

Sample Company

Mississauga, Ontario Canada

ORGANIZATIONAL NEEDS INVENTORY FACTOR SCORES BY GROUP IDENTIFICATION

Prepared by

LMI Canada Inc.

205 Matheson Blvd. East, Unit 15
Mississauga, Ontario L4Z 3E3

905.890.0504
www.lmicanada.ca

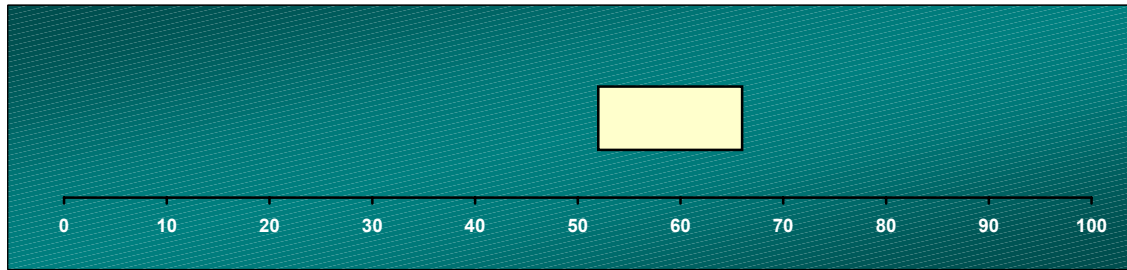
September 5, 2010



ORGANIZATIONAL NEEDS INVENTORY

GROUP FACTOR SCORES

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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	53	49	57	51	NA
Ideal	64	59	66	64	NA
Gap	11	10	9	13	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	53	52
Ideal	64	63
Gap	11	11

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	57	53	50	54	51
Ideal	66	64	63	63	60
Gap	9	11	13	9	9

POSITION

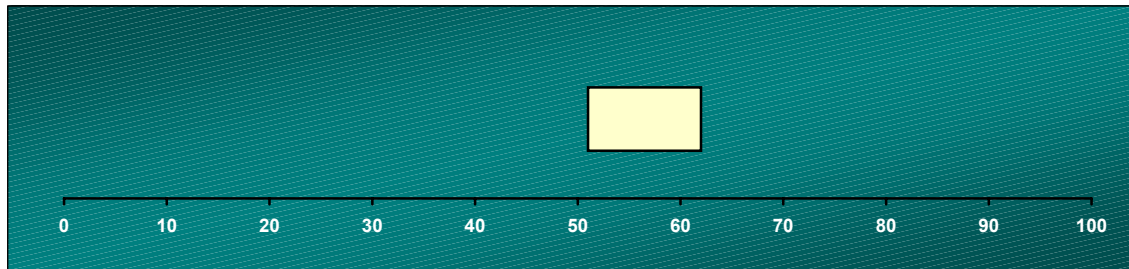
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	51	49	54	NA	NA	NA	NA
Ideal	63	65	64	NA	NA	NA	NA
Gap	12	16	10	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	51	50	53	50	NA
Ideal	64	55	63	62	NA
Gap	13	5	10	12	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	53	50
Ideal	65	60
Gap	12	10

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>40-49</u>
Number	3	16	17	6	4
Actual	56	53	50	47	49
Ideal	65	60	65	61	55
Gap	9	7	15	14	6

POSITION

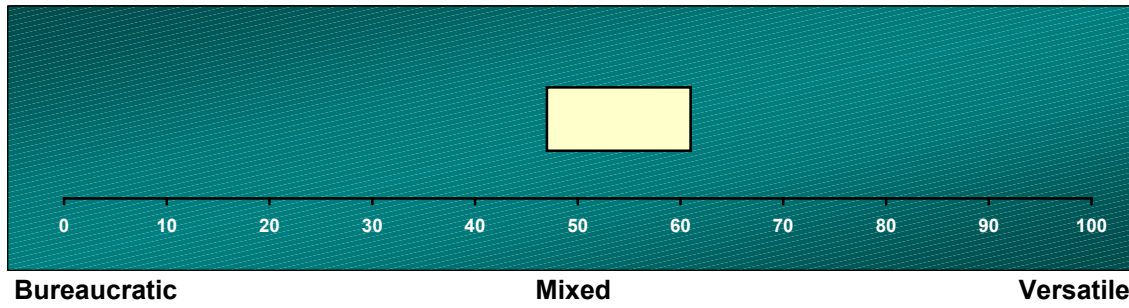
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	48	45	54	NA	NA	NA	NA
Ideal	62	62	64	NA	NA	NA	NA
Gap	14	17	10	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

