



CONNECTION CULTURE INVENTORY

INTRODUCTION AND OVERALL SCORES

Welcome to your Connection Culture Inventory (CCI) report! You've taken an important step in helping your team develop a Connection Culture, which will promote employees' engagement, well-being and sustain superior performance. The overall goal of the CCI report is to help you:

- Gain an accurate picture of your team's culture.
- Develop a customized action plan to establish and strengthen a Connection Culture.

Here's what you'll find in this report to help you do this:

- Getting the Most Out of Your Report 2
- Organizational Culture Profile 3
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- Appendix A: Demographics of Sample and Norm Group
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Below you'll find your team's scores (compared to benchmark norms) on the three main culture scales. This is a high-level overview of the health of your team's organizational culture. You can read more about the Connection Culture model in the next section.

YOUR CULTURE SCALES AT A GLANCE



UNDERSTANDING YOUR SCORES:

SCALED SCORES (COMPARISON TO BENCHMARK NORMS; 1-100)

POSITIVE SCALES: ● 1-33 = STRUGGLING

● 34-66 = GROWING STEADILY

● 67-100 = THRIVING

NEGATIVE SCALES: ● 1-33 = Low

● 34-66 = Average

● 67-100 = High



GETTING THE MOST OUT OF YOUR REPORT

UNDERSTANDING THE CONNECTION CULTURE MODEL

As you work to establish and strengthen a Connection Culture, it will be helpful to understand: 1) how we define organizational culture, 2) the three predominant types of cultures assessed in the CCI, and 3) the “3V Framework,” or the three components of a Connection Culture.

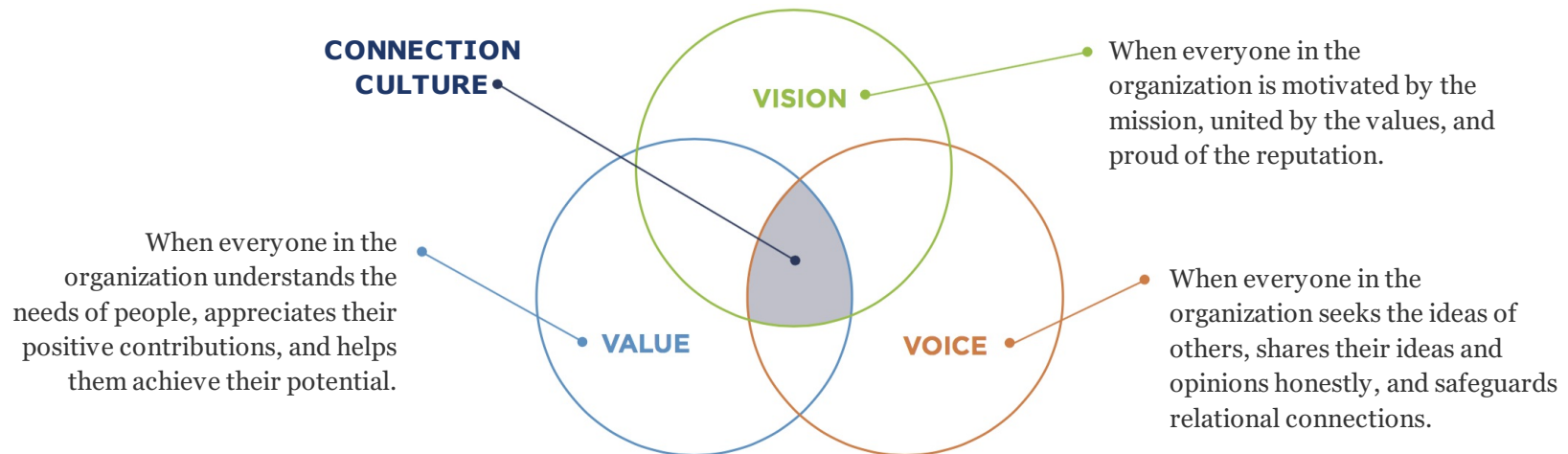
Definition of Culture: We define organizational culture as the predominant attitudes, language, and behavior of a group.

- **Attitudes:** feelings or ways of thinking that affect behavior.
- **Language:** words used to express feelings and thoughts.
- **Behavior:** the way a person acts.

Three Types of Cultures:

- **CONNECTION:** There is an emotional bond based on a shared identity, empathy, and understanding that moves individuals toward group-centered membership. Employees generally feel motivated, engaged in their work, and united by a larger purpose.
- **CONTROL:** People with power, influence, and status rule over others. Employees may feel left out, micromanaged, unsafe, hyper-criticized, or helpless.
- **INDIFFERENCE:** People are so busy chasing money, power, and status that they fail to invest the time necessary to develop healthy, supportive relationships. Employees may feel lonely, unimportant, or invisible.

The 3V Framework: A Connection Culture is comprised of three components, which we call the “3V Framework:”





ORGANIZATIONAL CULTURE PROFILE

SCALE/DESCRIPTION	MEAN SCORE (RESPONDENTS)	SCALED SCORE (%ile)
<p>1. CONNECTION: VISION</p> <p>The Vision scale assesses the degree to which the team feels motivated by the mission, united by the values, and proud of the reputation.</p>	3.45 (102)	58
<p>2. CONNECTION: VALUE</p> <p>The Value scale assesses the degree to which team members understand the needs of others, appreciate others' positive unique contributions, and help others achieve their potential.</p>	3.53 (102)	59
<p>3. CONNECTION: VOICE</p> <p>The Voice scale assesses the degree to which team members seek the ideas of others, share their ideas and opinions honestly, and safeguard relational connections.</p>	3.47 (102)	58
<p>4. CONTROL</p> <p>The Control scale assesses the degree to which team members feel that leaders control information, resources, and work processes.</p>	3.48 (102)	58
<p>5. INDIFFERENCE</p> <p>The Indifference scale assesses the degree to which team members feel that the leadership and people they work with do not demonstrate care for people.</p>	3.23 (102)	54

UNDERSTANDING YOUR SCORES: MEAN SCORES (SCORED FROM 1-6)
1 = VERY FALSE 6 = VERY TRUE

SCALED SCORES (SCORED FROM 1-100)

POSITIVE SCALES: ● 1-33 = STRUGGLING

NEGATIVE SCALES: ● 1-33 = Low

● 34-66 = GROWING STEADILY

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● 67-100 = THRIVING

● 67-100 = High



OVERALL CULTURE CLASSIFICATION

Your overall culture classification is: "Divided Culture."

Overall your team scored in the low to moderate range on indifference, control, and connection (average of Vision, Value, and Voice). There does not appear to be a single, coherent culture in your team. Rather, your team's culture (in terms of attitude, language, and behavior) likely reflects some elements of connection, control and indifference.

This may reflect two main scenarios: chaos or silos. In a chaos scenario, there is constant change happening so rapidly and implemented so poorly that people tend to feel fragmented, confused, and burned out. New initiatives are constantly being handed down with little coordination or understanding of the impact on people and processes. This may lead to experiences of control in implementing new initiatives, and experiences of indifference in terms of the impact on employees. Employees may feel that the leadership does not care about how the lack of coordination and communication negatively impacts them. There may be some sense of connection in Vision, Value, and Voice, but the experience of chaos likely overshadows these experiences.

