

Partners In Leadership®

# Culture Advantage Index™

ACCOUNTABILITY • ENGAGEMENT • PERSONAL DEVELOPMENT • CLARITY OF RESULTS • SPEED & AGILITY

REPORT PREPARED FOR

**ABC Co.**

February 2020



MEASURE



ANALYZE



PREDICT



COMPARE



FIX

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# Summary of Findings

## Culture Score (Overall Score)



Your organization's Index score reflects that there are foundational elements of accountability present in your culture today, while also highlighting a great opportunity to improve and significantly impact your Key Results. In every category, there are strengths and opportunities present that could be helping or inhibiting the achievement of your results. Use this report to understand where your team is at today and where you can focus efforts to improve moving forward.

## See It® / Feedback Seeking



The responses indicate that most employees feel comfortable with feedback at all levels in the organization. Leverage this to increase the timeliness and effectiveness of feedback. Responses also show that when employees seek feedback, there may be a tendency towards defensiveness. This is often a result of feedback only happening when things go wrong or only occurring at performance review time. The most effective feedback, of course, is timely and includes both appreciative and constructive insights. Creating an environment where feedback is sought after and freely given allows teams to drive higher levels of collaboration, greater trust and accelerating the delivery of your results.

## Own It® / Psychological Ownership



The responses indicate that most can make a connection to the impact and value they add to organizational success, many perceive that their opinions are regarded by leadership but want to be included more in decision making that affects their own jobs. The responses also indicate employees are aligned with the organization's purpose and direction. An employee's ability to tie their unique contributions to organizational results has a direct impact on organizational success. This starts with increasing awareness and visibility to the key results throughout the organization. It continues with ongoing communication of the compelling case for those results toward achieving alignment among your organization. Clearly expressed results and a compelling case for achievement of those results fosters an environment where employee ownership can thrive.

**85th** denotes 85th Percentile Score

### Solve It® / Creative Problem Solving



The scores here reflect a need to develop problem solving capability throughout the organization. Your organization's responses indicate some confusion around who should be included in problem solving and uncertainty about how to bring a wider range of perspectives into consideration before deciding on a solution. These scores can also reflect a fear of failure or an organizational hesitancy to needed risk taking and "outside the box" thinking that could drive results. A culture of problem solving comes from the top and often times there can be experiences we are unknowingly creating as leaders that can discourage the needed innovation from our teams.

### Do It® / Taking Effective Action



The majority of responses indicate that employees take personal responsibility to accomplish the steps necessary to achieve results, even if extra effort is involved. While there is room for improvement, this is a great strength for the organization and these efforts should be acknowledged and leveraged. The responses did identify a need for individuals to take greater ownership to ensure initiatives are carried out completely. Response also indicated a need for more transparency, cross-functional collaboration, and detailed action plans.

### Culture Advantage



The responses here indicate that there is great opportunity for improvement by focusing attention on culture management. The ability to adapt is marked by an environment of creative problem-solving where employees continually ask "what else can I do" to achieve the results. Embedding greater accountability for results into your culture, making it a part of your language, and tying it to the results you need creates a culture advantage which accelerates every aspect of employee engagement and performance.

