



ABSTRACT FROM ORGANIZATIONAL DIAGNOSIS REPORT



TALENT RESERVE



Abstract with examples from Organizational Diagnosis Report

In this report we present as a demo example, the results that have been centralized and put in graphic form and additional qualitative information based on 5 questions used in 2 such project in 2 different companies in terms of industry, size location etc.

We will be able to identify differences and similarities (if any) for the way the participants in the analyzed companies have responded.

The companies took part in real processes of organizational diagnosis, so the data are real one. IN order to keep confidentiality, we'll name them conventionally :

- **Alpha** – 34 participants
- **Beta** – a department of 14 participants

The way the Organizational Diagnosis projects were conducted

Each employee engaged in in person dialogue with a consultant, based on a interview guide that had been prepared and agreed with the management in advance. Predominantly we go for collecting quantitative and qualitative data on organizational dimensions such as:

- Employees' opinions regarding the company as a business system and the people
- The perception regarding the colleagues and team
- The perception regarding the operational setup
- The perceptions regarding the development opportunities within the company, as well as the detection of a real interest for development and the areas of concern
- The perceptions regarding the management
- The perceptions regarding the organizational values, culture, motivational factors, possible values conflicts
- The perceptions s regarding salary and benefits
- The perception regarding work performance, understanding of expectations from them can clarity of performance criteria

The consultant conducted the dialogue, so the interview guide was not a document given to the employees to fill in by themselves. In this way we made sure as much as possible that each participant had a unitary understanding of the questions, in order to get aligned answers.

The interview guide includes both closed questions with preset answer options as well as open questions, where the participants can express in their own manner.

