Management Score And The Other Two Scores Are Within +/- 0.1 Of Each Other.)
↓	Managers' Alignments Are With The Organization's Interests First

## 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.

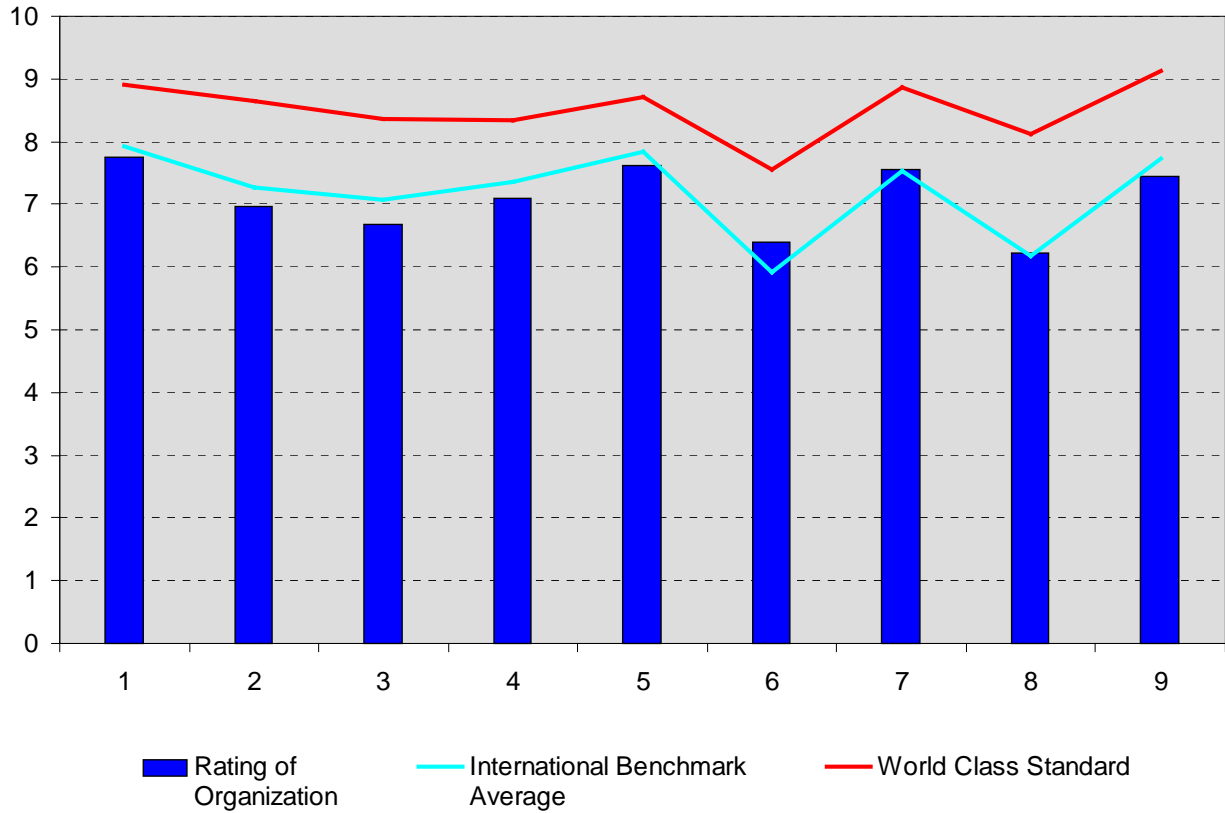
The blue bars represent the opinions of the respondents in the organization on working conditions. The red line is the World Class Standard (top 7 percent), and the blue line is the International Benchmark Average. These lines are based on the average scores of the more than 100 organizations that have 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
<b>Organizationwide Average</b>	<b>7.08</b>		
Overall Average		7.20	8.51
Number Of Respondents	159/160		

## **GROUP TWO - JOB SATISFACTION**

### **LEVEL OF PERSONAL SATISFACTION IN THE WORKPLACE**

The average score for the entire organization for all nine measures of job satisfaction listed in the table on the previous page is shown in the top box on the table on the opposite page. The middle box contains a listing of all work groups or other reporting groups and the average personal satisfaction score for each unit. This information will require more than one page for organizations with many reporting groups. Organizationwide data for the Management and Non-Management and for the Female and Male respondents also are shown. The bottom box indicates the International Benchmark Average and the World Class Standard (top 7 percent) for personal satisfaction in the workplace.

# GROUP TWO - JOB SATISFACTION

## Level Of Personal Satisfaction In The Workplace

A Sample Company  
Organizationwide Comparison Report

Report	Organization Average
Organizationwide	7.08
Management	7.07
Non-Management	7.09
Female	7.85
Male	7.04
Acquisition	7.03
Administration	7.62
Product Selection	7.37
Marketing	6.91
International Benchmark	7.20
World Class Standard	8.51

## GROUP TWO - JOB SATISFACTION

### PERSONAL STYLE, EMPLOYEE TYPE

In the questionnaire four different types of employee behaviors are defined to the respondents. The descriptions are not given names; these are assigned only in this report. Care needs to be taken in not labeling people. The four types are described as follows:

- Dissident* - Frustrated, critical, finds fault and places blame on others. Nothing is quite right and it's always someone else's fault.
- Hero* - Easy to work with, supports the group and its objectives, helps other employees succeed, shows selfless behavior.
- 9 to 5er* - Arrives and leaves work on time. Does only the work as instructed to do. Does the work only as instructed by someone else.
- Maverick* - Idea person, thinks of new ways to do things, creative, always looking for a better way, decides quickly.