# Category Results

## Composite Mean Scores

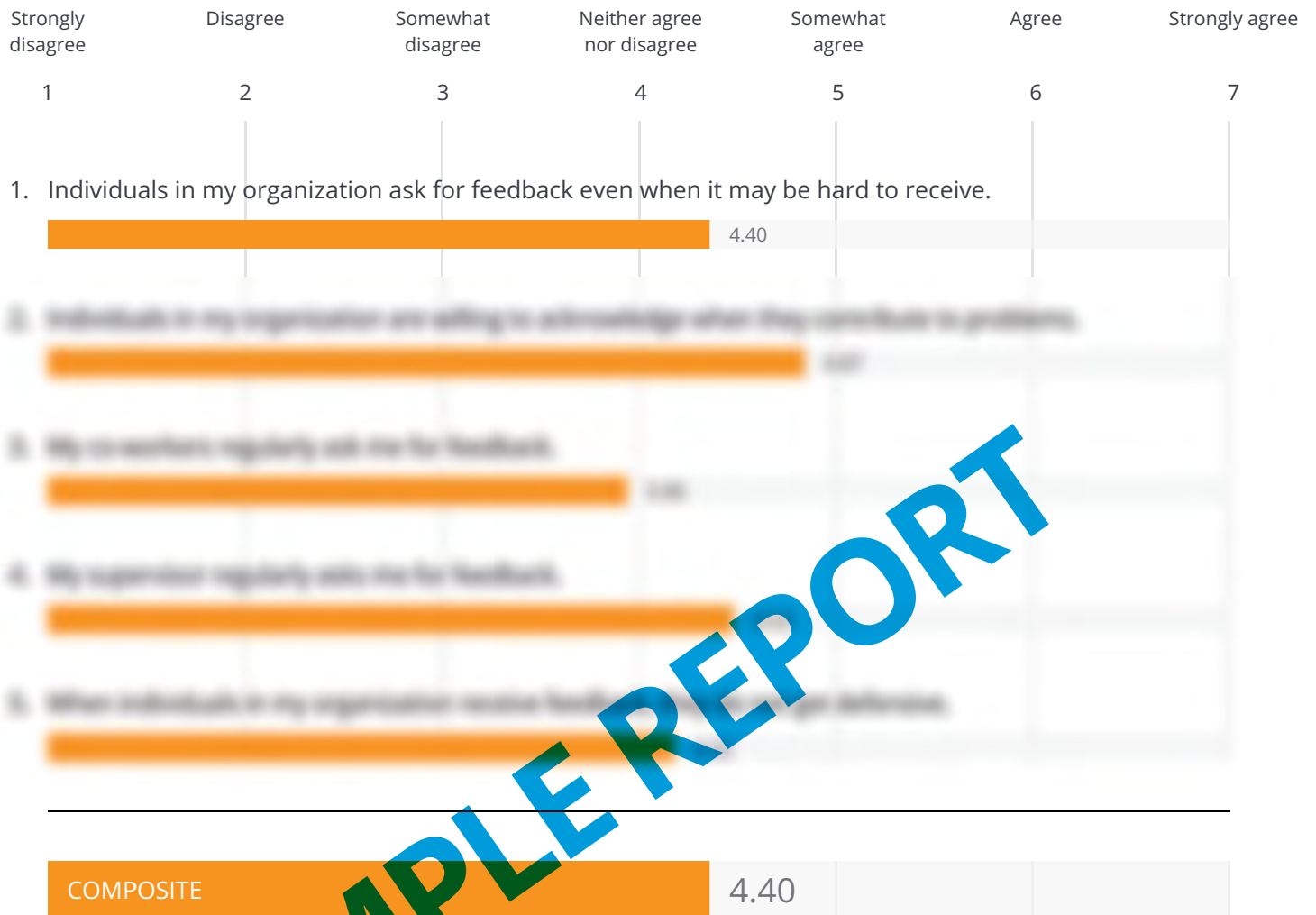




## Detailed Findings

# See It® / Feedback Seeking

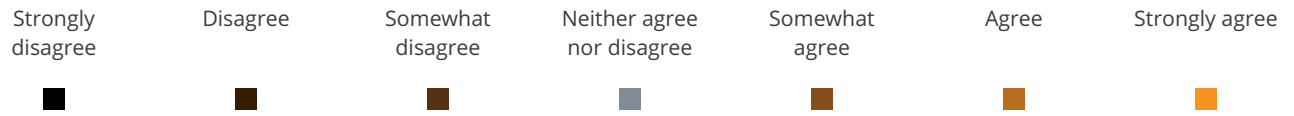
## Mean Scores



**SAMPLE REPORT**

# See It® / Feedback Seeking

## Score Distributions



1. Individuals in my organization ask for feedback even when it may be hard to receive.



