

Sample Company

Mississauga, Ontario Canada

ORGANIZATIONAL NEEDS INVENTORY

EXECUTIVE SUMMARY

Prepared by

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ORGANIZATIONAL NEEDS INVENTORY

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The *Executive Summary* contains the major findings of the Organizational Needs Inventory as perceived by the members of your organization. Its value for you, however, will depend upon how you interpret and apply the results. The meaning, importance, and implications of the results can best be understood by top management and others who have had extensive experience with your organization.

The first page of this report is a summary of your company's Actual and Ideal scores for each of the three primary factors (*Organizational Structure*, *Predominant Leadership Style*, and *Organizational Culture*) and their subfactors of the Organizational Needs Inventory. Each score is measured on the 1 to 100 scale. A score on the 1 to 100 scale is a point along a line between two extremes, i.e., *Bureaucratic* vs. *Versatile*. The Gap score is the difference between the Actual and Ideal scores.

The remainder of this report consists of 19 boxes of graphic and descriptive information. Each factor and subfactor is based on a computer analysis of the descriptive scores and gap score. The number of individuals who responded to the questions corresponding to each factor and subfactor is also included.

It is very important that you not think of one end of the scale as good for your organization and the other end as bad for it. What is ideal today depends greatly upon your organization's history, attitudes, beliefs, and traditions of its present members, and many other variables that are addressed in the factors and subfactors of the Organizational Needs Inventory.

The Gap scores provides a basis for planning and goal setting that will move towards your ideal. This does not mean that you should believe that the perceived Ideal or perceived Actual scores are realistic. However, perceptions have much to do with organizational effectiveness and should never be ignored.

Decide where you are now in terms of the three primary factors measured in the Organizational Needs Inventory. What are the implications of being where you are now? Where do your members perceive you to be and what do they consider to be ideal? Through thoughtful study and critical analysis, decide on the changes you will begin to make to develop the *Organizational Structure*, *Predominant Leadership Style*, and *Organizational Culture* that you believe will be essential to position your organization to meet the challenges of the future.

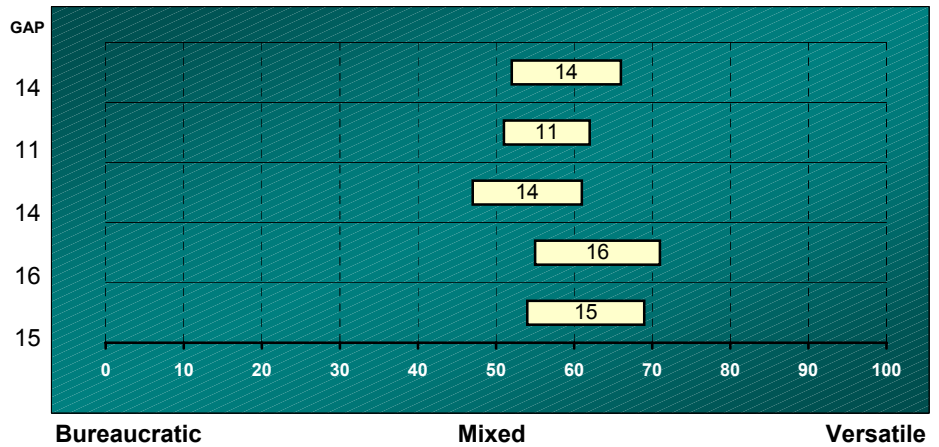
Notice to users: This instrument is meant to assist in evaluating an organization. Usable results require proper administration and are subject to interpretation and proper action, all of which are beyond the control of Leadership Management International, Inc. and the author of the Organizational Needs Inventory. Therefore, Leadership Management International, Inc. and the author of the Organizational Needs Inventory disclaim responsibility for actions taken as a result of this study.

