

Dattner Consulting

www.dattnerconsulting.com

info@dattnerconsulting.com

Organizational Survey
Sample Organization

Feedback Report

1/24/2012

About This Survey

Sample Organization, 1/24/2012

This multi-rater survey is designed to assist your organization in assessing and developing its effectiveness. As an aggregated report of the perceptions of the members of the organization, it is intended to:

- Help your organization identify its strengths and areas for improvement
- Enable the leaders of the organization to better understand collective perspectives
- Serve as a quantitative baseline for the organization's progress over time
- Catalyze constructive discussions about how the organization can be more effective
- Demonstrate that the organization is open to feedback and committed to continuous improvement

Rater Groups That Provided Feedback

Rater Group	# of Respondents (n)	# Invited to Participate
May 2012	10	14

About The Rating Scale

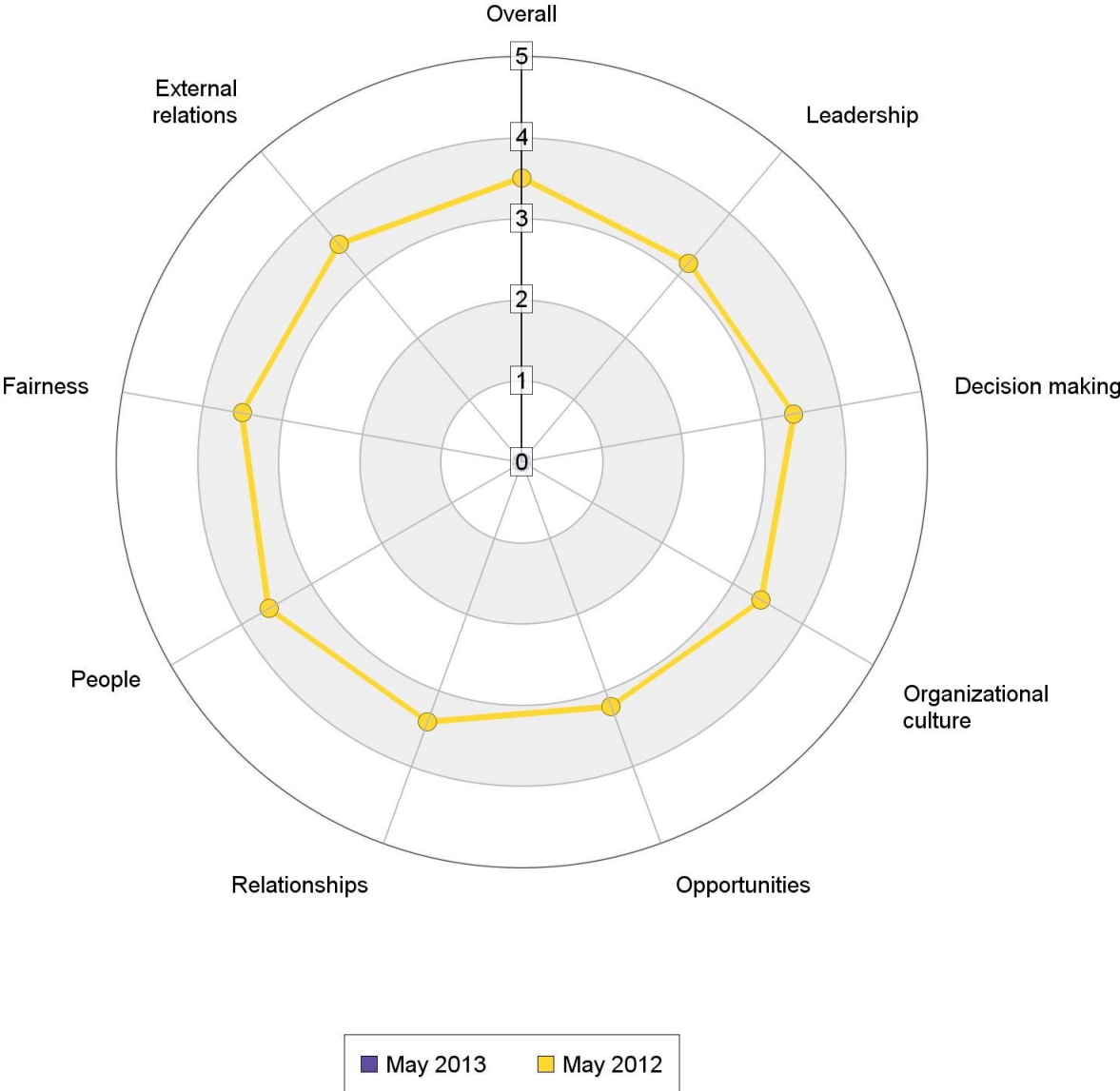
Scale Option	Assigned Value
n/a	0
strongly disagree	1
disagree	2
neutral	3
agree	4
strongly agree	5