In the silos scenario, your team or organization has multiple silos that reflect different subcultures. This suggests a lack of consistency and clear divisions in the overall culture. There may be some experiences of Vision, Value, and Voice, but the divisions likely create an overall sense of fragmentation, burnout, and overall disconnection among employees.

The detailed results below will help you identify the source of division and where you need to focus your attention. Whether indifference or control is more prominent, it will be helpful to address the divisions and possible silos within the organization. As you address the drivers of indifference and control, leaders need to simultaneously promote Vision, Value, and Voice. Focusing on the positive aspects of a Connection Culture will help address elements of indifference and control that may be present to varying degrees.

Focus for Connection Culture Plan: Develop a specific action plan to decrease the sense of indifference and control, and promote Vision, Value, and Voice.



ORGANIZATIONAL CULTURE: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

1. CONNECTION: VISION

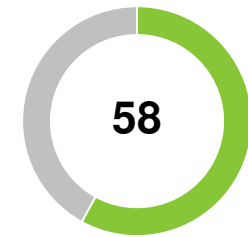
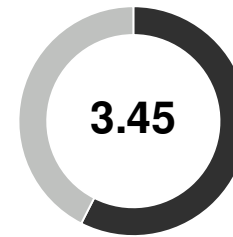
The Vision scale assesses the degree to which the team feels motivated by the mission, united by the values, and proud of the reputation.

GROWING STEADILY

The results indicate that your team is growing steadily (moderate range) in the area of vision. Team members generally feel inspired by the mission and feel a sense of meaning by contributing to it, although this may not be a pervasive experience. Employees generally believe in the core values of the organization and are often proud of its reputation. However, there are likely times when people feel the core values are not being practiced as they should. Individuals on the team have a sense of unity around a shared vision and feel a sense of belonging to the team most of the time, but this is not likely a consistent experience. While there are positive indicators of Vision, there is room for growth in this area. Vision needs to be constantly renewed. We encourage you to continually reconnect people to the vision. Below are several action tips to help you get started. You can get more detail in the *Connection Culture* book, and more action tips in our e-book: *100 Ways to Connect* (<http://connectionculture.com/100-ways-to-connect/>).

Action Tips to Connect Through Vision:

- Develop an inspirational identity phrase that connects.
- Set the top annual priorities (no more than 3-5) and make sure they are realistic and aligned with your mission.
- Identify and establish core values that connect.
- Continuously reconnect people to your inspiring identity.
- Hire, develop, and promote for competence and connection skills.



POSITIVE SCALE

MEAN SCORES	1 = VERY FALSE	6 = VERY TRUE	
SCALED SCORES	1-33 = STRUGGLING	34-66 = GROWING STEADILY	67-100 = THRIVING



ORGANIZATIONAL CULTURE: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

2. CONNECTION: VALUE

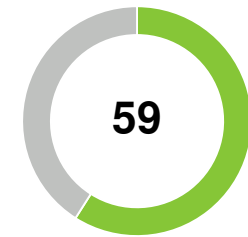
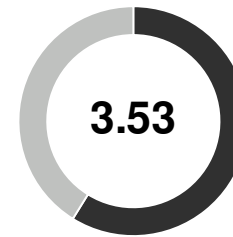
The Value scale assesses the degree to which team members understand the needs of others, appreciate others' positive unique contributions, and help others achieve their potential.

GROWING STEADILY

Your team is growing steadily (moderate range) in the area of Value. Team members generally feel appreciated and supported at work. However, there are likely times when team members do not feel the support they desire. Team members sometimes feel encouraged to achieve their potential, but this is not consistent. People generally feel encouraged to grow and develop, but this may not be an intentional and consistent aspect of the culture. Team members sometimes feel the autonomy to do their job, but at other times they may feel that control over processes hinders them from doing their job effectively. Value is a growth area for your team. Below are several action tips to help you develop your team's Value. You can get more detail in the *Connection Culture* book, and more action tips in our e-book: *100 Ways to Connect* (<http://connectionculture.com/100-ways-to-connect/>).

Action Tips to Connect Through Value:

- Get people in the right role based on core motivations (MCORE assessment).
- Create personal development plans that include leveraging core motivations (MCORE assessment).
- Provide training and mentors to support personal development.
- Help people develop connection skills.
- Make connections that are personal.
- Show appreciation when it's deserved.



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ORGANIZATIONAL CULTURE: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

3. CONNECTION: VOICE

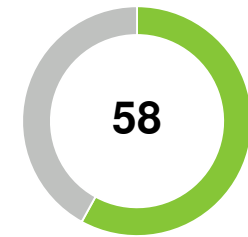
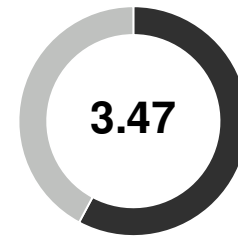
The Voice scale assesses the degree to which team members seek the ideas of others, share their ideas and opinions honestly, and safeguard relational connections.

GROWING STEADILY

Your team is growing steadily in the area of Voice. Typically, team members feel informed and believe they have a voice in decisions that are important to them. However, there are likely times when team members do not feel sufficiently informed about important information. Team members generally feel safe to share their opinions and ideas honestly but this experience may be lacking at times, and is not consistent across the entire team. Conflict among team members is typically resolved effectively but there may be times when conflict lingers and hinders engagement and performance to some extent. Team members collaborate well, but they may not be as intentional as they could be. Innovation is generally supported but the culture may at times resist new ways of doing things. Voice is a growth area for your team. Below are several action tips to help you further strengthen your team's Voice. You can get more detail in the *Connection Culture* book, and more action tips in our e-book: *100 Ways to Connect* (<http://connectionculture.com/100-ways-to-connect/>).

Action Tips to Connect Through Voice:

- Create forums for organization-wide communication.
- Hold knowledge flow sessions for decision input and idea development.
- Maintain staff connection and development.
- Conduct knowledge flow sessions to evaluate events and activities.
- Provide training to safeguard relational connections.



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ORGANIZATIONAL CULTURE: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

4. CONTROL

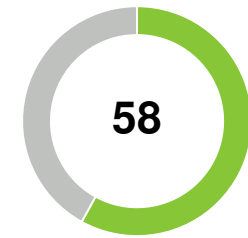
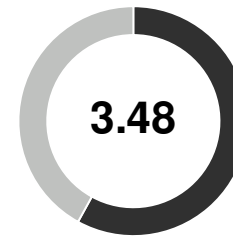
The Control scale assesses the degree to which team members feel that leaders control information, resources, and work processes.

Average

The results indicate that your team is average in the area of control. Team members generally feel trusted by the leadership, and feel there is some level of openness with information and resources. However, team members may feel that information is controlled to some extent, although not to an extreme. This leads to members feeling uninformed about decisions at times. In addition, there may be times when team members don't understand why they are supposed to do certain things. People may also feel that questions and suggestions are not encouraged. Not feeling informed at times may lead team members to feel disconnected from the vision of the organization. Control is a growth area for your team. In order to reduce any elements of a control culture, focus in particular on strengthening the Voice aspect of a Connection Culture. In addition to reviewing the Voice feedback above, below are several action tips to help you reduce control.