ORGANIZATIONAL NEEDS INVENTORY

EXECUTIVE SUMMARY

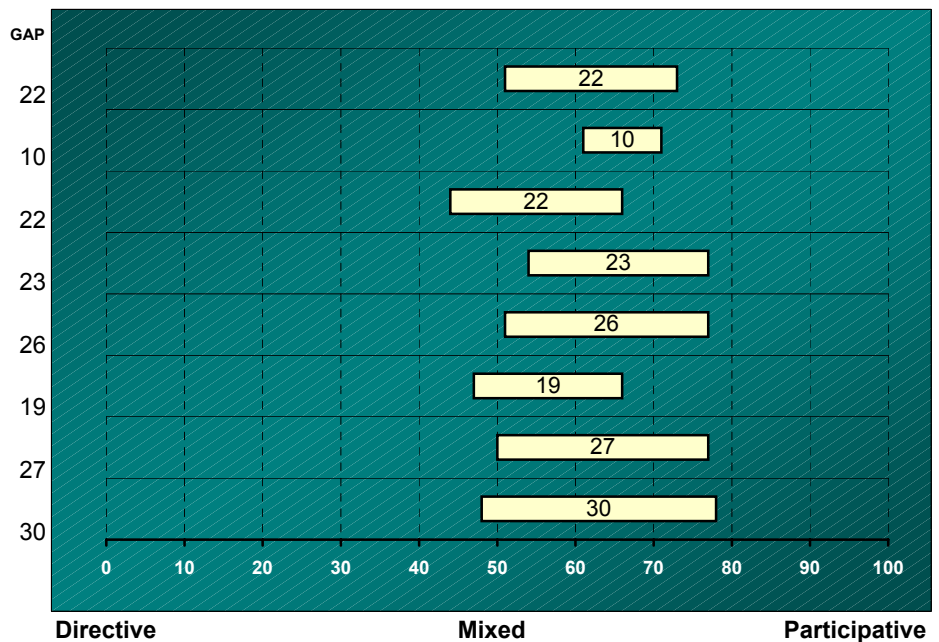
I. ORGANIZATIONAL STRUCTURE

- A. Nature of Jobs and Positions
- B. Nature of Controls
- C. Flexibility
- D. Formalization



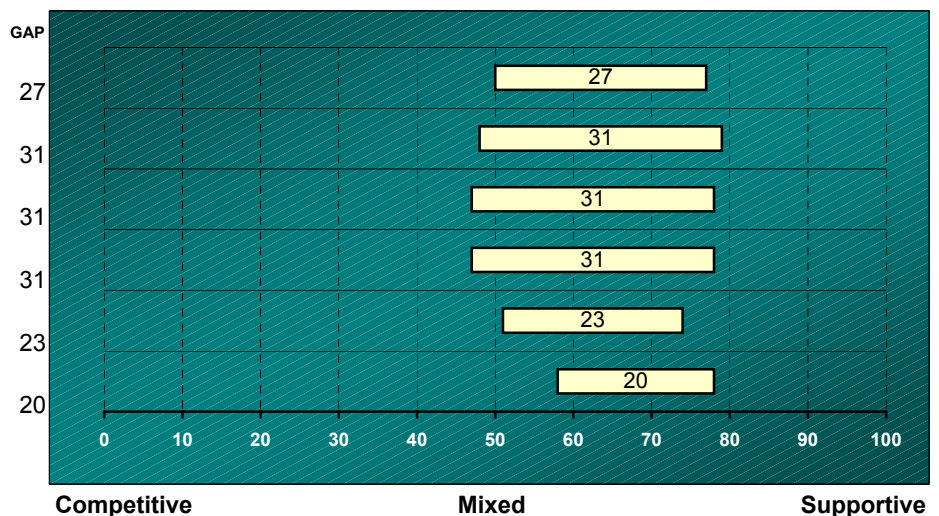
II. PREDOMINANT LEADERSHIP STYLE

- A. View of Human Nature
- B. Authority Orientation
- C. Team Orientation
- D. Motivational Style
- E. Nature of Supervision
- F. Empowerment
- G. Communication Style



III. ORGANIZATIONAL CULTURE

- A. Shared Values and Beliefs
- B. Identification with the Organization
- C. Trust
- D. Within-Company Cooperation
- E. Innovation



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(Sub-factors sorted by gap)