Reverse Scored Items: In order to make safeguard against response bias and to ensure that respondents read each question carefully, questions 3 and 6 in each category are negatively worded. In the final report, they are "reverse scored", meaning that the response that was given is subtracted from 6. This reverse scoring ensures that in the final report, higher scores are always better. For example, if a respondent answers question 3 "This organization tends to ignore or discount feedback from customers" with a "1" for "strongly disagree", that is reported as a 5. If the respondent answered "5" for "strongly agree" with question 3, that is reported as a 1.

Organizational Competency Profile

Sample Organization, 1/24/2012

The Competency Profile radar chart below shows scores with each rating group across all Competencies. Radar charts are useful in easily spotting gaps between Rater groups' ratings of an organization. More favorable scores fall toward the outside of the chart.

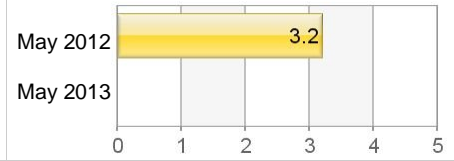


Competency Summary

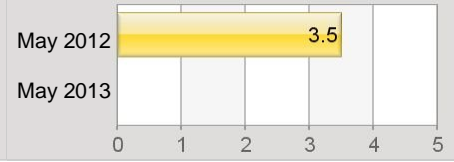
Summary of all competency groups sorted by Rater group.

External relations	<p>May 2012: 3.5 May 2013: [No data]</p>
Fairness	<p>May 2012: 3.5 May 2013: [No data]</p>
People	<p>May 2012: 3.6 May 2013: [No data]</p>
Relationships	<p>May 2012: 3.4 May 2013: [No data]</p>
Opportunities	<p>May 2012: 3.2 May 2013: [No data]</p>
Organizational culture	<p>May 2012: 3.4 May 2013: [No data]</p>
Decision making	<p>May 2012: 3.4 May 2013: [No data]</p>