2. Individuals in my organization are willing to acknowledge when they contribute to problems.



3. My co-workers regularly ask me for feedback.



4. My supervisor regularly asks me for feedback.



5. When individuals in my organization receive feedback, they act on it.

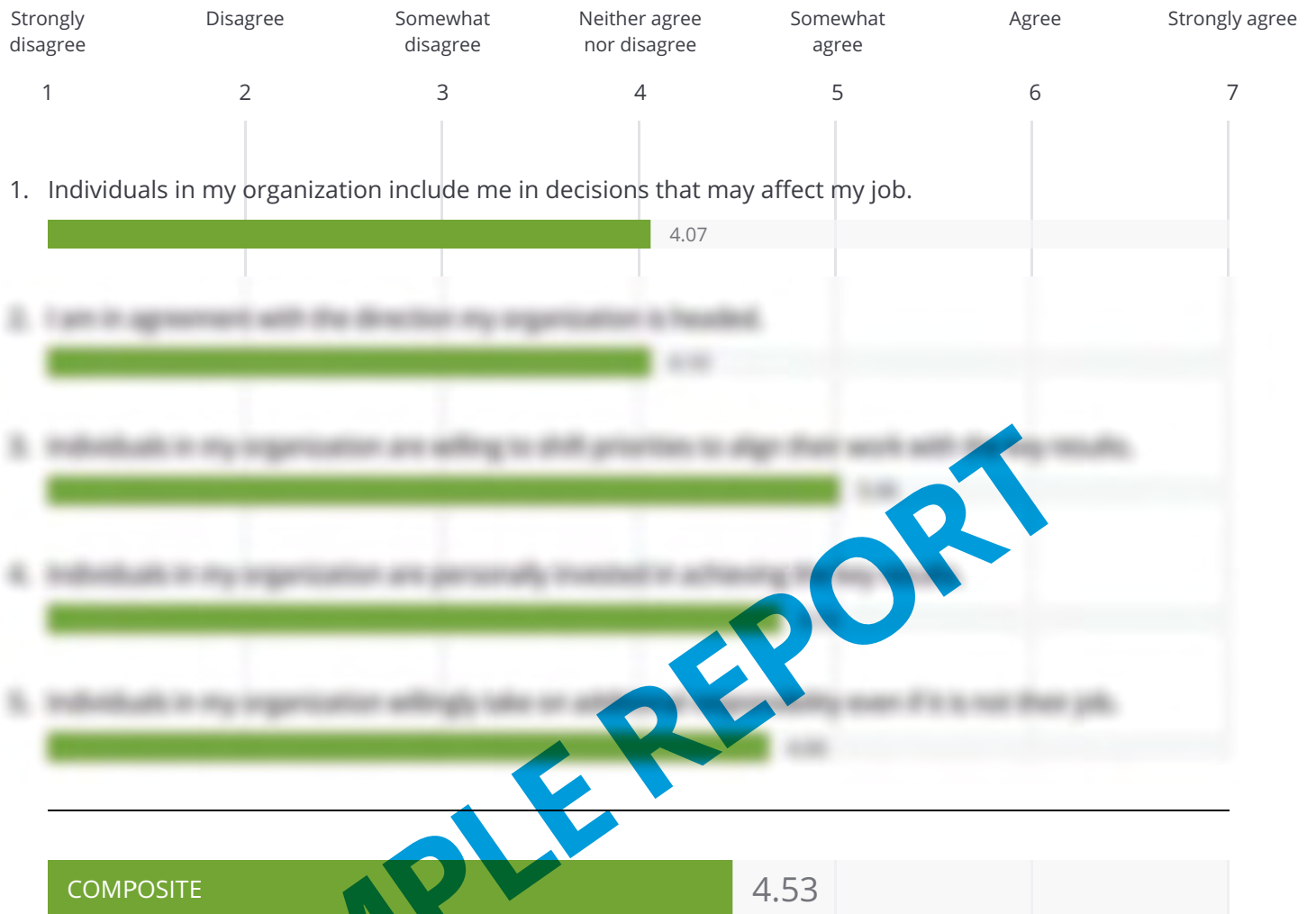


**SAMPLE REPORT**

(Percentage value not shown indicates < 5%)