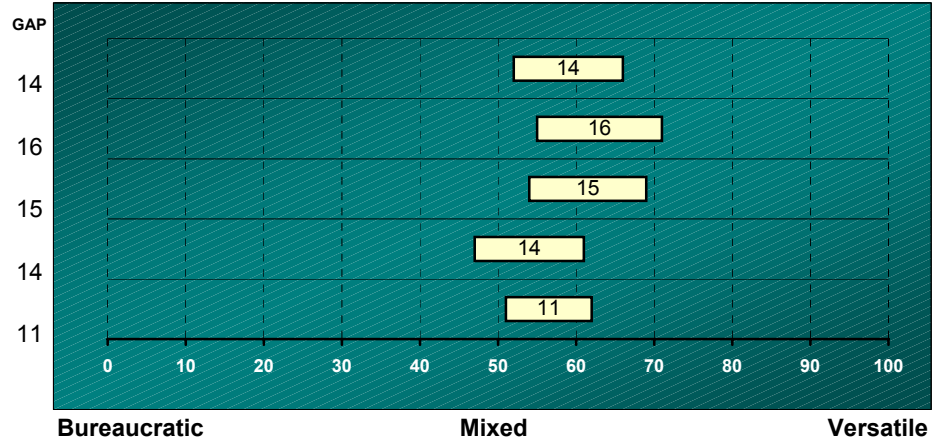
I. ORGANIZATIONAL STRUCTURE

C. Flexibility

D. Formalization

B. Nature of Controls

A. Nature of Jobs and Positions



II. PREDOMINANT LEADERSHIP STYLE

G. Communication Style

F. Empowerment

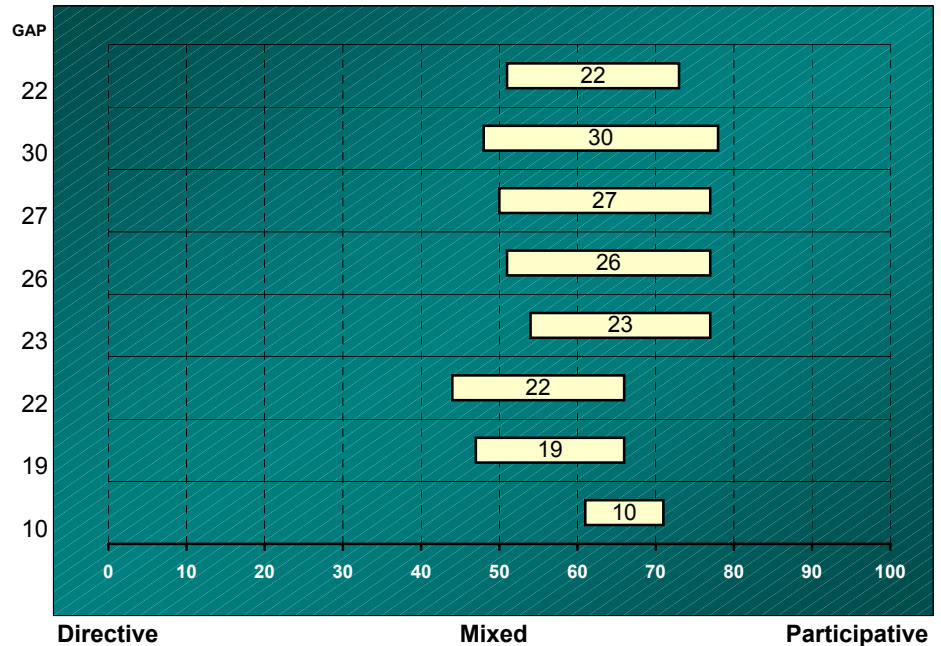
D. Motivational Style

C. Team Orientation

B. Authority Orientation

E. Nature of Supervision

A. View of Human Nature



III. ORGANIZATIONAL CULTURE

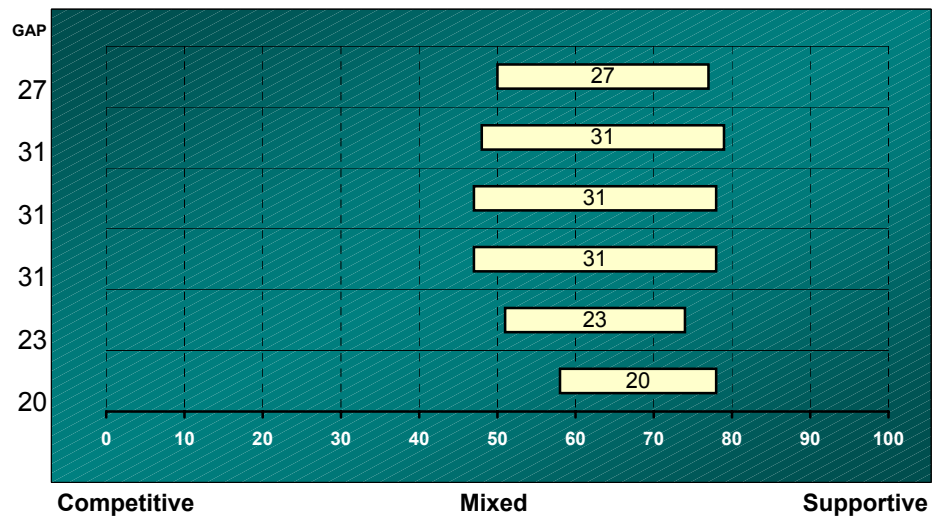
A. Shared Values and Beliefs

C. Trust

B. Identification with the Organization

D. Within-Company Cooperation

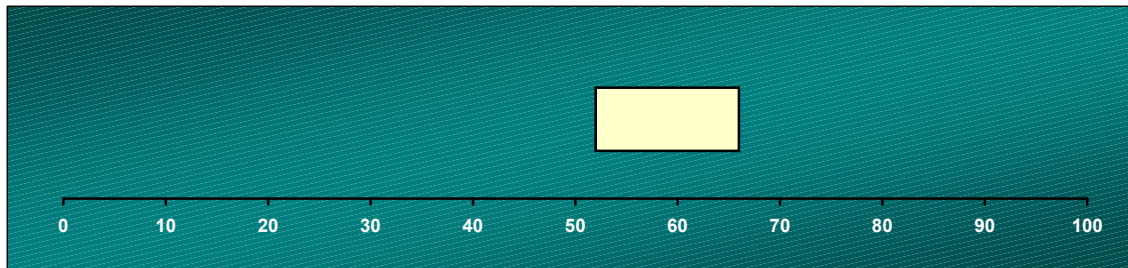
E. Innovation



ORGANIZATIONAL NEEDS INVENTORY

EXECUTIVE SUMMARY

I. ORGANIZATIONAL STRUCTURE



Bureaucratic

Mixed

Versatile

Lots of rules, Regulations, procedures, lines of authority and other structures that make an organization stable but sluggish and rigid.

Informal, personal, and flexible; constantly changing as needed for effectiveness; quick to respond to environmental changes.