I. ORGANIZATIONAL STRUCTURE

B. Nature of Controls



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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	48	43	54	51	NA
Ideal	52	47	56	56	NA
Gap	4	4	2	5	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	45	49
Ideal	52	51
Gap	7	2

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	50	48	47	48	45
Ideal	56	53	53	46	49
Gap	6	5	6	-2	4

POSITION

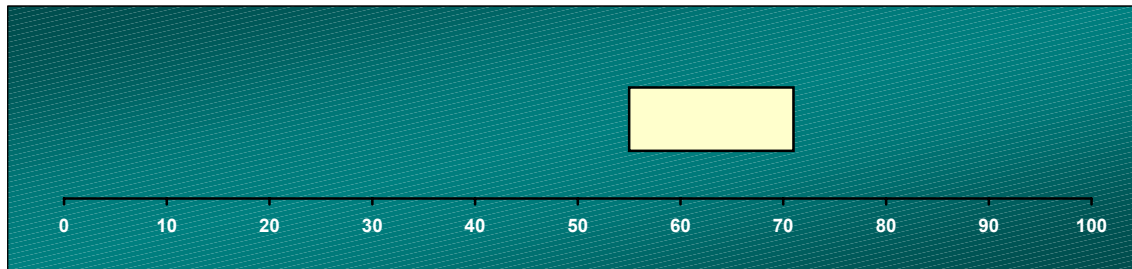
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	46	45	49	NA	NA	NA	NA
Ideal	52	53	53	NA	NA	NA	NA
Gap	6	8	4	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	56	53	64	53	NA
Ideal	72	68	75	69	NA
Gap	16	15	11	16	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	57	54
Ideal	72	71
Gap	15	17

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	58	54	54	61	56
Ideal	73	71	70	74	71
Gap	15	17	16	13	15

POSITION

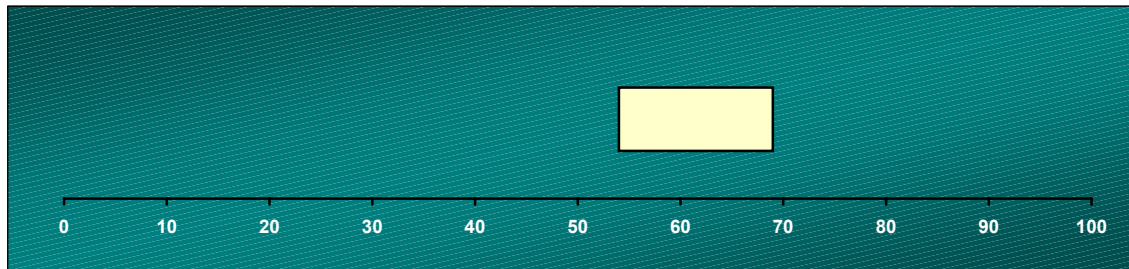
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	55	53	56	NA	NA	NA	NA
Ideal	71	75	71	NA	NA	NA	NA
Gap	16	22	15	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	55	50	58	50	NA
Ideal	69	66	70	68	NA
Gap	14	16	12	18	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	55	53
Ideal	67	69
Gap	12	16

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	62	56	50	59	52
Ideal	68	72	65	72	65
Gap	6	16	15	13	13

POSITION

	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	53	53	55	NA	NA	NA	NA
Ideal	67	70	69	NA	NA	NA	NA
Gap	14	17	14	NA	NA	NA	NA