# Own It® / Psychological Ownership

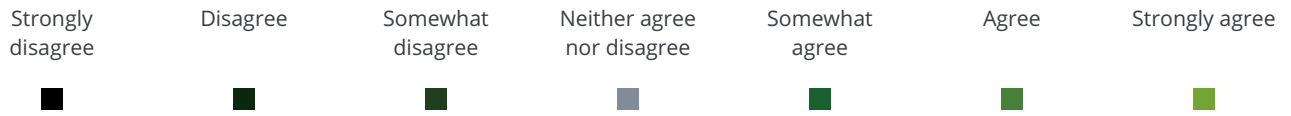
## Mean Scores



**SAMPLE REPORT**

# Own It® / Psychological Ownership

## Score Distributions



1. Individuals in my organization include me in decisions that may affect my job.



2. I am in agreement with the direction my organization is headed.



3. Individuals in my organization are willing to shift priorities to align their work with the company's goals.



4. Individuals in my organization are generally treated in a way that encourages them to do their best work.



5. Individuals in my organization willingly take on extra work if it is not their job.

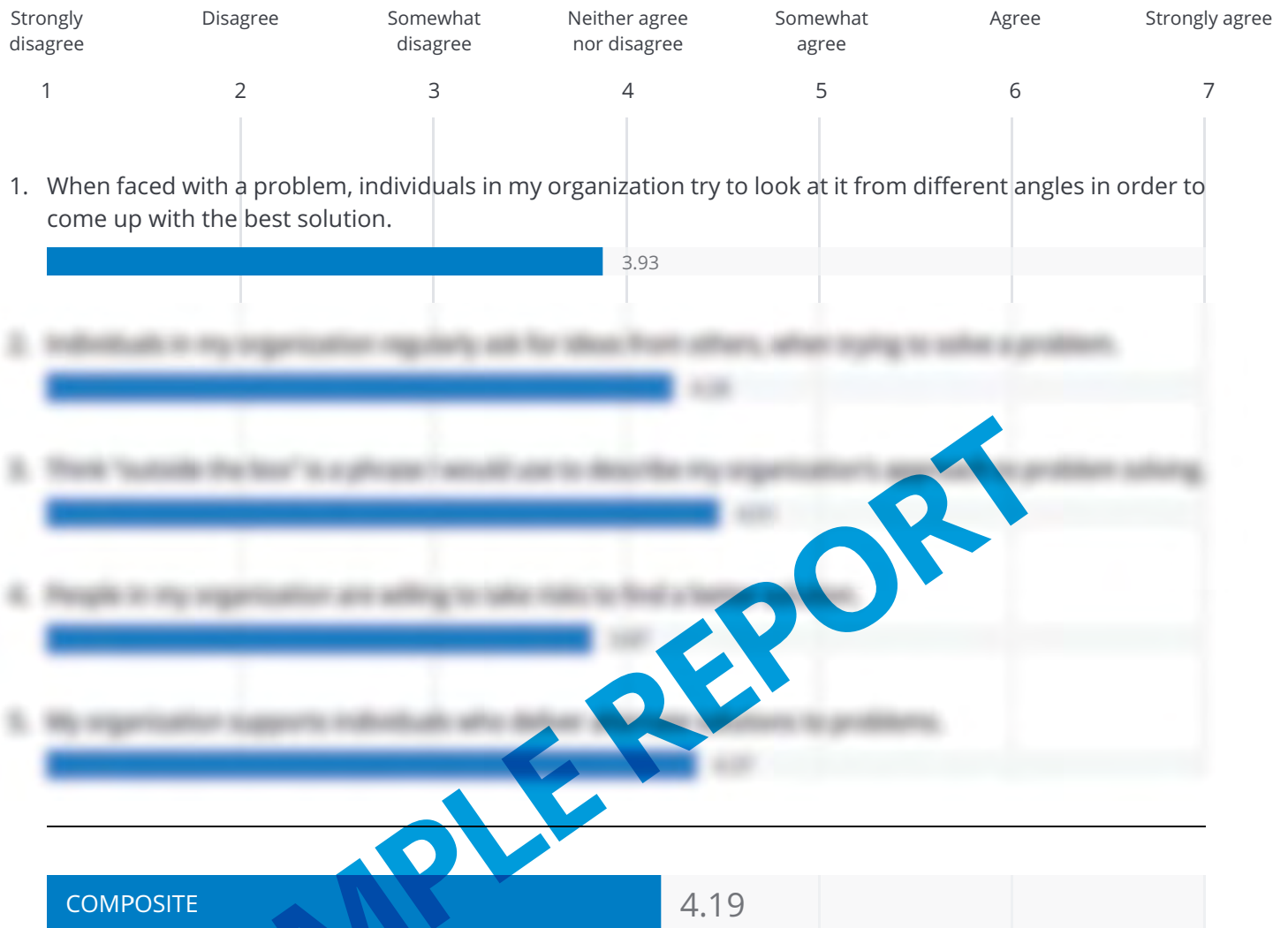


**SAMPLE REPORT**

(Percentage value not shown indicates < 5%)