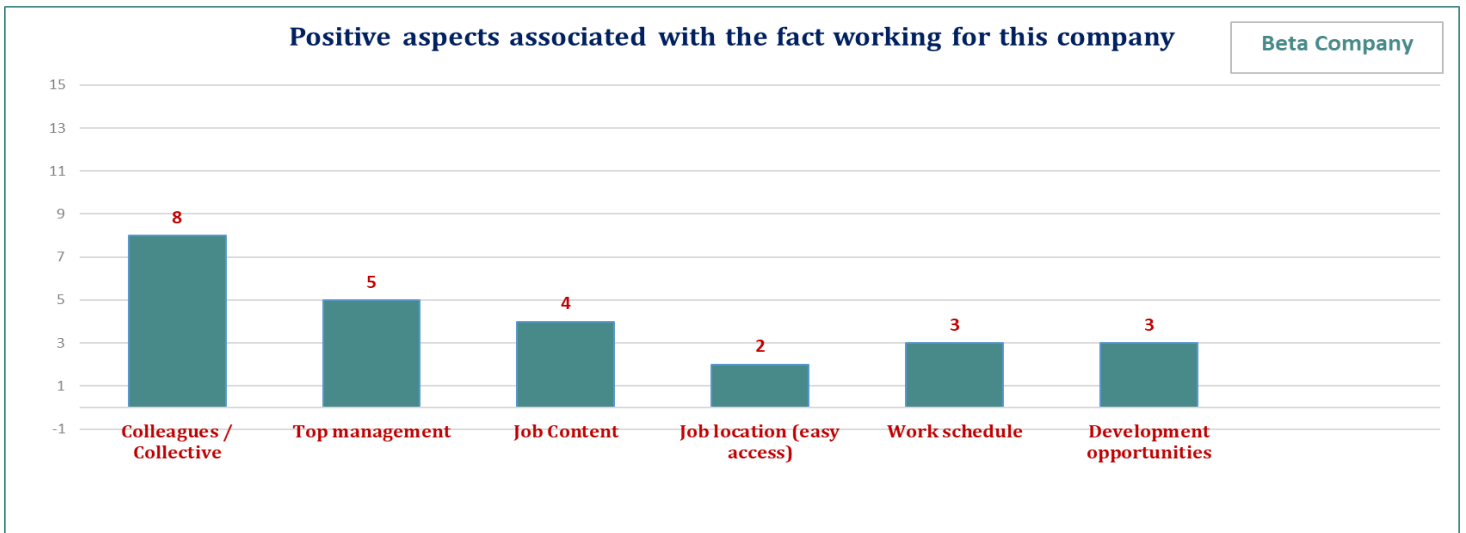
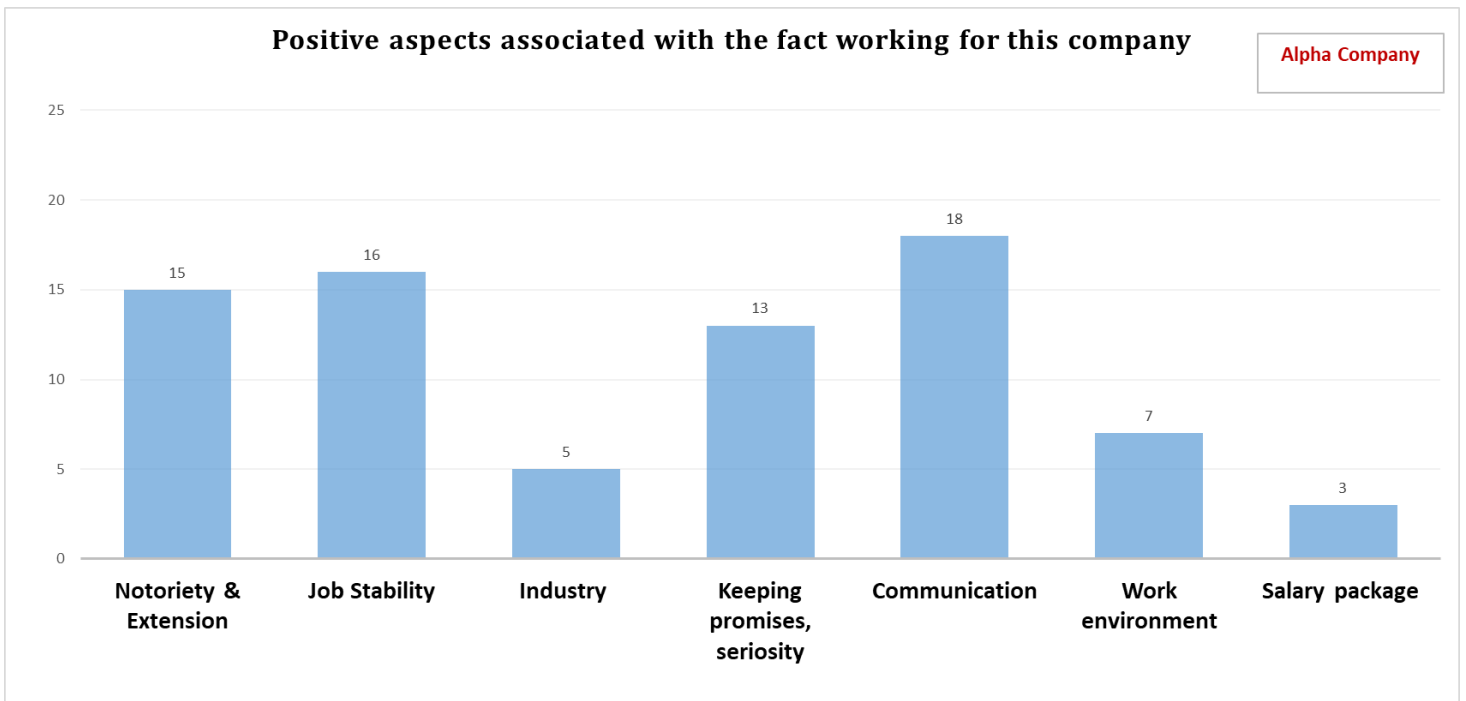
We need to mention that even for the closed question there was recorded any accompanying comments and opinions expressed by participant and these have been included in the analysis of final data.



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The question regarding the reasons of pride to be an employee of the company was an open one, and the most frequently mentioned answers have been grouped in categories and presented quantitatively

We can notice in the graphics below that the employees in different companies relieve different reasons to be part of that organization.