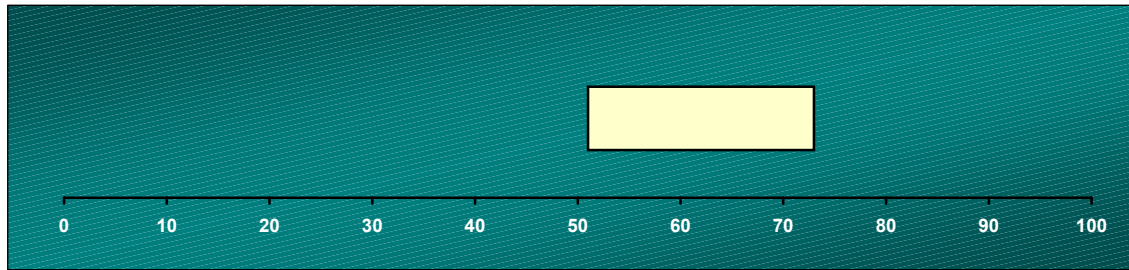
DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	52	45	53	45	NA
Ideal	74	68	76	72	NA
Gap	22	23	23	27	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	53	48
Ideal	73	73
Gap	20	25

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	59	50	48	49	55
Ideal	74	73	73	73	71
Gap	15	23	25	24	16

POSITION

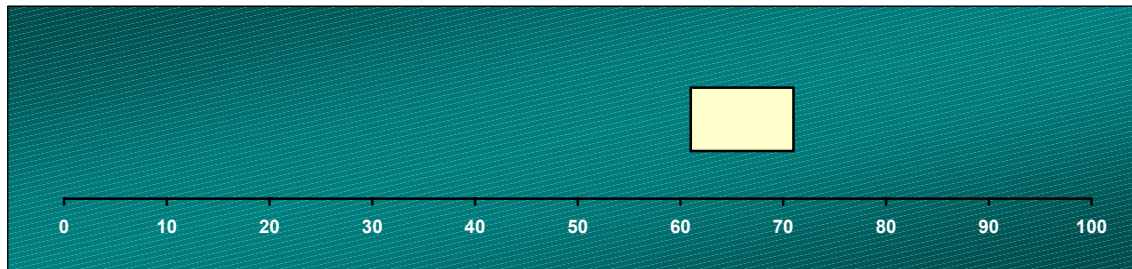
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	48	42	53	NA	NA	NA	NA
Ideal	72	67	75	NA	NA	NA	NA
Gap	24	25	22	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	63	56	57	60	NA
Ideal	73	66	69	71	NA
Gap	10	10	12	11	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	62	60
Ideal	72	70
Gap	10	10

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	60	60	58	68	61
Ideal	75	71	70	74	70
Gap	15	11	12	6	9

POSITION

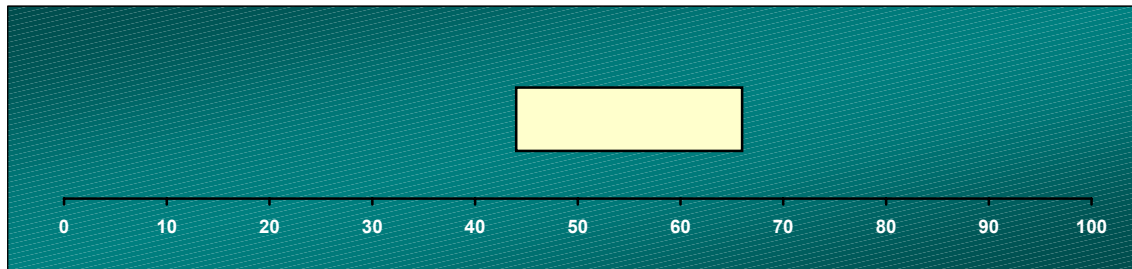
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	59	49	63	NA	NA	NA	NA
Ideal	69	67	73	NA	NA	NA	NA
Gap	10	18	10	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	46	42	47	37	NA
Ideal	67	58	75	69	NA
Gap	21	16	28	32	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	47	42
Ideal	67	65
Gap	20	23

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	52	46	39	42	55
Ideal	67	64	68	66	64
Gap	15	18	29	24	9

