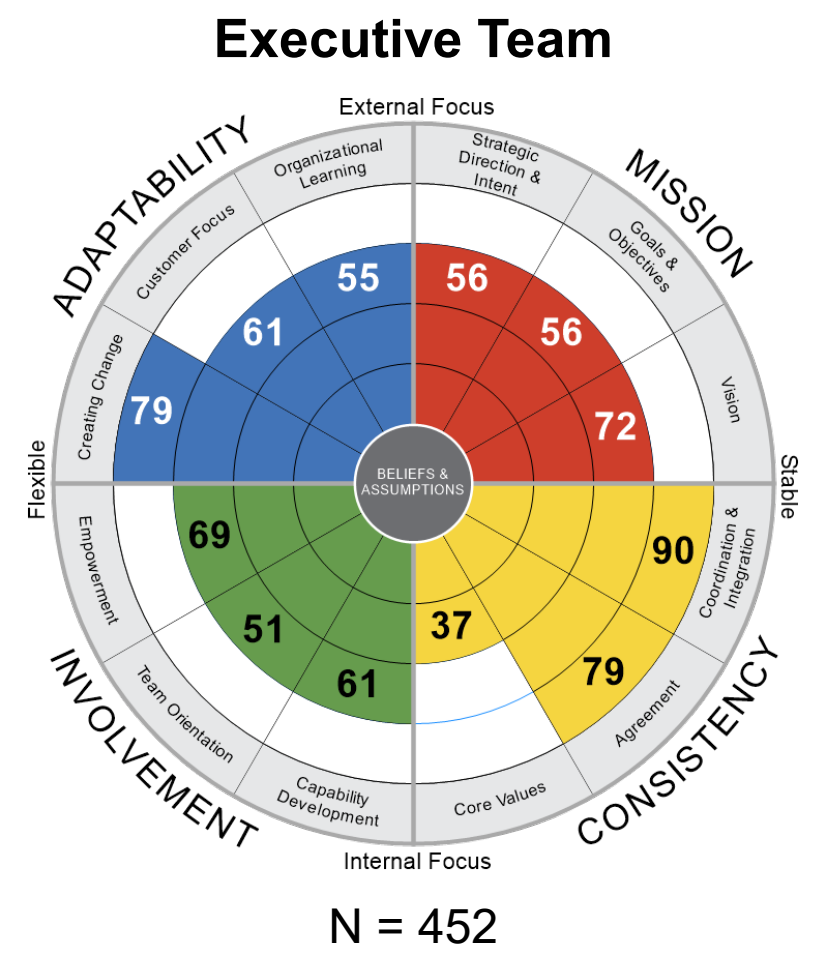
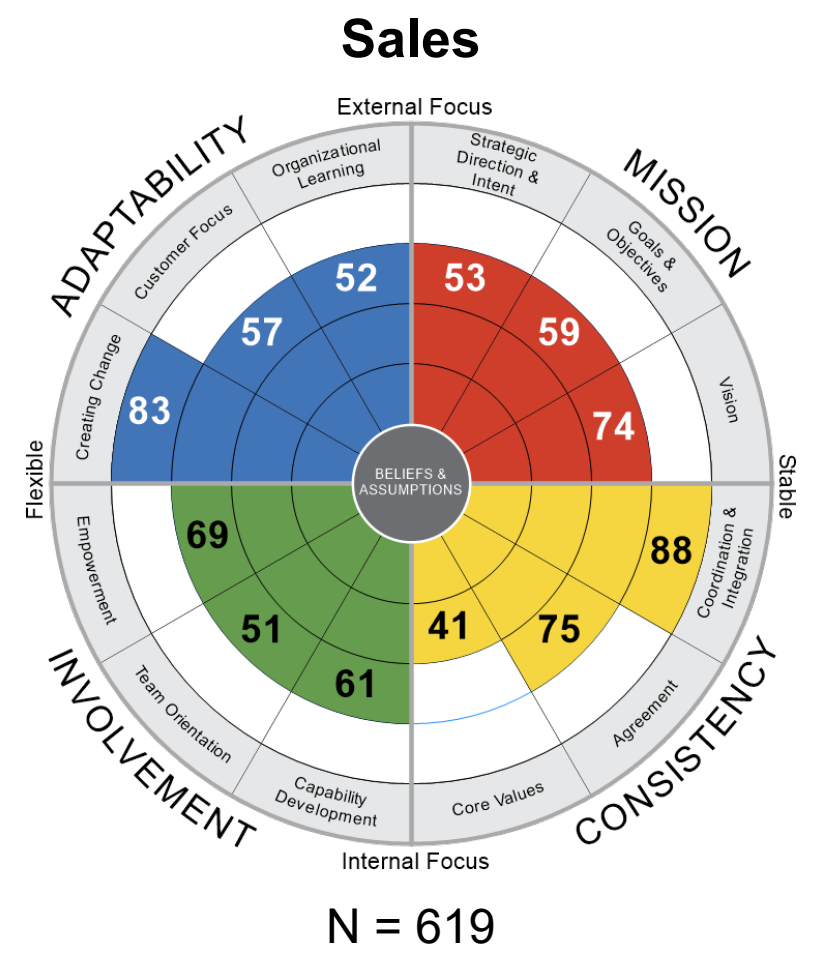
