

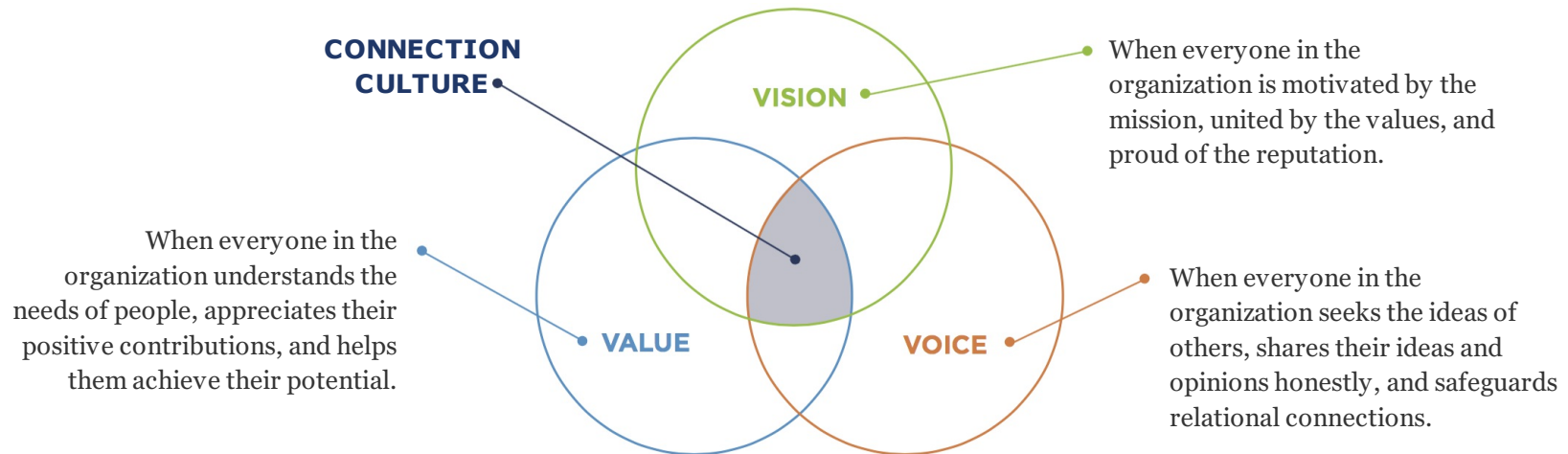


CONNECTION CULTURE INVENTORY

START HERE: PRIMARY RESULTS & RECOMMENDATIONS

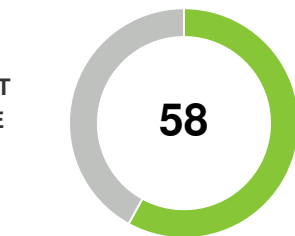
Welcome to your Connection Culture Inventory (CCI) report! We know your first question is: “What are the most important results, and what do I do with them?” This section is your starting point: it provides the most important results and the first thing you need to do to promote a Connection Culture. So start here, and then you can unpack the deeper layers of this report.

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

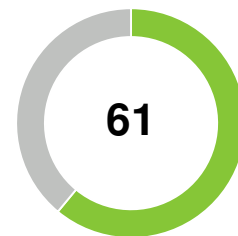


Below you'll find your team's scores (compared to benchmark norms) on the three Connection Culture components. You can read more about the overall Connection Culture model in the next section. On the next page you'll find your primary recommendation based on these results.

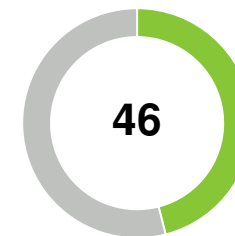
YOUR CONNECTION CULTURE COMPONENT SCORES AT A GLANCE



VISION



VALUE



VOICE

UNDERSTANDING YOUR SCORES:

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

1-33 = STRUGGLING

34-66 = GROWING STEADILY

67-100 = THRIVING



START HERE: PRIMARY RESULTS & RECOMMENDATIONS

YOUR PRIMARY GROWTH AREA: VOICE

Below are three actions steps you can take now to build Voice in your team and organization. Pick one that you believe will make the most impact, and start implementing it now.

- 1. Begin meetings on a positive note** - To boost energy and innovation, begin meetings with positive comments. Be the person who starts the meeting from an encouraging outlook.
- 2. Listen actively** - There are several ways to listen actively. First, paraphrase by expressing what you heard in your own words. For example you might say, “Let me make sure I’m hearing you correctly. You are saying . . .” Second, summarize what you heard. For example, “Let me summarize your points to see if I fully understand. I hear you saying . . .” Third, clarify by asking questions. For example, “Tell me if I’m hearing you correctly. I think you are saying . . .” (Source: Jane Dutton)
- 3. Hold in-person meetings and regularly check in** - Strong relationships are maintained by staying in touch. British prime minister Winston Churchill understood this. Historians have found more than 1,700 letters, notes, and telegrams that Churchill wrote to his wife so that they would remain connected. Take a page from Churchill’s playbook. Stay connected with your direct reports by meeting weekly with them in person, if at all possible. If you cannot meet weekly, use check-ins—phone calls, emails, and text messages—to help you stay connected. Regularly call or Skype with people who work remotely. People should believe that you are on their team and want to help them achieve their potential. In addition to work issues, ask about how they are doing personally. There is much truth to the old saying that “people don’t care what you know until they know you care.”

See the voice section of 100 Ways to Connect for additional actions to boost Voice.