# Solve It® / Creative Problem Solving

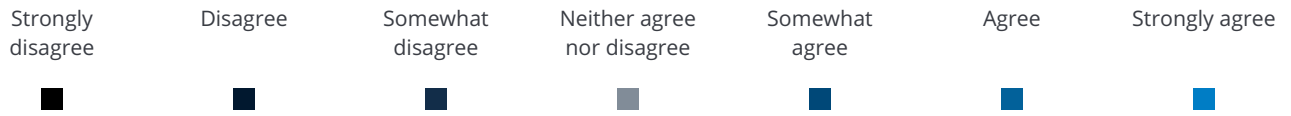
## Mean Scores



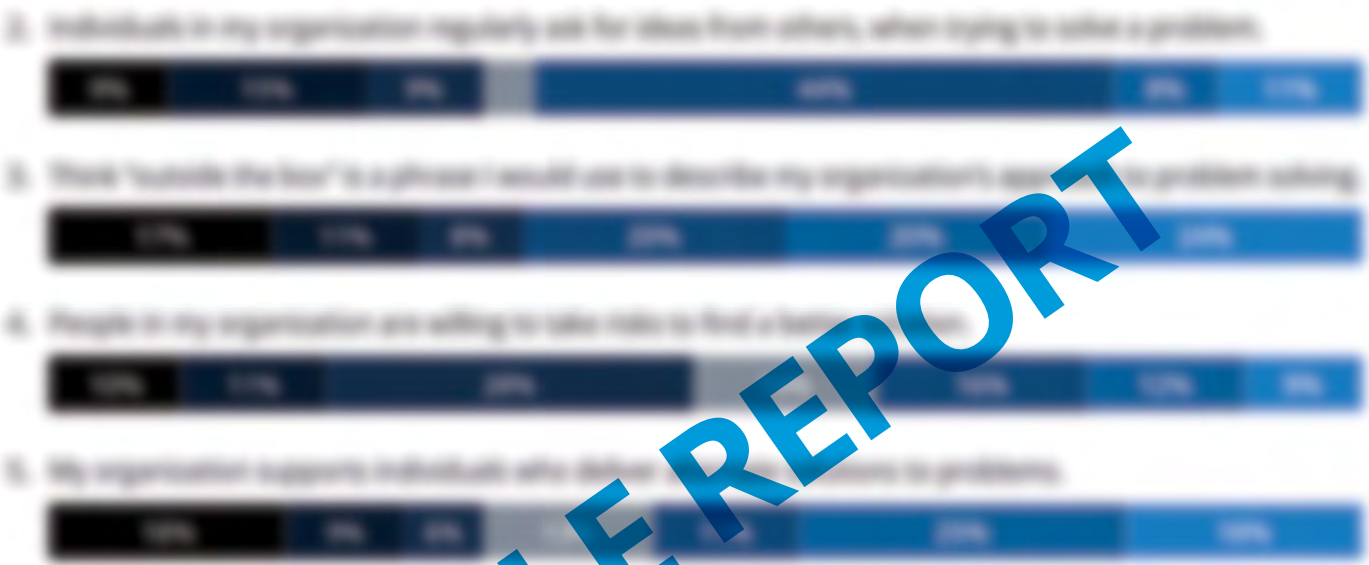
**SAMPLE REPORT**

# Solve It® / Creative Problem Solving

## Score Distributions



1. When faced with a problem, individuals in my organization try to look at it from different angles in order to come up with the best solution.



**SAMPLE REPORT**

(Percentage value not shown indicates < 5%)

# Do It® / Taking Effective Action

## Mean Scores

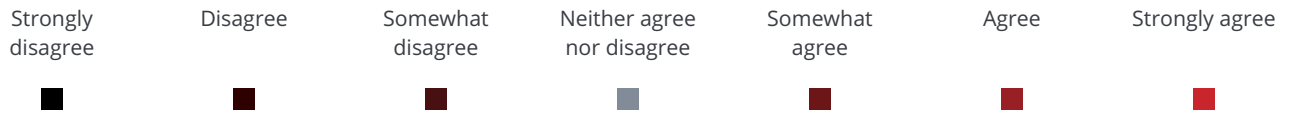


**SAMPLE REPORT**



# Do It® / Taking Effective Action

## Score Distributions



1. Individuals in my organization accomplish the things they say they will do.



2. Progress on important initiatives are clearly communicated across the organization.



3. Individuals in my organization are willing to make hard decisions in order to accomplish what needs to be done.



4. Once a solution is chosen, a plan is developed for effective execution.



5. My organization works well across functional areas to accomplish its mission.



SAMPLE REPORT

(Percentage value not shown indicates < 5%)

# Culture Advantage

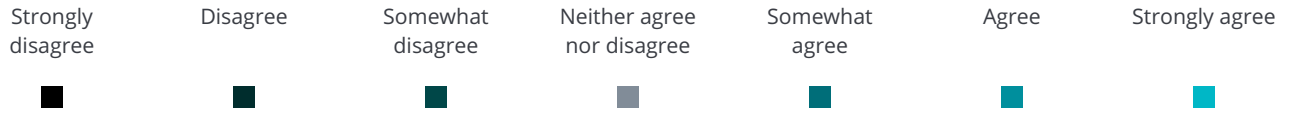
## Mean Scores



SAMPLE REPORT

# Culture Advantage

## Score Distributions



1. Individuals in my organization are aligned around the way we need to think and act in order to achieve our key business results.