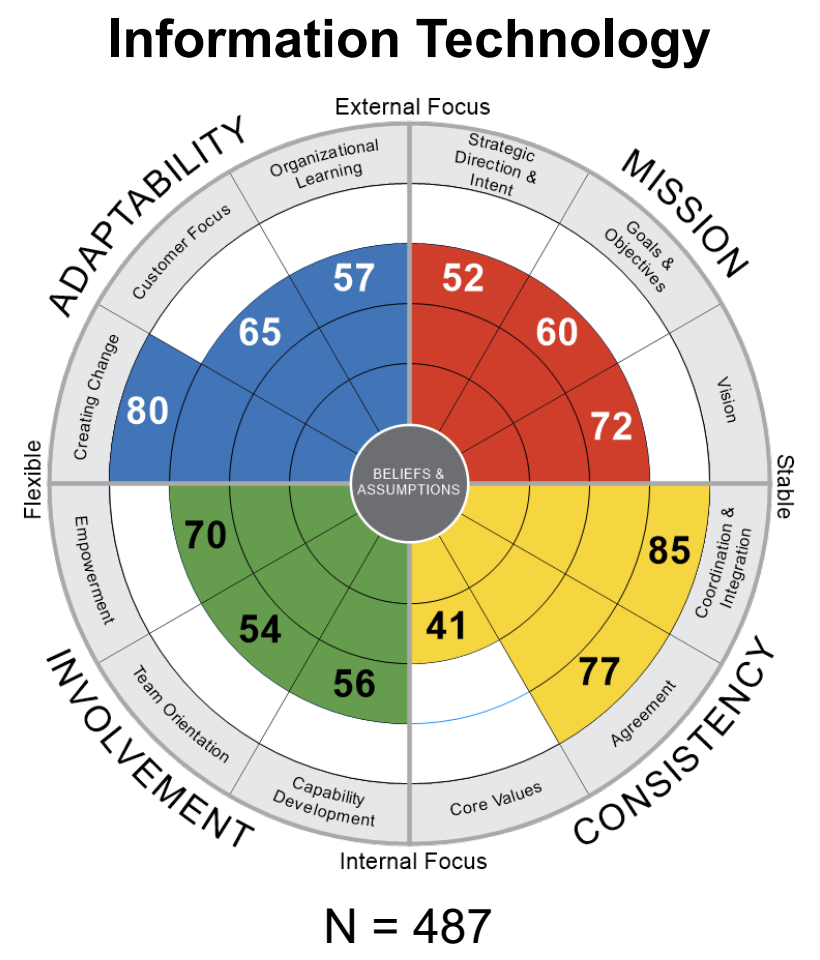