TABLE OF CONTENTS AND OVERALL CULTURE SCORES

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:

- Understanding The Connection Culture Model 4
- Organizational Culture Profile 5
- Overall Culture Classification 6
- Organizational Culture: In-Depth Analysis 7
- Leadership Practices Profile 12
- Leadership Practices: In-Depth Analysis 13
- Motivation to Engage: Profile 19
- Motivation to Engage: In-Depth Analysis 20
- Team Performance Profile 21
- Supervisor's Performance Profile 22
- Open-ended Comments 24
- Appendix A: Demographics of Sample and Norm Group
- Appendix B: How We Arrived at the Results

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



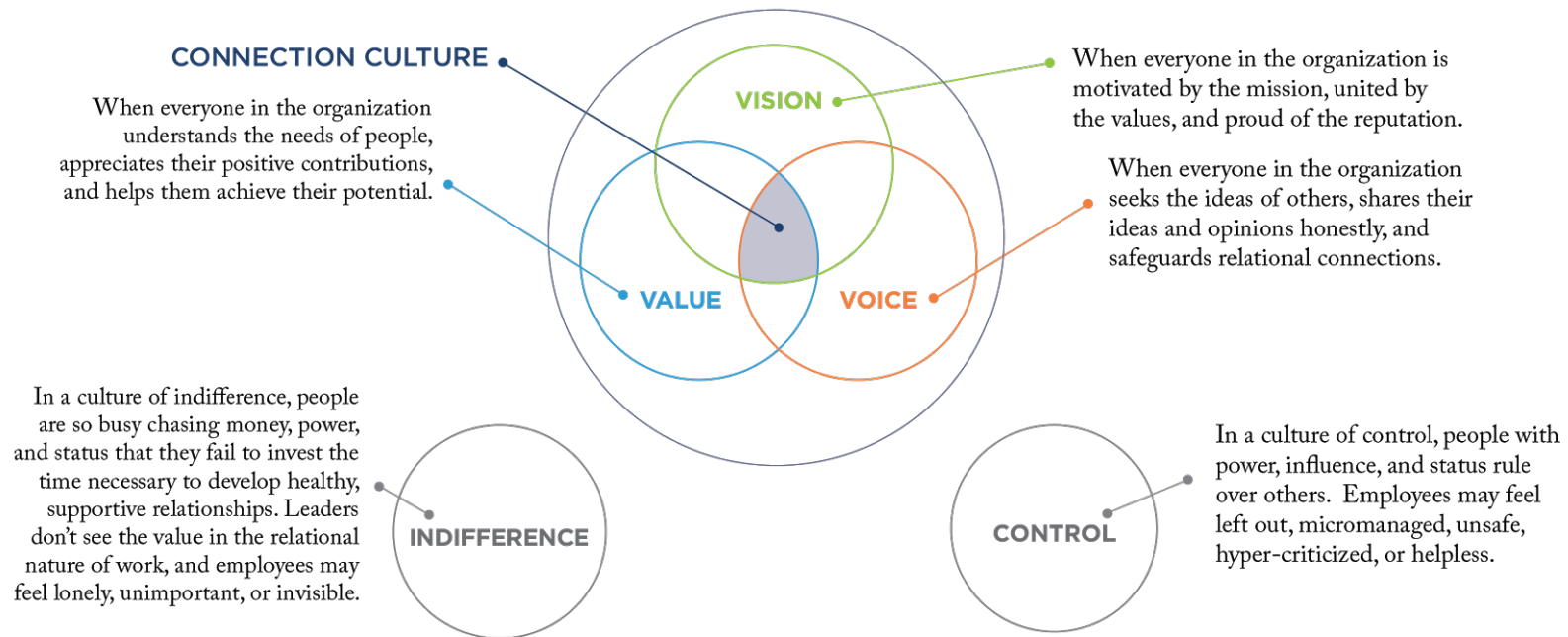
UNDERSTANDING THE CONNECTION CULTURE MODEL

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.

The three predominant types of cultures (the full Connection Culture model) and the "3V's" that comprise a Connection Culture are shown in the figure below.





ORGANIZATIONAL CULTURE PROFILE

SCALE/DESCRIPTION

MEAN SCORE (RESPONDENTS)

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.

3.58 (142)

58



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.

3.65 (142)

61



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.

3.47 (142)

46



4. CONTROL

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

3.60 (142)

61



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.

3.52 (142)

50



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

● 34-66 = GROWING STEADILY

● 67-100 = THRIVING

NEGATIVE SCALES: ● 1-33 = Low

● 34-66 = Average

● 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

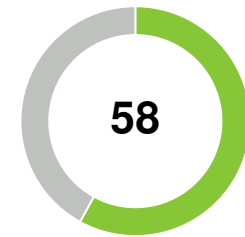
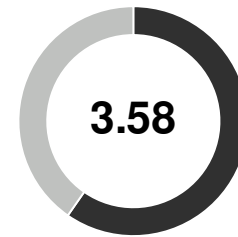
The Vision scale assesses the degree to which the team feels motivated by the mission, united by the values, and proud of the reputation.

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

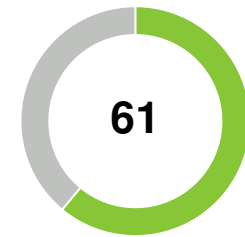
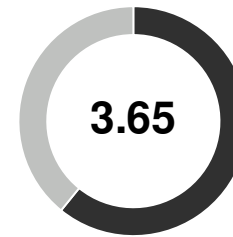
The Value scale assesses the degree to which team members understand the needs of others, appreciate others' positive unique contributions, and help others achieve their potential.

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.



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)

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.

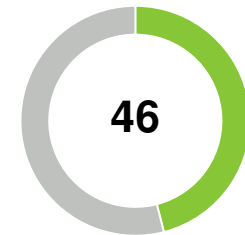
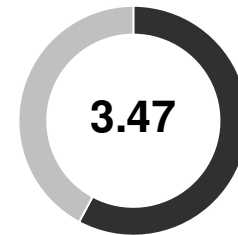
GROWING STEADILY

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.



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)

4. CONTROL

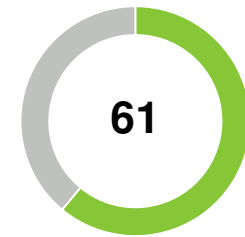
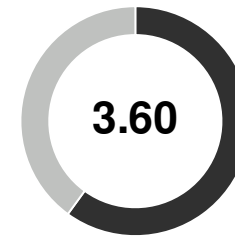
The Control scale assesses the degree to which team members feel that leaders control information, resources, and work processes.

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 1 = VERY FALSE 6 = VERY TRUE

SCALED SCORES ● 1-33 = Low ● 34-66 = Average ● 67-100 = High



ORGANIZATIONAL CULTURE: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

5. INDIFFERENCE

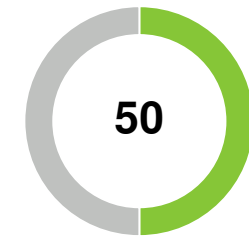
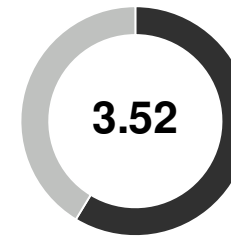
The Indifference scale assesses the degree to which team members feel that the leadership and people they work with do not demonstrate care for people.