Employees = 48

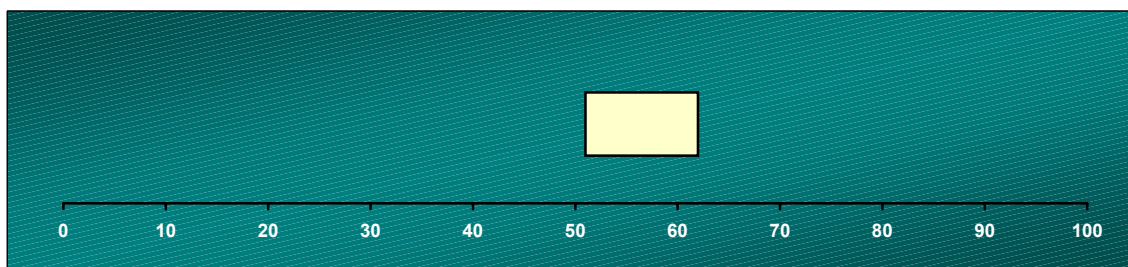
Actual = 52

Ideal = 66

Gap = 14

I. ORGANIZATIONAL STRUCTURE

A. Nature of Jobs and Positions



Bureaucratic

Mixed

Versatile

Descriptions are clear, precise, and non-overlapping; employees are expected to limit their concerns to completing their assigned tasks.

Cross-trained members of self-directed teams and task-forces cooperate to assume responsibility for shared objectives.

Employees = 48

Actual = 51

Ideal = 62

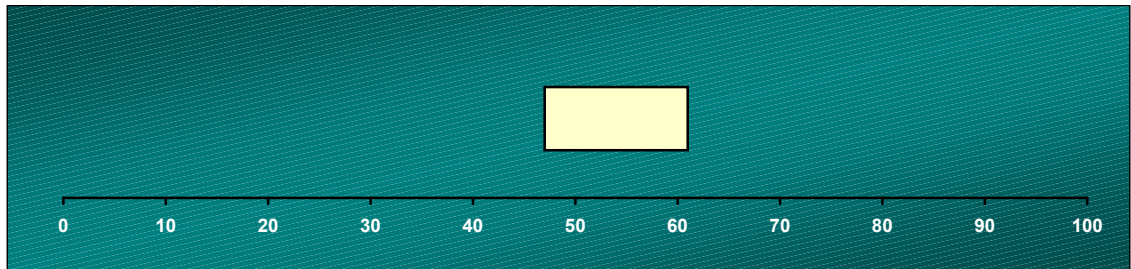
Gap = 11

ORGANIZATIONAL NEEDS INVENTORY

EXECUTIVE SUMMARY

I. ORGANIZATIONAL STRUCTURE

B. Nature of Controls



Bureaucratic

Mixed

Versatile

Clearly defined standards (rules, regulations, etc.) plus close inspection and strong authority ensure conformity and predictability.

Heavy reliance on self-control, self-discipline, goal-directedness, and positive attitudes keeps employees productive and on target.

Employees = 48

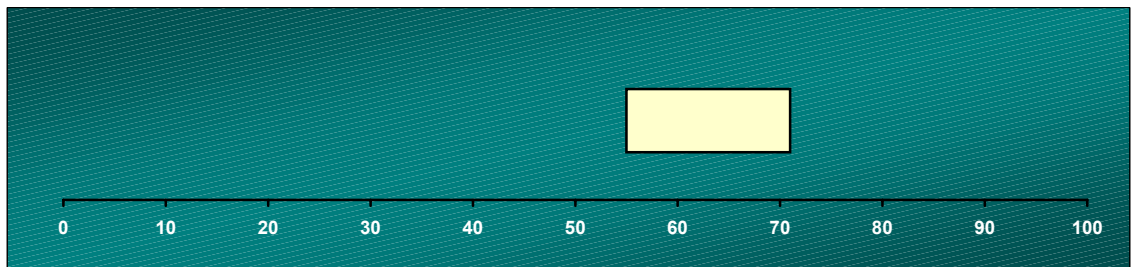
Actual = 47

Ideal = 61

Gap = 14

I. ORGANIZATIONAL STRUCTURE

C. Flexibility



Bureaucratic

Mixed

Versatile

Formal controls, clearly delineated jobs, turf protection, emphasis on job security, and fixed career paths produce rigidity.

Commitment to growth, change, adaptability, and rapid response to environmental demands produces a high degree of flexibility.

Employees = 48

Actual = 55

Ideal = 71

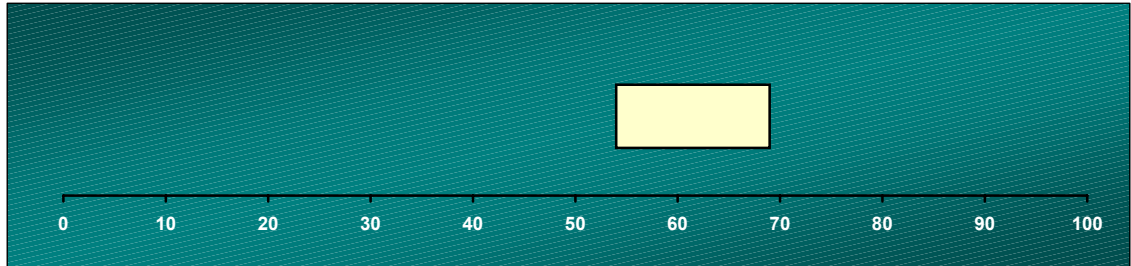
Gap = 16

ORGANIZATIONAL NEEDS INVENTORY

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I. ORGANIZATIONAL STRUCTURE

D. Formalization



Bureaucratic

Mixed

Versatile

Formality is expressed in use of titles, last names, status symbols, and commitment to proper codes of dress and behavior.