POSITION

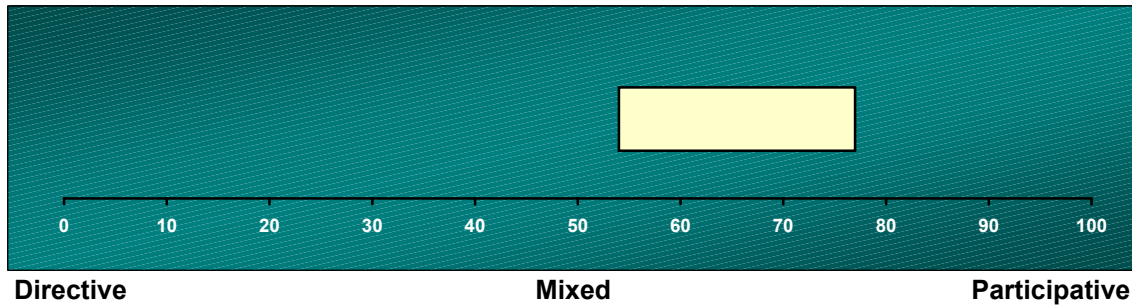
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	41	37	45	NA	NA	NA	NA
Ideal	67	68	66	NA	NA	NA	NA
Gap	26	31	21	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

II. PREDOMINANT LEADERSHIP STYLE

C. Team Orientation



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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	56	49	53	51	NA
Ideal	78	73	78	78	NA
Gap	22	24	25	27	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	56	52
Ideal	77	77
Gap	21	25

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	67	54	53	49	54
Ideal	77	78	78	77	69
Gap	10	24	25	28	15

POSITION

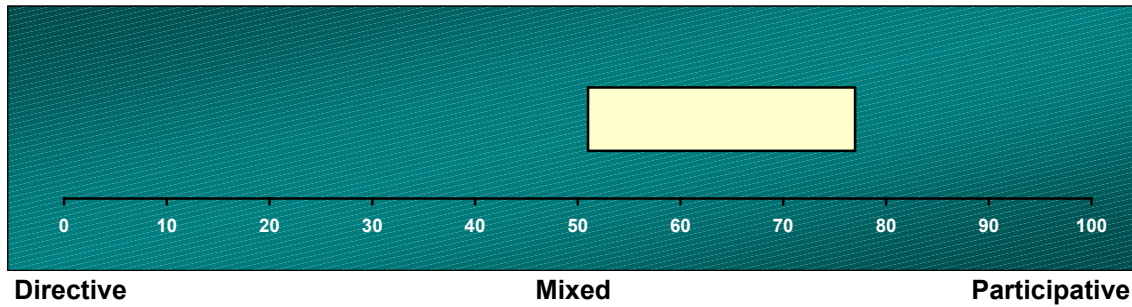
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	51	49	58	NA	NA	NA	NA
Ideal	78	71	79	NA	NA	NA	NA
Gap	27	22	21	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

II. PREDOMINANT LEADERSHIP STYLE

D. Motivational Style



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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	51	44	52	45	NA
Ideal	76	68	77	74	NA
Gap	25	24	25	29	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	52	47
Ideal	76	73
Gap	24	26

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	57	51	46	48	56
Ideal	81	75	74	73	70
Gap	24	24	28	25	14

POSITION

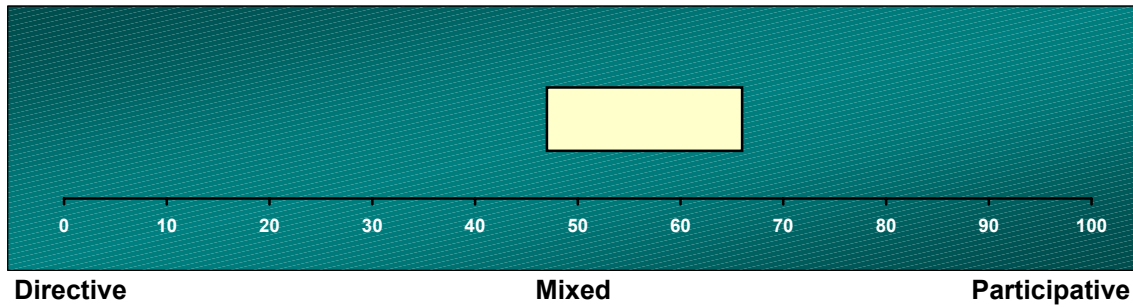
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	46	39	53	NA	NA	NA	NA
Ideal	75	69	76	NA	NA	NA	NA
Gap	29	30	23	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