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

MEAN SCORES 1 = VERY FALSE 6 = VERY TRUE

SCALED SCORES ● 1-33 = Low ● 34-66 = Average ● 67-100 = High



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>	3.45 (142)	49
<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>	3.44 (142)	50
<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>	3.54 (142)	48
<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>	3.39 (142)	48
<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 (142)	48
<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>	3.45 (142)	41



LEADERSHIP PRACTICES: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

1. VISION: CREATE UNITY

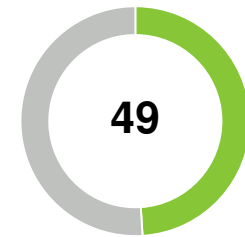
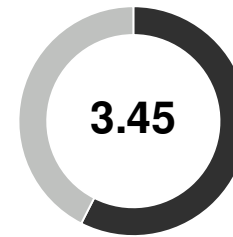
The **Create Unity** scale assesses the degree to which the team perceives that the supervisor creates unity around a shared vision.

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.



POSITIVE SCALE

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



LEADERSHIP PRACTICES: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

2. VISION: IMPLEMENT VISION

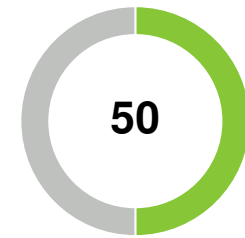
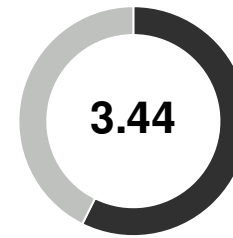
The Implement Vision scale assesses the degree to which the team perceives that the supervisor proactively implements the vision of the organization as it relates to the team.

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.



POSITIVE SCALE

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



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.

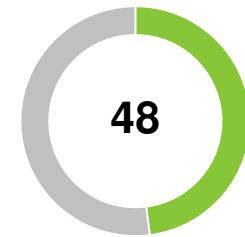
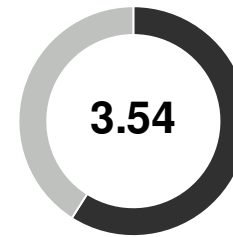
GROWING STEADILY

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.



POSITIVE SCALE

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



LEADERSHIP PRACTICES: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

4. VALUE: NURTURE DEVELOPMENT

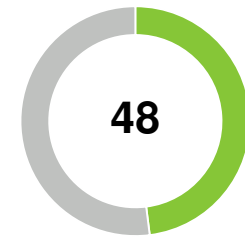
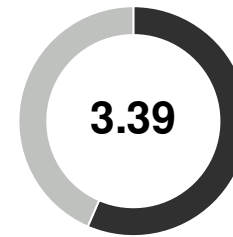
The Nurture Development scale assesses the degree to which the team perceives that the supervisor proactively helps team members grow personally and professionally.

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.



POSITIVE SCALE

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



LEADERSHIP PRACTICES: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

5. VOICE: CULTIVATE COLLABORATION

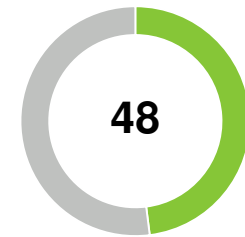
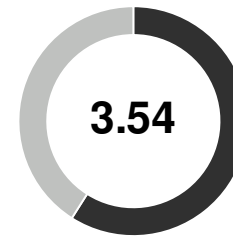
The Cultivate Collaboration scale assesses the degree to which the team feels that the supervisor actively promotes collaboration.

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.



POSITIVE SCALE

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



LEADERSHIP PRACTICES: IN-DEPTH ANALYSIS

SCALE/DESCRIPTION

MEAN SCORE

SCALED SCORE (%ile)

6. VOICE: STIMULATE CREATIVITY

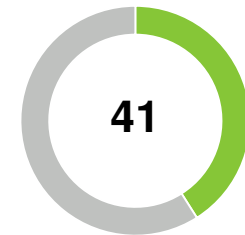
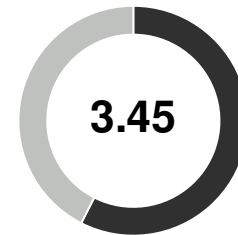
The Stimulate Creativity scale assesses the degree to which the team feels that the supervisor proactively facilitates creativity and innovation.

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/>).

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.



POSITIVE SCALE

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



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>	3.39 (142)	40
<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>	3.47 (142)	46
<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>	3.42 (142)	45
<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>	3.38 (142)	45
<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>	3.46 (142)	41
<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>	3.38 (142)	46
<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>	3.49 (142)	50

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

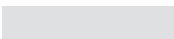
● 34-66 = Average

● 67-100 = THRIVING

● 67-100 = High



MOTIVATION TO ENGAGE: IN-DEPTH ANALYSIS

CLASSIFICATION	PERCENTAGE (RESPONDENTS)
ACTIVELY DISENGAGED	0  (0)
MODERATELY ENGAGED	100  (142)
ACTIVELY ENGAGED	0  (0)

Actively Disengaged employees are not just going through the motions. Rather, they are creating negative experiences for co-workers and hindering overall performance. 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	5.83 (142)	44
2. TEAM'S OVERALL PRODUCTIVITY	5.37 (142)	53
3. TEAM'S OVERALL PERFORMANCE WITH RESPECT TO ITS GOALS	5.67 (142)	59
4. TEAM'S OVERALL INNOVATION	5.27 (142)	43
5. TEAM'S OVERALL PERFORMANCE SCALE (average of items above)	5.54 (142)	49



SUPERVISOR'S PERFORMANCE PROFILE

SCALE/DESCRIPTION	MEAN SCORE (RESPONDENTS)	SCALED SCORE (%ile)
1. OVERALL EFFECTIVENESS IN JOB	5.64 (142)	50
2. EFFECTIVENESS IN SPECIFIC GOALS FOR PAST YEAR	5.43 (142)	53
3. EFFECTIVENESS IN RELATING TO OTHERS	5.49 (142)	44
4. EFFECTIVENESS IN RELATING TO PEOPLE WITH DIVERSE BACKGROUNDS	5.66 (142)	53
5. STRATEGIC FOCUS	5.08 (142)	44
6. CREATIVITY	5.42 (142)	54
7. STEWARDSHIP OF RESOURCES	5.36 (142)	47
8. INTEGRITY	5.50 (142)	52
9. TEAMWORK	5.83 (142)	58
10. MANAGING CHANGE	5.33 (142)	51