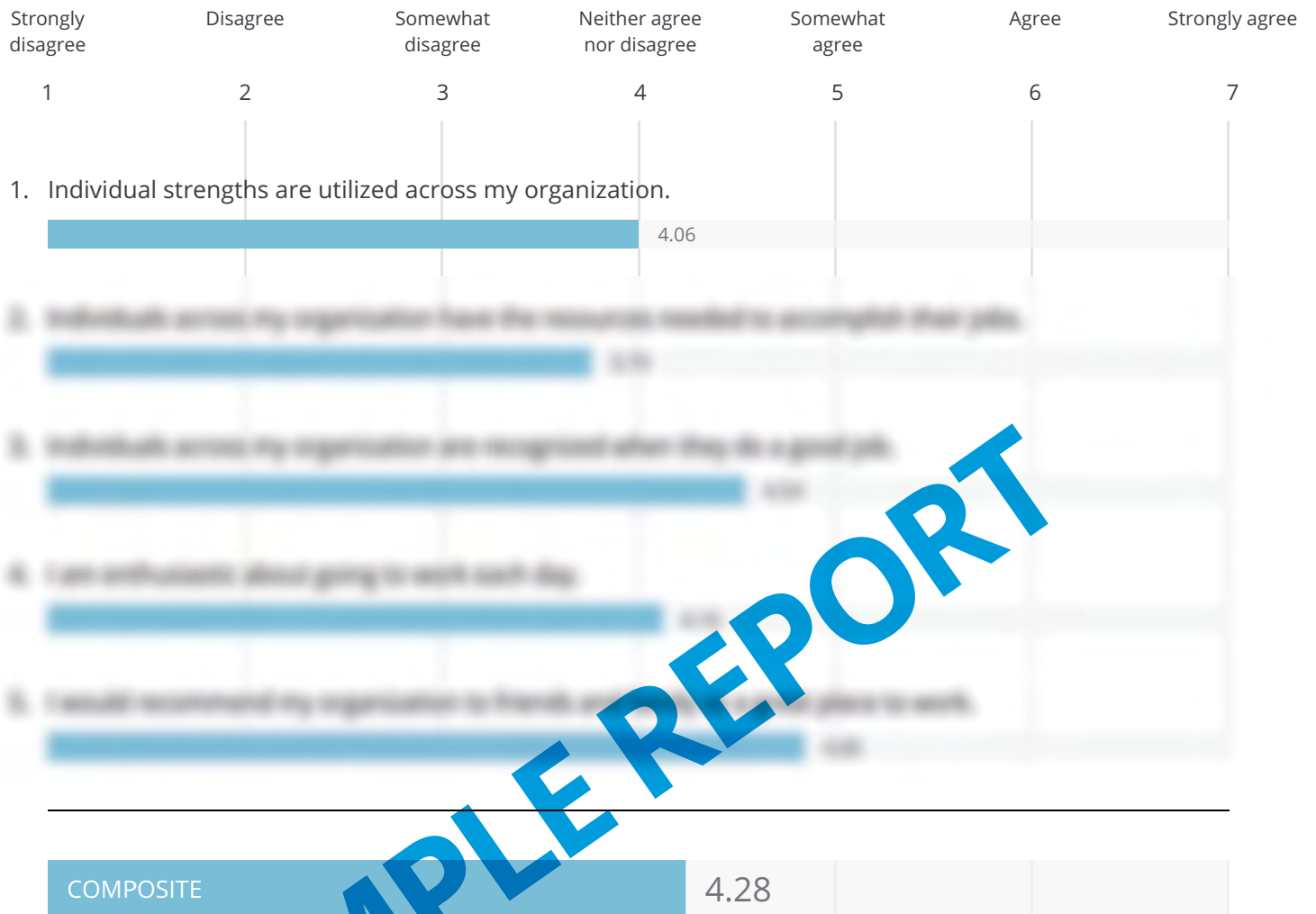


**SAMPLE REPORT**

(Percentage value not shown indicates < 5%)