II. PREDOMINANT LEADERSHIP STYLE

E. Nature of Supervision



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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	49	41	54	35	NA
Ideal	69	60	73	60	NA
Gap	20	19	19	25	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	49	44
Ideal	68	66
Gap	19	22

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	55	49	42	40	54
Ideal	64	67	66	66	71
Gap	9	18	24	26	17

POSITION

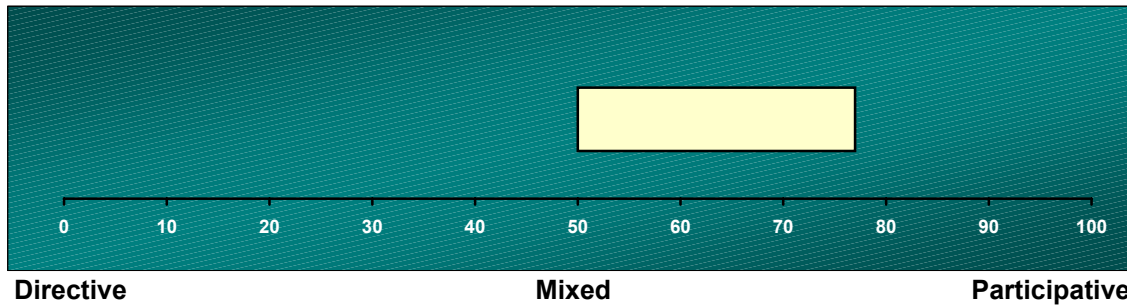
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	42	42	50	NA	NA	NA	NA
Ideal	64	53	72	NA	NA	NA	NA
Gap	22	11	22	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

II. PREDOMINANT LEADERSHIP STYLE

F. Empowerment



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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	52	42	55	48	NA
Ideal	78	76	81	75	NA
Gap	26	34	26	27	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	54	46
Ideal	77	78
Gap	23	32

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	62	45	52	47	53
Ideal	77	77	77	79	80
Gap	15	32	25	32	27

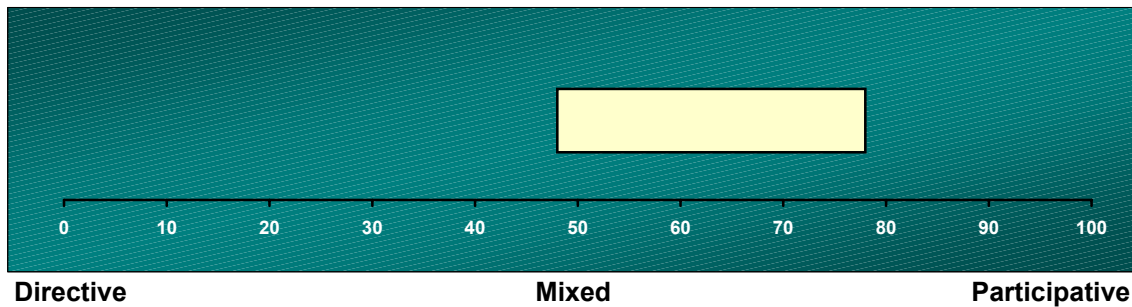
POSITION

	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	51	40	52	NA	NA	NA	NA
Ideal	76	71	79	NA	NA	NA	NA
Gap	25	31	27	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

II. PREDOMINANT LEADERSHIP STYLE
G. Communication Style



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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	50	41	51	42	NA
Ideal	80	76	77	74	NA
Gap	30	35	26	32	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	51	45
Ideal	77	79
Gap	26	34

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	57	45	46	46	54
Ideal	76	80	78	78	76
Gap	19	35	32	32	22

POSITION

	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	44	37	51	NA	NA	NA	NA
Ideal	78	72	80	NA	NA	NA	NA
Gap	34	35	29	NA	NA	NA	NA