Leadership



Overall



Individual Survey Items

Sample Organization, 1/24/2012

Graphs below show ratings on each survey item, sorted by Rater Group

Survey Item

Responses by Rater Group

Survey Item	Responses by Rater Group
<p>External relations</p> <p>1. This organization is attentive to the needs of its customers or clients</p>	<p>May 2012: 3.6 (Hi: 5, Lo: 1, n: 10)</p> <p>May 2013: 0 (Hi: 0, Lo: 0, n: 0)</p>
<p>External relations</p> <p>2. Our customers or clients are satisfied with the value that we provide</p>	<p>May 2012: 3.4 (Hi: 5, Lo: 2, n: 10)</p> <p>May 2013: 0 (Hi: 0, Lo: 0, n: 0)</p>
<p>External relations</p> <p>3. This organization tends to ignore or discount feedback from customers (Reverse Scored Item)</p>	<p>May 2012: 3.3 (Hi: 5, Lo: 2, n: 10)</p> <p>May 2013: 0 (Hi: 0, Lo: 0, n: 0)</p>
<p>External relations</p> <p>4. Other organizations have an easy time collaborating with us</p>	<p>May 2012: 3.8 (Hi: 5, Lo: 2, n: 10)</p> <p>May 2013: 0 (Hi: 0, Lo: 0, n: 0)</p>
<p>External relations</p> <p>5. We treat all sizes and kinds of customers with a high and consistent level of respect</p>	<p>May 2012: 3.7 (Hi: 5, Lo: 1, n: 10)</p> <p>May 2013: 0 (Hi: 0, Lo: 0, n: 0)</p>
<p>External relations</p> <p>6. This organization has too many critics who would like to see us fail (Reverse Scored Item)</p>	<p>May 2012: 2.4 (Hi: 4, Lo: 1, n: 10)</p> <p>May 2013: 0 (Hi: 0, Lo: 0, n: 0)</p>
<p>External relations</p> <p>7. This organization has a good reputation</p>	<p>May 2012: 3.7 (Hi: 5, Lo: 2, n: 10)</p> <p>May 2013: 0 (Hi: 0, Lo: 0, n: 0)</p>
<p>External relations</p> <p>8. This organization gives back to its community and society in general</p>	<p>May 2012: 3.7 (Hi: 5, Lo: 2, n: 10)</p> <p>May 2013: 0 (Hi: 0, Lo: 0, n: 0)</p>

<p>Fairness</p> <p>9. This organization strives to be as fair as possible</p>		<p>Hi Lo n</p> <p>4 3 10</p> <p>0</p>
<p>Fairness</p> <p>10. People get promoted based on merit and performance</p>		<p>Hi Lo n</p> <p>4 2 10</p> <p>0</p>
<p>Fairness</p> <p>11. Credit and blame are not assigned fairly in this organization (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Fairness</p> <p>12. I feel fairly compensated for the work that I do</p>		<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Fairness</p> <p>13. I would describe this organization as generally more fair than other places I have worked</p>		<p>Hi Lo n</p> <p>5 3 10</p> <p>0</p>
<p>Fairness</p> <p>14. Compensation is determined in a subjective and unfair manner (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>4 1 10</p> <p>0</p>
<p>Fairness</p> <p>15. When unfair situations emerge, the organization works to remedy them promptly</p>		<p>Hi Lo n</p> <p>5 4 10</p> <p>0</p>
<p>Fairness</p> <p>16. The organization recognizes and rewards people who expend extra efforts</p>		<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>

<p>People 17. People truly are the most valued asset in this organization</p>		<p>Hi Lo n 5 1 10 0</p>
<p>People 18. The members of this organization are committed to its success</p>		<p>Hi Lo n 4 2 10 0</p>
<p>People 19. There are too many people working in this organization who are poor performers (Reverse Scored Item)</p>		<p>Hi Lo n 5 1 10 0</p>
<p>People 20. This organization is able to recruit and retain talented people</p>		<p>Hi Lo n 5 1 10 0</p>
<p>People 21. I am positively challenged by, and learn from, the people I work with</p>		<p>Hi Lo n 5 4 10 0</p>
<p>People 22. I do not trust many of the people that I work with (Reverse Scored Item)</p>		<p>Hi Lo n 5 2 10 0</p>
<p>People 23. When people disagree with one another, they do so in a constructive and respectful manner</p>		<p>Hi Lo n 5 2 10 0</p>
<p>People 24. Other organizations try to recruit people who have been trained here</p>		<p>Hi Lo n 5 3 10 0</p>

<p>Relationships</p> <p>25. Most people in this organization get along well with one another</p>		<p>Hi Lo n</p> <p>4 1 10</p> <p>0</p>
<p>Relationships</p> <p>26. People in this organization return each others' phone calls as promptly as possible</p>		<p>Hi Lo n</p> <p>5 2 10</p> <p>0</p>
<p>Relationships</p> <p>27. There are long-running, dysfunctional feuds in this organization (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>5 2 10</p> <p>0</p>
<p>Relationships</p> <p>28. I have become friendly and socialize with the people that I work with</p>		<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Relationships</p> <p>29. Members of this organization admit mistakes, apologize, and share learnings with one another</p>		<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Relationships</p> <p>30. There is a high degree of internal conflict and discord in this organization (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Relationships</p> <p>31. People treat one another with a high degree of consideration and respect</p>		<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Relationships</p> <p>32. People pitch in for one another and are supportive in times of personal crisis</p>		<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>