**How to Read:** Respondents are asked to show the percentage of employees in the organization who fit each behavior type. Then they are asked to indicate which behavior type they feel best describes them, which second best describes them, third choice and fourth.

The first pie chart (Description of Self, Graphic 8(a)) reflects the proportions of respondents who say that each behavior type *best* represents them (in other words, those giving that behavior type a "1" for themselves). The second pie chart (Description of Peers, Graphic 8(b)) shows how respondents describe the behavior of people in their own organization - their peers. They are not including themselves, but they are viewing others from their "corner of the world."

The box at the bottom of the page gives the percentages on which the pie charts are based. The International Benchmark Averages for over 100 organizations previously surveyed also are provided for both peer evaluations and self evaluations. The differences between self and peer percentages are given for each of the four types in the last two columns.

**How to Interpret:** Since almost all members of the organization fill out the questionnaires, theoretically the pies should be the same. All respondents answer the questions both for themselves and for all others in the organization. However, consistently fewer respondents say that they exhibit primarily behaviors that are classified as Dissident than assign those behaviors to others in the organization. Equally consistently, people are more likely to say they normally exhibit the behaviors entitled Hero than feel these behaviors are exhibited by their co-workers.

Functioning as a 9 to 5er is seen as safe in many businesses, and we see this reflected by the proportion who categorize their peers in this way. Being Mavericks, or idea people, on the other hand, is not seen as safe, and people see this reflected in their organizations. People may see themselves as Mavericks, but they do not see their work environments as Maverick-Friendly. Organizations with high proportions of Heroes and Mavericks provide more supportive work environments and greater innovation.

## GROUP TWO – JOB SATISFACTION

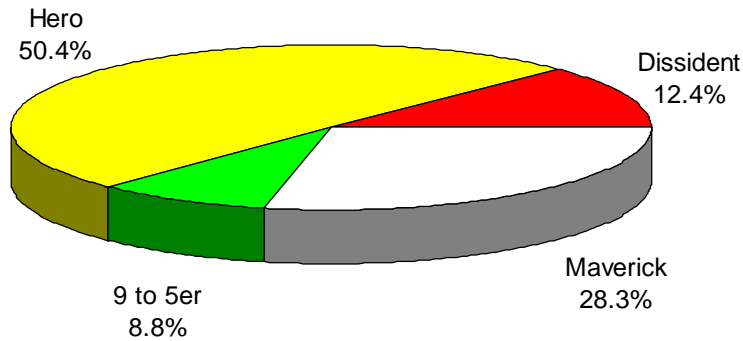
### Personal Style, Employee Type

A Sample Company  
Organizationwide Comparison Report

Graphic 8(a)

#### Description of Self

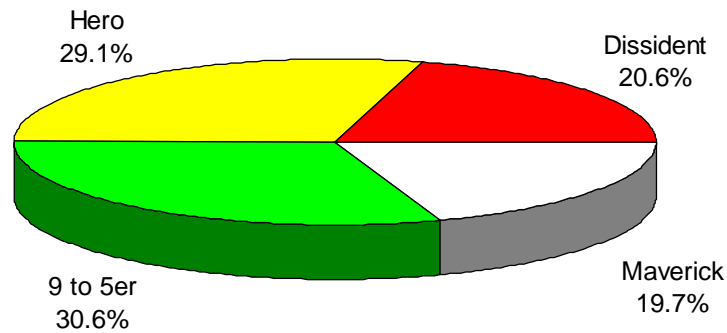
This Graph Represents How Employees See Themselves



Graphic 8(b)

#### Description of Peers

This Graph Represents How Peers View Each Other Within the "Context" of the Work Environment



#### Description of Self and Peers

Self, %		Key	Peers, %		Self, % Minus Peers, %	
International Benchmark Average	Our Organization		International Benchmark Average	Our Organization	International Benchmark Average	Our Organization
2.85	12.39	Dissident	20.13	20.57	-17.27	-8.18
48.35	50.44	Hero	32.66	29.12	15.70	21.32
16.79	8.85	9 to 5er	30.47	30.60	-13.68	-21.75
32.00	28.32	Maverick	16.75	19.71	15.26	8.61
	113	Respondents		119		

## **GROUP TWO - JOB SATISFACTION**

### **PERSONAL STYLE, EMPLOYEE TYPE**

**How to Read:** The bar chart on the opposite page (Graphic 9) shows the proportions of the four types: Dissidents, Heroes, 9 to 5ers, and Mavericks, in the self and peer categories. These types were defined previously in the description of the pie charts. The figures show how people within the reporting group describe themselves and how they describe their peers, by category. Points also are plotted for the International Benchmark Averages for description of self and of peers.

**How to Interpret:** The key groups to note are the Heroes and Mavericks because these are the employees who will move the organization forward - they are crucial to success. Dissidents and 9 to 5ers are either neutral or detract from the effectiveness of the organization. These numbers give an added dimension to our VTI score and the World Class Standard score for job satisfaction.

