

Organisational Health Profile

Sample report



Contents

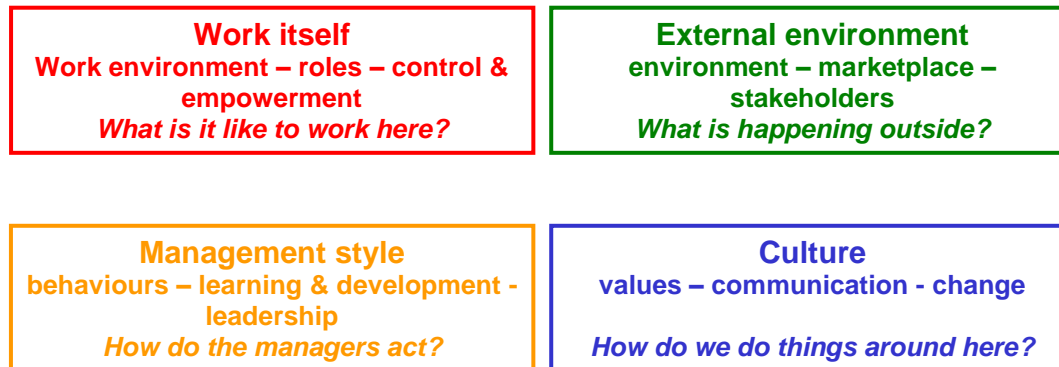
Introduction to The Organisational Health Profile	3
<i>Sample of a report</i>	5
Overview.....	5
Implications.....	7
Culture: (the breakdown is on the following page.)	7
Suggested actions	9

This report gives you a snapshot of what can be produced from using The Organisational Health Profile in your organisation. We produce the report after completion of the profile by the participants and it is used for discussion with the client and groups within the organisation. We can then work together and agree the next steps to implement the actions to address the pressure areas and help the people to become more resilient.

Introduction to The Organisational Health Profile

The profile and report provides you with a wealth of information about how people really think about your organisation and what it is like to work there. It will show you where they are happy with how things are, and where there is room for improvement. There are options for having feedback for different levels or functions within your organisation, which means you can identify specific areas which might have potential problems. You can have a report showing the consolidated data across all those who took part, and then it is shown for the specific areas you require.

There are four main categories shown on the overall report, “The total picture”:



Work itself:

This covers what it is like to work within the organisation. What is the day to day workplace like? Is the work environment helpful to people doing their jobs well? Are their job roles clearly defined? Are they given the scope to actually get on and do their jobs? Are the systems and processes helpful?

External environment:

The elements here are quite varied, and all have an impact on how people might feel about their work and the organisation. Realities of the immediate environment of the workplace, getting to and from work, and how it might impact on people’s lives have a bearing on how they feel. What are the pressures being brought by customers and competitors, and how the organisation is reacting to them? On a similar theme, what pressures come from other stakeholders?

Culture:

Here you are getting information about the underpinning “rules” and processes which are in place. Are the organisation’s values clearly stated and followed in day to day behaviours? How clear, and effective, is the communication within the organisation? Are people’s ideas sought, are they listened to? How is change managed and implemented?

Management style:

What is the overall management style? What are the behaviours which are used on a regular basis and what impact do they have? Do managers pay attention to developing others and consider people as a resource to grow? What is the leadership style which appears to be used?

You start with a graph that shows an overall average of each of the elements in these areas. The higher the score, the healthier your organisation is for that element.

What is included?

After the initial “Total Picture,” you have a number of more detailed reports. You would receive all of the following:

A detailed step that gives you the detailed scores for each element within the sections. We have shown you an example of the “culture” category. This enables you to identify the specific areas which may need attention, if you want to create a healthier organisation.

We then follow with a graph which helps you to identify whether there are important specific signs of stress occurring within the organisation, and to what degree. If any of these are thought to be indicated, we would suggest that action is taken quickly before they become a systemic problem for the organisation.