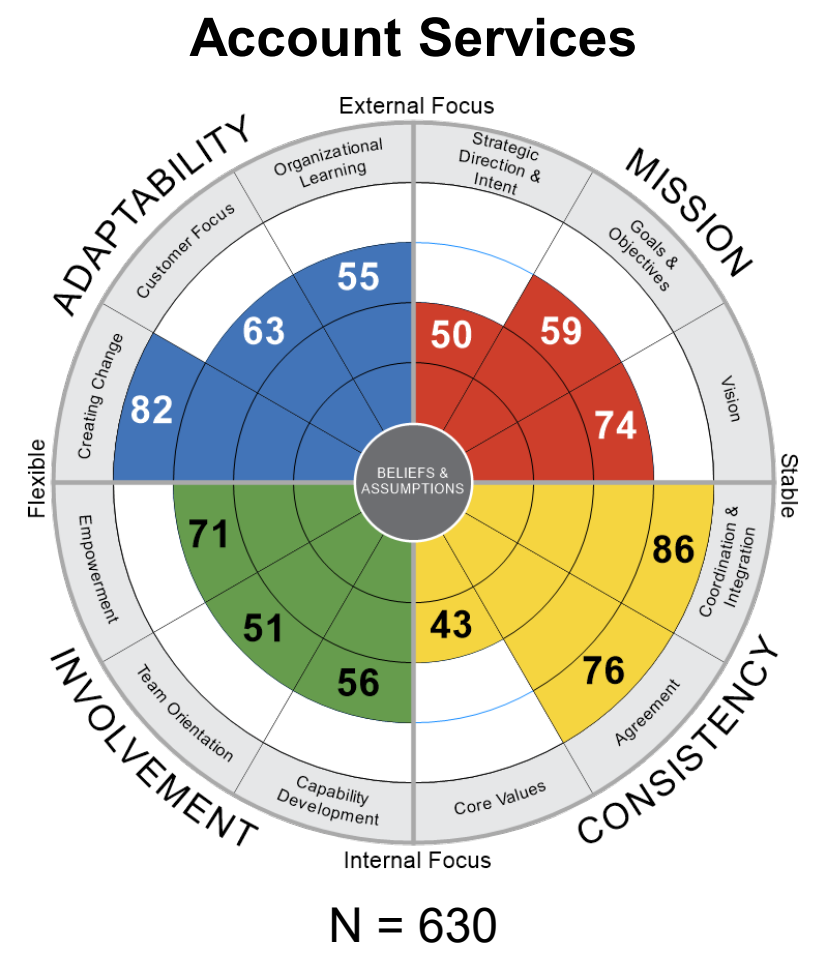
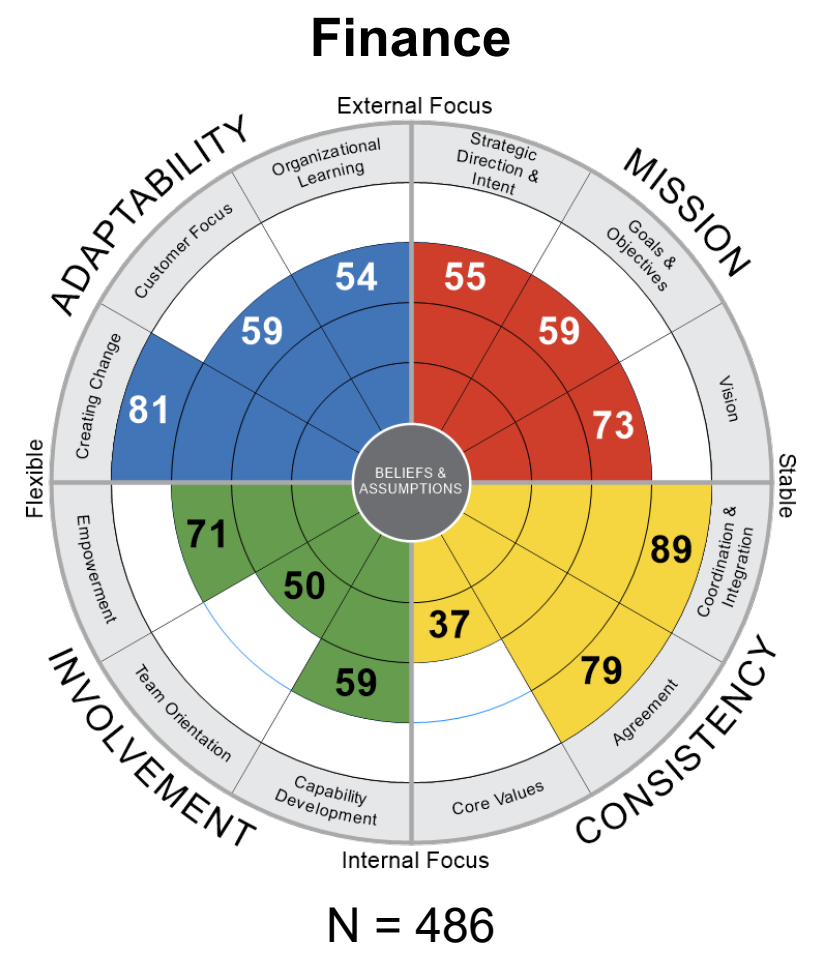