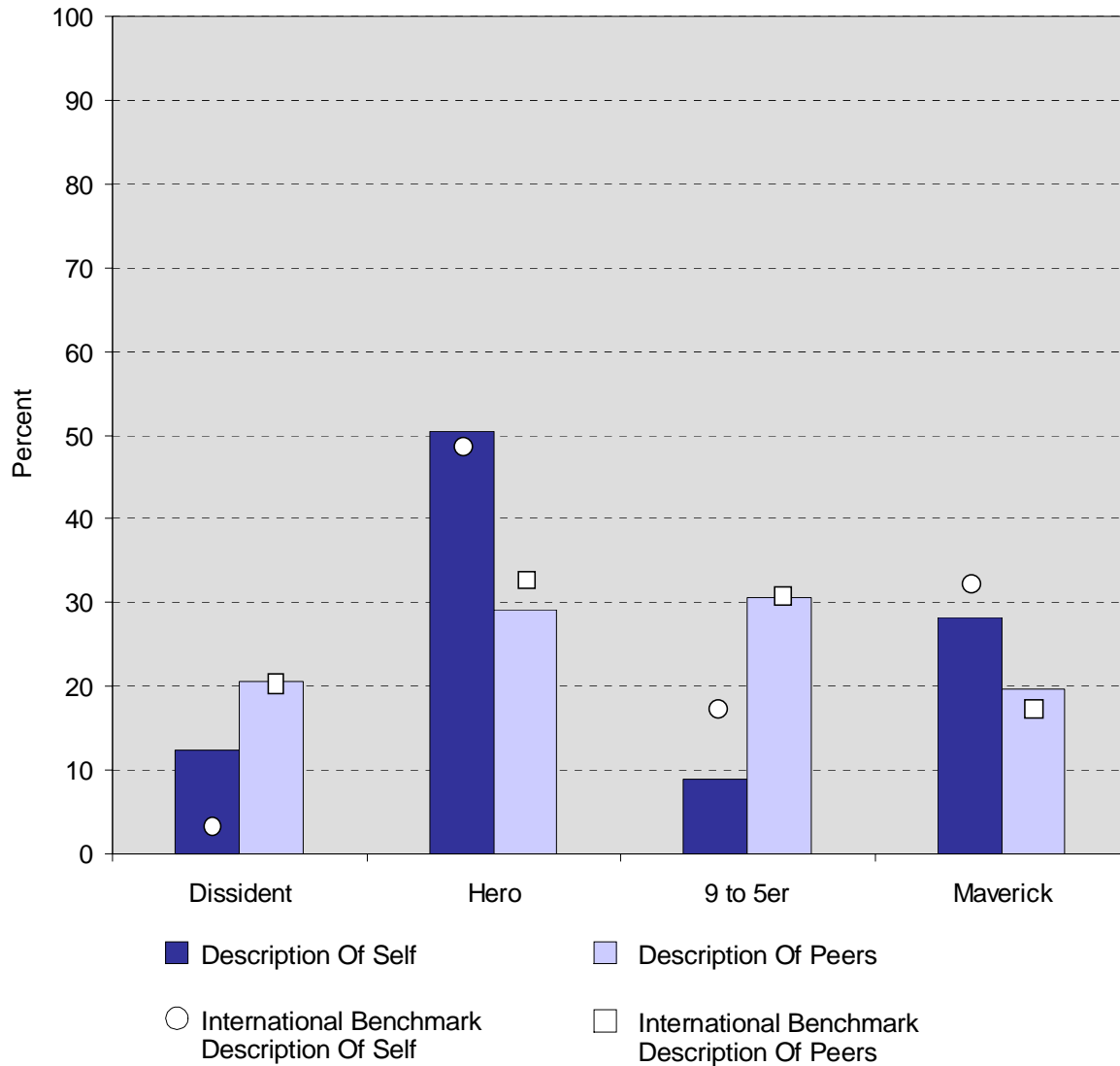
In this graphic individual managers can see how people within their work group(s) view their peers and themselves. The manager can then ask himself or herself if this is an expected or an unexpected profile. Do the employees view their part of the organization the same way the manager does? The relative proportions of types of employees, as they see themselves, can provide useful input for unit managers in their leadership role.

# GROUP TWO – JOB SATISFACTION

## Personal Style, Employee Type

Graphic 9

A Sample Company  
Organizationwide Comparison Report



Description of Self and Peers

Self, %		Key	Peers, %		Self, % Minus Peers, %	
International Benchmark Average	Our Organization		International Benchmark Average	Our Organization	International Benchmark Average	Our Organization
2.85	12.39	Dissident	20.13	20.57	-17.27	-8.18
48.35	50.44	Hero	32.66	29.12	15.70	21.32
16.79	8.85	9 to 5er	30.47	30.60	-13.68	-21.75
32.00	28.32	Maverick	16.75	19.71	15.26	8.61
	113	Respondents		119		

## **GROUP TWO - JOB SATISFACTION**

### PERSONAL STYLE, EMPLOYEE TYPE

#### DESCRIPTION OF SELF/PEERS

**How to Read:** This table provides details on how respondents in each work unit or reporting group describe themselves and their peers relative to the four employee types: Dissident, Hero, 9 to 5er and Maverick. The difference, Self Percent Minus Peers Percent, also is shown.