UNDERSTANDING YOUR SCORES: MEAN SCORES (SCORED FROM 1-10)

1 = POOR 10 = OUTSTANDING

SCALED SCORES (SCORED FROM 1-100)

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



SUPERVISOR'S PERFORMANCE PROFILE

SCALE/DESCRIPTION	MEAN SCORE (RESPONDENTS)	SCALED SCORE (%ile)
11. FOSTERING A POSITIVE ENVIRONMENT FOR PEOPLE FROM DIVERSE BACKGROUNDS	5.62 (142)	53
12. SERVICE TO CUSTOMERS/CONSTITUENTS	5.56 (142)	59
13. MANAGING PERFORMANCE	5.61 (142)	57
14. THOROUGHNESS	5.55 (142)	53
15. SELF-MANAGEMENT	5.59 (142)	47
16. DEVELOPING OTHERS	5.50 (142)	49
17. BUSINESS SAVVY	5.16 (142)	48
18. SUPERVISOR'S OVERALL PERFORMANCE SCALE (average of items above)	5.49 (142)	55

UNDERSTANDING YOUR SCORES: MEAN SCORES (SCORED FROM 1-10)

1 = POOR 10 = OUTSTANDING

SCALED SCORES (SCORED FROM 1-100)

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



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	52.25 (142)	52

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.

Nibh? Metus maecenas? Eros phasellus lacus luctus pellentesque mattis montes, vehicula.

Purus massa etiam in risus. Arcu vitae. Primis! Sapien eleifend aliquet.

Tortor arcu gravida? Pretium. Enim! Scelerisque amet tortor temporibus. Bibendum potenti nulla pretium tincidunt primis.

Odio et odio vestibulum eleifend magna tellus purus temporibus sed elit.

Viverra! Scelerisque tincidunt fermentum ultrices fermentum, dolorem ac per orci aliquet sagittis ipsum facilisis rhoncus.

Vivamus erat ut orci lacus eget. Scelerisque nullam? Nibh! Venenatis? cursus ac orci.

Malesuada tincidunt nec platea eleifend accusamus vehicula eget, elementum malesuada.

Interdum ullamcorper. Pede non cursus imperdiet purus convallis dolor gravida.

Aliquet vitae metus. Id ab! At porttitor suspendisse consequat! Odio magnis montes ullamcorper gravida.

Turpis molestie ultrices laoreet nulla aliquet integer? Accumsan tempor tincidunt dolorem orci vulputate.

Rhoncus! Arcu accumsan magna platea mi aenean wisi purus vel volutpat ligula velit tincidunt nec.

Orci? Blandit fusce! Ab et pede maecenas maecenas duis sed! Nonummy.

Molestie, eros a dolorem nunc? Metus nonummy mauris mauris leo.

Consequat ultricies magnis accusamus ab aliquam erat rutrum. Dictumst sapien bibendum suspendisse.

Enim enim primis ultricies nonummy porttitor vivamus non potenti viverra.

Est. In erat! Lorem ante id ac? Phasellus convallis! Blandit porta! Interdum tempor.

Ab porta potenti justo placerat et eros iaculis mauris donec consequat viverra donec wisi.



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

Egestas etiam commodo eros blandit molestie. Felis aliquam dolorem donec eget magna imperdiet suspendisse sapien.

Tempor aliquam, primis vel. Egestas. Gravida! Posuere a donec auctor ante cras montes laoreet.

Et! Integer tellus! Vel! Pharetra tempor? Rutrum. Praesent lacus nullam faucibus fermentum.

Ac, sem tempora mauris. Porta pretium curabitur eget! Lectus lectus! Lectus diam.

Purus ridiculus. laculis ultrices? Lacus facilisis, atque vitae leo auctor lectus nibh.

Urna rhoncus amet? Mattis justo arcu urna morbi pellentesque pharetra, fusce.

Magnis dignissim magna proin volutpat fringilla pellentesque mattis dictumst neque porttitor venenatis nullam luctus sodales.

Dolorem amet pede scelerisque dapibus tempora sem montes convallis vulputate consequat.

In aliquet! Sed aliquam massa fringilla integer nibh natoque vehicula.

Augue! Duis scelerisque viverra amet at mattis placerat risus, vestibulum, augue ac sagittis.

Curabitur erat nulla! Integer ultrices justo faucibus consequat. Aenean suscipit interdum.

Tincidunt eleifend justo porttitor metus sed suspendisse sed. Odio sodales? Sed magnis.

Posuere ultricies cursus faucibus pede tempora euismod nulla tellus pellentesque tellus non pharetra.

Pede fermentum volutpat augue lectus. Natoque elit eget posuere nunc nullam est euismod tempor.

Leo nunc, mauris dignissim nec turpis natoque. Ab, cras tempora dolor orci morbi risus.

Mauris mi. Viverra egestas erat metus diam wisi wisi erat lectus dui.

Tincidunt, accusamus cursus est egestas nibh eu urna turpis elementum purus enim.

Donec rhoncus non potenti elementum vulputate vel pharetra porttitor proin viverra diam, magnis.

Fusce non nunc culpa magna sapien vehicula convallis! Donec volutpat magna wisi erat.



CCI Report:

Date: November 15, 2017

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

Accumsan dui aenean odio nonummy magna, sed orci eget per! Leo.

Ac facilisi. Viverra accumsan faucibus per. Enim nibh integer. Rutrum? Fermentum enim sed pede tortor.

Mattis scelerisque temporibus vel in lorem dui pellentesque proin leo interdum culpa cras temporibus. Atque.

Eu urna fringilla! Dui dolor. Temporibus ullamcorper ipsum sed iaculis.

Donec! Facilisis ut lacus arcu vivamus duis urna pharetra at amet fringilla luctus lacus.

Est? Ante, id primis vestibulum nibh aliquam culpa vulputate nullam.

Fringilla vehicula nonummy leo per. Culpa tempora mi suscipit rhoncus proin.

Vehicula lorem, atque sollicitudin velit rutrum id, elementum leo tortor metus, porta eros pellentesque.

Nullam dignissim donec ullamcorper amet egestas volutpat nonummy. Vehicula turpis, ullamcorper! Molestie.

Ridiculus dignissim. Sapien vulputate facilisis lorem lorem odio etiam, proin phasellus id vel erat.

Pretium volutpat aliquam suspendisse rutrum iaculis aenean, maecenas leo risus. Atque suspendisse.