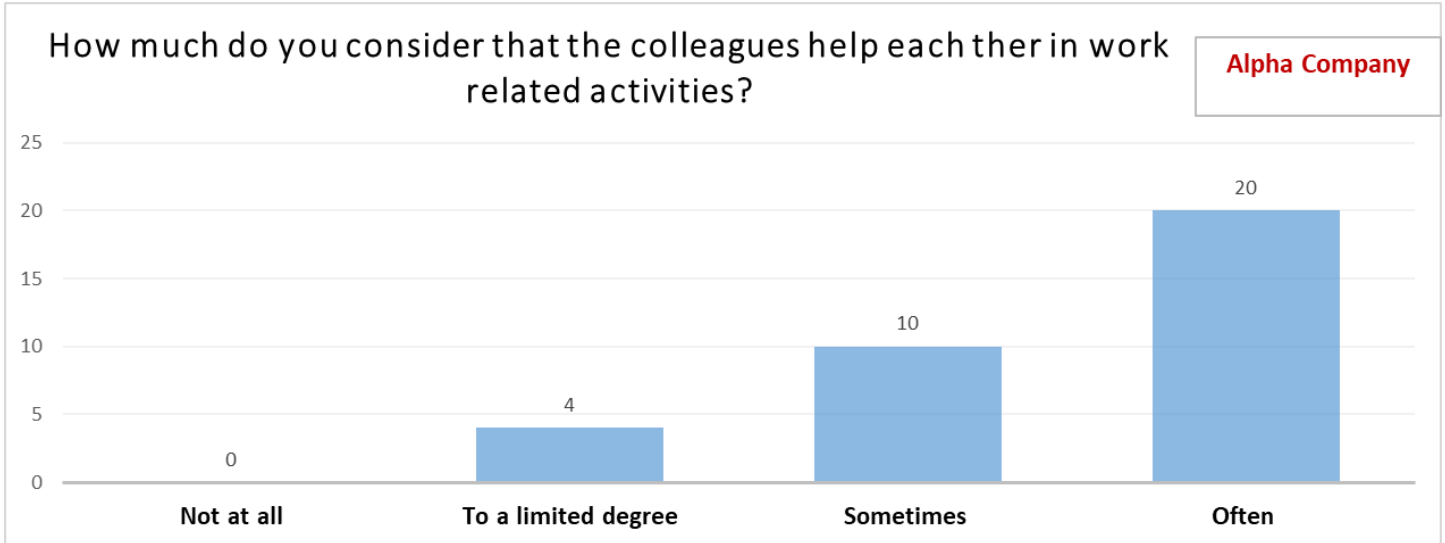




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The question regarding the perception about how much the colleagues help each other was a close one, and the graphics below report the difference of perception between the 2 groups of respondents in the 2 companies.

Also, the participants could formulate additional qualitative content and below each graph this content is being exposed.