The table shows percentages for the descriptions of self and peers, the difference by type for the entire organization and similar information for each work group or reporting group in the organization. Organizationwide results for the Management and Non-Management and for the Female and Male respondents also are included. The International Benchmark Average percentages for self and peers, and the differences, are included in the box at the bottom of each page for comparison.

**How to Interpret:** These details can provide useful information on differences in personal style between various reporting groups in the organization. Remember, a difference between who we say we are and how others see us behave in a work environment should be acknowledged as lost potential. Who we are should be who we become. Everyone playing at the top of their game is the goal of management, and management's greatest job is to create the conditions for everyone's success. This table demonstrates the opportunities before us.

## GROUP TWO - JOB SATISFACTION

### Personal Style, Employee Type

#### Description of Self/Peers

A Sample Company

#### Organizationwide Comparison Report

Report	Self,%	Peers,%	Difference,%
<b>Organizationwide</b>			
Dissident	12.39	20.57	-8.18
Hero	50.44	29.12	21.32
9 to 5er	8.85	30.60	-21.75
Maverick	28.32	19.71	8.61
<b>Management</b>			
Dissident	8.00	21.53	-13.53
Hero	54.00	24.46	29.54
9 to 5er	6.00	35.69	-29.69
Maverick	32.00	18.31	13.69
<b>Non-Management</b>			
Dissident	16.39	19.94	-3.55
Hero	45.90	32.90	13.00
9 to 5er	11.48	26.31	-14.83
Maverick	26.23	20.85	5.38
<b>Female</b>			
Dissident	0.00	18.75	-18.75
Hero	100.00	31.25	68.75
9 to 5er	0.00	25.00	-25.00
Maverick	0.00	25.00	-25.00
<b>Male</b>			
Dissident	13.86	20.66	-6.80
Hero	44.55	28.92	15.63
9 to 5er	9.90	31.02	-21.12
Maverick	31.68	19.40	12.28
<b>International Benchmark</b>			
Dissident	2.85	20.13	-17.27
Hero	48.35	32.66	15.70
9 to 5er	16.79	30.47	-13.68
Maverick	32.00	16.75	15.26

## GROUP TWO - JOB SATISFACTION

### Personal Style, Employee Type

#### Description of Self/Peers

A Sample Company

#### Organizationwide Comparison Report

Report	Self,%	Peers,%	Difference,%
<b>Organizationwide</b>			
Dissident	12.39	20.57	-8.18
Hero	50.44	29.12	21.32
9 to 5er	8.85	30.60	-21.75
Maverick	28.32	19.71	8.61
<b>Acquisition</b>			
Dissident	22.22	14.29	7.94
Hero	77.78	35.71	42.06
9 to 5er	0.00	27.86	-27.86
Maverick	0.00	22.14	-22.14
<b>Administration</b>			
Dissident	10.53	24.47	-13.95
Hero	42.11	31.05	11.05
9 to 5er	0.00	25.53	-25.53
Maverick	47.37	18.95	28.42
<b>Product Selection</b>			
Dissident	10.00	18.30	-8.30
Hero	80.00	35.14	44.86
9 to 5er	0.00	28.78	-28.78
Maverick	10.00	17.78	-7.78
<b>Marketing</b>			
Dissident	12.00	20.50	-8.50
Hero	45.33	27.30	18.03
9 to 5er	13.33	32.26	-18.92
Maverick	29.33	19.94	9.39
<b>International Benchmark</b>			
Dissident	2.85	20.13	-17.27
Hero	48.35	32.66	15.70
9 to 5er	16.79	30.47	-13.68
Maverick	32.00	16.75	15.26



## **GROUP THREE - PEOPLE SYSTEMS™ & PROCESSES**

The third section of this report (Graphics 10 and 11) presents the results to the questions on People Systems™ & Processes. The results reflect the individual perceptions of all respondents.

The Standards of the People Systems™ & Processes are:

- Product Quality
  - Service Levels
    - Ethics
      - Leadership
        - Hiring Practices
          - Appraisal and Evaluation
            - Compensation Fairness
              - Promotional Opportunity
                - Communication and Self-Expression
                  - Orientation of New Employees

A scale of 0 to 10 is used for responses, with 0 the lowest and 10 the highest score that can be given. All graphs and averages for Group Three responses are based on the same scale. Additionally, International Benchmarks (average of all organizations surveyed) and World Class Standard scores (top 7 percent of all organizations) are offered for comparison.