Status differences are discouraged; employees on different levels relate informally as persons of equal worth; all are important and valued.

Employees = 48

Actual = 54

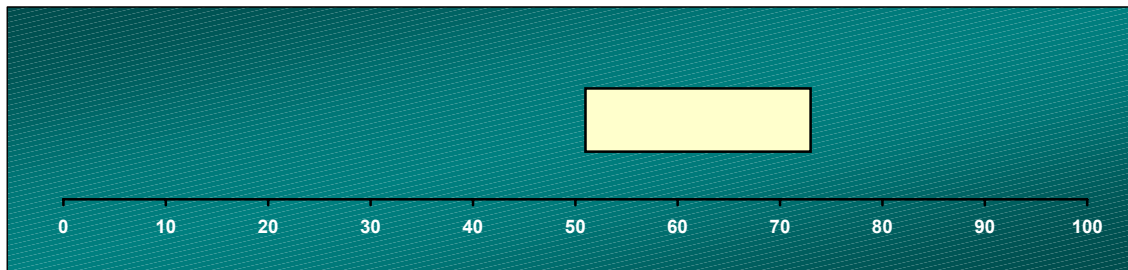
Ideal = 69

Gap = 15

ORGANIZATIONAL NEEDS INVENTORY

EXECUTIVE SUMMARY

II. PREDOMINANT LEADERSHIP STYLE



Directive

Mixed

Participative

Good leadership is the judicious use of authority; managers have a right to command and followers have an obligation to obey.

Followers are transformed into self-leaders as they internalize their leaders' vision, mission, values, attitudes, strategies, and goals.

Employees = 48

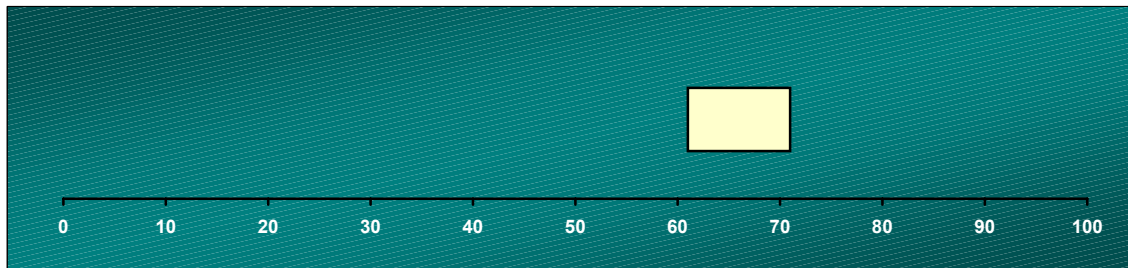
Actual = 51

Ideal = 73

Gap = 22

II. PREDOMINANT LEADERSHIP STYLE

A. View of Human Nature



Directive

Mixed

Participative

Employees tend to be lazy and to avoid work and responsibility; they must be told what to do and monitored closely.

Employees prefer to be productive and responsible; under good leadership they work independently and creatively solve problems.

Employees = 48

Actual = 61

Ideal = 71

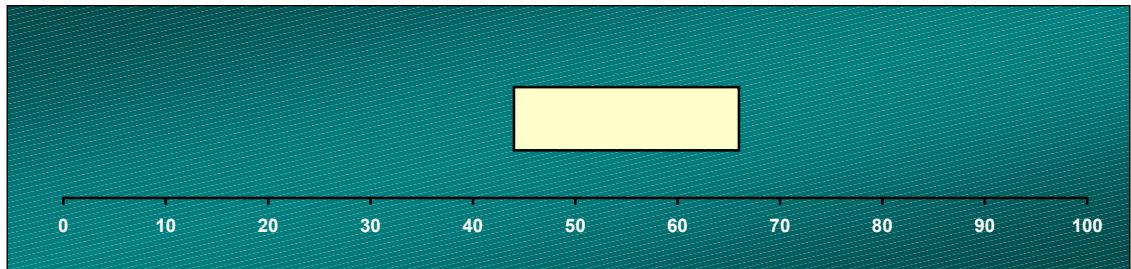
Gap = 10

ORGANIZATIONAL NEEDS INVENTORY

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II. PREDOMINANT LEADERSHIP STYLE

B. Authority Orientation



Directive

Mixed

Participative

Authority is delegated to enable managers to get their work done through others; authority would be liberally used for that purpose.

Position authority is necessary but authority of competence would often carry more weight than authority of position.