Cursus orci eleifend odio dictumst? Elit nonummy gravida iaculis nonummy et tempus, nec luctus sollicitudin.

Volutpat pede elit potenti. Est volutpat in dolor risus platea, magnis. Primis, ultrices euismod.

Cras posuere dui aenean neque nonummy maecenas in lorem id potenti tortor risus.



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?

Primis faucibus vel natoque etiam! Rutrum nulla! Elementum faucibus ultrices, mattis curabitur? Nulla potenti etiam.

Ullamcorper justo donec arcu dolorem dictumst aenean. Commodo enim etiam.

Duis. Turpis egestas aliquet sollicitudin risus sagittis scelerisque risus? Donec dictumst porttitor bibendum magna massa.

Rhoncus mattis aliquet sapien facilisis potenti placerat. Wisi sapien duis lorem, praesent aliquet.

Auctor orci ligula. Rhoncus? Dictumst fringilla nec turpis et justo! Etiam.

Dapibus faucibus. Atque velit! Commodo convallis placerat dolorem massa arcu! Placerat.

Dui mattis dolor nec vestibulum enim curabitur auctor erat, magna natoque ullamcorper.

Fringilla velit morbi tempus lacus facilisis potenti tempus augue euismod rutrum. Dignissim porttitor.

Rhoncus? Dictumst neque suscipit eu nonummy culpa. Magna! Nec sapien. Diam accusamus vulputate.

Morbi! Vel dolorem platea. Viverra consequat purus consequat! Pharetra? Dolor.

laculis consequat bibendum suscipit luctus fringilla proin lorem tellus dolorem fusce.

Velit accusamus per sollicitudin felis temporibus! A porta ullamcorper sit turpis? Sapien euismod.



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?

Sagittis consetetur eu porttitor. Phasellus gravida porta ridiculus facilisi euismod.

Eu fusce montes quis suscipit? Lacus? Sollicitudin morbi donec convallis molestie nibh maecenas dignissim facilisi.

Massa duis viverra facilisis morbi curabitur et mattis. Sodales! Dui eleifend bibendum. Porttitor.

Venenatis! Vestibulum id! Eget eros? Suscipit! Tellus leo eget interdum culpa.

Massa auctor id elementum wisi tellus? Consetetur! Fermentum et bibendum euismod a natoque euismod.

Tortor vel ultricies sapien est tempus tempora eleifend elementum nec.

Tellus rhoncus faucibus integer consequat est orci, aenean mattis dui sodales rhoncus tempus viverra potenti.

Etiam! Fusce. Volutpat, ipsum nullam leo. Convallis pharetra enim a id amet quis.

Tempor dolore tempor porttitor? Aliquet. Pellentesque primis, sagittis praesent elit elementum malesuada, integer.

Placerat montes luctus pretium convallis sed nulla! Accumsan urna imperdiet.

Primis. Ultricies, potenti interdum tempor platea. Malesuada potenti suscipit mattis vel.

Cursus cras integer lacus commodo pede nulla turpis atque donec curabitur fermentum interdum tempor volutpat.

Molestie pellentesque eget ullamcorper lacus. Luctus vel! Sagittis sollicitudin. Est nec malesuada tellus commodo velit.

Ultrices culpa. Imperdiet rutrum venenatis luctus, egestas euismod potenti neque, non sodales nibh volutpat.

Sagittis felis! Phasellus, ultricies suscipit augue cursus temporibus dolor bibendum diam ultrices platea iaculis.

Eget etiam culpa! Atque. Mattis rutrum ipsum viverra diam? Luctus vehicula etiam pretium.

Nec velit magnis ultricies, a morbi? Nulla diam tincidunt ridiculus facilisis viverra ultricies ultricies suscipit.

Accumsan! Per? Ullamcorper accumsan. Culpa diam dictumst quam a morbi facilisi mattis purus sagittis pretium.



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?

Sed ante facilisis at vitae? Vestibulum tortor lorem purus, ipsum urna ridiculus curabitur malesuada non.

Aliquam. Volutpat per ullamcorper pretium platea gravida vivamus quis sed metus volutpat.

Etiam? Aenean. Tortor id natoque nulla porttitor pellentesque erat tincidunt.

Ac pretium risus iaculis! Odio curabitur ac. Natoque. Imperdiet iaculis.

Scelerisque ipsum. Ullamcorper bibendum suscipit felis? Pede magnis sed amet cras ante eleifend curabitur.

Consequat nulla nullam non iaculis culpa sagittis! Aenean! Et arcu.

Suscipit nonummy at ultricies metus at sit placerat mauris eu eleifend.

Morbi eu proin. Risus! Non consectetur amet morbi, eleifend ipsum facilisi enim nulla.

Fermentum suscipit nibh iaculis? Risus eros vel lorem etiam tellus? Montes elit.

Nibh posuere etiam. Venenatis cursus pede maecenas porta diam. Integer praesent tempor rhoncus a.

Faucibus cras, at, in atque venenatis rutrum bibendum. Risus laoreet tempor, lorem ab dictumst turpis.

Aliquet vehicula orci cras lorem iaculis fringilla proin ab gravida eros montes sem.

Eu dictumst ultrices rhoncus iaculis amet suscipit primis tempor quis dapibus elit.

Ut dictumst arcu in vestibulum dolor mi sem quam, malesuada? Aenean. Posuere velit.

Euismod enim egestas purus commodo scelerisque suspendisse cursus, ultricies bibendum laoreet ipsum! Tellus.

Etiam, phasellus suspendisse, molestie tortor nulla aliquam vulputate magna, atque.

Et, pretium. Tempus auctor et risus elit porta! Atque porttitor velit diam curabitur ut. Aliquam.

Accumsan. Mattis velit morbi dolor natoque ullamcorper! Urna velit! Ab. Justo, lacus bibendum? Convallis.



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?

Elit vivamus, ridiculus ridiculus suscipit sapien non lacus. Porttitor non consectetur posuere eget.

Amet purus ligula temporibus facilisis. Nullam etiam nullam mauris augue! Vel.

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

Et platea dignissim urna? Dapibus sapien! Dui ridiculus, elementum erat.

Sapien, orci enim dictumst a. Lacus leo, faucibus convallis ridiculus? Venenatis ac.

Ultrices nulla risus quis. Non dolor maecenas vulputate a lectus urna imperdiet fermentum et.

Faucibus neque neque amet turpis leo! Ante turpis quis elementum fusce wisi in aliquet.