# Engagement

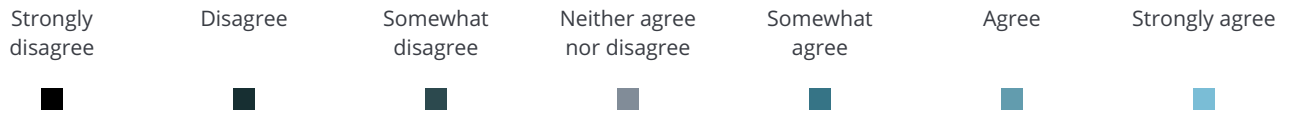
## Mean Scores



**SAMPLE REPORT**

# Engagement

## Score Distributions



1. Individual strengths are utilized across my organization.

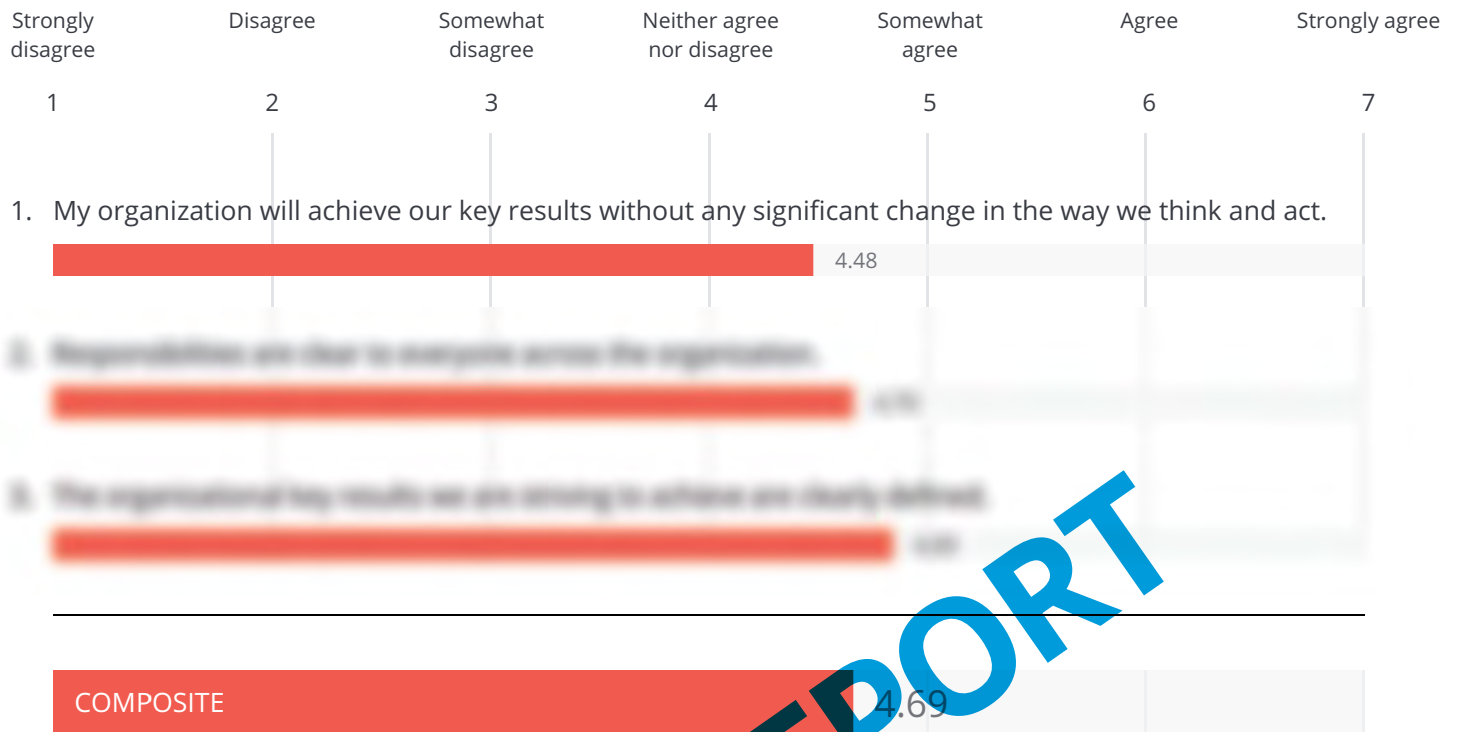


**SAMPLE REPORT**

(Percentage value not shown indicates < 5%)

# Clarity of Results

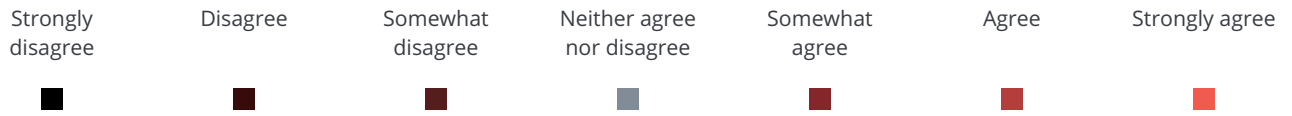
## Mean Scores



**SAMPLE REPORT**

# Clarity of Results

## Score Distributions



1. My organization will achieve our key results without any significant change in the way we think and act.



2. Responsibilities are clear to everyone across the organization.



3. The organizational key results we are striving to achieve are clearly defined.



**SAMPLE REPORT**

(Percentage value not shown indicates < 5%)

# Personal Development

## Mean Scores

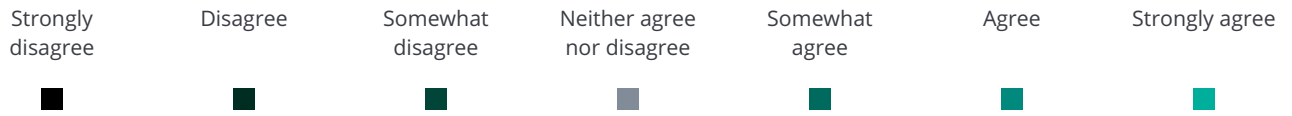


**SAMPLE REPORT**



# Personal Development

## Score Distributions



1. I see professional growth and career opportunities for myself in this organization.



2. My immediate manager is actively involved in my development.



3. I am provided with training and development opportunities.



4. I have received the training needed to perform my job successfully.



**SAMPLE REPORT**

(Percentage value not shown indicates < 5%)

# Speed & Agility

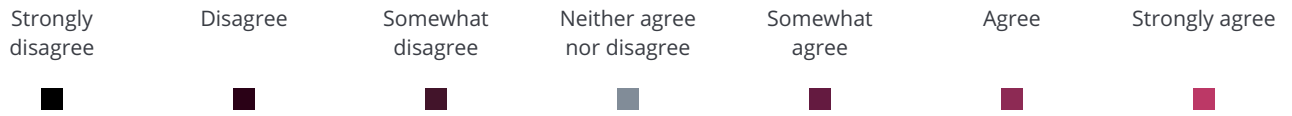
## Mean Scores



**SAMPLE REPORT**

# Speed & Agility

## Score Distributions



1. The leaders in my organization have the courage to execute quickly on ideas.



2. My organization is seen as a speed to market leader in the industry.



3. New products or services launched by my organization are successful.



4. Individuals in my organization look for opportunities to learn from others.



5. Individuals in my organization actively engage others.



**SAMPLE REPORT**

(Percentage value not shown indicates < 5%)



## ASSESSMENT OVERVIEW

The Culture Advantage Index uses a 7-point Likert scale with responses ranging from Strongly Disagree to Strongly Agree. This scale is a widely used approach to evaluating responses in survey research due to its ability to capture the intensity of the response for a given item.