## 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.

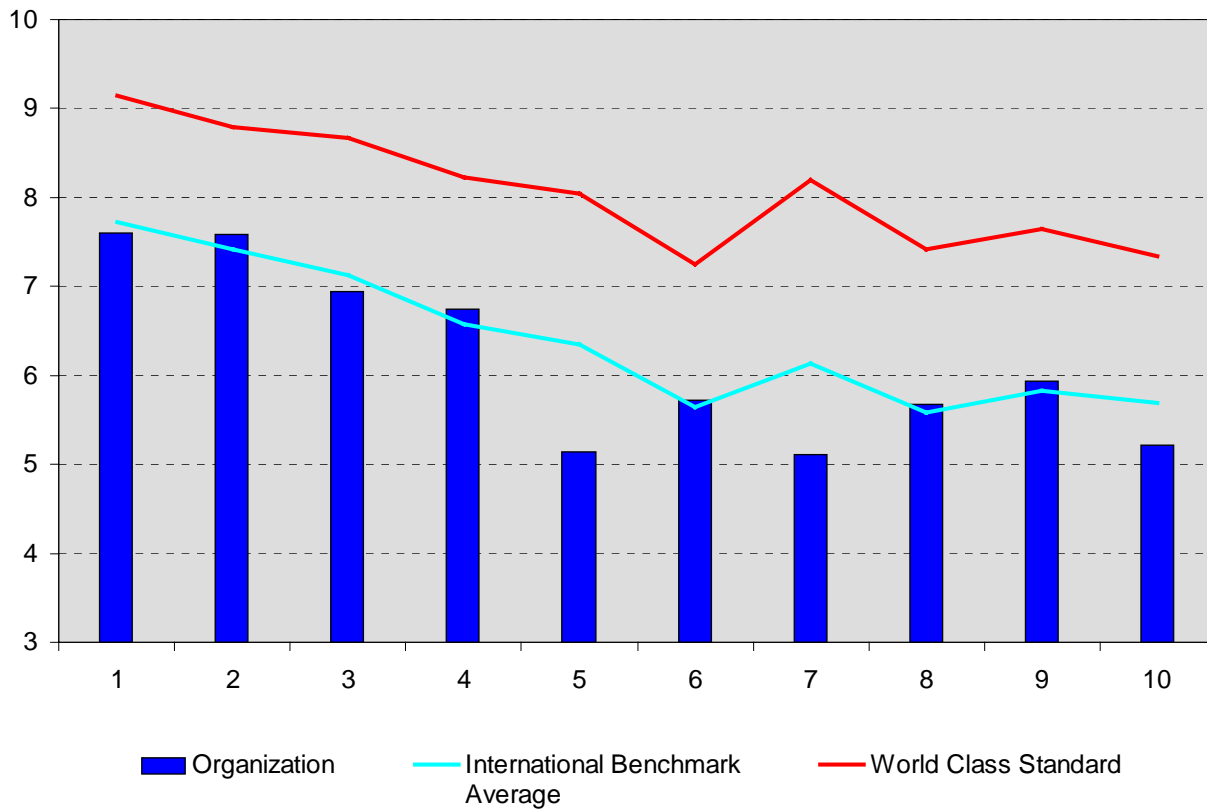
**How to Interpret:** These are the systemic, or the People System™, scores of an organization. Consistently, International Benchmark figures are in the 5 to 8 range or lower. The average as perceived by employees themselves is actually in a 6 to 7 range. This is important, especially when considering 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                 |
| <b>Organizationwide Average</b>                                | <b>6.17</b>  |                                 |                      |
| International Benchmark Average                                |              | 6.41                            |                      |
| World Class Standard Average                                   |              |                                 | 8.07                 |
| Number Of Respondents  | 156/159      |                                 |                      |

## **GROUP THREE - PEOPLE SYSTEMS™ & PROCESSES**

### LEVEL OF PERFORMANCE

**How to Read:** These figures show the level of performance averages for the ten characteristics for everyone in the individual reporting groups. The Organizationwide Average is listed in the top box, and the International Benchmark Average and World Class Standard Average are provided in the box at the bottom. The middle box contains averages for each work group or other reporting unit in the organization. Organizationwide averages for the Management and Non-Management and for the Female and Male respondents also are shown. This table will require more than one page for organizations with many reporting groups.

# GROUP THREE - PEOPLE SYSTEMS™ & PROCESSES

## Level Of Performance\*

A Sample Company  
Organizationwide Comparison Report

| Report                  | Organization Average |
|-------------------------|----------------------|
| Organizationwide        | 6.17                 |
| Management              | 6.02                 |
| Non-Management          | 6.26                 |
| Female                  | 6.40                 |
| Male                    | 6.14                 |
| Acquisition             | 6.62                 |
| Administration          | 6.46                 |
| Product Selection       | 6.90                 |
| Marketing               | 5.97                 |
| International Benchmark | 6.41                 |
| World Class Standard    | 8.07                 |

\* See Listing Of Performance Factors In The Table On Graphic 10.

## GROUP THREE - PEOPLE SYSTEMS™ & PROCESSES

### JOB ATTRIBUTES

**How to Read:** Ten different job attributes, ranging from wages to tactful discipline to interesting work, are listed in the questionnaire. Respondents are asked to *rank* the items in importance to them, from 1 being the highest to 10, lowest. This is different than the 0 to 10 scale used in the previous section. In those ratings, all items could be rated the same because they were not in rank order. For this question, people have to prioritize, or rank order. Only one item can be first in importance, only one can rank second, etc. Graphic 11 shows how many respondents ranked each attribute as most important, or “1.” This information, of course, reflects the respondents’ feelings at the time they completed the survey.

By looking at the number under the bar and then at the numbered attribute list in the table lower on the page, we see which attribute each bar represents. The blue bars show the percentage of employees who consider each attribute most important by ranking that attribute “1.” The blue line shows the International Benchmark Average for each attribute based on over 100 organizations surveyed for these same job attributes. In these survey results nothing is good or bad. This graphic indicates the respondents’ preference for the attribute they find most important.

The number of people who rank each item “1” is shown in the box at the bottom of the page. The actual rank of each as indicated by numerical ranking (1 means most often occurring, etc.) is shown in the next column. The Organizationwide and International Benchmark Averages are the percentage of employees who ranked each attribute “1.” The rankings for the International Benchmark also are presented.

