

# **Sample Company**

**Mississauga, Ontario Canada**

## **ORGANIZATIONAL NEEDS INVENTORY**

### **ITEM SCORES**

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# ORGANIZATIONAL NEEDS INVENTORY ITEM SCORES

I. WHAT THE ITEM SCORES TELL YOU. This section of the report is of interest to those who are asking, “Where did those gaps come from in terms to the items people answered?” To use this information effectively, you need to understand two basic features:

**A. The Scale:** Peoples’ opinions of “actual and ideal” were expressed through a five-point, “ordered” scale (Very poor-, poor-, fair-, good-, and very good-description). To help visualize the gaps, the data were transformed to a 0 - 100 scale, thereby making the ordered scale approximately: 0-20 = Very Poor; 20-40 = Poor; 40-60 = Fair; 60-80 = Good; and 80-100 = Very Good. What can seem a bit confusing is the positioning of three bi-polar factors under the response scale. The three factors are: (1) Bureaucratic as opposed to Versatile Structure; (2) Directive as opposed to Participative Leadership Style; and (3) Competitive as opposed to Supportive Culture.

When these three factors are positioned under the 100-point scale of opinion, the following table emerges:

	Bureaucratic Structure Directive Leadership Competitive Culture		Versatile Structure Participative Leadership Supportive Culture
Scale Value	as well as a		
0 - 20	Very Good Description		Very Poor Description
20 - 40	Good Description		Poor Description
40 - 60	Fair Description	“Mixed”	Fair Description
60 - 80	Poor Description		Good Description
80 - 100	Very Poor Description		Very Good Description

**B. The Gaps:** In the simplest manner, you can use this information to set “shrink the biggest gaps” goals, and then target those items with the widest gaps as ones to focus your energy on. You can even decide to create a corporate mission that simulates a quality improvement model, i.e., “Eliminate all gaps by fiscal year end...”. A more selective method would be to apply “What Matters Most” thinking to the item scores and zoom in on a factor, sub-factor and particular items because improvements in these specific areas will make the greatest difference in what you desire your company to become. Any gap you care about is a gap that “matters”! However, some gaps may be more a function of “scale noise” than of perceptual reality. As a rule of thumb, we first pay attention to gaps larger than 20 units and get downright vigilant about those larger than 30 units. Gaps that are 10- to 20-units wide are informative but our immediate attention is not on those items *unless* corporate leadership provides specific reasoning for why such items should be addressed.

Another way to use the gap data is to concentrate on its scale *location* rather than its width. For example, regardless of gap width, an Average Actual Score of 25 would mean your people view as a “good description” a directive leadership style (managers command and followers obey) and a participative style (followers become self-leaders who internalize goals, etc) as a “poor description” of the company’s leadership. Is that the leadership style and perception that will best facilitate the organization’s development? If you seek something different, then focus on this factor, sub-factor, and/or item regardless of the width of a gap.

Another use of gap location is to directly ask whether “fair” or “good” is the type of perceived quality you want in your organization when it comes a particular in question. You should NOT

convert the scale words into grades (e.g., Fair = C = 2.0 = average/mediocre). The respondents expressed “perceived descriptiveness values” for each item. They did not stand in judgment and assign grades and you shouldn’t either.

II. OTHER TIPS IN INTERPRETING THE ITEM SCORES. It will be helpful to keep the following points in mind:

1. The scores are averages (means) of all respondents’ views. Variability expressions are not calculated. Because of the measurement precision inherent in a five-point scale, the usual variability statistics are not appropriate. The most useful variability expression is a “range of scores”, and the most meaningful range expression is that of “range between average actual and average ideal values”, which is the gap sizes included in the report.

2. All results are based upon respondents’ perceptions but their value is not diminished by that fact. Our private perceptions are the reality to which we relate and upon which we base our actions. Perceptions may not always represent an unambiguous, accurate or objective reality, if such exists. Peoples’ perceptions in a given organization may be strongly influenced by stereotypes, biases, and other forms of distortion.

3. The *ideal* descriptions may or may not in reality be ideal for your organization as it exists today but may, indeed, be an ideal toward which it should strive to move over time.

4. It is often helpful in interpreting data such as these to make sure different points of view are given careful consideration. If a strong consensus appears to be developing, especially if one person’s interpretations seem to always be accepted, it may be helpful to appoint a person or small group as a devil’s advocate to introduce alternative viewpoints.

5. Keep in mind that the purpose of interpretation is to identify *causes* and propose *viable solutions*. Unfortunately, human nature tempts us with *fault and blame* when interpretation is called for. Assigning guilt is a poor way to make things better. The results of the Organizational Needs Inventory are intended to promote informed and positive change in your organization. Use the information wisely.

# ORGANIZATIONAL NEEDS INVENTORY

## ITEM SCORES

### Organizational Structure

The items presented below are in descending order by gap.