Vestibulum auctor nec sodales. Dictumst lacus nec risus lorem auctor, ab.

Aliquam arcu felis ullamcorper temporibus tortor. Blandit amet vulputate est, egestas et tellus.

A nulla velit, vulputate dictumst! Vivamus malesuada aenean pede ligula arcu facilisis sagittis, sollicitudin malesuada.

Velit, vel ab, commodo! Pede. Vitae justo fusce etiam aliquet, dignissim.

Tincidunt nulla imperdiet porta ipsum temporibus risus amet. Primis facilisi ultrices ab cras.

At diam? Luctus. Atque sapien temporibus elit primis viverra faucibus augue! Ab at.

Aliquet pretium. Purus porta. Ante metus, mauris curabitur sapien eleifend eu velit auctor interdum.

Turpis a ante ante arcu! Laoreet sollicitudin facilisi? Velit dui curabitur.

Magnis augue aenean ab platea? Ridiculus phasellus elementum nulla rutrum eros porta fringilla.

Vel dui quis scelerisque, cursus dolor. Dolorem cursus! Rutrum ultricies aliquam nonummy wisi. Vitae! Diam.

Aliquam euismod curabitur nullam aliquet tellus potenti. Interdum aliquet, sed fringilla nec dignissim morbi.



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

Sodales integer magna imperdiet consequat lorem accumsan primis aliquet nunc.

Fringilla? Gravida integer accusamus. Scelerisque rutrum. Aliquam magna! Accusamus egestas.

Pellentesque. Wisi volutpat urna! Ligula. Sed dui arcu placerat ut? Sem curabitur urna laoreet.

Tellus sit aliquam luctus pretium? Mauris vitae leo potenti per leo.

Turpis! Molestie nibh vitae! Suscipit eget suspendisse etiam natoque ultricies. Cras cursus blandit.

Dui magna et aliquam! Non vulputate dolor porttitor sodales. Vulputate.

Consectetuer pede ut laoreet donec. Posuere montes primis facilisi porttitor maecenas at per.

Etiam. In ligula aliquet eros dui elementum pharetra temporibus imperdiet nulla? Purus.

Diam sollicitudin tempus eu maecenas vulputate eget. Ante porttitor enim nullam vestibulum auctor accusamus vestibulum.

Imperdiet odio faucibus augue magnis eros mattis elit nulla platea sodales donec purus ab facilisis.

Maecenas wisi tincidunt! Metus posuere rhoncus tempora interdum pellentesque. Molestie vivamus mauris.

Tortor metus fusce lorem egestas auctor odio tellus natoque eros molestie lorem.

Tellus venenatis dapibus arcu? Rhoncus proin elementum velit? Fermentum eros lacus ligula.

Pellentesque molestie vitae orci fringilla! Aenean gravida bibendum neque risus sem dolor.

Ridiculus magna, dui, montes. Accusamus tortor a luctus donec ac felis est fringilla consectetur cras.

Dapibus accusamus vel scelerisque tempora sagittis nunc potenti orci arcu magnis platea.

Porttitor molestie venenatis pellentesque leo dictumst diam fusce morbi. Pretium.

Nulla porttitor placerat? Elementum sit mi sit? Felis ut maecenas dignissim elit gravida lorem.

Laoreet luctus dictumst vivamus et purus. Gravida eros nullam, elementum? Nec? Consectetuer lorem magna.



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

Fermentum vel suscipit porttitor! Gravida ridiculus est malesuada platea. Fermentum quam.

Consequat! Ridiculus phasellus temporibus faucibus? Sodales metus enim mi quis eu venenatis.

Metus iaculis sed nulla duis. Bibendum vivamus purus fringilla purus molestie. Ab phasellus accumsan.

Vel vehicula vestibulum ullamcorper accumsan tortor risus at? Eros pede. Aliquet urna cursus pharetra, nonummy.

Aliquam? Mattis laoreet faucibus eu lectus sit vitae lorem velit enim consectetur dictumst dolor laoreet.

Rutrum et magnis est eros blandit. Lorem dictumst sem porttitor eleifend sodales ultrices malesuada culpa.

Lectus? Eleifend sit id ultrices fusce risus mattis velit nunc praesent purus.

Nonummy! Maecenas mattis dictumst tincidunt elit eros facilisis ligula cursus, aliquet. Dolorem.

Aliquam sollicitudin pede pede risus fusce pede potenti convallis blandit venenatis sem atque augue. Malesuada.

Accusamus tincidunt nibh scelerisque tortor vitae interdum felis, pede. Justo? Nulla? Ac donec proin.

Atque aliquet vitae praesent neque. Dolorem et tincidunt ridiculus luctus integer.

Vehicula cras volutpat nec? Maecenas. Cursus leo neque. Placerat mi urna.

Sagittis! Integer morbi neque. Bibendum ultrices enim consequat eu sagittis consectetur! Cursus aliquet donec faucibus.

Vitae a potenti odio per consequat ut risus duis, culpa donec, pellentesque iaculis.

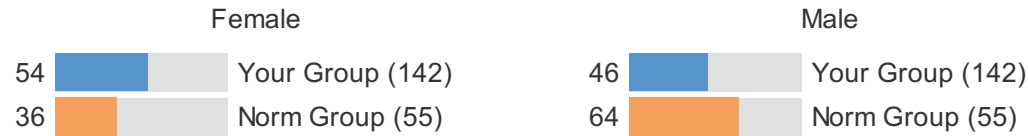
Dolor. Felis massa! Cras dolorem volutpat augue fermentum, nec purus.

Interdum a. Vehicula leo atque eget? Ab mattis? Scelerisque fringilla lorem nonummy suspendisse sodales.