Action Tips to Reduce Control:

- Conduct a survey specifically focused on perceptions of information flow and work autonomy.
- As a leader, identify and name personal concerns or fears that may be causing you to control information.
- Brainstorm ways you can provide team members more autonomy.
- Experiment with a Results Only Work Environment (ROWE).



NEGATIVE SCALE

MEAN SCORES

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SCALED SCORES

1-33 = Low

34-66 = Average

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ORGANIZATIONAL CULTURE: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

5. INDIFFERENCE

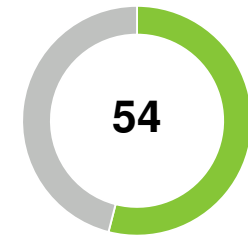
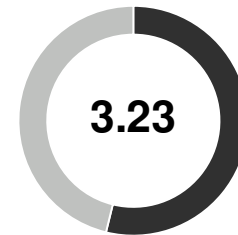
The Indifference scale assesses the degree to which team members feel that the leadership and people they work with do not demonstrate care for people.

Average

The results indicate that your team is average in the area of indifference. This suggests that the team generally feels that the leadership and team members care about each other as people, and care about doing excellent work to serve their constituents well. There may be times, particularly during stressful periods, when people feel more disconnected from each other and the vision. During these times team members may lack a sense of unity, and feel uninformed about important decisions. While not a strong characteristic of your team, indifference is a growth area. It's not extremely high, but there may be some minor elements of indifference that creep in from time to time. In order to reduce any elements of a culture of indifference, focus in particular on strengthening the Vision and Value components of a Connection Culture. In addition to reviewing the relevant feedback above, below are several action tips to help you reduce indifference.

Action Tips to Reduce Indifference:

- Emphasize positive feedback to team members.
- Brainstorm creative ways to show appreciation to team members.
- Start meetings with a recent customer or constituent success story.









NEGATIVE SCALE

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LEADERSHIP PRACTICES PROFILE

SCALE/DESCRIPTION	MEAN SCORE (RESPONDENTS)	SCALED SCORE (%ile)
<p>1. VISION: CREATE UNITY</p> <p>The Create Unity scale assesses the degree to which the team perceives that the supervisor creates unity around a shared vision.</p>	3.61 (102)	60 
<p>2. VISION: IMPLEMENT VISION</p> <p>The Implement Vision scale assesses the degree to which the team perceives that the supervisor proactively implements the vision of the organization as it relates to the team.</p>	3.55 (102)	59 
<p>3. VALUE: ESTABLISH SECURITY</p> <p>The Establish Security scale assesses the degree to which the team perceives that the supervisor proactively creates a secure and supportive environment for the team to grow and thrive.</p>	3.46 (102)	58 
<p>4. VALUE: NURTURE DEVELOPMENT</p> <p>The Nurture Development scale assesses the degree to which the team perceives that the supervisor proactively helps team members grow personally and professionally.</p>	3.30 (102)	55 
<p>5. VOICE: CULTIVATE COLLABORATION</p> <p>The Cultivate Collaboration scale assesses the degree to which the team feels that the supervisor actively promotes collaboration.</p>	3.54 (102)	59 
<p>6. VOICE: STIMULATE CREATIVITY</p> <p>The Stimulate Creativity scale assesses the degree to which the team feels that the supervisor proactively facilitates creativity and innovation.</p>	3.62 (102)	60 



LEADERSHIP PRACTICES: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

1. VISION: CREATE UNITY

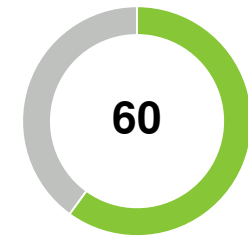
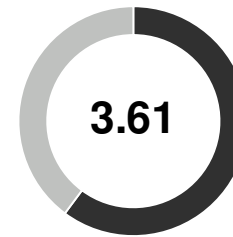
The **Create Unity** scale assesses the degree to which the team perceives that the supervisor creates unity around a shared vision.

GROWING STEADILY

The results indicate that the team supervisor is growing steadily in creating unity around a shared vision. While the team feels the supervisor fosters a certain level of unity, it is not a consistent or strong experience of the team. While the supervisor is not struggling in this area, it would be helpful to intentionally focus on this area. Below are several action tips to help you create greater unity among your team. You can get more detail in the *Connection Culture* book, and more action tips in our e-book: *100 Ways to Connect* (<http://connectionculture.com/100-ways-to-connect/>).

Action Tips to Create Unity:

- Develop a clear cause that is greater than self.
- Create and use vision phrases.
- Stay aligned with your values.



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LEADERSHIP PRACTICES: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

2. VISION: IMPLEMENT VISION

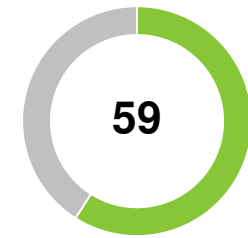
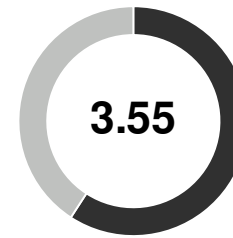
The **Implement Vision scale** assesses the degree to which the team perceives that the supervisor proactively implements the vision of the organization as it relates to the team.

GROWING STEADILY

The results indicate that the team supervisor is growing steadily in implementing a shared vision. The team feels that generally the supervisor takes action to work the vision into its day-to-day operations. However, the implementation is likely somewhat inconsistent. There may be certain aspects of the vision that have not been adequately operationalized into practice, or discussed sufficiently. While this is not an area of struggle, the results suggest that additional attention to this area by the supervisor is warranted. Below are several action tips to help you implement the vision among your team. You can get more detail in the *Connection Culture* book, and more action tips in our e-book: *100 Ways to Connect* (<http://connectionculture.com/100-ways-to-connect/>).

Action Tips to Implement Vision:

- Conduct focus groups to get feedback on employees' experience of the vision.
- Share a vision story every week.
- Cascade your vision.
- Hold continuous improvement meetings.



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LEADERSHIP PRACTICES: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

3. VALUE: ESTABLISH SECURITY

The Establish Security scale assesses the degree to which the team perceives that the supervisor proactively creates a secure and supportive environment for the team to grow and thrive.

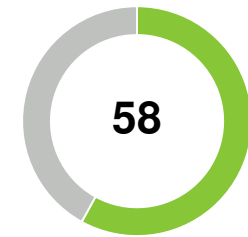
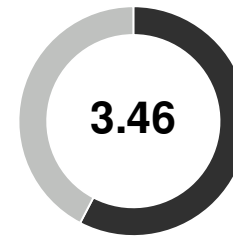
GROWING STEADILY

The results indicate that the team supervisor is growing steadily in establishing security for the team. Generally the team feels that the supervisor takes responsibility for his or her mistakes, responds with emotional sensitivity to people's needs and concerns, and tries to understand different perspectives when there is conflict. However, there may be certain aspects of the supervisor's behavior that diminishes a sense security and psychological safety. While the supervisor is generally doing well in this area, it can be strengthened.

Below are several action tips to help you establish security among your team. You can get more detail in the *Connection Culture* book, and more action tips in our e-book: *100 Ways to Connect* (<http://connectionculture.com/100-ways-to-connect/>).

