



Corporate Culture Survey (V08) Results

Developed by Dr. Yoram solomon

Prepared especially for:

N/A

Code: N/A

The Model Overview

The model we developed to measure a culture of innovation is based on multiple sources, including Patrick Lencioni's *The 5 Dysfunctions of a Team* and *The Ideal Team Player*, Stephen R. Covey's *The Speed of Trust*, Teresa Amabile's *How to Kill Creativity*, and Dr. Solomon's own PhD research, included in *Un-Kill Creativity, how Coporate America can out-innovate startups*.

The model is described to the right. At the top are the **results**. Those are "the bottom line" for the company, that include financial results, and the innovative and creative performance that lead to those.

Those results are based on individual **accountability**, and the ability of the team to hold constructive **conflict**. Individual accountability requires several cultural factors, including **autonomy**, the willingness to take **risk**, **encouragement**, functional/professional **diversity**, reduced **bureaucracy**, and the right amount of **resources**.

Those are all building blocks that develop creative employees who, in turn, can cooperate effectively and productively which, in return, lead to the sought after results.

This model was developed over many years, and is measured through this Corporate Culture Assessment Tool, currently at its 8th version.



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Methodology & Demographics

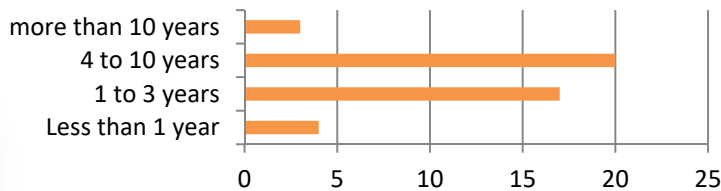
Specific company codes were sent to contacts in multiple companies. You were probably one of them. Although at least 10 participants were required per company, at times a report was generated for less than that. See below how many took the survey for your company.

It was requested that diversity of participation be implemented for a well-balanced "picture" of your company. See the "Sample Diversity Score" below, and the overall demographic diversity charts for your company sample.

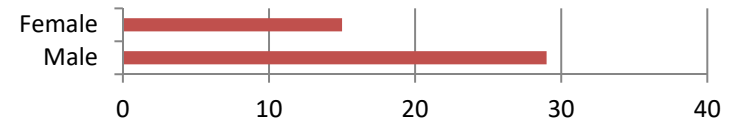
The questionnaire included 73 questions. All of those were on a 5-point scale (strongly disagree, disagree, neutral, agree, strongly agree). Some of the questions were positive (i.e., "strongly agree" indicated **positive** presence of this factor), while some were negative (i.e., "strongly agree" indicated a **negative** presence of this factor). 12 factors are included in this model (see previous page). Each had between 2 and 13 scales/items/questions.

Sample Diversity Score: **59%**
 Total Number of Participants in Your Survey: **45**

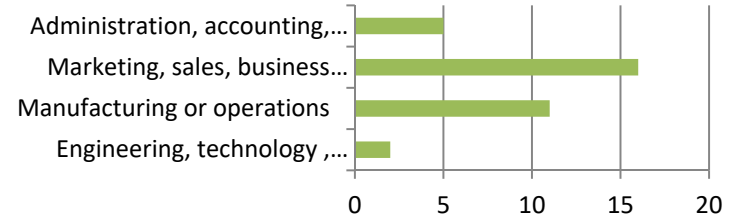
Employed with Company:



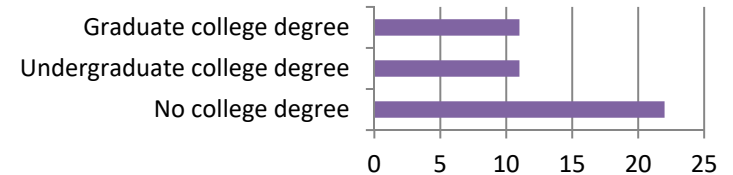
Gender:



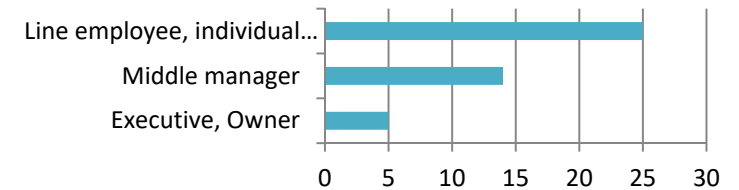
Functional Area:



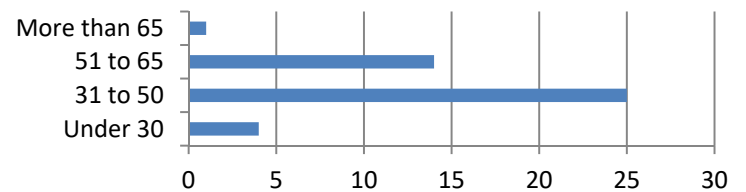
Education:



Organizational Level:



Age:



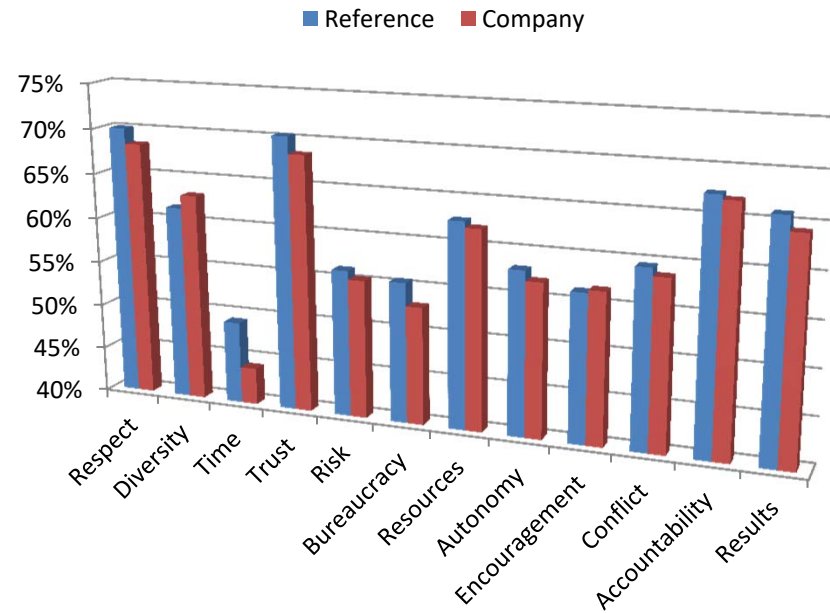
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Findings and Recommendations (Specific to your company)

Overall score: **60%**
 Reference score: **61%**

- Generally, your company performed very close to the reference average, which is made of multiple companies in different industries. As the chart to the right shows, the company was slightly below the reference average in all areas except functional diversity. The following are the recommended areas for improvement. Those are specific to your company, based on the results herein.
- Conducting face-to-face meeting more than teleconferences and video conferences.
- Conducting team-building activities to promote teamwork and team spirit.
- The result of the above was an indication of lower-than-average **trust** among team members.
- Participants reported issues with free communications and information flow, and indicated higher-than average percentage of people blocking information to gain or maintain power.
- More than average number of employees reported feeling that they are not working on useful projects, and not presenting new ideas to management.
- Participants reported more formal and less casual interactions, and a sense of fear of delivering bad news. They also indicated higher-than-average presence of company politics.
- Finally, participants perceived the financial performance of the company



Note: the charts in this report are not necessarily covering the entire 0% to 100% range. There are two reasons for that. The first is to save space. The second is to magnify the differences between your company's results and the reference average. 2% difference in certain areas could be very meaningful, but will not be easily visible if the charts covered the entire 0-100% range.