The number of respondents answering this question is shown at the bottom of the lower box. This will always be a single number because this is a ranking question. The number completing this question is usually lower than for other questions in the survey. There are several possible reasons for this. This question is near the end; people may be tired. It is more difficult since it forces a ranking. Additionally, questionnaires that are filled out incorrectly (i.e., with several “1”s) cannot be used on this question because the data are meaningless.

**How to Interpret:** It is normal for there to be four to six attributes out of the list of ten that are rated as most important by an organization’s employees. The other attributes may still have importance, and in fact normally do, but their importance is less than that of attributes represented by bars on the graph. The less important criteria did not score higher than a “2” ranking.

Good wages, job security, and interesting work are normally the three attributes most frequently ranked as first in importance. We have been monitoring this category for nearly ten years, and those three consistently rank one, two or three, although their order has changed over time.

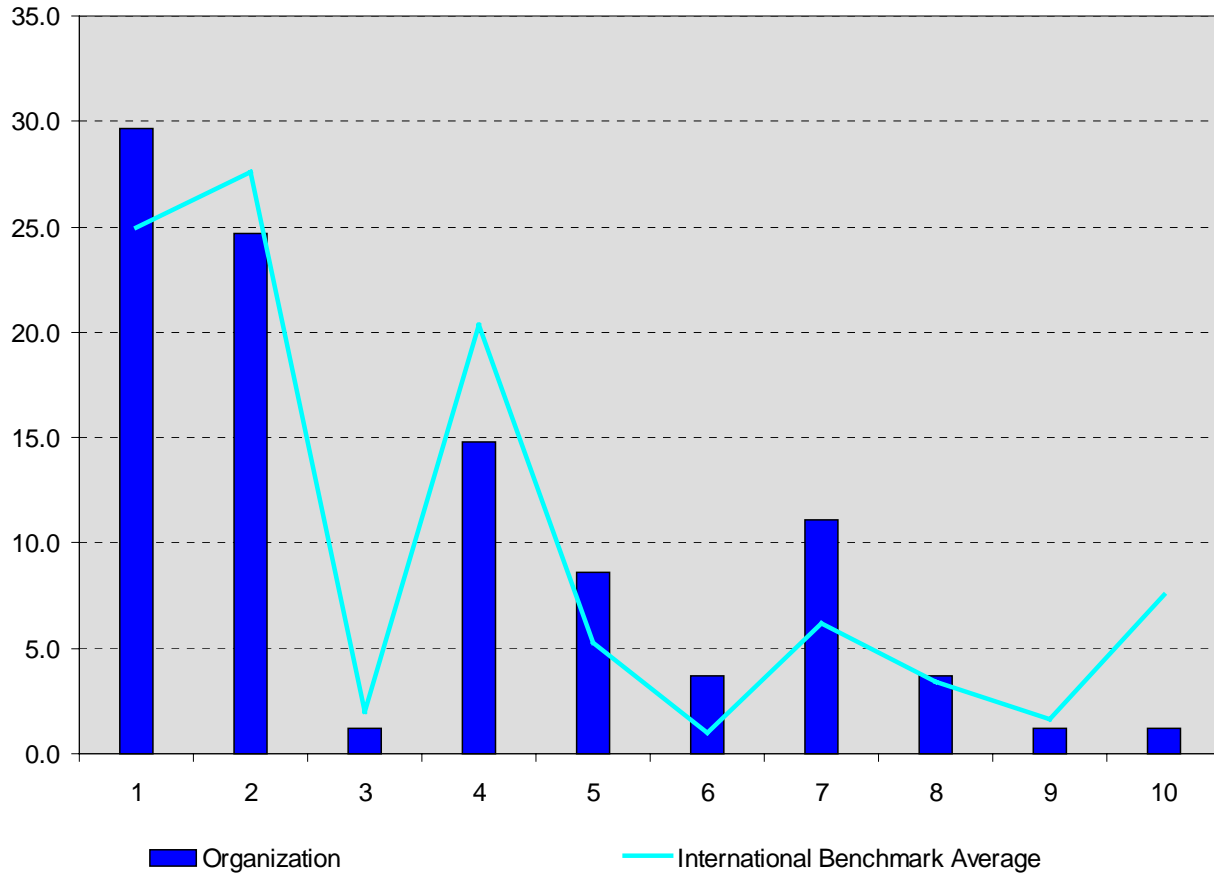
# GROUP THREE – PEOPLE SYSTEMS™ & PROCESSES

## Job Attributes

Graphic 11

This Graph Shows The Attributes  
That The Respondents Ranked "10," Or Most Important