<p>Opportunities</p> <p>33. I receive a good amount of feedback and coaching</p>		<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>2</td> <td>10</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	4	2	10			0
Hi	Lo	n									
4	2	10									
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<p>Opportunities</p> <p>34. There are many opportunities for career advancement here</p>		<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>2</td> <td>10</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	2	10			0
Hi	Lo	n									
5	2	10									
		0									
<p>Opportunities</p> <p>35. It is not clear to me what I need to do to advance in this organization (Reverse Scored Item)</p>		<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>1</td> <td>10</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	1	10			0
Hi	Lo	n									
5	1	10									
		0									
<p>Opportunities</p> <p>36. I get the resources and support that I need to do my job</p>		<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>1</td> <td>10</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	1	10			0
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5	1	10									
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<p>Opportunities</p> <p>37. This organization is willing to invest in training and development</p>		<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>2</td> <td>10</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	2	10			0
Hi	Lo	n									
5	2	10									
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<p>Opportunities</p> <p>38. I do not see many opportunities for advancement here in the foreseeable future (Reverse Scored Item)</p>		<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>1</td> <td>10</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	1	10			0
Hi	Lo	n									
5	1	10									
		0									
<p>Opportunities</p> <p>39. The organization encourages me to identify and pursue opportunities for new business</p>		<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>1</td> <td>10</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	1	10			0
Hi	Lo	n									
5	1	10									
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<p>Opportunities</p> <p>40. I am learning and growing more professionally in this organization than I would elsewhere</p>		<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>1</td> <td>10</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	1	10			0
Hi	Lo	n									
5	1	10									
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<p>Organizational culture</p> <p>41. This organization has a supportive and friendly organizational culture</p>	<p>May 2012: 3.3</p> <p>May 2013: 0</p>	<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Organizational culture</p> <p>42. Our culture is one of high performance and continuous improvement</p>	<p>May 2012: 3.4</p> <p>May 2013: 0</p>	<p>Hi Lo n</p> <p>5 2 10</p> <p>0</p>
<p>Organizational culture</p> <p>43. This organization suffers from too much organizational politics (Reverse Scored Item)</p>	<p>May 2012: 2.9</p> <p>May 2013: 0</p>	<p>Hi Lo n</p> <p>4 1 10</p> <p>0</p>
<p>Organizational culture</p> <p>44. The organization's culture has changed in order to meet new challenges</p>	<p>May 2012: 3.7</p> <p>May 2013: 0</p>	<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Organizational culture</p> <p>45. This organization embraces diversity and fosters an inclusive environment</p>	<p>May 2012: 3.9</p> <p>May 2013: 0</p>	<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Organizational culture</p> <p>46. There are often elephants in the room and tensions and conflicts that do not get surfaced or resolved (Reverse Scored Item)</p>	<p>May 2012: 2.4</p> <p>May 2013: 0</p>	<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Organizational culture</p> <p>47. Morale here is generally pretty high</p>	<p>May 2012: 3.6</p> <p>May 2013: 0</p>	<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Organizational culture</p> <p>48. There is open communication and people speak up and share their true feelings and concerns</p>	<p>May 2012: 3.9</p> <p>May 2013: 0</p>	<p>Hi Lo n</p> <p>5 2 10</p> <p>0</p>