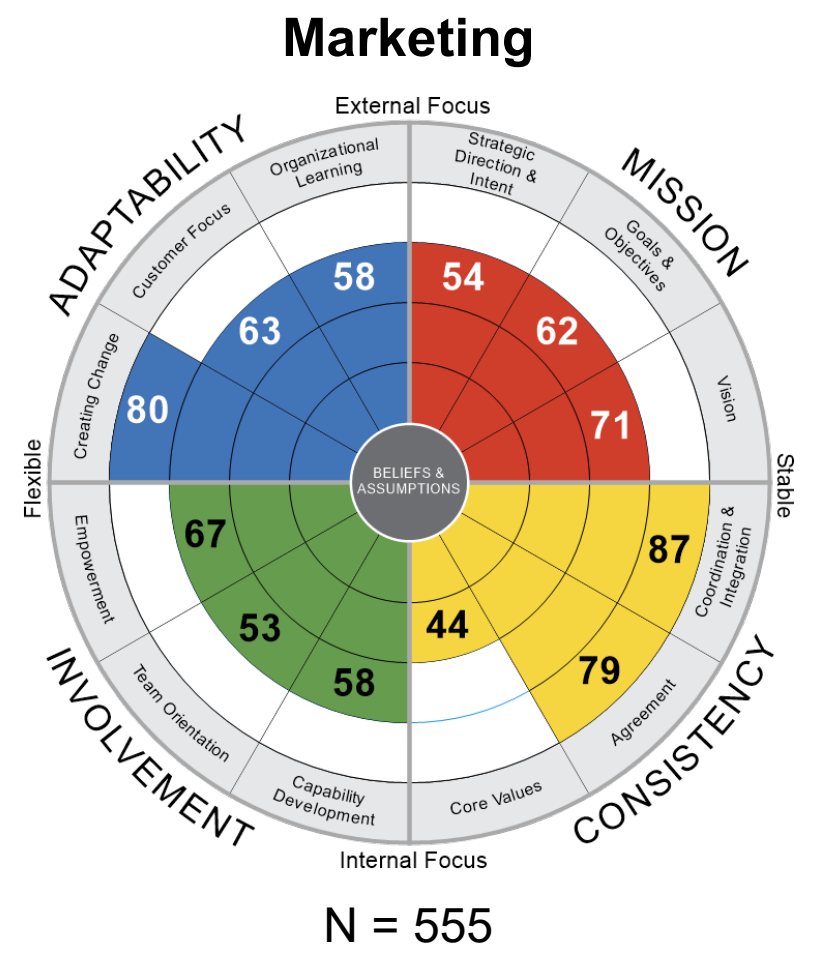