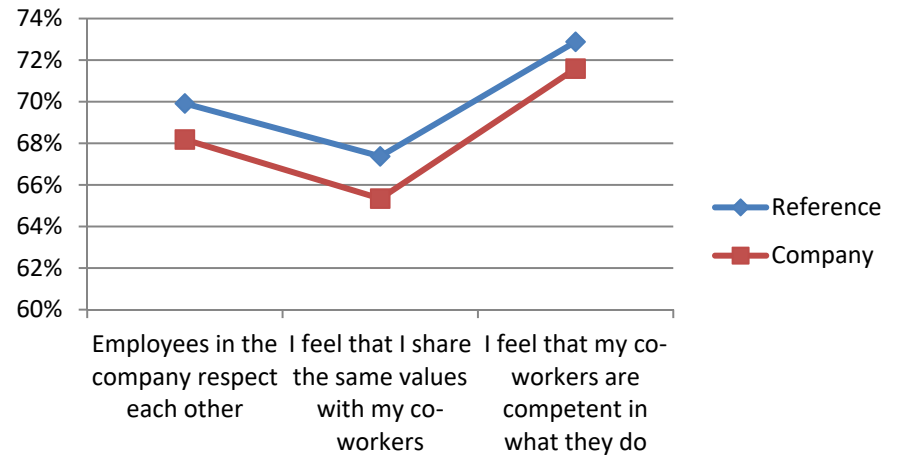


Respect

Overall score:	68%
Reference score:	70%

Standard Deviation:	21%
Reference StdDev:	21%

- The results for **Respect** are slightly lower for your company, compared to the database reference average, consistently across the three dimensions of this factor. The standard deviation is similar. This could be explained better when you look at the **Time** factor. The less face-to-face time spent together, the less opportunity do employees have to build respect, and trust.

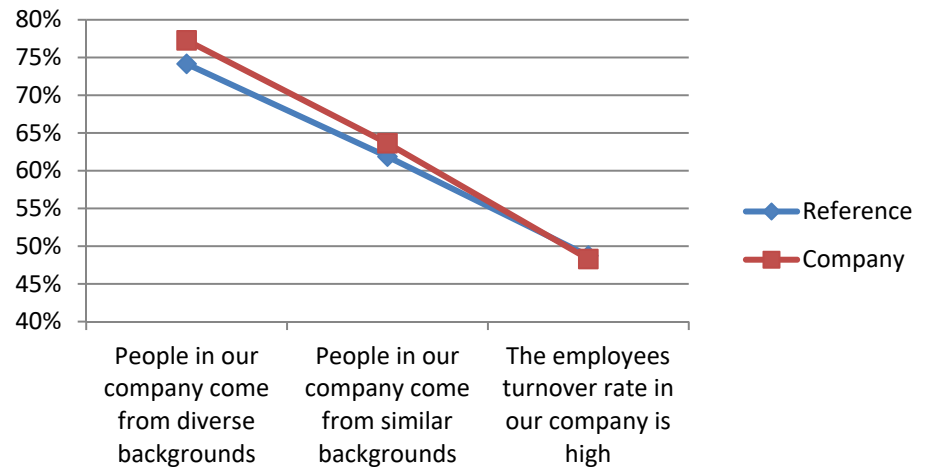


Diversity

Overall score: **63%**
Reference score: **62%**

Standard Deviation: **24%**
Reference StdDev: **24%**

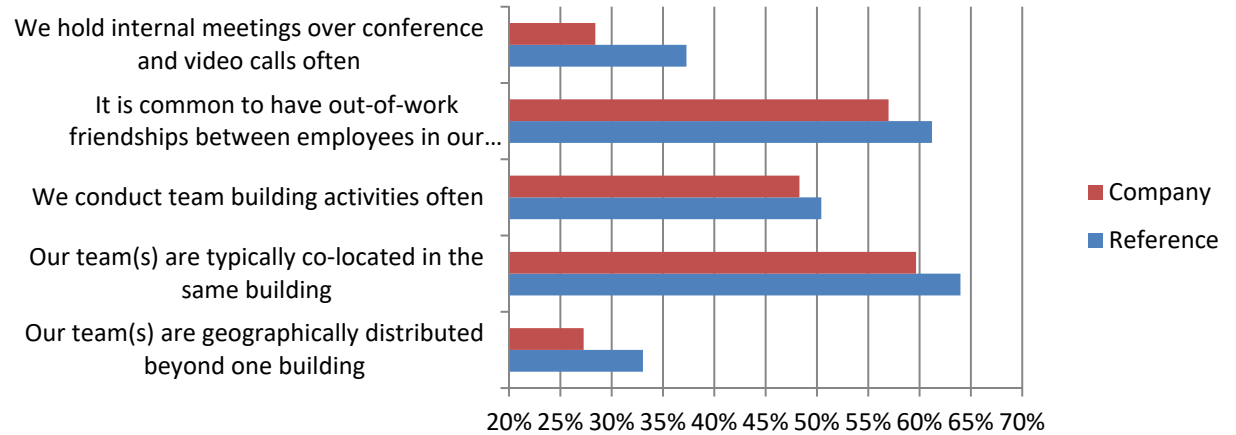
- The company seems to be slightly better than the average reference with respect to professional diversity of the employees. That's a good thing...