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

In the 7-point Likert scale the **median value is not half of seven (3.5), but rather four (the middle score between 1 and 7)**. Thus a mean score of four indicates an average where the overall sum and strength of the Agree scores equals the overall sum and strength of the Disagree scores. This score identifies an area with opportunity for improvement. Even a mean score of five, which may intuitively seem strong, actually represents an overall sum and strength of responses with an average of “Somewhat Agree,” and also identifies areas for focus. Mean scores of six or higher typically indicate strengths which can be celebrated and leveraged for competitive advantage. Mean scores under four are significant opportunities, where the lower the score indicates the severity of the deficiency.

This report provides numerical and graphical results of the following:

- **Demographics:** A graphical view of the response distribution for each of the demographics included in the assessment.
- **Composite Mean Scores by Category:** Average score for all of the items within a category, providing one overall category score.
- **Individual Item Mean Scores:** Average of all responses for each item.
- **Score Distributions:** Percentage of respondents who choose each response (i.e., Strongly Agree) for each item.
- **Demographic Breakdowns:** Composite mean score (average of all items in a category) for each category, broken down by the demographic breakdowns included on the assessment.

# CONSTRUCT DEFINITIONS

## Culture Score

**See It® / Feedback Seeking:** measures conscious commitment to seeking out the perspectives held by others. Seeking feedback allows individuals to identify and correct behaviors that may have a negative impact on the achievement of organizational results.

**Own It® / Psychological Ownership:** measures the connection between individual employees and organizational outcomes. Individuals who are invested in achieving organizational results exhibit a personal stake in the overall performance of the organization.

**Solve It® / Creative Problem Solving:** measures how often individuals in the organization think outside the box in order to generate innovative ideas. Individuals who ask “what else can I do” make it possible to formulate new and creative solutions that impact organizational results.

**Do It® / Taking Effective Action:** measures the ability to take action, communicate and work well cross-functionally and, the ability to continue moving forward when unexpected events arise to achieve results.

**Culture Advantage:** measures how well individuals are creating strategic advantage by evaluating alignment around needed results, level of trust, and involvement with culture management best practices.

# CONSTRUCT DEFINITIONS

**Engagement:** measures the level of emotional commitment individuals have towards their job and whether they have the right skills and resources to make valuable contributions.

**Personal Development:** measures the extent to which individuals see opportunities to grow within the organization. It measures how well managers support development and if the organization provides training and ongoing learning opportunities.

**Clarity of Results:** measures how well individuals know and can make the connection between their contributions and the overall organizational goals. It also measures how well responsibilities are defined and understood throughout the organization and if cultural shifts are needed in order to achieve organizational goals.

**Speed & Agility:** measures how quickly organizations can execute on new ideas and successfully launch new products and services. This also measures how well individuals learn from failure and adapt to change.

**Establishing Expectations:** measures the extent to which expectations are obtainable, memorable, measurable, and align to the organizations Key Results.

**Managing Expectations:** measures how effectively expectations are communicated and if there is alignment around them. This also measures how effective the organization is at managing progress towards and accomplishment of expectations.

**Insight:** open-ended questions provide deeper understanding into organizational alignment around the needed business results, shifts needed to achieve those results, leadership strengths and opportunities, and potential obstacles that put needed results at risk.

## INDEX BACKGROUND

After **decades of real-world observation** delivering training and consulting in the areas of individual accountability and organizational culture to **millions of people and thousands of companies**, Partners In Leadership put that experience to empirical test. In 2014, we concluded a three-year survey examining the state of accountability in organizational workforces. Over 40,000 people, from the executive suite to the front-line participated in the study. The results from this survey reinforced our experiential evidence between the link of personal accountability and organizational results. Statistical analysis from the Culture Advantage Index discovered correlations to top performance indicators such as: employee **engagement, personal development, clarity of results, speed, and agility**.

The Culture Advantage Index doesn't simply gauge these performance indicators, it measures the root cause which is employee accountability. Specifically, accountability is defined as: feedback seeking, psychological ownership, creative problem solving, and taking effective action. In addition, scale reliability is high for all constructs (accountability and performance indicators).

\*Cronbach's  $\alpha$  coefficient values greater than 0.80 indicate high reliability

See It®—Feedback Seeking:  $\alpha = 0.85$

Own It®—Psychological Ownership:  $\alpha = 0.87$

Solve It®—Creative Problem Solving:  $\alpha = 0.92$

Do It®—Taking Effective Action:  $\alpha = 0.90$

Engagement:  $\alpha = 0.90$

Personal Development:  $\alpha = 0.90$

Clarity of Results:  $\alpha = 0.90$

Speed:  $\alpha = 0.90$

Agility  $\alpha = 0.92$

The Culture Advantage Index measures an organization's ability to handle change, solve problems, respond quickly, and produce results. With this Index, an organization can measure its culture's potential to execute on strategy. In one sense, it's a thermometer of execution readiness. In another, it's a predictive tool for evaluating ability to harness disruption, survive, and thrive.





MEASURE



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