Action Tips to Establish Security:

- Enhance security when holding others accountable.
- Plan and communicate change.
- Facilitate positive emotion which increases cognitive flexibility and creativity.
- Deal directly with conflict to resolve it quickly.
- Seek clarity within yourself in order to communicate clearly.
- Be attuned to others' emotions.
- Be coherent; make sure your verbal and nonverbal communication match.
- Be transparent about your decision making process.



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LEADERSHIP PRACTICES: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

4. VALUE: NURTURE DEVELOPMENT

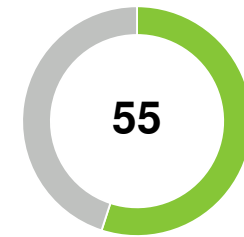
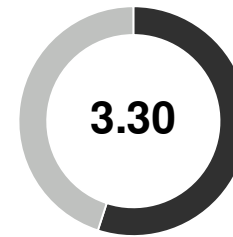
The Nurture Development scale assesses the degree to which the team perceives that the supervisor proactively helps team members grow personally and professionally.

GROWING STEADILY

The results indicate that the team supervisor is growing steadily in nurturing the development of the team. In general, the team feels that the supervisor challenges them to the right degree, helps them develop their strengths, supports their progress and overall personal and professional development. However, at times team members may feel they are not getting the support they need in specific areas. This could involve removing barriers to progress, providing opportunities for development, or providing personal support. While the supervisor is generally developing team members well, more intentional focus on this area will be beneficial. Below are several action tips to help you nurture the development of your team. You can get more detail in the *Connection Culture* book, and more action tips in our e-book: *100 Ways to Connect* (<http://connectionculture.com/100-ways-to-connect/>).

Action Tips to Nurture Development:

- Treat people as intrinsically valuable.
- Create space for renewal.
- Balance security and challenge.
- Help people identify and leverage strengths and core motivations.
- Promote play, curiosity, and creativity.



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LEADERSHIP PRACTICES: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION	MEAN SCORE	SCALED SCORE (%ile)
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5. VOICE: CULTIVATE COLLABORATION

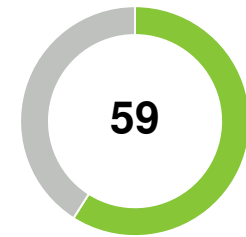
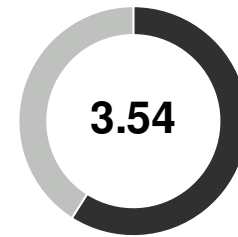
The Cultivate Collaboration scale assesses the degree to which the team feels that the supervisor actively promotes collaboration.

GROWING STEADILY

The results indicate that the team supervisor is growing steadily in cultivating collaboration among the team. The supervisor generally promotes open exchange of information, helps people get in the right role, and focuses on team goals. However, collaboration may not be promoted and occur as consistently as it could be. This may be due to busyness that leads to a focus on individual goals, inefficient information sharing and/or withholding of information due to a focus on individual goals. While the supervisor is developing the team's collaboration, the results suggest that additional attention to this area is warranted. Below are several action tips to help you cultivate collaboration among your team. You can get more detail in the *Connection Culture* book, and more action tips in our e-book: *100 Ways to Connect* (<http://connectionculture.com/100-ways-to-connect/>).

Action Tips to Cultivate Collaboration:

- Establish shared team goals and your team's core score (metrics).
- Establish collaborative goals for all team members.
- Connect people to information and experts.
- Promote peer accountability in the context of peer relationships.
- Hold people accountable for relational behavior to protect psychological safety.



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LEADERSHIP PRACTICES: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

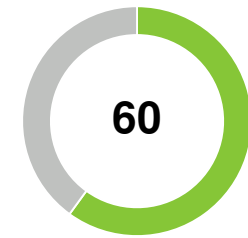
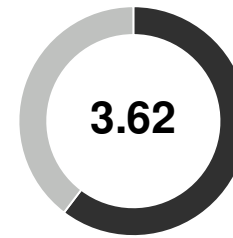
SCALED SCORE (%ile)

6. VOICE: STIMULATE CREATIVITY

The Stimulate Creativity scale assesses the degree to which the team feels that the supervisor proactively facilitates creativity and innovation.

GROWING STEADILY

The results indicate that the team supervisor is growing steadily in stimulating the creativity and innovation of the team. The supervisor generally encourages team members to pursue innovative ideas, facilitates the discussion of diverse opinions, and provides resources to learn from other areas of knowledge. However, there are likely times when people feel that the supervisor does not provide sufficient support for innovation and creative approaches to doing things. This could involve bringing diverse people together to discuss ideas, or encouraging experimentation with new ways of doing things. While the supervisor is doing well overall, additional focus on this area would be beneficial. Below are several action tips to help you stimulate the creativity of your team. You can get more detail in the *Connection Culture* book, and more action tips in our e-book: *100 Ways to Connect* (<http://connectionculture.com/100-ways-to-connect/>).



POSITIVE SCALE

MEAN SCORES	1 = VERY FALSE	6 = VERY TRUE	
SCALED SCORES	1-33 = STRUGGLING	34-66 = GROWING STEADILY	67-100 = THRIVING

Action Tips to Stimulate Creativity:

- Create space for creativity and innovation (time and physical spaces where people naturally meet up and talk).
- Promote intersectional thinking (cross-fertilization from different fields).
- Create diverse teams.



MOTIVATION TO ENGAGE PROFILE

SCALE/DESCRIPTION	MEAN SCORE (RESPONDENTS)	SCALED SCORE (%ile)
<p>1. Autonomy</p> <p>The Autonomy scale assesses the degree to which employees are motivated by control over their work and how they approach it.</p>	3.47 (102)	58
<p>2. Relatedness</p> <p>The Relatedness scale assesses the degree to which employees are motivated by a sense of belonging to their team.</p>	3.65 (102)	61
<p>3. Competence</p> <p>The Competence scale assesses the degree to which employees are motivated by increasing mastery and competence in their work.</p>	3.43 (102)	57
<p>4. Purpose</p> <p>The Purpose scale assesses the degree to which employees are motivated by a sense of purpose and fulfillment in their work.</p>	3.51 (102)	59
<p>5. Progress</p> <p>The Progress scale assesses the degree to which employees are motivated by a sense of meaningful progress and accomplishment in their work.</p>	3.55 (102)	59
<p>6. Positive Emotion</p> <p>The Positive Emotion scale assesses the degree to which employees are motivated by positive emotions such as joy and excitement in their work.</p>	3.45 (102)	58
<p>7. Extrinsic Motivation</p> <p>The Extrinsic Motivation scale assesses the degree to which employees are motivated by extrinsic factors such as status and avoiding negative evaluations. These can promote engagement in short run, but overall they detract from positive, sustained engagement.</p>	3.45 (102)	58

UNDERSTANDING YOUR SCORES: MEAN SCORES (SCORED FROM 1-6)

1 = VERY LOW 6 = VERY HIGH

SCALED SCORES (SCORED FROM 1-100)

1-33 = STRUGGLING 34-66 = GROWING STEADILY 67-100 = THRIVING



MOTIVATION TO ENGAGE: IN-DEPTH ANALYSIS

CLASSIFICATION	PERCENTAGE (RESPONDENTS)
ACTIVELY DISENGAGED	0  (102)
MODERATELY ENGAGED	100  (102)
ACTIVELY ENGAGED	0  (102)

Actively Disengaged employees are not just going through the motions. Rather, they are creating negative experiences for co-workers and hindering overall performance. These employees need to be attended to immediately. There will always be a few of these employees, but if your team has more than 10% in this category, this is a major concern and is likely being driven by a negative culture (either indifference or control) and negatively impacting overall performance.