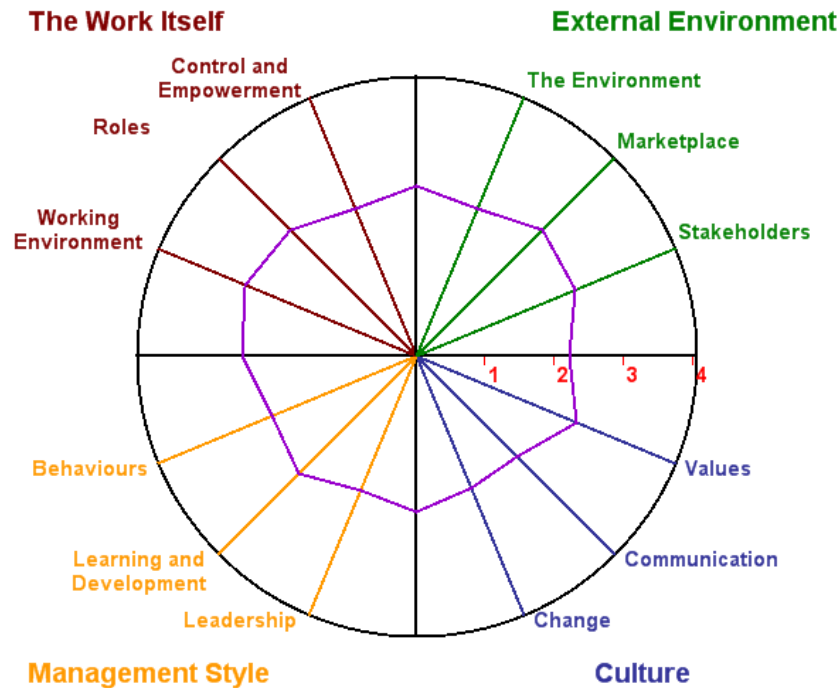
Finally, you have two summaries. We show you which are the 6 strongest or healthiest elements, and also the 6 which are the lowest ranked – which should help to prioritise specific areas of pressure and therefore cause for concern. The last part summarises the free-text comments which respondents have made.

The basic report provides you with these various graphs and tables for the organisation, and each sub-group you wanted included, during a discussion of your needs and setting up the specific form of questionnaire. We can also provide you with a written summary of the implications and possible actions under each heading, to help your internal discussions and decision-making, similar to the sample shown here.

Sample of a report

Overview

The general pattern across all of the profile indicates no areas which are particularly strong or resilient as there are no scores above 3.0. There are several that are definite causes for concern as their ratings are close to 2.0, although there are no real problems coming in under that. None of the categories are strong, although a couple of the sections on the work itself are reasonable. People are reasonably happy with their working environment and know what their jobs involve. However, there is a potential source of frustration, indicated by the lower rating on control and empowerment.



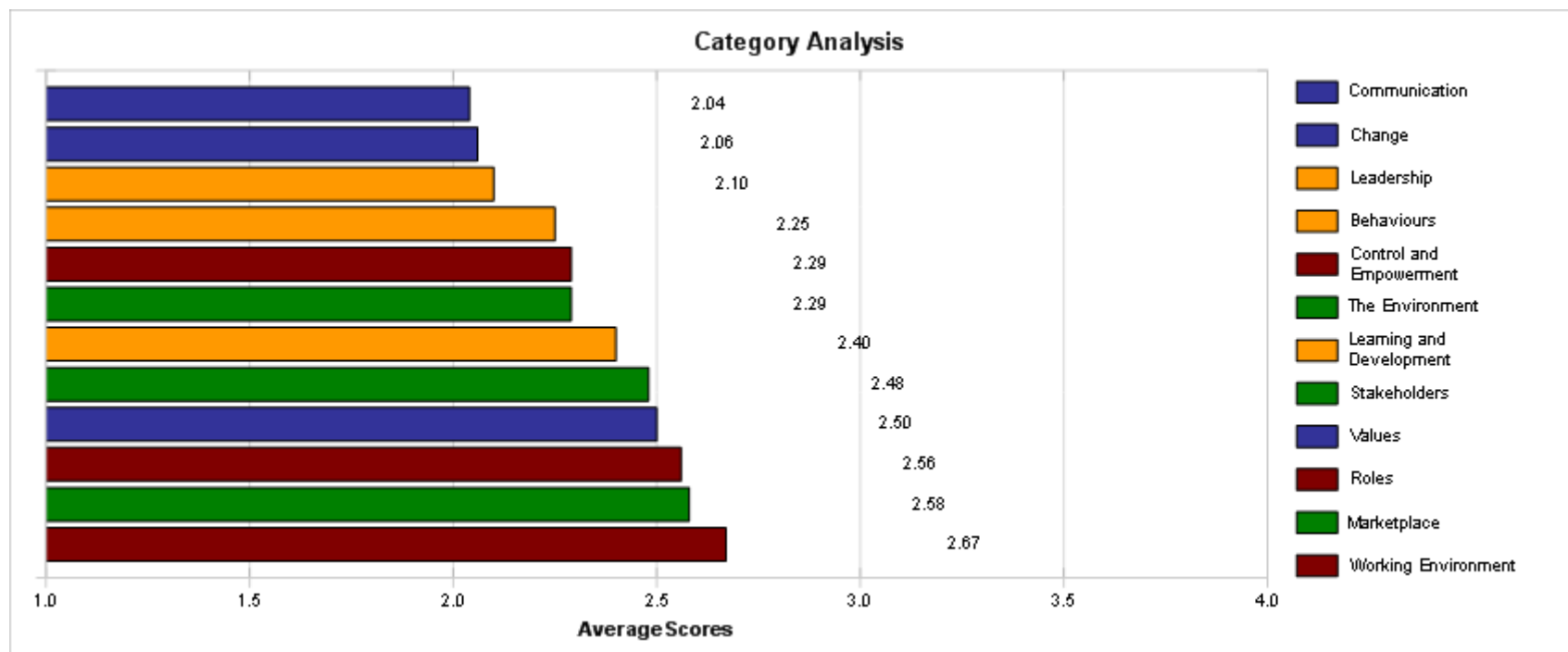
The culture category has significant room for improvement, starting with the communication section and closely followed by change. These have to be key areas for all levels of management to pay attention to. If people are working in a place where they feel communication is unclear or poor they will experience pressure from various areas, real or imagined. Improving this will be a benefit to the other categories, and particularly to the management style. This does need addressing as two of the sections come as the next lowest and there is almost certainly a correlation between the ratings for communication and change and the ones for leadership and behaviours. Individually, each of these is a potential source of pressure, leading to stress. Having them all rated low would suggest that this risk is multiplied.