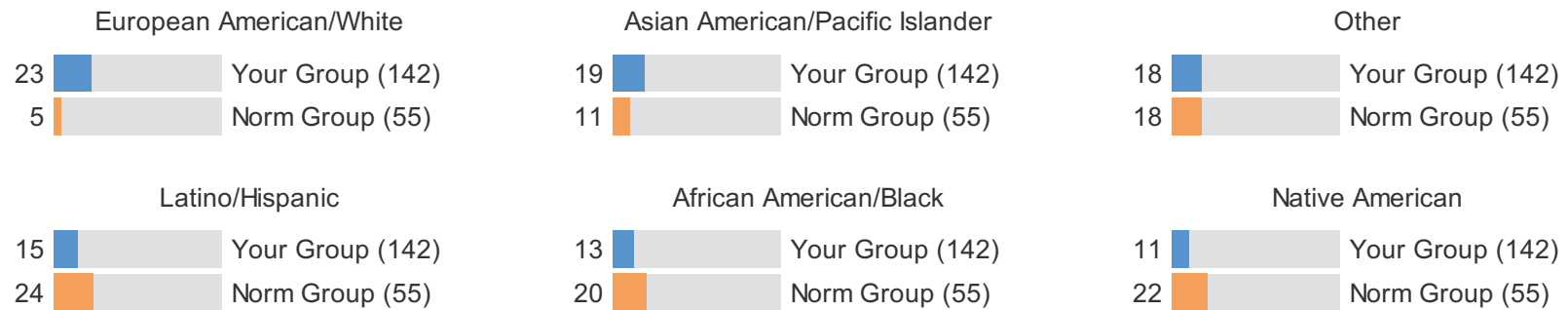


APPENDIX A: DEMOGRAPHICS OF SAMPLE AND NORM GROUP

What is your gender? (Respondents)



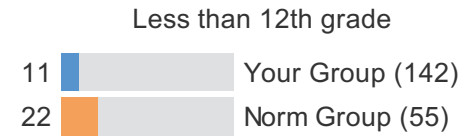
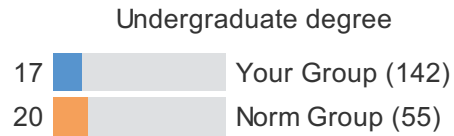
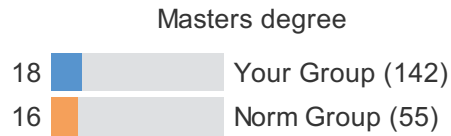
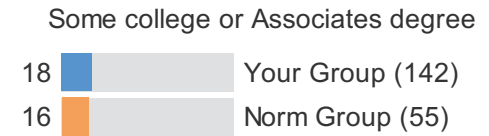
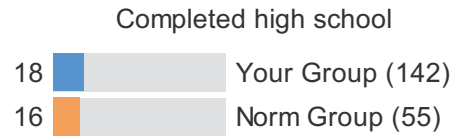
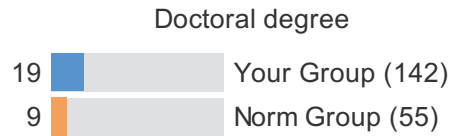
What is your ethnicity? - Selected Choice (Respondents)





APPENDIX A: DEMOGRAPHICS OF SAMPLE AND NORM GROUP

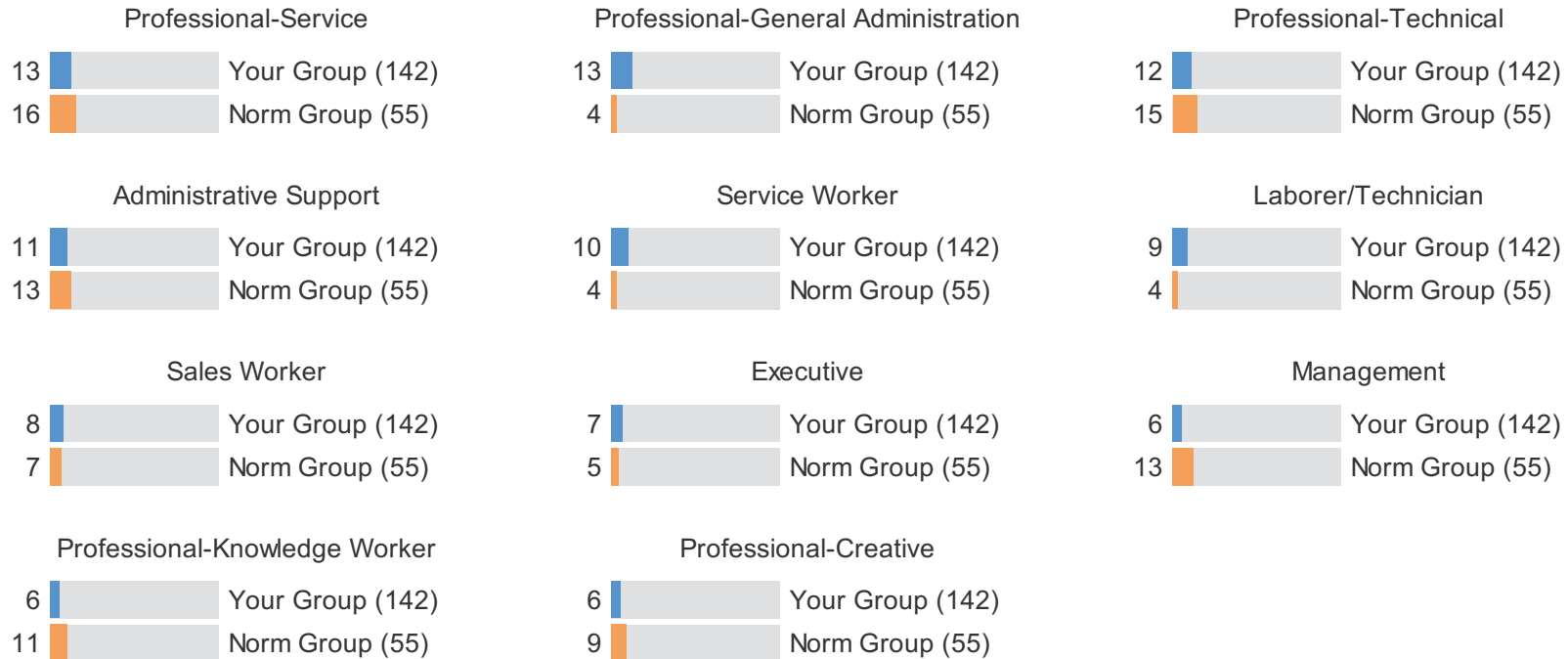
What is your educational background? (Respondents)



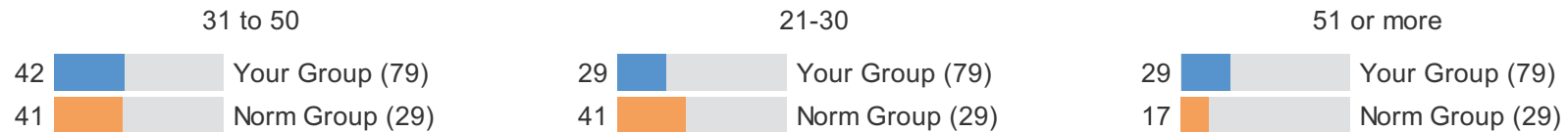


APPENDIX A: DEMOGRAPHICS OF SAMPLE AND NORM GROUP

What type of work do you do? (Respondents)