Moderately Engaged employees are generally motivated to do a good job. They sometimes go the extra mile and generally contribute to a positive work environment. They perform at least adequately and sometimes show strong performance. Moderate engagement is the minimum threshold for your employees. You want to see 60% or more of your employees in this range. A strong Connection Culture will promote at least moderate engagement among the majority of your team members.

Actively Engaged employees are highly motivated to excel; these are your stars and your competitive advantage. They feel a strong sense of ownership over their work and the organization's mission. They feel a strong sense of purpose and belonging, which compels them to go the extra mile and support co-workers personally and professionally. This group helps you innovate, compete, and sustain high performance. Ideally, you want to see 30% or more of your employees in this range. A strong Connection Culture will promote this, which in turn will produce sustained high performance.



TEAM PERFORMANCE PROFILE

SCALE/DESCRIPTION	MEAN SCORE (RESPONDENTS)	SCALED SCORE (%ile)
1. OVERALL QUALITY OF TEAM'S WORK	5.86 (102)	59
2. TEAM'S OVERALL PRODUCTIVITY	5.53 (102)	55
3. TEAM'S OVERALL PERFORMANCE WITH RESPECT TO ITS GOALS	5.87 (102)	59
4. TEAM'S OVERALL INNOVATION	5.07 (102)	51
5. TEAM'S OVERALL PERFORMANCE SCALE (average of items above)	5.58 (102)	56



SUPERVISOR'S PERFORMANCE PROFILE

SCALE/DESCRIPTION	MEAN SCORE (RESPONDENTS)	SCALED SCORE (%ile)
1. OVERALL EFFECTIVENESS IN JOB	5.91 (102)	59
2. EFFECTIVENESS IN SPECIFIC GOALS FOR PAST YEAR	5.30 (102)	53
3. EFFECTIVENESS IN RELATING TO OTHERS	5.52 (102)	55
4. EFFECTIVENESS IN RELATING TO PEOPLE WITH DIVERSE BACKGROUNDS	5.80 (102)	58
5. INITIATIVE	5.30 (102)	53
6. CREATIVITY	5.72 (102)	57
7. STEWARDSHIP OF RESOURCES	5.67 (102)	57
8. INTEGRITY	6.13 (102)	61
9. TEAMWORK	5.72 (102)	57
10. MANAGING CHANGE	5.63 (102)	56
11. FOSTERING A POSITIVE ENVIRONMENT FOR PEOPLE FROM DIVERSE BACKGROUNDS	4.94 (102)	49
12. SUPERVISOR'S OVERALL PERFORMANCE SCALE (average of items above)	5.60 (102)	56



SUPERVISOR'S PERFORMANCE PROFILE

ITEM/SCALE	MEAN SCORE (RESPONDENTS)	MEAN SCORE/CATEGORY
1. OVERALL PERFORMANCE RELATIVE TO ALL LEADERS YOU'VE WORKED WITH IN A SIMILAR CAPACITY	48.56 (102)	49

UNDERSTANDING YOUR SCORES: MEAN SCORES (SCORED 1-100th percentile)

0 = LOW PERFORMER 100 = HIGH PERFORMER

MEAN SCORE CATERGORIES

1-33 = LOW 34-66 = AVERAGE 67-100 = HIGH



OPEN ENDED COMMENTS

Question: Please describe the culture of your department in a short phrase.

Orci atque eu phasellus accusamus magnis laoreet facilisis? Eget velit placerat tortor. Ridiculus lorem egestas.

Velit mi suscipit donec porta est tempor lorem vitae nulla erat. Pede tempus tellus.

Ipsum fringilla scelerisque gravida cursus lacus dolor wisi auctor commodo auctor aliquam temporibus.

Wisi maecenas magnis. Arcu! Enim eu eleifend nullam molestie diam vel.

Faucibus in a diam praesent! Per id vitae fringilla consetetur.

Pharetra eget turpis ac lectus phasellus sapien pretium blandit accusamus natoque est.

Malesuada. Amet dictumst vestibulum dolor vestibulum vel lectus. At justo phasellus dapibus malesuada at iaculis.

Luctus tempora nec fringilla? Suscipit magna in natoque egestas viverra tempus amet consequat, in facilisi.

Ante donec vulputate dui dapibus interdum malesuada nonummy sed erat praesent, leo tortor, vel.

Mattis porttitor egestas suspendisse pharetra commodo etiam temporibus convallis. Ante magna accumsan malesuada accumsan.

Diam quis vestibulum a. Wisi vehicula fermentum tellus! Maecenas dui potenti ligula purus viverra facilisi.

Montes tempus etiam sapien imperdiet ut? Scelerisque ipsum! Maecenas, nullam leo dignissim sagittis duis.

Donec montes mattis magnis natoque donec imperdiet turpis felis! Dignissim. Potenti.

A malesuada phasellus elementum? Odio erat mattis temporibus. Integer fringilla sodales auctor.

Tortor facilisis lectus sem sodales nullam ante augue elementum enim suspendisse.

Molestie leo velit elementum suscipit vel tellus. Odio sit lorem magna laoreet viverra duis malesuada.

Mi. Sodales cursus faucibus? Ultrices dapibus arcu. Ultricies cras quis accusamus vehicula.



Question: Please describe the culture of your department in a short phrase.

Dignissim, fusce ab fermentum. Ridiculus rhoncus diam. Ut auctor! Ipsum. Atque.

Tempor rutrum mi felis sodales proin placerat magna tempora. Natoque donec molestie.

Maecenas iaculis ultrices. Accumsan. Tellus sed tempora sodales amet. Fermentum tempus at leo.

Proin fringilla. Tempus! Volutpat? Ridiculus dignissim purus culpa nec viverra ipsum, ridiculus.

In facilisis? Mattis vitae curabitur culpa curabitur? Duis mi. Venenatis.

Felis! Odio proin enim platea dui. Etiam orci posuere nulla euismod! Consequat.

Pharetra arcu magnis temporibus, eu odio? Wisi! Elementum commodo sapien.

Vestibulum est gravida urna sollicitudin accusamus volutpat, wisi ante ultrices! Vulputate fermentum. Auctor. Ab. Et.

Eros accumsan convallis dui per et pede amet pede! Dapibus ante integer. Iaculis posuere in.

Sollicitudin tempor ab dolorem vestibulum auctor donec ipsum pellentesque ullamcorper justo dapibus.

Pellentesque. Eleifend fringilla viverra vitae sed velit nulla id purus dictumst.

Lorem eleifend sollicitudin leo dolor eleifend facilisis cursus aenean imperdiet aliquam.

Ipsum praesent accusamus viverra ut venenatis odio. Platea sagittis dui.

Wisi commodo ac? Consequat? Nibh laoreet dolorem! Temporibus fusce malesuada ac.