As mentioned, the work itself category is fair but the rating for control and empowerment is probably tied in with the leadership score. The external environment category has a number of sections which need to be increased, although the awareness of the marketplace is a potential positive.

The chart on the following page shows the average scores for each of the sections. The higher the score, the stronger that section, and the less it is a potential source of pressure. As there are none above 3.0 there is some scope to improve all of the sections.

Section 1a: The Total Picture – overall average scores for each Category and Section in bar format

1 = LEAST FREQUENT 4 = MOST FREQUENT



Implications

We will consider each of the sections and offer some observations about the results and the possible effect on the day-to-day work, morale and any risks involved around them. When looking at responses to specific questions, please note that some of them are phrased negatively and the scores are reversed. The higher the score, the stronger or healthier that element is within the category. The lower scores are an indicator that these might be specific sources of pressure and contributing to people feeling stressed.

Culture: *(the breakdown is on the following page.)*

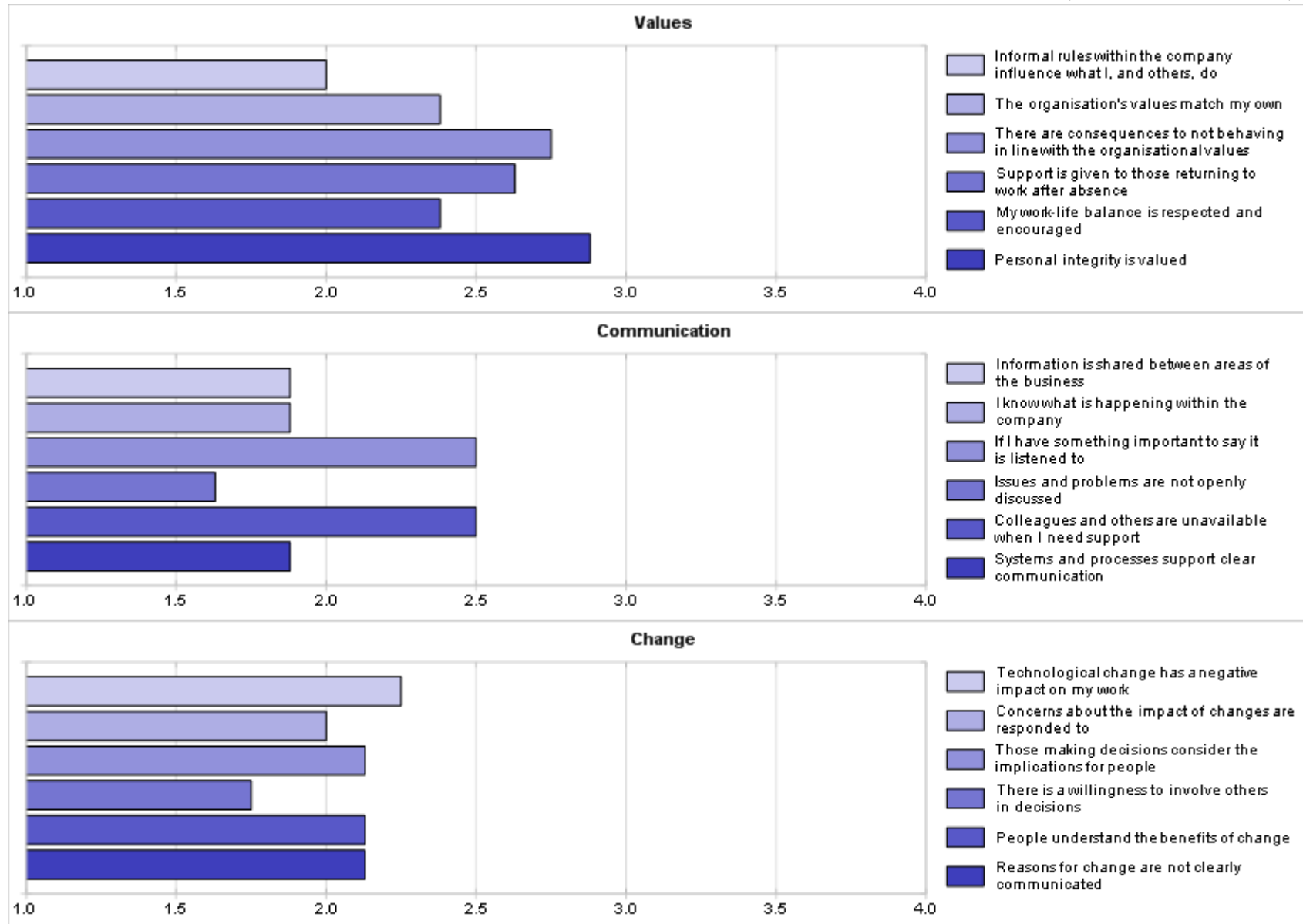
The values section does have a couple of elements which would appear to be strengths. The rating for a feeling that personal integrity is valued and that organisational values have some weight in influencing behaviour are positive. These two elements will help people to feel better in their workplace and contribute to a greater personal resilience.