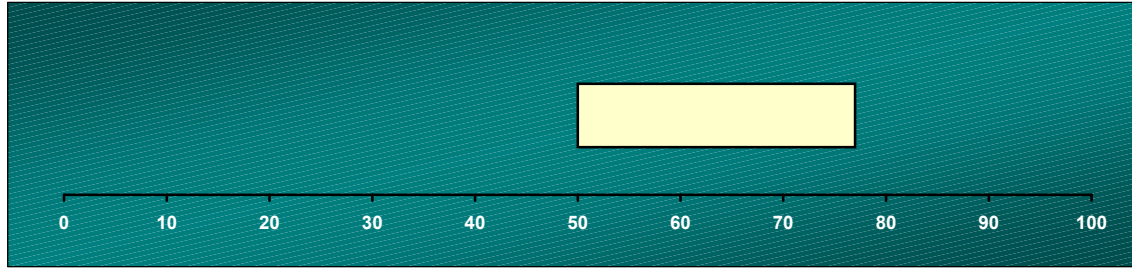
DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

ORGANIZATIONAL NEEDS INVENTORY

EXECUTIVE SUMMARY

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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	52	45	52	45	NA
Ideal	78	73	79	77	NA
Gap	26	28	27	32	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	53	48
Ideal	78	76
Gap	25	28

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	63	49	47	52	56
Ideal	78	77	77	78	73
Gap	15	28	30	26	17

POSITION

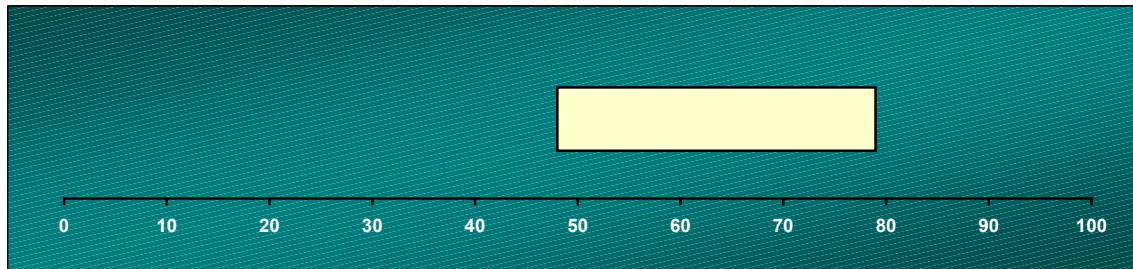
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	47	45	53	NA	NA	NA	NA
Ideal	78	73	78	NA	NA	NA	NA
Gap	31	28	25	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	50	42	44	43	NA
Ideal	80	73	79	81	NA
Gap	30	31	35	38	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	50	45
Ideal	79	78
Gap	29	33

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	61	47	43	48	53
Ideal	76	78	80	78	76
Gap	15	31	37	30	23

POSITION

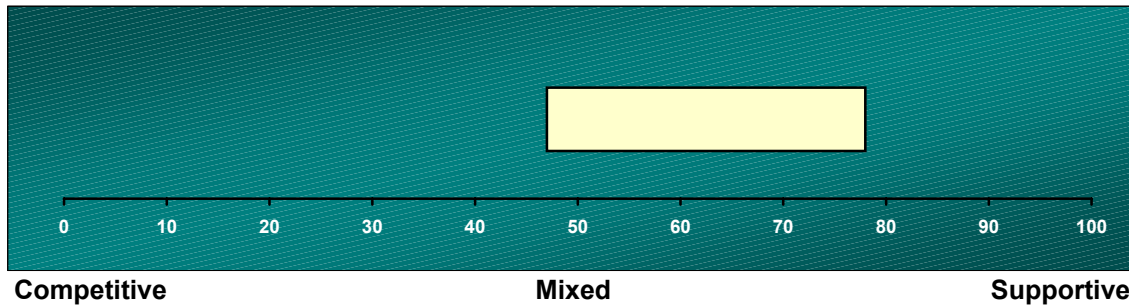
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	42	35	53	NA	NA	NA	NA
Ideal	79	74	79	NA	NA	NA	NA
Gap	37	39	26	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