<p>Decision making</p> <p>49. In this organization, good decisions get made most of the time</p>		<p>Hi Lo n</p> <p>5 3 10</p> <p>0</p>
<p>Decision making</p> <p>50. The organization is able to change its strategy and approach in order to adapt to change</p>		<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Decision making</p> <p>51. My coworkers and I are not appropriately consulted about decisions that impact us (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Decision making</p> <p>52. Debate and dissent are welcomed and valued in this organization</p>		<p>Hi Lo n</p> <p>5 2 10</p> <p>0</p>
<p>Decision making</p> <p>53. The organization generally learns from bad decisions and does not repeat them</p>		<p>Hi Lo n</p> <p>4 1 10</p> <p>0</p>
<p>Decision making</p> <p>54. This organization is too focused on the short term and neglects long term challenges (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>5 2 10</p> <p>0</p>
<p>Decision making</p> <p>55. Our strategy and direction is clear to me</p>		<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>
<p>Decision making</p> <p>56. There is good alignment between organizational goals and individual incentives</p>		<p>Hi Lo n</p> <p>5 1 10</p> <p>0</p>

<p>Leadership 57. Power in this organization is based on expertise rather than position or seniority</p>	<p>May 2012: 3.7 May 2013: 0</p>	<p>Hi Lo n 5 2 10 0</p>
<p>Leadership 58. Senior management is well regarded and well respected</p>	<p>May 2012: 3.5 May 2013: 0</p>	<p>Hi Lo n 5 2 10 0</p>
<p>Leadership 59. Senior management is not visible or accessible to most people who work here (Reverse Scored Item)</p>	<p>May 2012: 3 May 2013: 0</p>	<p>Hi Lo n 5 1 10 0</p>
<p>Leadership 60. My immediate supervisor does a good job of managing me</p>	<p>May 2012: 3.2 May 2013: 0</p>	<p>Hi Lo n 5 1 10 0</p>
<p>Leadership 61. Senior managers in this organization set a positive example</p>	<p>May 2012: 3.1 May 2013: 0</p>	<p>Hi Lo n 5 1 10 0</p>
<p>Leadership 62. There is an absence of good management and leadership in this organization (Reverse Scored Item)</p>	<p>May 2012: 2.8 May 2013: 0</p>	<p>Hi Lo n 5 1 10 0</p>
<p>Leadership 63. I am confident that senior management will be able to successfully lead the organization into the future</p>	<p>May 2012: 3.2 May 2013: 0</p>	<p>Hi Lo n 5 1 10 0</p>
<p>Leadership 64. The leadership of this organization is committed to supporting work-life balance</p>	<p>May 2012: 2.9 May 2013: 0</p>	<p>Hi Lo n 5 1 10 0</p>

<p>Overall 65. I'm glad to work in this organization</p>		<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>1</td> <td>10</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	1	10			0
Hi	Lo	n									
5	1	10									
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<p>Overall 66. This organization is performing well</p>		<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>2</td> <td>10</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	2	10			0
Hi	Lo	n									
5	2	10									
		0									
<p>Overall 67. This organization's performance is improving over time</p>		<table border="1"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>1</td> <td>10</td> </tr> <tr> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Hi	Lo	n	5	1	10			0
Hi	Lo	n									
5	1	10									
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10 Highest Rated Items

This report shows average weighted ratings for each of the top 10 rated items in the review.

	Top 10 Items	May 2013	May 2012
1.	Fairness When unfair situations emerge, the organization works to remedy them promptly	0.0	4.4
2.	People I am positively challenged by, and learn from, the people I work with	0.0	4.3
3.	Relationships There are long-running, dysfunctional feuds in this organization (Reverse Scored Item)	0.0	4.0
4.	Decision making In this organization, good decisions get made most of the time	0.0	3.9
5.	Organizational culture There is open communication and people speak up and share their true feelings and concerns	0.0	3.9
6.	Organizational culture This organization embraces diversity and fosters an inclusive environment	0.0	3.9
7.	Opportunities This organization is willing to invest in training and development	0.0	3.9
8.	People Other organizations try to recruit people who have been trained here	0.0	3.9
9.	Fairness This organization strives to be as fair as possible	0.0	3.8
10.	External relations Other organizations have an easy time collaborating with us	0.0	3.8

10 Lowest Rated Items

This report shows average weighted ratings for each of the bottom 10 rated items in the review.