A Sample Company  
Organizationwide Comparison Report



Job Attributes Ranking

| Job Attributes                   | Organization |         |         | International Benchmark |         |
|----------------------------------|--------------|---------|---------|-------------------------|---------|
|                                  | Frequency    | Ranking | Percent | Average, %              | Ranking |
| 1. Good wages                    | 24           | 1       | 29.63   | 24.98                   | 2       |
| 2. Job security                  | 20           | 2       | 24.69   | 27.63                   | 1       |
| 3. Job promotions                | 1            | 8       | 1.23    | 1.97                    | 8       |
| 4. Interesting work              | 12           | 3       | 14.81   | 20.32                   | 3       |
| 5. Management loyalty to workers | 7            | 5       | 8.64    | 5.29                    | 6       |
| 6. Tactful disciplining          | 3            | 6       | 3.70    | 1.00                    | 10      |
| 7. Appreciation                  | 9            | 4       | 11.11   | 6.21                    | 5       |
| 8. Help on personal problems     | 3            | 6       | 3.70    | 3.40                    | 7       |
| 9. Feeling "in" on things        | 1            | 8       | 1.23    | 1.66                    | 9       |
| 10. Good working conditions      | 1            | 8       | 1.23    | 7.55                    | 4       |
| Number Of Respondents            | 81           |         |         |                         |         |

## GROUP THREE - PEOPLE SYSTEMS™ & PROCESSES

### JOB ATTRIBUTES

**How to Read:** This table displays the number of respondents in the reporting group who ranked each job attribute “10” in importance. The first row displays the Organizationwide total. Each successive row displays the number of respondents in a work group or other reporting group, such as Management, Non-Management, Female and Male, who ranked a particular attribute “10.” The ten attribute numbers are listed across the top of the table, and the attribute represented by each number is shown in the box located below the table. This table will require more than one page for organizations with many reporting groups.

# GROUP THREE - PEOPLE SYSTEMS™ & PROCESSES

## Job Attributes\*

### A Sample Company Organizationwide Comparison Report

| Report                        | Attribute Number |    |   |    |   |   |   |   |   |    |
|-------------------------------|------------------|----|---|----|---|---|---|---|---|----|
|                               | 1                | 2  | 3 | 4  | 5 | 6 | 7 | 8 | 9 | 10 |
| <b>Organizationwide Total</b> | 24               | 20 | 1 | 12 | 7 | 3 | 9 | 3 | 1 | 1  |
| <b>Management</b>             | 8                | 11 | 1 | 8  | 4 | 1 | 3 | 0 | 1 | 1  |
| <b>Non-Management</b>         | 15               | 9  | 0 | 4  | 3 | 2 | 6 | 3 | 0 | 0  |
| <b>Female</b>                 | 2                | 1  | 0 | 0  | 1 | 1 | 1 | 0 | 0 | 0  |
| <b>Male</b>                   | 20               | 19 | 1 | 12 | 6 | 2 | 8 | 3 | 1 | 1  |
| <b>Acquisition</b>            | 0                | 2  | 0 | 0  | 0 | 0 | 0 | 0 | 1 | 0  |
| <b>Administration</b>         | 1                | 3  | 0 | 3  | 0 | 0 | 2 | 0 | 0 | 0  |

#### Job Attributes

|                                  |                              |
|----------------------------------|------------------------------|
| 1. Good wages                    | 6. Tactful disciplining      |
| 2. Job security                  | 7. Appreciation              |
| 3. Job promotions                | 8. Help on personal problems |
| 4. Interesting work              | 9. Feeling "in" on things    |
| 5. Management loyalty to workers | 10. Good working conditions  |

\*Note: Ranked By Importance. Table Shows Number Of Employees Tested Who Ranked The Particular Attribute Number 1. A Zero (0) Means That No One In The Group Gave A One ("1") To The Job Attribute.

# GROUP THREE - PEOPLE SYSTEMS™ & PROCESSES

## Job Attributes\*

### A Sample Company Organizationwide Comparison Report

| Report                        | Attribute Number |    |   |    |   |   |   |   |   |    |
|-------------------------------|------------------|----|---|----|---|---|---|---|---|----|
|                               | 1                | 2  | 3 | 4  | 5 | 6 | 7 | 8 | 9 | 10 |
| <b>Organizationwide Total</b> | 24               | 20 | 1 | 12 | 7 | 3 | 9 | 3 | 1 | 1  |
| <b>Product Selection</b>      | 4                | 0  | 0 | 3  | 3 | 0 | 1 | 0 | 0 | 0  |
| <b>Marketing</b>              | 19               | 15 | 1 | 6  | 4 | 3 | 6 | 3 | 0 | 1  |

### Job Attributes

|                                  |                              |
|----------------------------------|------------------------------|
| 1. Good wages                    | 6. Tactful disciplining      |
| 2. Job security                  | 7. Appreciation              |
| 3. Job promotions                | 8. Help on personal problems |
| 4. Interesting work              | 9. Feeling "in" on things    |
| 5. Management loyalty to workers | 10. Good working conditions  |

\*Note: Ranked By Importance. Table Shows Number Of Employees Tested Who Ranked The Particular Attribute Number 1. A Zero (0) Means That No One In The Group Gave A One ("1") To The Job Attribute.



## APPENDIX

### DEFINITIONS

**International Benchmarks** for a particular value or attribute are:

- **High** = Average of top 15 percent of the average values of the organizations in the initial survey database; high benchmark is shown with a diamond.
- **Average** = Average of all organization averages in the initial survey database; average benchmark is shown as a dark square.
- **Low** = Average of bottom 15 percent of all organization averages in the initial survey database, shown as a dot.

**World Class Standard** is the average of the average scores for the top 7 percent of the total population of organizations in the initial survey database for the particular variable of interest. This level of excellence is arbitrarily selected to provide a very high benchmark against which organizations can measure themselves.