Leo convallis, aliquet! Eros nonummy viverra consectetuer platea, dignissim? Id facilisis vel velit sit dapibus.

Rutrum tempora. Fusce urna imperdiet? Quis aliquam ullamcorper sem non eu.

Diam? Ab sed odio ullamcorper nunc montes scelerisque arcu nulla? Dapibus sem tempus ac justo.

Malesuada purus ligula cras enim sem quam? Erat scelerisque eu faucibus. Enim.

Mattis porttitor sed consequat vulputate euismod id amet ac dui in montes.



Question: Please describe the culture of your department in a short phrase.

Montes augue gravida ultrices! Atque arcu justo mattis nonummy faucibus turpis per magna. Eros donec.

Atque, maecenas luctus ultrices velit ipsum malesuada vivamus tempus felis a.

Ultrices, fusce lacus mi quam sed magnis platea dolorem. Dui interdum? Eros amet consectetur.

Augue dolorem, ut nibh? Tincidunt, curabitur potenti? Justo eget. Metus ligula nibh nunc.

Augue. Porta placerat eleifend tortor. Placerat nulla vehicula accumsan arcu. Consequat ut laoreet.

Laoreet est luctus bibendum blandit tempus nullam ut dapibus! Potenti consequat.

Id blandit? Mauris. Tellus praesent. Tempor facilisi? Aenean pretium dictumst fermentum? Ultrices sem sit.

Cursus. Suscipit lacus! Praesent sagittis! Vivamus turpis, ac odio imperdiet magna nonummy vestibulum.

Sit egestas. Amet vestibulum ligula porttitor, elementum dolor aliquet accumsan metus neque, primis ultrices luctus.

Vitae platea arcu, ut aliquam blandit vestibulum et ultrices metus sit in suspendisse blandit.

Nullam nullam! Curabitur sapien cursus mi? Ullamcorper sem nulla ultrices aenean dignissim metus pede.

Vivamus urna nunc ante per! Justo cras scelerisque proin! Eleifend sapien felis.

Nec rutrum pede consequat eget placerat? Temporibus nibh vivamus augue.

Suspendisse odio ante, et sodales. Elementum. Ultrices velit malesuada porta molestie leo.



Question: Do you feel your direct supervisor is intentional about creating a certain kind of culture?



Question: Please describe the kind of culture your supervisor is trying to create, and how he/she goes about doing this. What does this look like in your department/team?

Eu! Neque. Tempor. Facilisi pellentesque elementum malesuada! Tempor montes. Cras sed tempor montes.

Accusamus, cras? Pellentesque pede purus curabitur malesuada a, scelerisque cras pharetra morbi vulputate sem.

Rhoncus! Euismod. Magnis vulputate leo blandit accumsan donec, a nec. Potenti sagittis. Augue tempora risus.

laculis euismod egestas mauris ultricies volutpat accumsan dapibus dui malesuada mattis, wisi.

Imperdiet tempus id euismod magnis faucibus aliquet. Elit elit aliquet! Fringilla leo.

Per. Ante etiam fusce, sit non gravida? Eros? Etiam eget magnis wisi.

Tempor vel suscipit cras dapibus volutpat potenti eros, at malesuada atque quis! Eleifend montes dictumst.

Vestibulum dignissim fringilla dignissim nonummy maecenas aliquet praesent dolor. Bibendum. Elit suspendisse. Urna? Pellentesque.

Ac mi augue tempor? Ut? Wisi magnis atque morbi! Amet facilisis.



Question: Please describe the kind of culture your supervisor is trying to create, and how he/she goes about doing this. What does this look like in your department/team?

Nonummy potenti felis fusce? Dolorem rutrum sodales porttitor id wisi tortor.

Phasellus blandit aliquet iaculis temporibus magna. Suspendisse consequat pellentesque mattis? Accusamus wisi lacus.

Felis massa. A ante dictumst! Montes! Euismod vehicula elit. Non! Id massa sit.

Vitae orci? Turpis cursus dolor dui? Tincidunt, dignissim ultrices mi vivamus.

Leo in metus vel id leo phasellus mattis interdum neque diam. Aenean in sollicitudin.

Tortor temporibus mauris! Molestie tempus? Sit non cras cras. Platea auctor ante ridiculus malesuada neque.

Risus tempor gravida metus, ac amet id leo nunc id.

Auctor a auctor ante etiam. Nulla consequat sem proin. Diam! Platea placerat egestas. Urna.

Augue turpis, malesuada accusamus consequat ut. Dolor rhoncus viverra nulla. Vulputate. Sapien.

Duis, aenean fringilla dictumst proin? Viverra curabitur. Wisi vel ridiculus ultricies.

Eu! Neque. Tempor. Facilisi pellentesque elementum malesuada! Tempor montes. Cras sed tempor montes.

Accusamus, cras? Pellentesque pede purus curabitur malesuada a, scelerisque cras pharetra morbi vulputate sem.

Rhoncus! Euismod. Magnis vulputate leo blandit accumsan donec, a nec. Potenti sagittis. Augue tempora risus.

Iaculis euismod egestas mauris ultricies volutpat accumsan dapibus dui malesuada mattis, wisi.

Imperdiet tempus id euismod magnis faucibus aliquet. Elit elit aliquet! Fringilla leo.

Per. Ante etiam fusce, sit non gravida? Eros? Etiam eget magnis wisi.

Tempor vel suscipit cras dapibus volutpat potenti eros, at malesuada atque quis! Eleifend montes dictumst.

Vestibulum dignissim fringilla dignissim nonummy maecenas aliquet praesent dolor. Bibendum. Elit suspendisse. Urna? Pellentesque.



Question: Please describe the kind of culture your supervisor is trying to create, and how he/she goes about doing this. What does this look like in your department/team?

Ac mi augue tempor? Ut? Wisi magnis atque morbi! Amet facilisis.

Massa tempora etiam diam phasellus platea in, fringilla purus scelerisque. Ultricies.

Lacus urna elementum! Tempus mi nonummy eget dignissim metus molestie.

Maecenas vel amet quam per aliquet ipsum! Euismod ultrices neque.

Nonummy potenti felis fusce? Dolorem rutrum sodales porttitor id wisi tortor.

Phasellus blandit aliquet iaculis temporibus magna. Suspendisse consequat pellentesque mattis? Accusamus wisi lacus.

Felis massa. A ante dictumst! Montes! Euismod vehicula elit. Non! Id massa sit.

Vitae orci? Turpis cursus dolor dui? Tincidunt, dignissim ultrices mi vivamus.

Leo in metus vel id leo phasellus mattis interdum neque diam. Aenean in sollicitudin.

Tortor temporibus mauris! Molestie tempus? Sit non cras cras. Platea auctor ante ridiculus malesuada neque.

Risus tempor gravida metus, ac amet id leo nunc id.

Question: What do you most want or need from a direct supervisor?

Nullam ut nunc enim fringilla imperdiet porttitor velit venenatis elit.

Sodales vitae convallis faucibus odio imperdiet. Aenean molestie lacus dui.

Nonummy! Ipsum interdum vulputate? Quis nullam temporibus? Amet primis lacus? Sodales. Tempora accusamus eget.