Time

Overall score:	44%
Reference score:	49%

Standard Deviation:	26%
Reference StdDev:	29%



- It seems that a larger-than average percentage of internal meetings are held over conference and video calls. Face-to-face meetings increase the likelihood of developing **Respect, Trust** and thus effective, productive, and creative team dynamics. It is recommended to hold more meetings face-to-face. Co-locating teams in the same building will help as well, and it seems the teams in the company are less co-located than the average. This would also be an obstacle to develop out-of-work friendships, that accelerate the development of trust.
- One other area of opportunity is team-building, which can compensate for the realities of location.

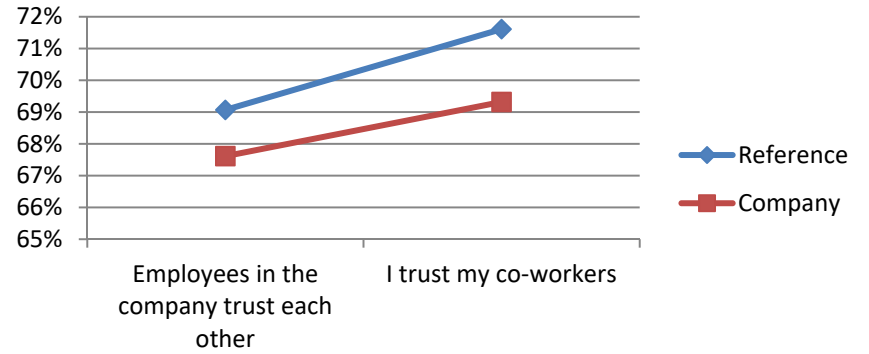


Trust

Overall score:	68%
Reference score:	70%

Standard Deviation:	20%
Reference StdDev:	20%

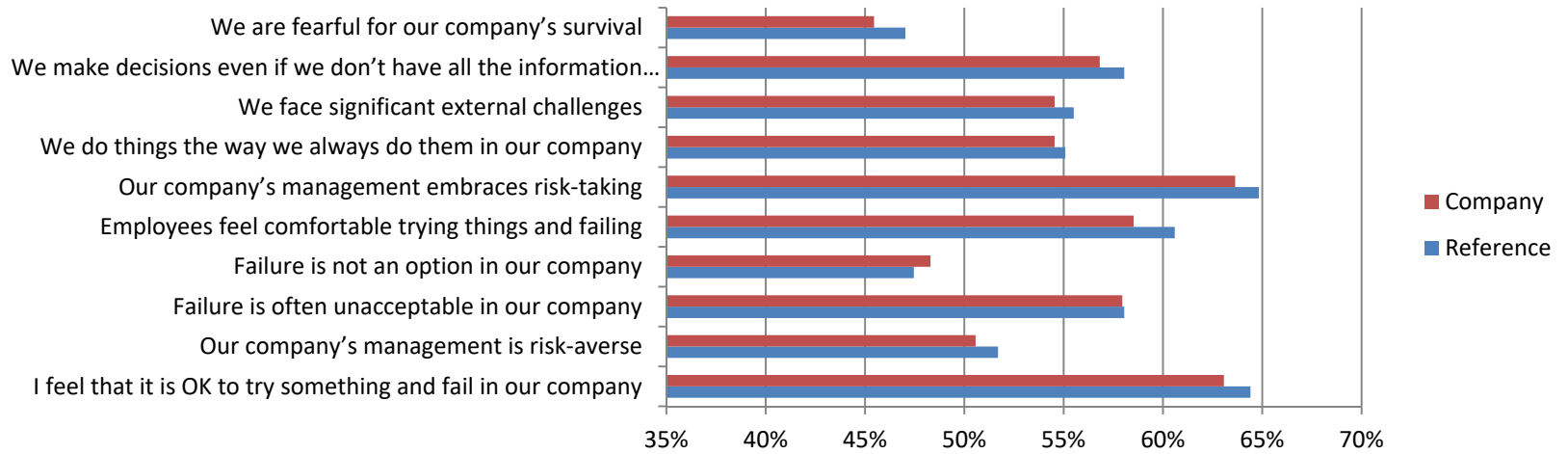
• Possibly as a result of the lower face-to-face time, there is a lower than average level of **Trust** indicated by participants. However, note the vertical axis scale. The difference is not very significant.