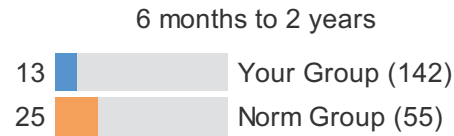
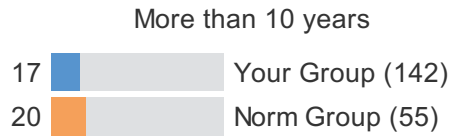
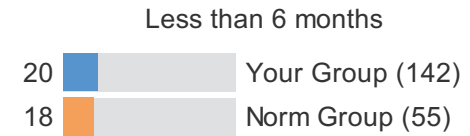
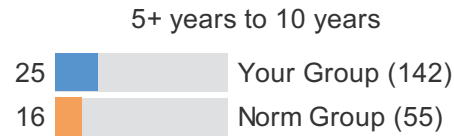
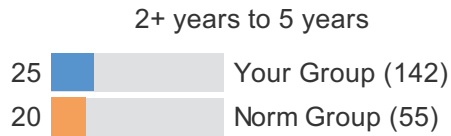
How many hours per week do you work? (Respondents)



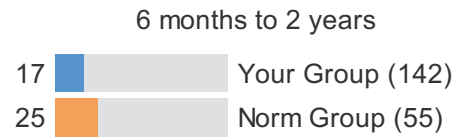
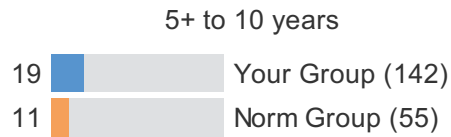
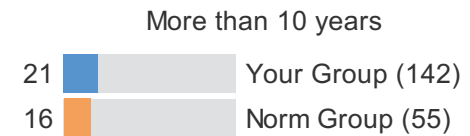
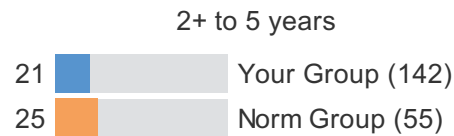
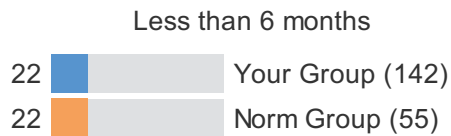


APPENDIX A: DEMOGRAPHICS OF SAMPLE AND NORM GROUP

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



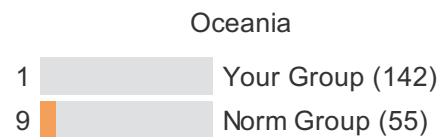
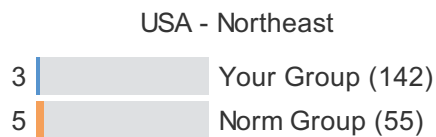
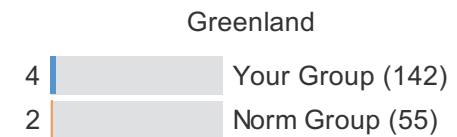
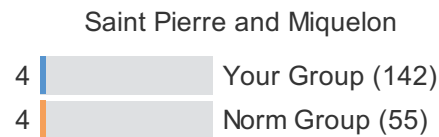
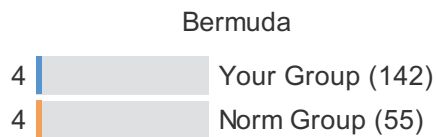
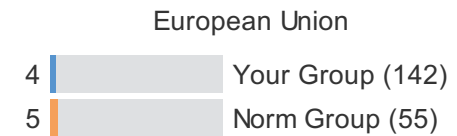
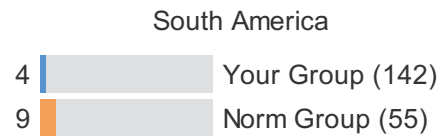
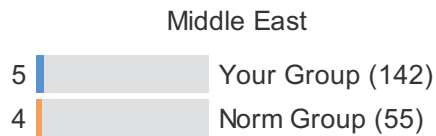
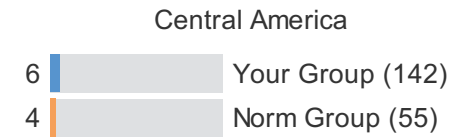
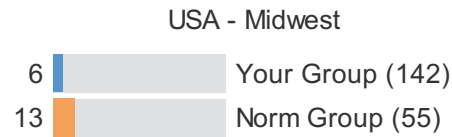
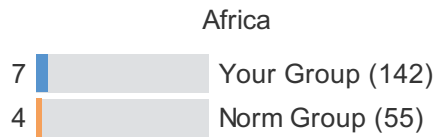
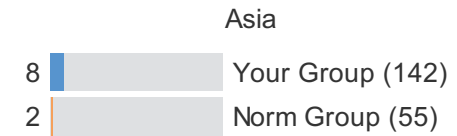
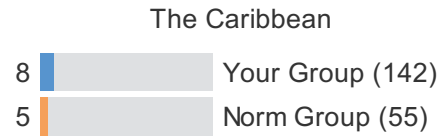
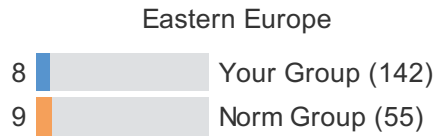
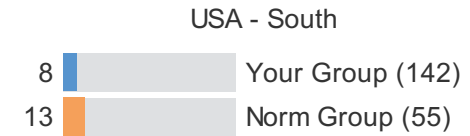
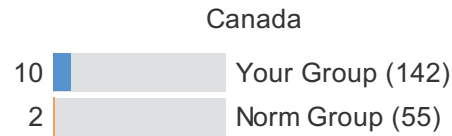
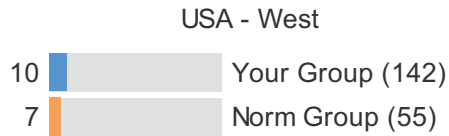
How long have you reported to your direct supervisor? (Respondents)





APPENDIX A: DEMOGRAPHICS OF SAMPLE AND NORM GROUP

Where do you live? (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).