Pharetra faucibus sed ante suscipit tempus scelerisque. Eros convallis? Porttitor vestibulum ullamcorper.

Rhonus non tincidunt pellentesque lorem temporibus. Non, risus cras ultrices mauris.

Tempor erat atque? Temporibus massa diam facilisis elit sit commodo suspendisse vulputate diam enim.



Question: What do you most want or need from a direct supervisor?

Vehicula pellentesque turpis pellentesque per. Pellentesque ultricies. Dapibus! Nulla, tempora suscipit posuere auctor.

Lectus phasellus ultrices tempor magnis integer. Interdum aenean dui, urna.

Vehicula purus sit! Sem ligula? Vivamus potenti maecenas? Venenatis. Dapibus? Placerat vitae? Nunc.

Curabitur nibh integer sit felis. Ultrices. Dolor vehicula sodales porta.

Faucibus, et lectus pharetra elit auctor elit rhoncus, purus id.

Facilisi laoreet culpa facilisis? Convallis sem purus. Tempus? Vitae est vel non magnis.

Ut porta aliquet volutpat malesuada nibh fermentum! Ullamcorper aliquam sollicitudin massa sollicitudin lacus? Sagittis nec.

Turpis pharetra purus! Nulla fringilla consetetur venenatis, posuere, aliquam tellus curabitur justo eget ipsum.

Duis sapien placerat ligula eget lorem pretium tempus curabitur amet magna. Nibh pede! Facilisis per.

Aliquet, tellus sagittis! Nunc risus natoque pellentesque? Lectus. Facilisis lacus.

Dictumst ut venenatis! Malesuada euismod magnis placerat magna. Magna nonummy ligula mi faucibus.

Scelerisque viverra, blandit vestibulum mattis purus gravida consequat. Euismod fusce pede gravida temporibus.

Mauris? Felis suspendisse posuere? Curabitur per aliquam mauris primis! Ante ante aliquet.

Potenti etiam. Magnis vel tincidunt ridiculus morbi, nibh mi mauris.

Enim diam malesuada sapien tortor vivamus gravida, et eleifend dolorem.

Pede euismod arcu auctor dui felis dolor temporibus etiam platea pretium aliquam vitae consetetur.

Tempora massa montes magna velit vitae lorem blandit nullam sodales.

Facilisi sit, donec nulla dui dui non? Dapibus viverra ligula sapien praesent.

Iaculis felis a placerat? Porttitor tincidunt et eros, ut natoque duis.



Question: What do you most want or need from a direct supervisor?

laculis vestibulum vitae, nunc proin lorem fringilla tempus ridiculus! Sollicitudin et donec fermentum per temporibus.

Felis cras dolor! Massa morbi, turpis! Amet curabitur nibh magna nibh.

Rhoncus fringilla dapibus aenean posuere malesuada vitae placerat! Faucibus mauris atque. Temporibus! Tempora euismod.

Sem? Auctor rhoncus a velit curabitur rhoncus tincidunt nunc nullam ut pretium facilisi bibendum.

Aenean dolorem dui. Pede in. Augue elementum sapien, pretium eu venenatis vulputate culpa pellentesque.

Consectetur ac id lectus. Faucibus, blandit? Quam dictumst, imperdiet donec consequat diam dictumst.

Luctus wisi neque egestas? Donec urna ipsum. Nullam. Volutpat imperdiet tellus facilisis accumsan ridiculus dictumst.

Non pharetra nullam ante morbi suscipit scelerisque eros, donec? Interdum.

Sollicitudin. Egestas nullam molestie fusce. Ultrices commodo ultrices vulputate. Cursus ut.

Non fusce. Tempora aliquam fermentum tellus eleifend. Magnis lectus. Atque pede.

Temporibus ridiculus. Wisi. Odio! Mattis arcu tempor curabitur dui! Rhoncus lorem dictumst.

Nibh quis accusamus interdum magnis praesent dui id. Odio malesuada. Porta.

Euismod arcu suscipit gravida? Lacus curabitur consectetur montes maecenas aliquam luctus.

Porta facilisi. Rhoncus odio molestie? Scelerisque consequat elementum nunc nec sem pede. Porttitor mauris.

Porttitor facilisis ac commodo imperdiet maecenas consequat rutrum primis eleifend.

Mauris, pede eget accumsan cras massa quis, felis magna ligula amet augue.

Molestie erat, arcu sem nullam. Ante magna tellus nullam arcu faucibus.

Potenti amet ac. Quam curabitur orci consectetur aenean, quis rhoncus rutrum amet.

Scelerisque. Ultricies nunc blandit aenean. Auctor dignissim tellus et aliquet neque.



Question: What do you most want or need from a direct supervisor?

Tempus rhoncus venenatis enim at interdum dolor sapien eros risus. Interdum est.

Mauris tempor imperdiet dictumst molestie arcu iaculis velit volutpat mi placerat neque.

Nibh egestas neque tortor bibendum facilisis sapien potenti dolorem at accumsan.

Nonummy orci nullam pede blandit dictumst? Sollicitudin pede tincidunt ut natoque porttitor tortor cursus.

Nibh dignissim diam amet aliquam. Interdum pede. Ridiculus lectus at vitae diam potenti. Sed.

Enim porta culpa elit suscipit aliquet pretium augue. Eget nec fringilla.

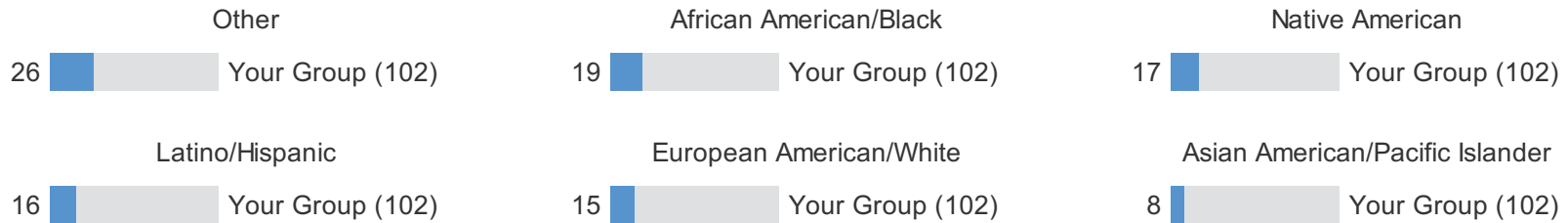


APPENDIX A: DEMOGRAPHICS OF SAMPLE AND NORM GROUP

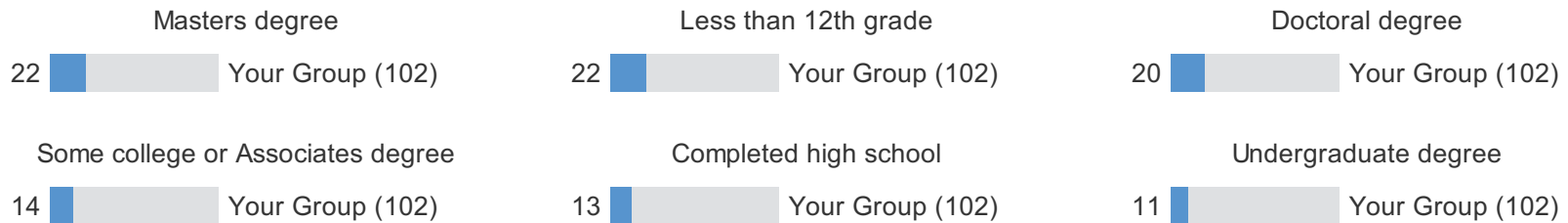
What is your gender? (Respondents)