Risk

Overall score:	55%
Reference score:	56%

Standard Deviation:	23%
Reference StdDev:	24%



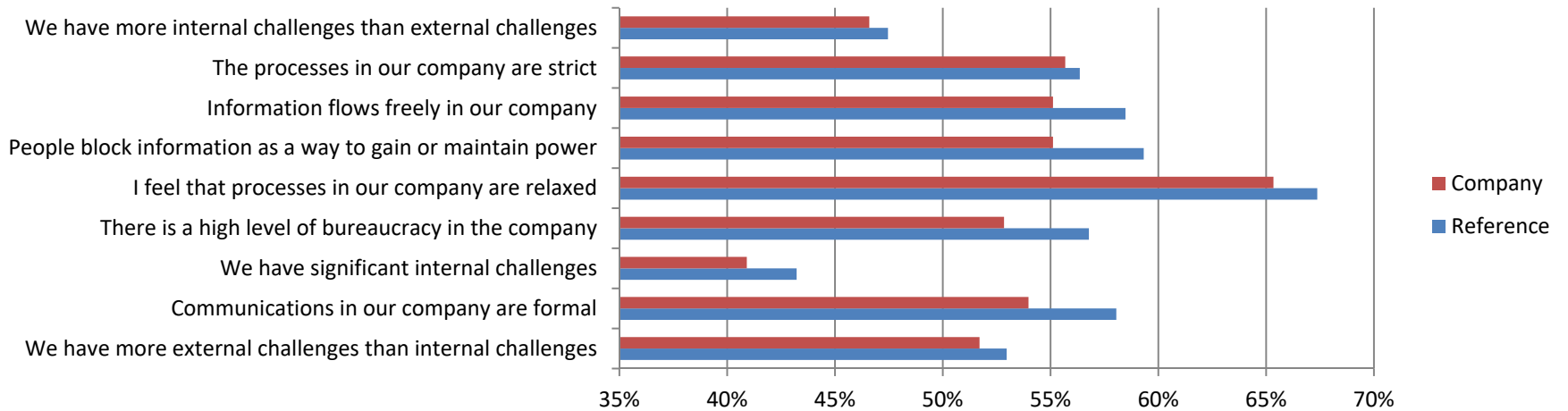
- Overall, the company seems to be only slightly more risk-averse than the reference average. It is not a critical difference.



Bureaucracy

Overall score:	53%
Reference score:	56%

Standard Deviation:	24%
Reference StdDev:	25%



- There seems to be a significantly higher level of **Bureaucracy** in the company compared to the reference average. However, an even more significant finding is around communication and information flow. Participants reported that information flows less freely, and that people block information as a way to gain or maintain power. Finally, they also reported that communications in the company are more formal than average.



Resources

Overall score: **62%**
Reference score: **63%**

Standard Deviation: **22%**
Reference StdDev: **22%**

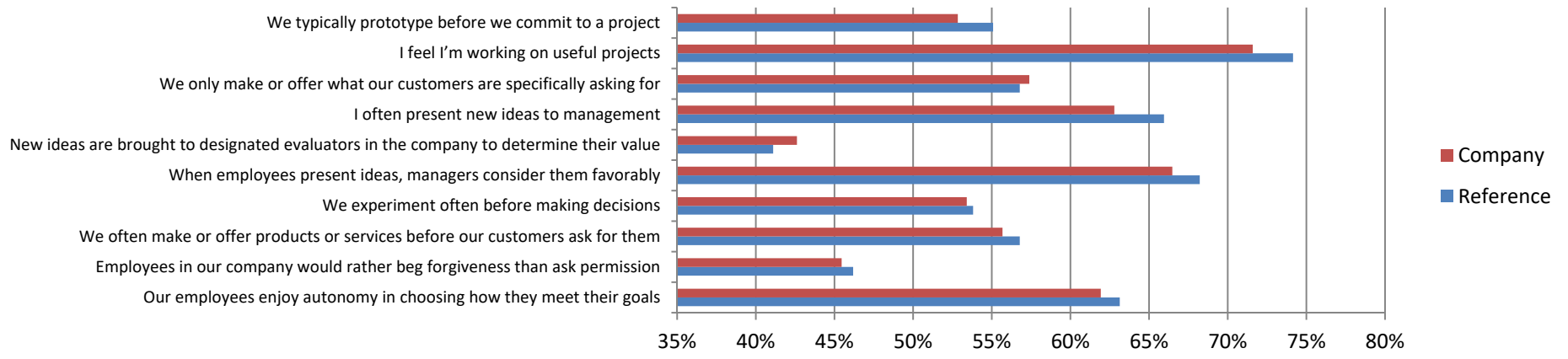


- Generally, participants reported just about average availability of resources to them. The only one lower (albeit not significantly) area is "adequate facilities."