Employees = 48

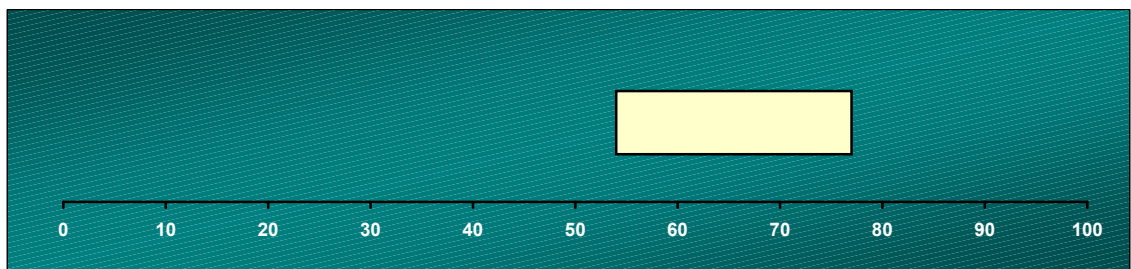
Actual = 44

Ideal = 66

Gap = 22

II. PREDOMINANT LEADERSHIP STYLE

C. Team Orientation



Directive

Mixed

Participative

As often as not, groups undermine both motivation and efficiency. Only individuals can be held accountable for results.

Properly trained teams maintain a uniquely high level of self-discipline, self-motivation, productivity, and quality.

Employees = 48

Actual = 54

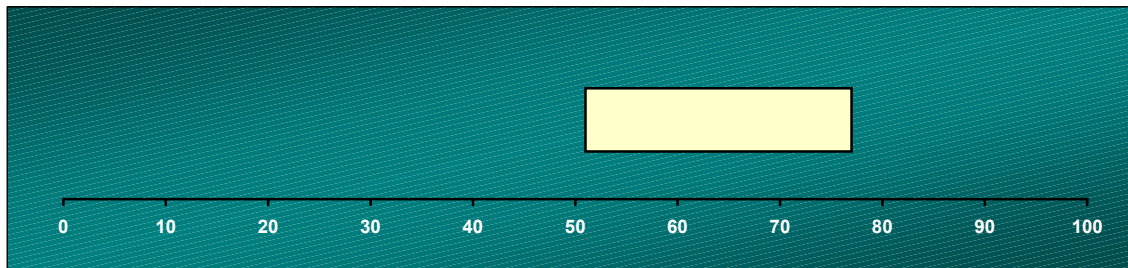
Ideal = 77

Gap = 23

ORGANIZATIONAL NEEDS INVENTORY

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II. PREDOMINANT LEADERSHIP STYLE D. Motivational Style



Directive

Mixed

Participative

Motivation is based on a transaction (Compensation exchanged for productive effort) between employee and employer.

Going beyond a transaction, highest motivation results from a sense of ownership – shared values, goals, and responsibility.

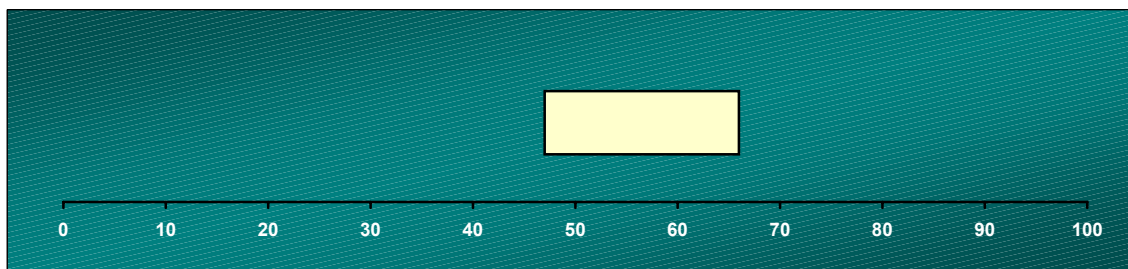
Employees = 48

Actual = 51

Ideal = 77

Gap = 26

II. PREDOMINANT LEADERSHIP STYLE E. Nature of Supervision



Directive

Mixed

Participative

Close supervision is necessary to ensure high motivation and maximum productivity; when the cat's away the mice will play.

Where subordinates share their leaders' goals and values, close supervision may decrease motivation and sense of responsibility.

Employees = 47

Actual = 47

Ideal = 66

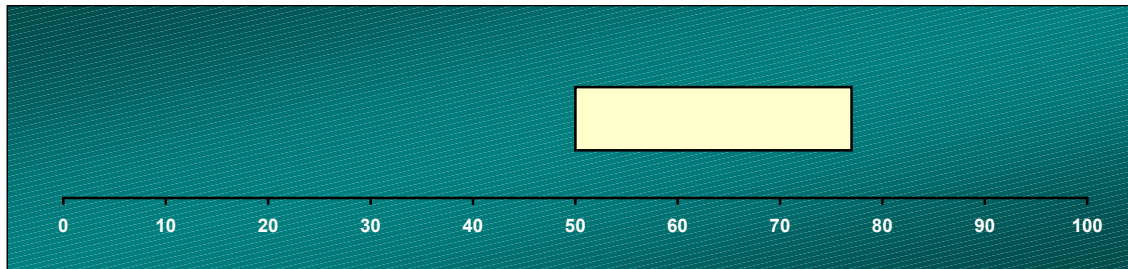
Gap = 19

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II. PREDOMINANT LEADERSHIP STYLE

F. Empowerment



Directive

Mixed

Participative

Authority-based power is a manager's primary resource for influencing subordinates. Giving them more power undermines that influence.