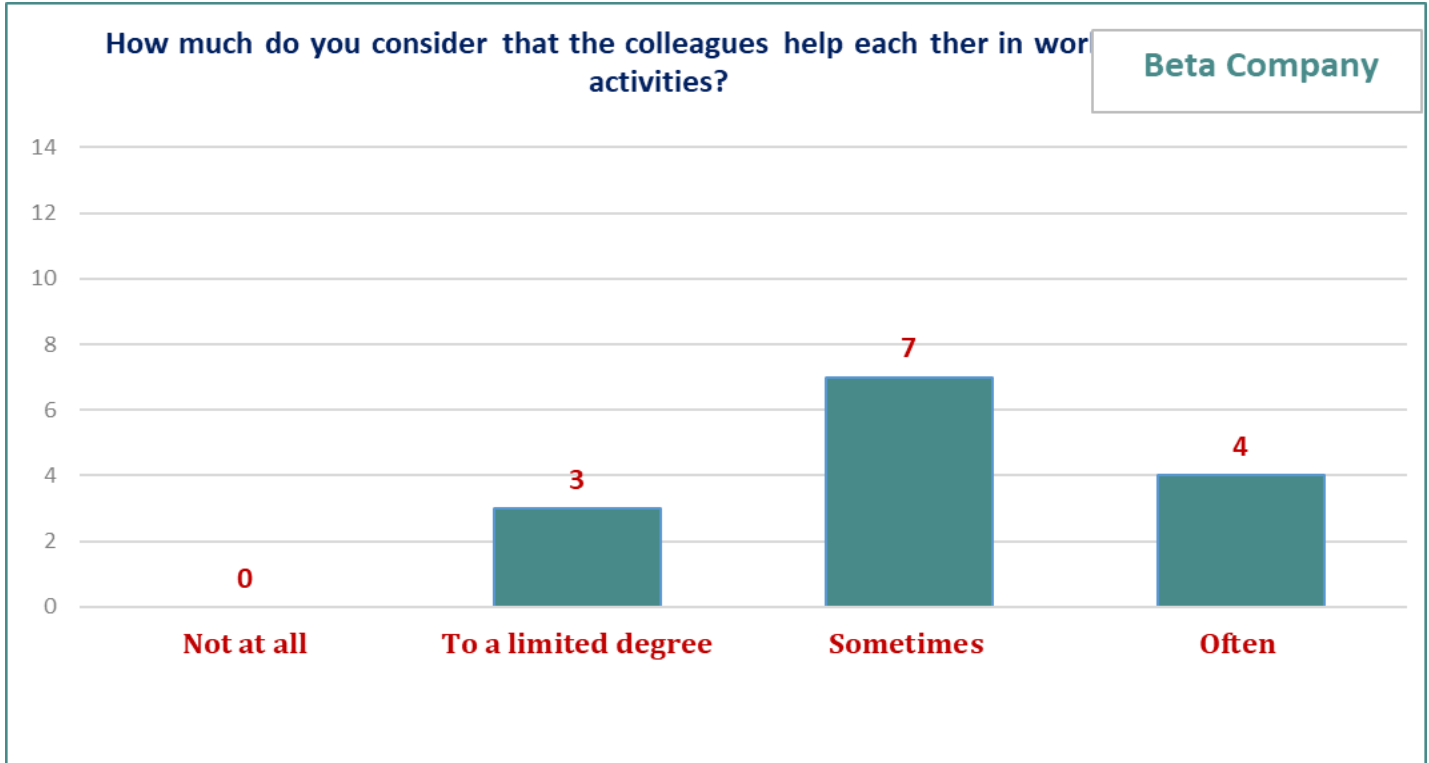


Qualitative responses expressed by participants:

- There is a high dose of subjectivity (personal preferences)
- The mutual help depends is up to each person’s choice, depends on friendship. *Some* help each other, but not a general rule.
- Each colleague is focused on his area, which makes him busy and not able to see much around himself (for instance there is a client in the company courtyard). 20-30% in cases there are people entering the showroom who are not being engaged with by the available colleagues
- Each one works for himself / herself
- There clearly exists a helping tendency and spirit. The colleagues are well intentioned in this regard, but it is all a matter of available time and work volumes to allow them offer help
- When some colleagues are overwhelmed, the others help.



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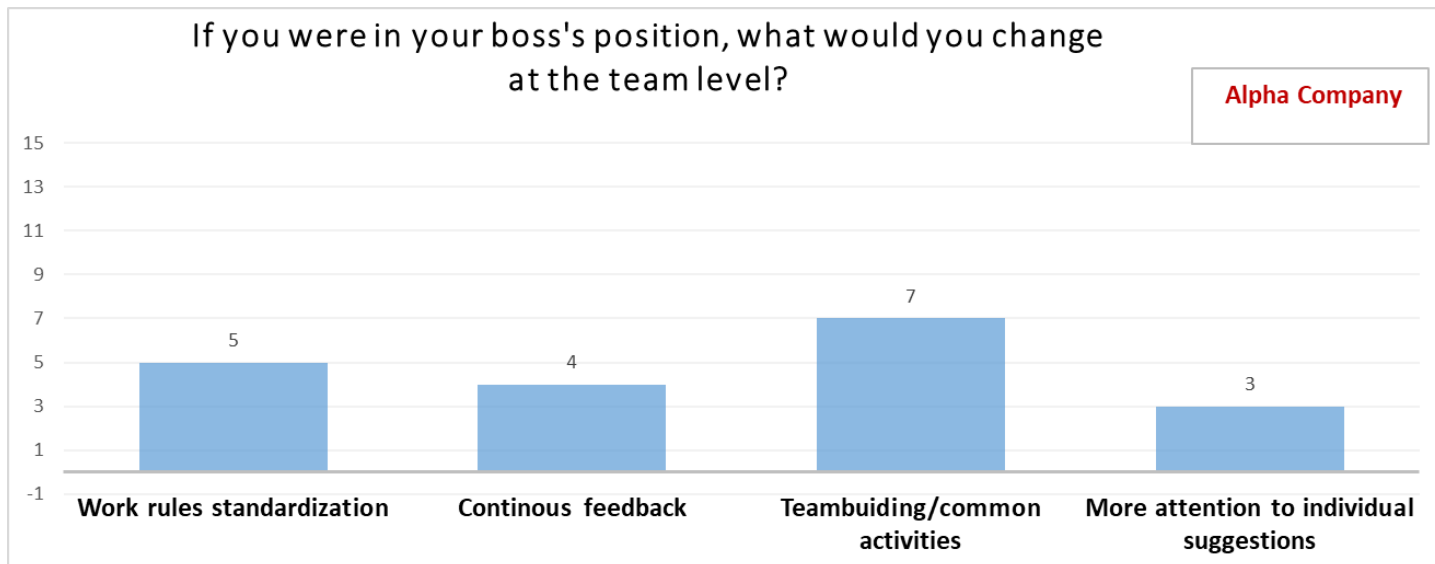