Autonomy

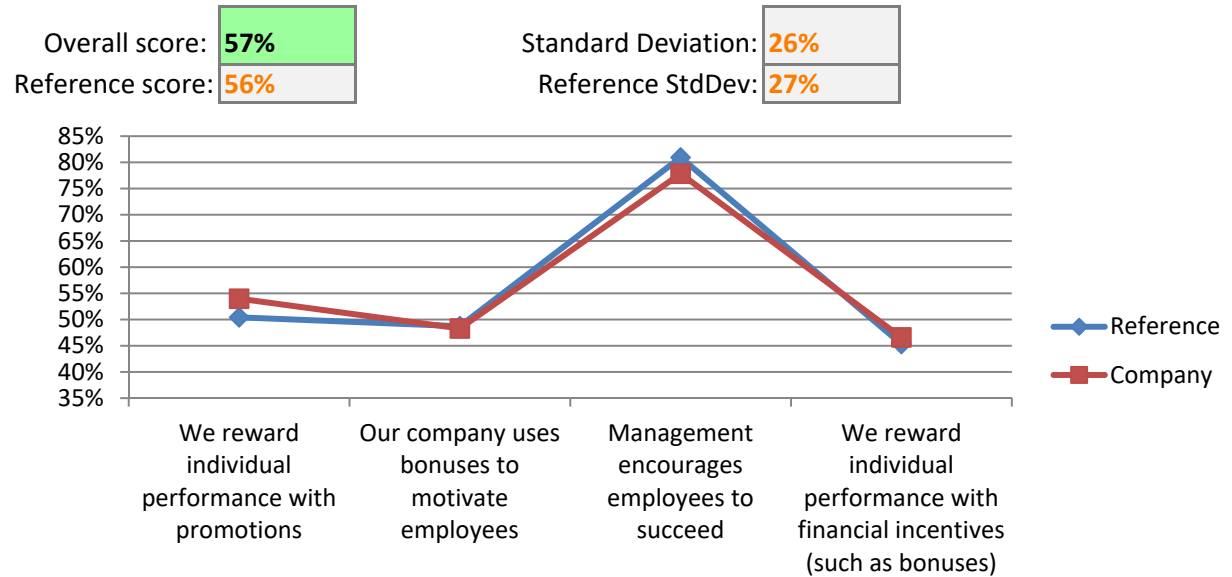
Overall score:	57%	Standard Deviation:	23%
Reference score:	58%	Reference StdDev:	24%



- The only two areas of slight concern in the general autonomy factor are: employees not feeling that they are working on useful projects, and that they don't present management with new ideas, as much as the industry average.