III. ORGANIZATIONAL CULTURE

C. Trust



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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	49	41	50	40	NA
Ideal	79	72	79	77	NA
Gap	30	31	29	37	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	49	45
Ideal	79	77
Gap	30	32

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	61	44	45	48	56
Ideal	81	78	77	78	74
Gap	20	34	32	30	18

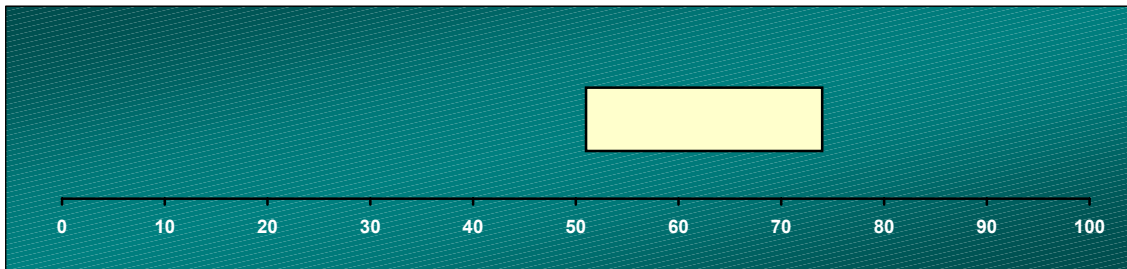
POSITION

	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	43	44	50	NA	NA	NA	NA
Ideal	77	73	80	NA	NA	NA	NA
Gap	34	29	30	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

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**

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	52	49	53	51	NA
Ideal	75	72	70	75	NA
Gap	23	23	17	24	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	55	48
Ideal	75	73
Gap	20	25

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	65	51	47	53	59
Ideal	75	75	74	76	67
Gap	10	24	27	23	8

POSITION

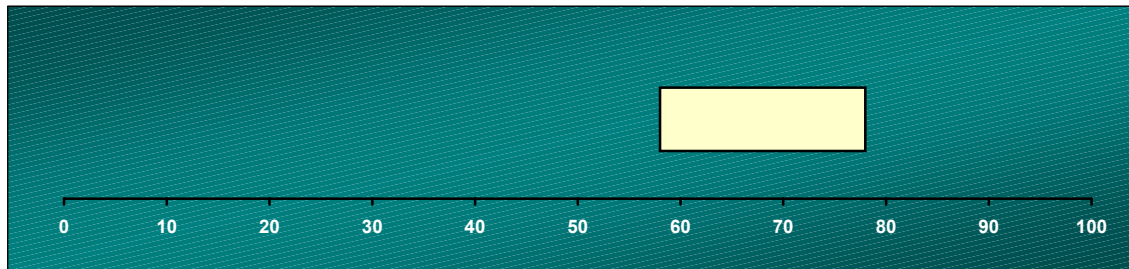
	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	46	51	53	NA	NA	NA	NA
Ideal	73	72	75	NA	NA	NA	NA
Gap	27	21	22	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA

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

YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	29	10	3	4	0
Actual	61	51	61	54	NA
Ideal	79	74	82	72	NA
Gap	18	23	21	18	NA

GENDER

	<u>Male</u>	<u>Female</u>
Number	20	26
Actual	59	57
Ideal	79	77
Gap	20	20

AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	16	17	6	4
Actual	63	56	56	66	57
Ideal	82	77	76	84	75
Gap	19	21	20	18	18

POSITION

	<u>Position A</u>	<u>Position B</u>	<u>Position C</u>	<u>Position D</u>	<u>Position E</u>	<u>Position F</u>	<u>Position G</u>
Number	14	5	22	0	0	0	0
Actual	58	58	58	NA	NA	NA	NA
Ideal	77	76	79	NA	NA	NA	NA
Gap	19	18	21	NA	NA	NA	NA

DIVISION

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>	<u>Division E</u>	<u>Division F</u>	<u>Division G</u>
Number	0	0	0	0	0	0	0
Actual	NA	NA	NA	NA	NA	NA	NA
Ideal	NA	NA	NA	NA	NA	NA	NA
Gap	NA	NA	NA	NA	NA	NA	NA