Bottom 10 Items	May 2013	May 2012
1. Fairness Compensation is determined in a subjective and unfair manner (Reverse Scored Item)	0.0	2.1
2. External relations This organization has too many critics who would like to see us fail (Reverse Scored Item)	0.0	2.4
3. Organizational culture There are often elephants in the room and tensions and conflicts that do not get surfaced or resolved (Reverse Scored Item)	0.0	2.4
4. Opportunities I do not see many opportunities for advancement here in the foreseeable future (Reverse Scored Item)	0.0	2.7
5. Opportunities I am learning and growing more professionally in this organization than I would elsewhere	0.0	2.8
6. Decision making Our strategy and direction is clear to me	0.0	2.8
7. Leadership There is an absence of good management and leadership in this organization (Reverse Scored Item)	0.0	2.8
8. Relationships People in this organization return each others' phone calls as promptly as possible	0.0	2.9
9. Organizational culture This organization suffers from too much organizational politics (Reverse Scored Item)	0.0	2.9
10. Decision making My coworkers and I are not appropriately consulted about decisions that impact us (Reverse Scored Item)	0.0	2.9

Additional Comments

All respondents are asked to provide open-ended commentary. The comments below are presented exactly as they were entered by respondents.

Decision making: Observations/Suggestions

May 2012:

Because of the strong focus on results a lot of time is spent on developing short term strategies but few resources are allocated to the long term challenges.

Decision making is sometime hampered by too much talk.

In the last six months management has started to ask for feedback and are encouraging people to be more open about organizational issues

Individuals in the organization would prefer to be consulted about important decisions that affect them.

Interdepartmental collaboration has helped decision making in the organization

The organization is in constant crisis mode and is unable to define its strategy and this affects our ability to deal with change

The organization is like a large oil tanker when it comes to making decisions. In other words good decisions get made, but they take a long time.

The organizational strategy has changed three times in less than a year - it seems that the Senior Management team cannot decide on a the strategy.

Too many management layers slow down the decision process

Too much talk and little action ensures that important decisions are often delayed

May 2013:

No Response.

External relations: Observations/Suggestions

May 2012:

An organization with a very good reputation. However, the training during onboarding needs to be updated to ensure that the culture of customer service excellence continues

Due to the size and reputation the organization has become lazy about delivering excellence to external clients

Inefficient use of the CRM (customer relationship management) tool

Larger and more important clients get more attention than the smaller a clients. I believe that this is one of the may reasons we are losing smaller customers

Strong focus on customer service, but there is an urgent need to introduce technology to support this area

The company wide focus on both internal and external customers is starting to pay off.

The introduction of the Customer Service training has improved the service this organization is able to offer to its customers

The organization has developed a reputation for pursuing excellence in its work with external contractors

The organization is in danger of losing touch with its customer base if it does not try harder to understand the need of its customers.

We don't have a strong focus on providing good customer service

May 2013:

No Response.

Fairness: Observations/Suggestions

May 2012:

A lot of people choose not to go the extra mile for the organization because they feel that it is not rewarded.

Changing the culture about pay and performance in this organization requires a lot of work.

Employees who go the extra mile gets rewarded, the challenge is to increase the number of people who want to go the extra mile

Key talent have left the organization because of the uncompetitive pay and the lack of performance related payment incentives.

Personal agendas often drive promotions

The company has got a strong reputation for fairness

The organization has developed a reputation for being a great place to work and one that pays for performance

The performance related pay policies are in a desperate need of updating

We are unhappy about our pay. The rate is below the industry standard

When projects fail to meet a deadline blame is pointed in all directions. This is demoralizing.

May 2013:

No Response.

Leadership: Observations/Suggestions

May 2012:

A highly stressful work environment

Although the leadership is well regarded in the organization it is a drawback that they have such a low profile that some employees may very well walk past the HR Director and not recognize her

In general there is little "leadership" from the senior management.

It seems that the management in the organization does not allow disagreements out of insecurity and arrogance.

No feedback mechanism exist for staff to feedback to senior management

Senior Management seems to involved in politics to be able to lead and manage the organization

Strong leadership, but no 360 degree feedback process for employees to offer their view to management.