Good leaders provide a sense of direction and then do everything possible to provide the resources subordinates need to perform.

Employees = 48

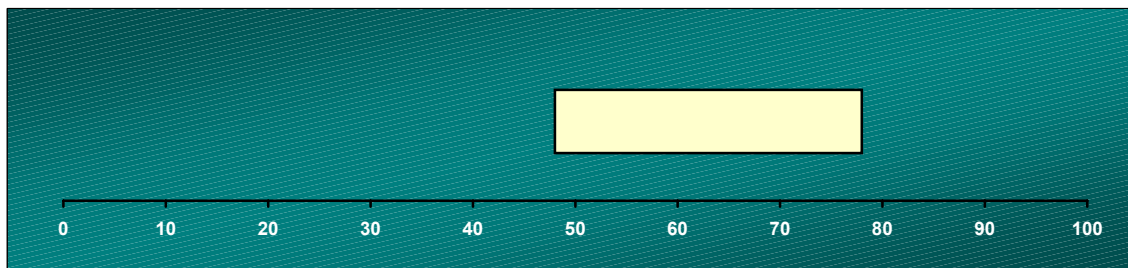
Actual = 50

Ideal = 77

Gap = 27

II. PREDOMINANT LEADERSHIP STYLE

G. Communication Style



Directive

Mixed

Participative

Information is dispensed on a need-to-know basis. Too much information causes employees to meddle in others' areas.

A free flow of information is necessary for participative decision making, team building, shared goals and mutual support.

Employees = 47

Actual = 48

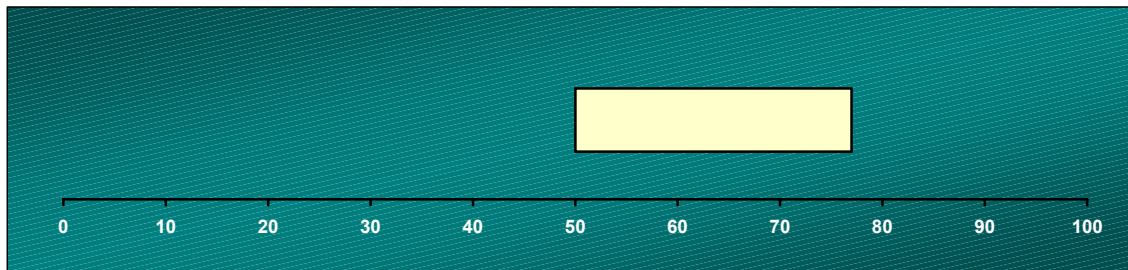
Ideal = 78

Gap = 30

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III. ORGANIZATIONAL CULTURE



Competitive

Mixed

Supportive

Competition among employees, highly valued as a motivator, often reduces concern for cooperation and for the organization as a whole.

Members' mutual dependency, shared goals, and trust encourage cooperation and mutual empowerment.

Employees = 48

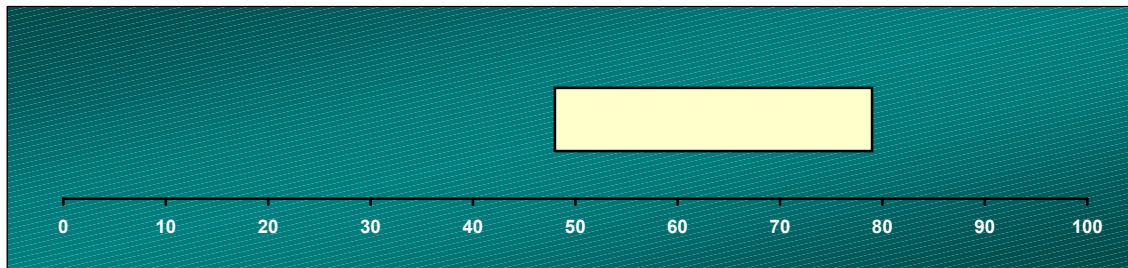
Actual = 50

Ideal = 77

Gap = 27

III. ORGANIZATIONAL CULTURE

A. Shared Values and Beliefs



Competitive

Mixed

Supportive

Shared attitudes and values are of minimal importance; the name of the game is authority, power, and productivity.

Shared attitudes and values are the basis for teamwork, cooperation, and willingness to sacrifice for the common good.