Encouragement

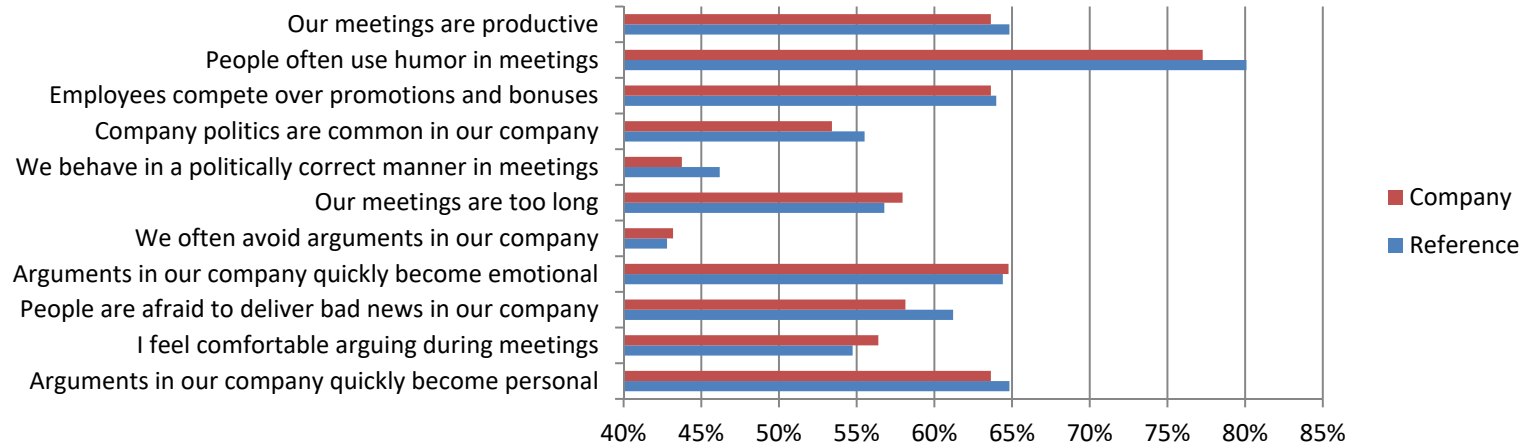


- Generally, the company is doing better than the reference average in the area of encouragement and should continue to do so. Promotions and financial incentives are extrinsic, and research showed that they are not motivating creativity and innovation. The best motivators are **Autonomy**, showing the big picture, and letting employees experiment and fail without severe consequences to them.



Conflict

Overall score:	59%	Standard Deviation:	24%
Reference score:	60%	Reference StdDev:	25%



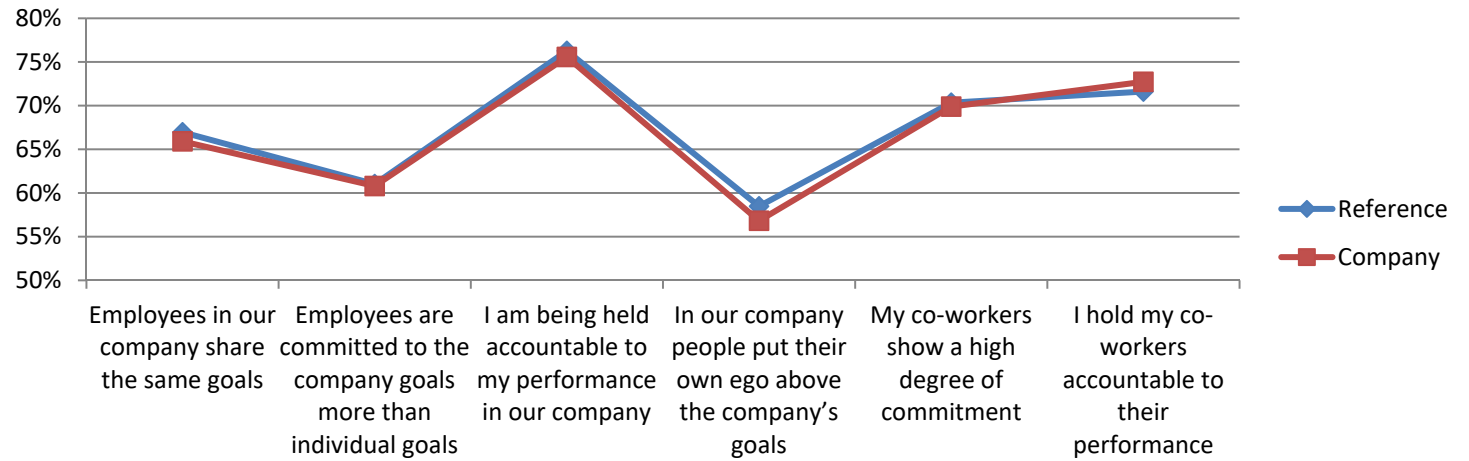
- Conflict is perceived as a negative word, but this survey refers to **constructive conflict**, which is the ability to argue professionally, without letting this argument become personal and emotional, and on the other hand--not avoiding conflict altogether. The ability to conduct constructive conflict typically results from having trust and respect within cross-functional work teams.
- There are two general items of some concern in the area of constructive conflict. The first one is the use of humor in meetings (3% lower than the reference average) and a politically-correct behavior during meetings. Both indicated that employees feel less comfortable during meetings than the average.
- The second one is a fear of delivering bad news in the company, that might, or might not, correlate with an indication of the presence of company politics.