The challenge is that at times the leadership engage in the political game that is going on in the organization

Too much talk and little action makes me wonder if the current leadership has got what it takes to lead the organization into the future

We need a regular channel to allow employees to feedback to senior management about their performance

May 2013:

No Response.

Opportunities: Observations/Suggestions

May 2012:

as many as 70% of all promotions are internal

I am currently looking for another job because of the lack of opportunities here

I am unhappy with the support that I get from my line manager. As a result of this I am unsure about what I need to improve in my performance to progress to the next level.

I have tried to change role in the organization unsuccessfully twice in the last 18 months

No feedback from my supervisor makes it difficult to gauge performance

Quite a few new hires and even some promotions are based on internal political agendas. For example, hiring and promoting people who will not upset the equilibrium and ask to many difficult questions to the management.

The organization is committed to training and development, but very few opportunities for career advancement exists.

The organization is missing business opportunities because it is not a strong culture in the organization to encourage business development.

The organization needs to use more collaboration tools between geographically dispersed business units and teams.

You will find that some departments get more training than others

May 2013:

No Response.

Organizational culture: Observations/Suggestions

May 2012:

A fragmented organizational culture. Strong competition between some departments and lack of focus on improving

performance

Everything is in place for a high performance culture, but we do not have the right people to take it forward

Morale is very low and the productivity has suffered as a result of this

The culture in the organization has improved a great deal over the last 18 months

The managers are trying to build an organizational culture that will support open communication. At the moment there are a number of "elephants in the room"

The organization has got to do better about diversity.

The organization needs to focus on building a culture of collaboration based on trust.

The organizational culture does not address potential conflicts. I believe that is out of fear of confrontation with the staff.

There is a distinct lack of a high performance culture.

We have friendly work environment, but it is a highly stressful environment and several colleagues have taken ill with stress over the last 18 months

May 2013:

No Response.

Overall: Observations/Suggestions

May 2012:

A good organization hampered by its reluctance to deal with organizational politics.

A good organization to work for

A highly stressful environment, but it is a great place to work.

Constant crisis mode and poor morale is rife in the organization

I believe there are three major problems with our organization, a) low productivity, b) constant crisis mode, c) lack of commitment from employees

Interdepartmental competition and silos have resulted in poor communication across the organization

Management needs to refocus the staff to the competition outside of the organization.

The organization is in danger of losing key talent

The organization needs to get its employees to work together and improve the relationships and communication across the organization

There is a high rate of absenteeism in this organization because of the highly stressful work environment

May 2013:

No Response.

People: Observations/Suggestions

May 2012:

Because of a small number of poor performing people, the distribution of the workload tends to be very unfair

Key talent is in danger of being poached by our competitors

Key talent leave the company because they get poached by its competitors.

Lack of collaboration across the organization is creating uneven workloads and the organization's talent has had enough and are all leaving

Management has made a series of recent announcements that made people question if they really are the organization's most valuable asset

People are not really committed to the organization succeeding and we see that because there is a lack of collaboration among the members of this organization

Some excellent performers, but there are too many poor performers

The bottom line is that more talented people leave the organization because of the lack of opportunities and poor pay

The organization needs to fix its employee onboarding process

The organization should focus on trying to attract star performers.

May 2013:

No Response.

Relationships: Observations/Suggestions

May 2012:

A lot of effort has been made to establish an effective system to share knowledge

A strong sense of trust and extensive collaboration across departments.

A very friendly bunch of people

Backbiting is rife in the organization and individuals have become emotionally distant and have no interest in the success of the company.

The end of every quarter is very stressful to everyone in the organization but members of the organization does not go the extra mile to help one another

The organization values differences of opinion and encourage people to interact with colleagues across the organization.

The organizations focus on building a positive work environment has paid off

There exists a strong sense of unity among the employees and several of us socialize outside of work

Unfortunately we see a lot of empire-building practices in this organization and as a result managers rage internal

battles.

Unless the organization takes an active role in trying to improve working relationships business performance will suffer

May 2013:

No Response.