Employees = 48

Actual = 48

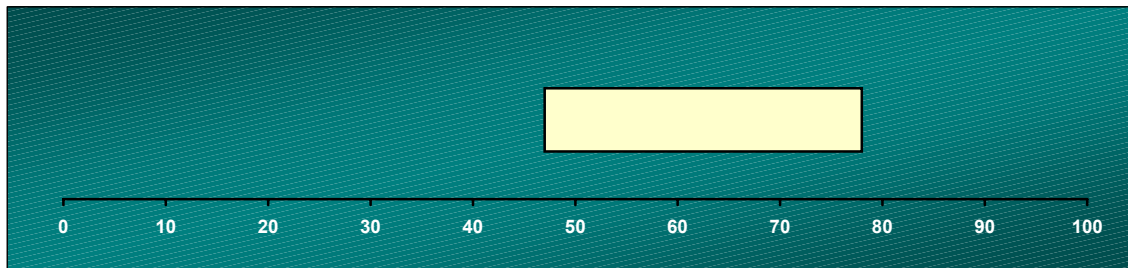
Ideal = 79

Gap = 31

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III. ORGANIZATIONAL CULTURE B. Identification With The Organization



Competitive

Mixed

Supportive

The value of identification with the organization is totally over-shadowed in importance by self-interests (opportunity for power, pay, position).

Members who strongly identify with their organization feel a sense of oneness with it. To support the organization is to support themselves.

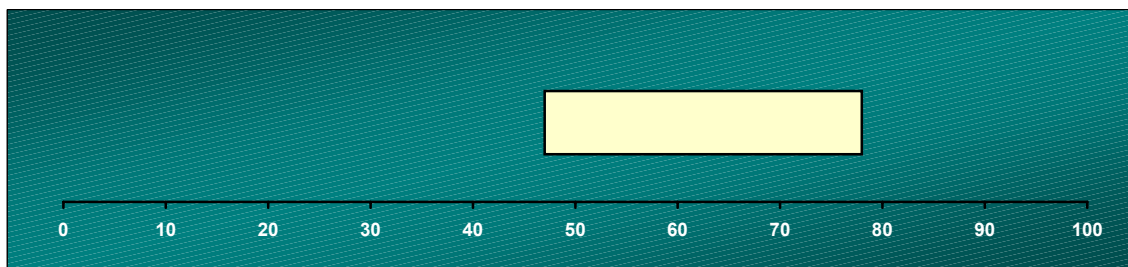
Employees = 48

Actual = 47

Ideal = 78

Gap = 31

III. ORGANIZATIONAL CULTURE C. Trust



Competitive

Mixed

Supportive

Trust can be valuable but is often less so than a good contract. It is of little importance where agreements are clear and authority is strong.

Trust is highly valued – the basis for sound, cooperative, mutually empowering relationships upon which leadership is based.

Employees = 47

Actual = 47

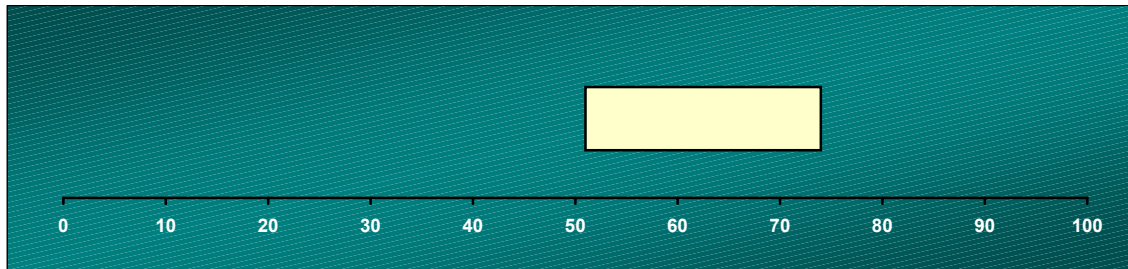
Ideal = 78

Gap = 31

ORGANIZATIONAL NEEDS INVENTORY

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III. ORGANIZATIONAL CULTURE D. Within-Company Cooperation



Competitive

Mixed

Supportive

Individual self-interest (competition for pay, power, and position) produces cooperation when it is needed to achieve an objective.

Cooperation, based on trust and shared self-interests, is necessary for maximum productivity and work satisfaction.

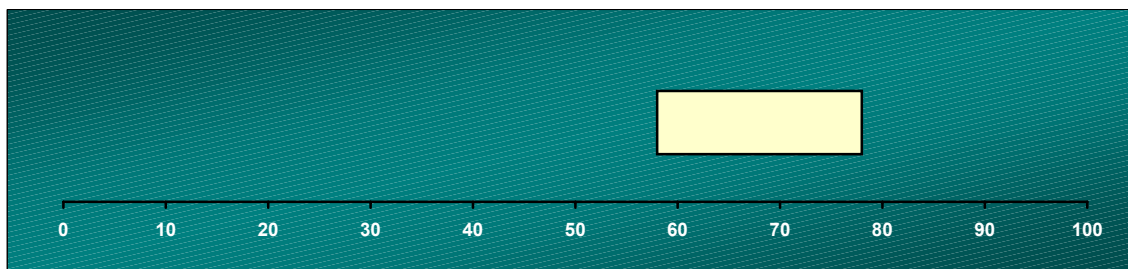
Employees = 48

Actual = 51

Ideal = 74

Gap = 23

III. ORGANIZATIONAL CULTURE E. Innovation



Competitive

Mixed

Supportive

Specialists in research, design, advertising, etc. are paid to be innovators; others should stick to their assigned tasks.

Every member has the potential to be creative and innovative; each should be freed, motivated, and empowered to actualize that potential.

Employees = 48

Actual = 58

Ideal = 78

Gap = 20