**Work Group** is the smallest organizational entity that is identified for purposes of reporting VAS survey results.

### METHODOLOGY

#### General

The questions of the Values & Attitude Study™ (VAS) survey are answered by marking the appropriate box with a soft lead pencil. The results are electronically scanned and entered into a database that includes results from over 100 VAS surveys of organizations representing over 1,000 work groups. The completed survey forms are sent to the Lebow Research Group in sealed envelopes and are not shown to anyone in the client organization. Confidentiality of the respondents is maintained by use of a bar code numbering system.

Each survey is identified by a bar code number. This number represents a single survey form, but it is only identified in the survey structure as being from a specific work group which has an identifying name and number that is unique. Each work group is linked to a particular organization, and the organization is identified by an organization number in the database. The survey also asks respondents a few questions to provide information on age, company tenure, gender and whether the respondent is in a management position.

Any written comments on the survey form are typed by Lebow Research to remove the issue of handwriting style and any reference to a particular individual. The typed comments are presented and reviewed in a meeting of the organization's management, collected at the close of the meeting and destroyed. This is the only use made of the written comments.

We calculate average survey scores and other measures and present results in a series of reports containing graphs and tables that compare the organization's responses with both responses from other survey questions and average responses from other organizations (International Benchmarks and World Class Standards). Where applicable, the tables also include Organizationwide data for two comparisons: (1) Management and Non-Management, and (2) Female and Male.

The calculations are based on a very recent database of the Values & Attitude Study™ survey results. Calculated International Benchmarks (average, top 15 percent and bottom 15 percent) and World Class Standard scores (top 7 percent) are based on average values for organizations that have completed an initial VAS survey. Although surveys are repeated from time to time, only results of the initial VAS surveys are used for these comparisons. These various standards are compared with Organizationwide and work group results for the organization being reported. No survey results from the organization being reported are in the data used to calculate the International Benchmarks and the World Class Standards. The data set for each of these calculations is limited to a particular value or attribute, for example, Trust, Honesty or Mentoring.

A calculation requirement is having at least 10 people in a group for any standard report. An override of this limitation is available for special exceptions where a work group is smaller than 10. In any event, it is desirable that no report group ever be less than 4 respondents.

### **Group One - People Values™**

For the first 24 survey questions, average scores for the organization and the various work groups are calculated for different organizational groupings. International Benchmark Average and World Class Standard for each attribute are calculated from the organization averages in the database, which contains all first-time VAS survey results.

The first two graphs of the standard report show "floating" bars for the organizational reporting group. The top of each bar is the average of the top 15 percent of the respondents' answers for the particular value, and the bottom of the bar is the average of the bottom 15 percent of the scores. If the top or bottom 15 percent represents only one respondent, then the next highest, or lowest, respondent score is added to the set so that all values or scores represent at least two respondents. This may occur for small work groups.

The Value Tension Index™ (VTI) is calculated for each of the eight People Values™. The index is the difference in the respondents' personal values needs for each of the values and the organization's delivery of each value. The VTI for an organization is the sum of the average VTI's for each of the eight People Values™.

### **Group Two - Job Satisfaction**

The answers to Questions 1 through 24 are used to determine leadership empathy. A manager's leadership empathy level is portrayed by an arrow pointing either up, down or horizontally. The direction of the arrow is determined by comparing the difference between the Management values score and each of the other two values scores, Respondent and Organization. The arrow points up if the smaller difference is with the Respondent and down if the smaller difference is with the Organization. The arrow points horizontally if the two differences are within +/- 0.1 of each other.

Questions 25 through 33 ask the respondents to indicate their level of agreement with statements about their job and their organization. The answers can range from 0, strongly disagree, to 10, strongly agree. Relevant International Benchmark Average and World Class Standard also are calculated from the initial survey database.

Question 34 asks the respondent to estimate percentages for four types of people so that the total of the four is 100 percent. If the sum of four percentages is outside the range, 90 percent to 110 percent, then we do not include these responses in the survey results. If the sum is in the range, but not exactly 100 percent, we do a scaling calculation to force the sum of the four percentages to add to 100 percent.

For Question 35, we edit to be sure that at least one but no more than one, of the four “Types” has a score of “1.” We use the answer only if the response passes this edit. The program counts the “1” answers for each of the four types for a particular organization or work group and converts these four counts to percentages for comparison with the percentages from Question 34.

### **Group Three - People Systems™ & Processes**

For Questions 36 through 45, we calculate average scores for each question. International Benchmark Average and World Class Standard scores for each question are based on the population of organization averages for the particular question in the initial surveys database.

For the ten Work Environment responses, we edit to be sure that a “1” appears at least once, but no more than once, in the answers to this group of questions. The system counts the “1”s for each question and calculates the percent this represents of all the “1”s reported for the ten questions. International Benchmark Averages for each attribute are calculated from the organization averages in the initial surveys database.

### **Reporting of the VAS Survey Results**

The following standard reports are prepared for a typical VAS survey:

- Organizationwide Comparison Report (in Color)
- Organizationwide Comparison Report (in Black and White)
- Work Group Reports (number varies with the size and structure of the organization)
- Phase Comparison (for the second and succeeding surveys)
- Statistical Analysis

The Statistical Analysis report is prepared for the survey results of each organization. For each question, this report provides statistical measures (for example, median, mode and standard deviation), shows the number of times each response was chosen and gives a frequency diagram of the various responses.