Sample Organization

Sample Culture Survey

Multi-Segment Comparison without Primary Segment

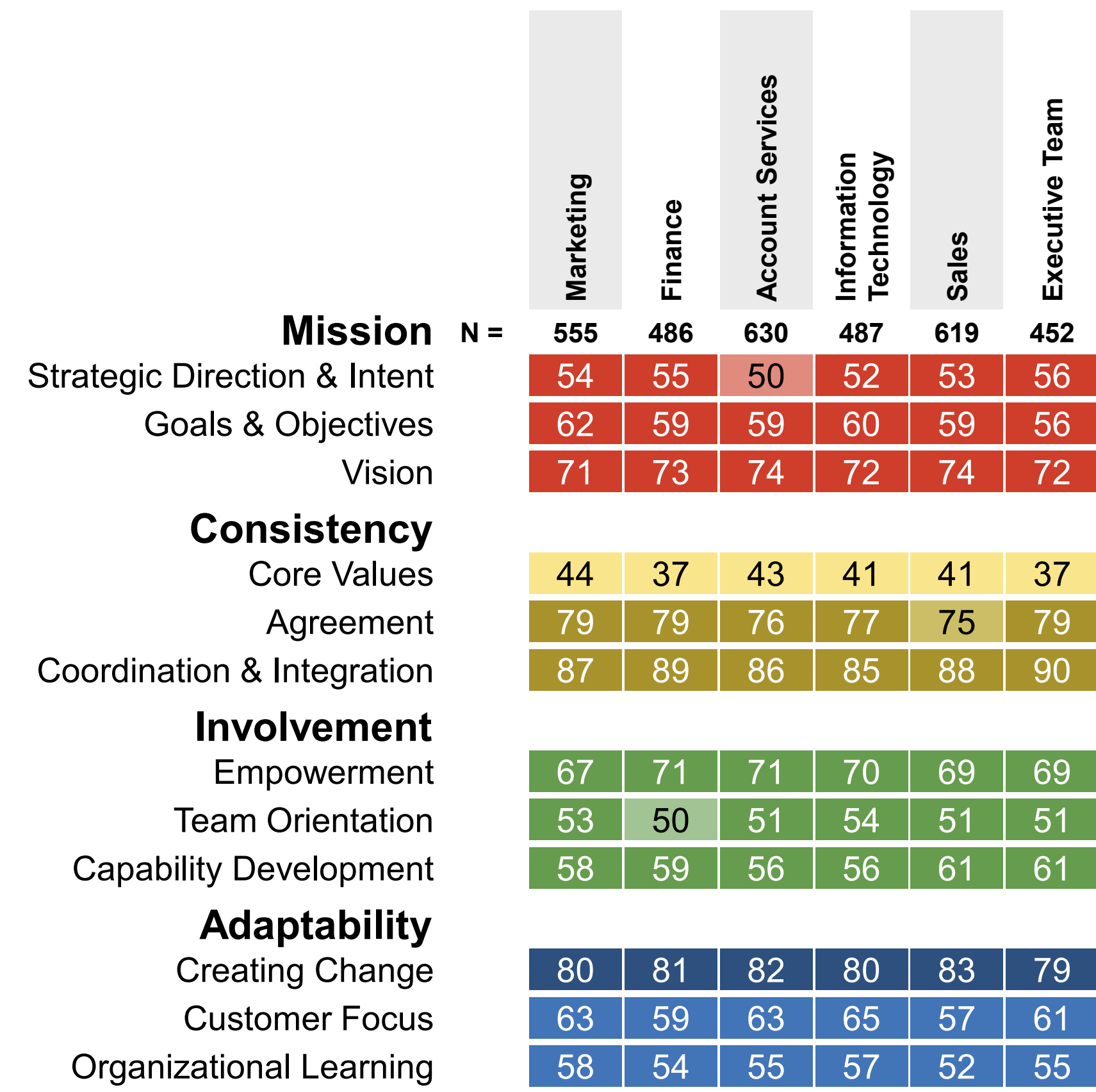


Index Scores



QUARTILE

1st	2nd	3rd	4th
1st	2nd	3rd	4th
1st	2nd	3rd	4th
1st	2nd	3rd	4th



Mission



QUARTILE

1st	2nd	3rd	4th
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Strategic Direction & Intent

N =

There is a long-term purpose and direction.
Our strategy leads other organizations to change the way they compete in the industry.
There is a clear mission that gives meaning and direction to our work.
There is a clear strategy for the future.

Goals & Objectives

There is widespread agreement about goals.
Leaders set goals that are ambitious, but realistic.
The leadership has clearly stated the objectives we are trying to meet.
We continuously track our progress against our stated goals.

Vision

We have a shared vision of what the organization will be like in the future.
Leaders have a long-term viewpoint.
Our vision creates excitement and motivation for our employees.
We are able to meet short-term demands without compromising our long-term vision.