Qualitative responses expressed by participants:

- In warehouse there is avoidance of doing job related tasks by some. Some colleagues choose from the system the easiest orders - everyone wants to do the easy work. There is necessary for the warehouse master to step in, to institute fairness in the workload of team members.
- The colleagues help each other depending on their mood, in an unpredictable manner.
- In older days colleagues used to help each other more, but now, as we are being assessed based on the number of processed orders, some colleagues prefer to take the easiest orders, to achieve a bigger number and be assessed more favorable.
- They help each other's, especially that the team is a little bit under dimensioned related to the existing workload.
- The colleagues are not looking around to notice where any help is needed. They are individualistic, lacking concern for the others.
- Even if the colleagues do not really help themselves, the drivers help and respect each other.
- Each one is self-absorbed with his own interests, do not offer themselves to help. The colleagues help only when asked to do so (*ask and you will receive* principle)
- As a rule, the colleagues help each other, but some of them shrink from helping, both from won initiative but also when specifically asked for



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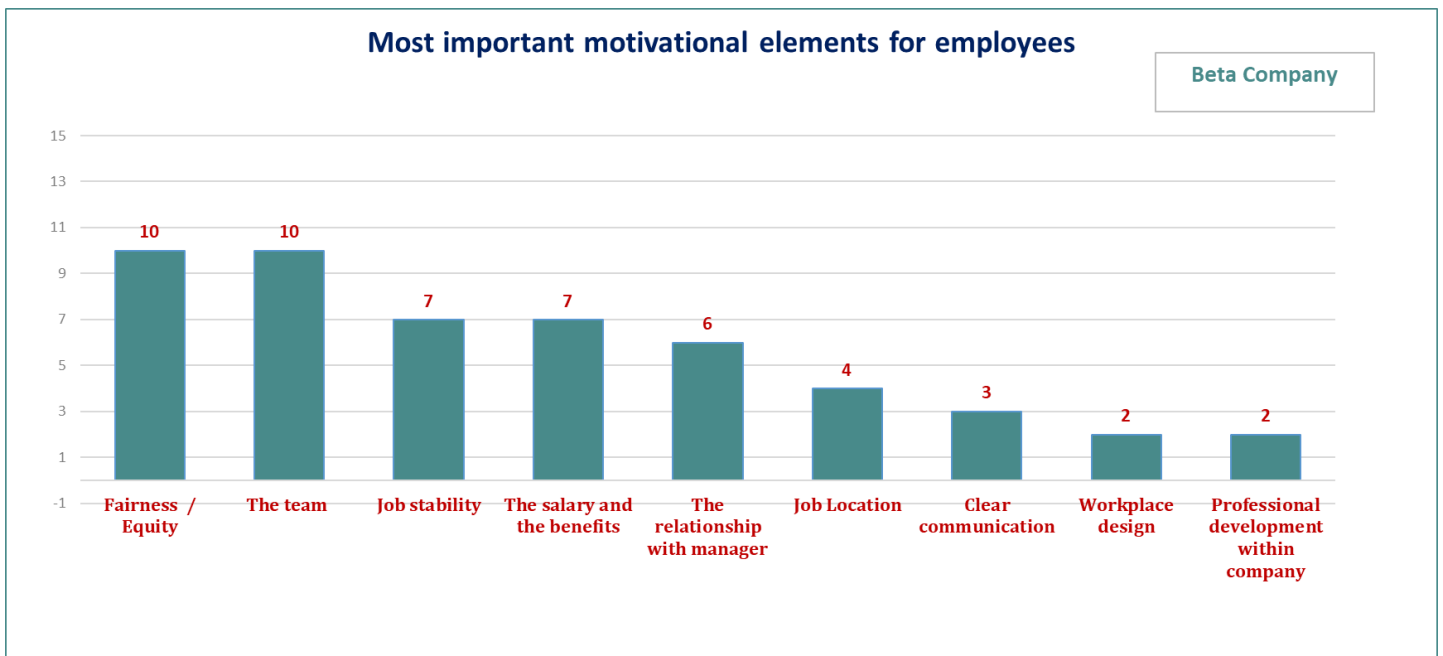
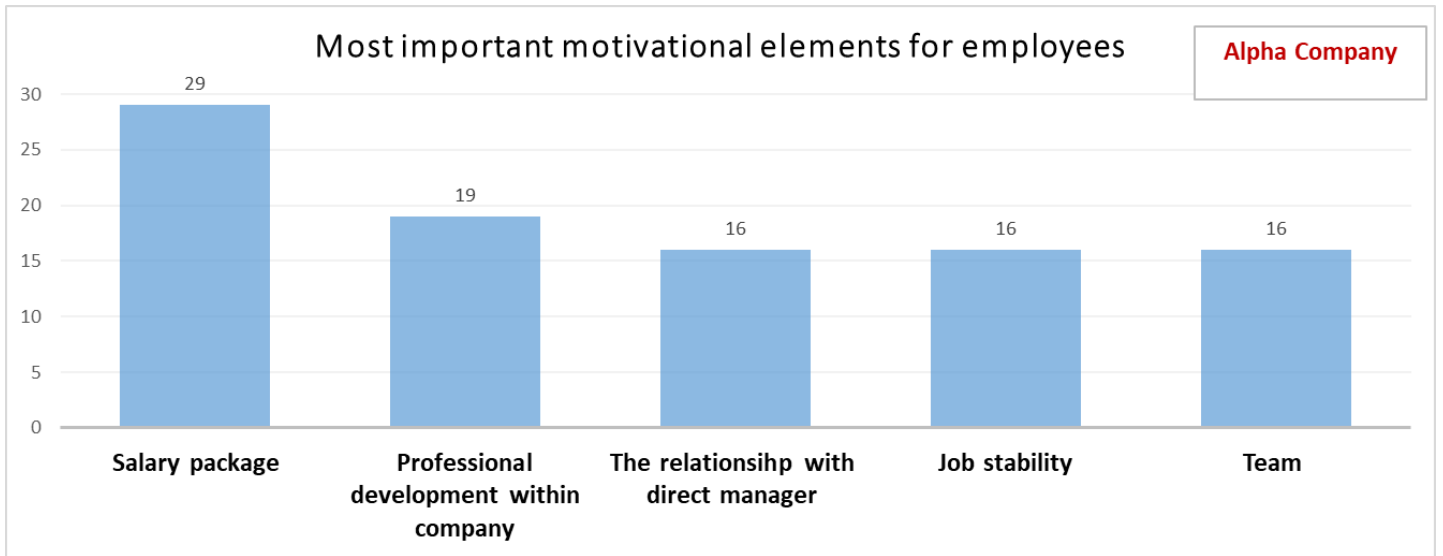