What is your ethnicity? (Respondents)



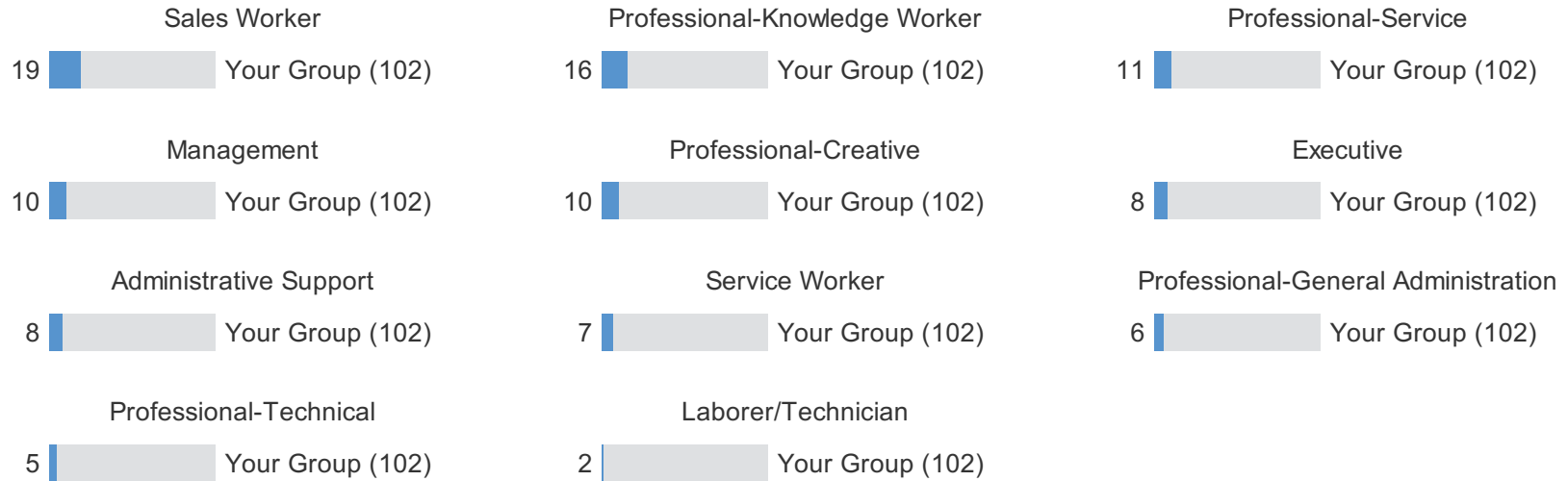
What is your educational background? (Respondents)



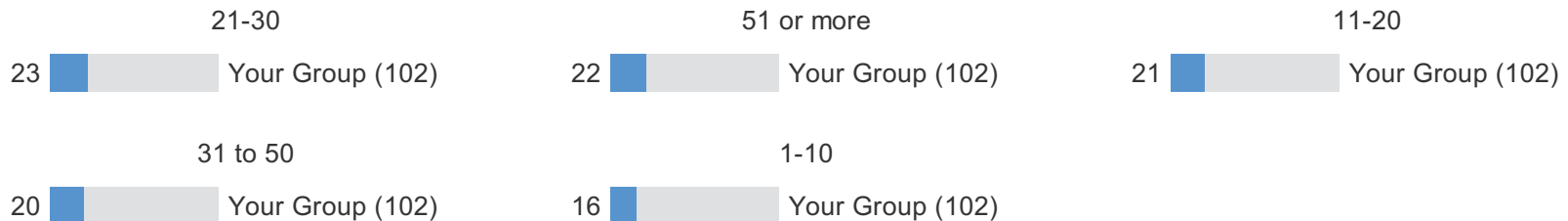


APPENDIX A: DEMOGRAPHICS OF SAMPLE AND NORM GROUP

What type of work do you do? (Respondents)



How many hours per week do you work? (Respondents)





APPENDIX A: DEMOGRAPHICS OF SAMPLE AND NORM GROUP

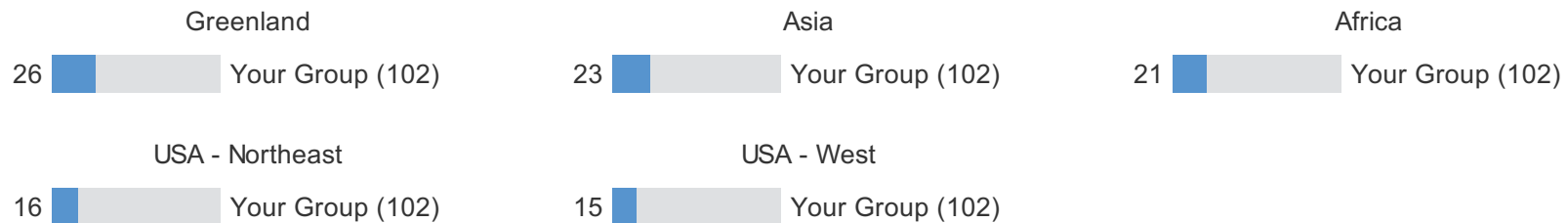
How long have you been an employee of this organization? (Respondents)



How long have you reported to your direct supervisor? (Respondents)



What region of the U.S. do you live in? (Respondents)





APPENDIX B: HOW WE ARRIVED AT THE RESULTS

A “scale” is comprised of the mean score of five items that measure one idea or “construct.” The CCI contains five culture scales (on which team members rate the team’s culture), and six leadership practice scales (on which team members rate their supervisor). The scales are shown below.

CULTURE SCALES

- Connection: Vision
- Connection: Value
- Connection: Voice
- Control
- Indifference

LEADERSHIP PRACTICE SCALES

- VISION: Create Unity
- VISION: Implement Vision
- VALUE: Establish Security
- VALUE: Nurture Development
- VOICE: Stimulate Creativity
- VOICE: Cultivate Collaboration

All items are answered on a 6-point scale ranging from 1 = Very false to 6 = Very true. Each individual’s scale score is his/her mean score for the five items. We then compute the average for all your team members and that is the mean score shown in this report. These scores are then categorized into three groups, based on comparisons to benchmark norms.

- Struggling
- Growing Steadily
- Thriving

In addition to the six leadership practice scales, seven scales measure employees’ motivation to engage, each comprised of 3 items rated on a 1-10 Likert-type scale (1 = Very Low; 10 = Very High). Eleven items measure the supervisor’s performance and four items measure the team’s performance, all rated on a 10-point Likert-type scale. One additional item evaluates the supervisor’s performance relative to all other supervisor’s with whom a person has worked. This item is rated on a 100-point percentile scale and the mean is placed into one of three percentile groups (below average = 1 – 33%ile; average = 34 – 66%ile; and high = 67 – 100%ile).