	Marketing	Finance	Account Services	Information Technology	Sales	Executive Team
	555	486	630	487	619	452
	35	39	37	33	40	34
	79	81	72	74	73	81
	44	38	40	34	37	38
	51	54	48	57	55	60
	71	66	68	75	71	73
	53	53	59	56	61	48
	40	37	41	33	33	32
	48	47	35	48	42	44
	81	82	80	78	82	76
	43	39	46	48	43	47
	75	75	77	77	77	73
	69	76	76	69	79	79

Consistency



QUARTILE

1st	2nd	3rd	4th
-----	-----	-----	-----

Core Values N =

The leaders and managers "practice what they preach."
 There is a clear and consistent set of values that governs the way we do business.
 When people ignore core values, they are held accountable.
 There is an ethical code that guides our behavior and tells us right from wrong.

Agreement

When disagreements occur, we work hard to achieve "win-win" solutions.
 There is a clearly defined culture.
 It is easy to reach consensus, even on difficult issues.
 There is a clear agreement about the right way and the wrong way to do things.

Coordination & Integration

Our approach to doing business is very consistent and predictable.
 People from different parts of the organization share a common perspective.
 It is easy to coordinate projects across different parts of the organization.
 There is good alignment of goals across levels.

	Marketing	Finance	Account Services	Information Technology	Sales	Executive Team
N =	555	486	630	487	619	452
67	76	77	71	75	78	
45	34	41	37	40	30	
79	75	79	76	75	77	
15	10	13	18	13	8	
53	55	52	55	49	49	
61	63	63	62	64	60	
89	88	87	89	82	90	
77	77	73	71	76	79	
72	72	73	67	71	81	
88	84	83	87	87	87	
91	94	94	92	95	94	
76	82	71	72	78	81	

Involvement



QUARTILE

1st	2nd	3rd	4th
-----	-----	-----	-----

Empowerment

N =

Decisions are usually made at the level where the best information is available.
 Information is widely shared so that everyone can get the information he or she needs when it's needed.
 Everyone believes that he or she can have a positive impact.
 Business planning is ongoing and involves everyone in the process to some degree.

Team Orientation

Cooperation across different parts of the organization is actively encouraged.
 People work like they are part of a team.
 Teamwork is used to get work done, rather than hierarchy.
 Work is organized so that each person can see the relationship between his or her job and the goals of the organization.

Capability Development

Authority is delegated so that people can act on their own.
 The "bench strength" (capability of people) is constantly improving.
 There is continuous investment in the skills of employees.
 The capabilities of people are viewed as an important source of competitive advantage.

	Marketing	Finance	Account Services	Information Technology	Sales	Executive Team
N =	555	486	630	487	619	452
	66	67	59	59	62	56
	73	84	84	83	82	82
	43	49	46	51	50	51
	71	71	80	75	73	74
	36	41	36	46	34	32
	48	41	42	44	45	47
	47	39	54	49	49	45
	71	74	67	71	71	71
	62	57	63	46	69	65
	52	56	54	60	58	63
	69	72	66	69	68	68
	41	39	38	40	35	37

Adaptability



QUARTILE

1st	2nd	3rd	4th
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Creating Change N =

The way things are done is very flexible and easy to change.
 We respond well to competitors and other changes in the business environment.
 New and improved ways to do work are continually adopted.
 Different parts of the organization often cooperate to create change.

Customer Focus

Customer comments and recommendations often lead to changes.
 Customer input directly influences our decisions.
 All members have a deep understanding of customer wants and needs.
 We encourage direct contact with customers by our people.

Organizational Learning

We view failure as an opportunity for learning and improvement.
 Innovation and risk taking are encouraged and rewarded.
 Learning is an important objective in our day-to-day work.
 We make certain that everyone is informed about what is going on across the organization.

	Marketing	Finance	Account Services	Information Technology	Sales	Executive Team
N =	555	486	630	487	619	452
	92	91	92	90	93	90
	59	60	64	71	59	59
	64	58	65	53	69	60
	74	86	80	76	80	77
	59	50	64	60	48	52
	45	51	48	56	47	59
	85	79	82	85	83	81
	37	37	37	35	32	35
	46	34	45	42	39	38
	84	81	82	83	82	85
	18	20	14	22	15	17
	82	82	83	80	79	82