Accountability

Overall score:	67%
Reference score:	67%

Standard Deviation:	21%
Reference StdDev:	22%



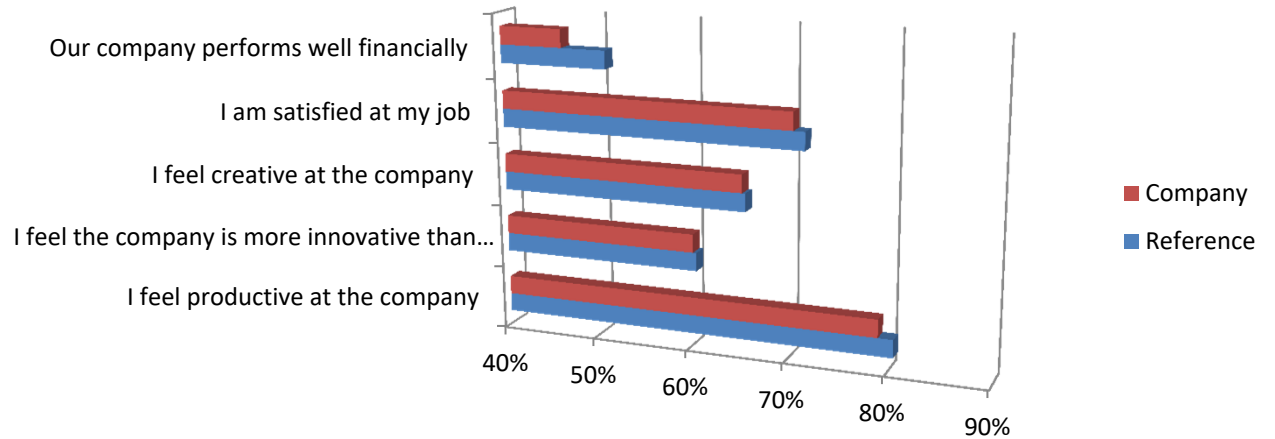
- Generally, the company is comparable to the reference average in the area of personal accountability.



Results

Overall score: **64%**
Reference score: **66%**

Standard Deviation: **25%**
Reference StdDev: **24%**



- Finally, in the area of **Results**, the only concern is that the survey participants believe the the company is performing financially less than the reference average of other companies. Job satisfaction, perceived creativity and innovation appear to be on par with the perception of the average employee in the reference.



About Us

Building a Culture of Innovation

Dr. Yoram Solomon is a passionate innovation & creativity thought leader. He published 6 books, 9 patents, and as one of the creators of the Wi-Fi and USB technologies he was dubbed by Texas Instruments "TI's Great Innovator". He was named one of the Top 40 Innovation Bloggers in 2015 and 2016, and is a columnist at *Inc.* Magazine, *Innovation Excellence*, and *Dallas Innovates*. He spent years studying why people are creative in startups more than in Fortune 500 companies, learning the cognitive processes that lead to generating creative ideas, and earned his PhD for that study. Yoram was the host of the first TEDxPlano in 2014. He was elected in 2015 to the Plano Independent School District Board of Trustees. Yoram served in the IDF 35th Airborne Paratrooper brigade and as a USAF CAP pilot and Aerospace Education Officer. His clients include AT&T, Qorvo, Walmart, and many more.

Our Mission

Building a Culture of Innovation

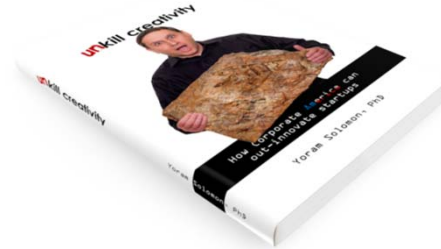
Our Motto

Corporate Culture Starts with **You**, Not your Boss

Our Services

Our service follow the **5i** formula:

- **Introspection:** Peter Drucker said that "If you can't measure it, you can't manage it." We offer assessment services, that are followed by personal interviews and focus groups to identify the 20% of issues that have 80% impact on the company's culture for innovation.
- **Intervention:** Once those areas have been identified, we make recommendations for changes. Those changes are typically simple and effective, rather than comprehensive and complicated.
- **Ideation:** We facilitate ideation workshops using multiple tools to generate new ideas for the company, solve problems, and identify areas for growth.
- **Implementation:** The implementation phase of new ideas and directions for the company could be tricky, and we offer coaching and training to make this step effective. One of the tools we use is the *boundary agreement*, between management and employees.
- **Innovation:** The final result of the **5i** process is, obviously, innovation. Consistently Innovative companies hold 6 times the market share, generate 6 times the revenue, 3 times the profit, and do 50% better during recessions than their average peers.



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