The data for the question “If you were in your boss’s position, what would you change at the team level?” were collected just in qualitative way. The resulted answers are listed below.

- I would be tougher, I would protect my team, the territory and ideas.
- All team members have a good opinion of our boss.
- I would consider more the people’s suggestions; I would build a more friendly work environment. I would implement a functional motivation system. I would consider organizing recreational activities such as barbeques, sport events like football and tennis (which our company used to do before). I would grant more credit and decision freedom to my subordinates.
- I would encourage the communication between department – better quality and timely
- I would organize bi-monthly meetings to discuss ideas, improvement proposals with colleagues from different departments
- I would make the storekeeper more accountable (the right quantity and right packaging of the products for the order to be delivered. I would make sure that the subordinates know exactly what have to do and are motivated.
- I would scold / punish in order to make more accountable those who often make mistakes and do not engage in doing right job.
- I would distribute the orders fairly, so no one chooses only the easy orders, over other colleagues.
- I would institute discipline – respect the schedule, the clients, a better communication between the drivers.
- I would establish a spirit of teamwork and encourage mutual help among people, on their own initiative.
- I would actively encourage them to help each other, to debate ideas. To develop a team spirit, to have them aligned toward a broader goal, which is above the individual goals
- I would establish discipline



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The one-to-one discussion between consultant and employee reveal the way employees perceive the real values of the company and how important are those values for himself and individual. This way value gaps and (potential)conflicts can be perceived. Also, the company can check the level the promoted values are considered as real or just proclamatory slogans in employees' perception.

In the graphics below we can see that in Beta Company there is a more acute conflict (or potential for conflict) when we discuss the value regarding the encouragement of creativity.