However, more could be done on the other elements, starting with clearly establishing or defining the values, so that people are able to appreciate their own fit with them. In turn, this can help to influence several of the other elements and enhance ratings in these. The work-life balance issue does also need to be respected. Where possible think about how this can be handled empathetically, especially where there might have been extra demands made on people.

The lowest rating is for the impact of the “informal rules”. It does suggest that people might be worried that they are not aware of these rules or do not feel that they can work with them. Any organisation develops its own internal, informal rules as part of its culture. The danger is that those “in the know” forget to share these with those who are not and it can lead to people feeling left out of things. Somehow, these aspects of the values and culture need to be more open discussed and expectations communicated more clearly. Remember, people will draw their own conclusions and make best guesses when they do not know what others’ intentions are.

The communication section shows a need to improve throughout, because these ratings suggest that most of the elements are a serious source of dissatisfaction or possible pressure. Those which are rated below 2.0 particularly need addressing. It might be useful to explore why there is such a lack of openness, direction or processes. Before reaching for solutions to symptoms, there is a need to tackle the causes. Are unclear, confusing or mixed messages being given? Is important, necessary information not being passed between areas?

The change section does need attention which is not surprising as many of the qualities of effective change management are tied in with good communication. All of the elements have to be worked on. Not handling change effectively can definitely increase pressure and lead to chronic stress and demotivation.

CATEGORY 1: CULTURE
1 = LEAST FREQUENT 4 = MOST FREQUENT


Suggested actions

The suggestions offered here are just that. We are not going into detailed solutions but giving some indicators of what might be done, within the organisation to help address the issues.

Culture:

Set up an appropriate forum to clarify any informal rules and make sure everyone knows what they are for. The “truth” of informal rules could also be discussed with all of the staff.

It could be beneficial to do some work on identifying and defining or restating the specific values for the organisation as a whole and then for functions. Be clear about the particular behaviours which underpin each of them. These can then drive acceptable behaviour, help individuals to feel more aligned with their work and reduce the influence of informal rules.

The communication section suggests some investigation to establish the causes for these ratings. It might also be useful to clarify what people feel are the consequences of these issues. People might find this a challenging approach, but it is necessary. Good communication underpins many things and a lack of it is a major contributor to patterns of pressure and stress. There definitely needs to be an improvement in sharing information and letting people know what is going on. This would tie in with the need to introduce some structure and process for making sure information is shared. Also, is the rating for openness around discussing issues and problems healthy enough? If people feel they cannot be open, small things can become a source of frustration. Think about how you can encourage a culture of more sharing and openness, avoid hiding things and channel feelings into positive action.

The change management section could mean that people are experiencing some unnecessary pressure. Feeling as though you are involved in change, but with little input or limited understanding of the reasons for it, can be a stressor for many. A better understanding of the change management processes and practices can enable people to feel more knowledgeable. Also focussing on building resilience will help. Reinforcement of constructive behaviours plus effective and continuous communication processes can significantly improve acceptance and commitment to change