Gap	Actual	Ideal	Emp.	Item #	Item
38.0	49.5	87.5	48	3	The company places high value on maintaining relationships of trust.
38.0	45.3	83.3	48	4	Company leaders try to relate personally to everyone and to minimize status differences among members.
37.5	35.4	72.9	48	96	The company makes good use of task forces and committees to encourage teamwork.
36.2	43.1	79.3	47	63	Status differences within the company are not a barrier to open and honest communication.
31.7	56.3	88.0	48	2	The company values its specialists, but it also values cross training so that members develop
31.8	50.0	81.8	48	35	The company gives members maximum freedom to think and use their best judgment.
27.0	36.5	63.5	48	102	In this company, job descriptions are very stable; they change little over time.
24.0	50.5	74.5	48	117	Management achieves control primarily through the positive attitudes and values of the
22.9	68.2	91.1	48	1	The company is highly committed to being progressive and on the cutting-edge in its industry.
21.9	46.9	68.8	48	87	Management values the freedom of members to be creative more than it values the benefits of tight controls.
21.4	59.9	38.5	48	72	The organization is top-heavy with management and support staff.
21.3	54.7	76.0	48	62	The company responds rapidly to market and other changes in its external environment.
19.3	58.3	77.6	48	88	The company is highly flexible and adaptive when change is called for.
18.7	58.3	39.6	48	86	Most employees see their jobs in terms of performing certain activities rather than achieving company goals.
16.2	51.0	67.2	48	74	Low resistance to change enables the company to adapt rapidly to changes in market
16.0	44.7	28.7	47	19	Company managers jealously protect their turf and resent others' concern about the units
14.1	37.5	51.6	48	110	Management operates with as few strictly enforced rules and regulations as possible.
13.3	47.3	34.0	47	123	Because it is heavily loaded with bureaucracy, our organization is stable but sluggish.
10.1	49.5	59.6	47	50	The company's organization is informal and personal.
7.2	53.6	46.4	48	36	Status symbols are an important means of showing who, in the company, has authority and power.
7.8	53.1	60.9	48	61	To avoid offending their immediate supervisors, members are very careful to communicate
8.3	51.0	42.7	48	20	Management is more concerned that everyone follow the rules than that they achieve
7.8	48.4	40.6	48	34	Company traditions and "going by the book" often interfere with clear thinking and effective
6.9	51.6	58.5	47	21	Red tape seldom interferes with productivity and quality of work.
5.7	40.1	45.8	48	48	To maintain order and control, the company makes sure that very few employees report to a given manager.
5.7	38.0	32.3	48	109	Since specialists design our jobs, members of the company seldom attempt to improve the designs of their own jobs.
4.8	45.2	40.4	47	47	Members are encouraged to do their own jobs and avoid concern for work that is not in their job descriptions.
5.2	57.3	52.1	48	73	To maintain control, management relies heavily on rules and regulations, backed by strong authority.
2.7	53.3	56.0	46	33	The company simplifies its jobs so employees can be easily trained and, if necessary, easily

<b>Gap</b>	<b>Actual</b>	<b>Ideal</b>	<b>Emp.</b>	<b>Item #</b>	<b>Item</b>
1.6	34.9	33.3	48	22	Since "familiarity breeds contempt," friendships between members at different organization levels are discouraged.
2.6	45.8	48.4	48	60	The company makes clear distinctions and permits little movement between line managers, who have direct responsibility for getting the work of the company done, and staff managers
0.0	31.8	31.8	48	49	The company's commitment to preserving its traditions makes it slow to adapt.
0.5	94.3	94.8	48	75	Members of the organization often call their supervisors by their first names.

# ORGANIZATIONAL NEEDS INVENTORY

## ITEM SCORES

### Predominant Leadership Style

The items presented below are in descending order by gap.

Gap	Actual	Ideal	Emp.	Item #	Item
52.1	28.2	80.3	47	90	Members of the company feel included in the decision-making process.
45.3	40.6	85.9	48	28	Employees at all levels feel free to communicate openly and honestly with senior management.
43.2	63.5	20.3	48	108	The left hand does not know what the right hand is doing in this company.
43.3	41.1	84.4	48	9	The company has a deep concern for all of its stakeholders: its stockholders, employees, customers, and others.
42.7	40.6	83.3	48	67	Employees know that management is genuinely concerned about their well-being.
39.9	38.8	78.7	47	116	Company members are confident that top executives will fulfill their commitments.
37.5	46.4	83.9	48	81	Constant training helps members of the company do their jobs well.
38.0	45.3	83.3	48	4	Company leaders try to relate personally to everyone and to minimize status differences
37.5	35.4	72.9	48	96	The company makes good use of task forces and committees to encourage teamwork.
38.0	44.3	82.3	48	115	Open communication throughout the company empowers members to make informed decisions.
37.0	45.8	82.8	48	10	Management tends to elevate the consciousness of employees, inspiring new heights of achievement and growth.
36.2	43.1	79.3	47	63	Status differences within the company are not a barrier to open and honest communication.
35.9	43.8	79.7	48	42	Free and open communication across department or divisional lines is encouraged and is
36.1	51.1	87.2	47	68	Our managers are good listeners.
36.7	50.0	86.7	47	26	Our managers tend to have strong confidence in the integrity and ability of their
34.6	48.4	83.0	47	56	The company has highly effective lateral communication. (Lateral refers to people who are
34.9	51.0	85.9	48	66	Members of the company are quality conscious and committed to improving the quality of
32.8	46.4	79.2	48	8	Management involves subordinates in planning and decision making where appropriate.
33.0	46.8	79.8	47	41	Our managers are more likely to praise than criticize.
31.8	49.5	81.3	48	113	Cooperation within the company is highly valued and rewarded.
31.8	50.0	81.8	48	35	The company gives members maximum freedom to think and use their best judgment.
31.1	52.8	83.9	45	13	Management does an excellent job of communicating the company's vision.
30.8	41.1	71.9	48	104	Management gets extensive input from the persons who will be affected by a given decision.
30.9	50.0	80.9	47	94	Practicing open communication, management keeps members informed unless
30.8	51.0	81.8	48	12	By their actions, our managers express great faith in their subordinates.
30.2	55.2	85.4	48	6	The company's high standards and productivity expectations are enthusiastically supported
30.3	53.6	83.9	48	105	A spirit of teamwork is strongly encouraged and practiced within the company.
29.7	55.2	84.9	48	100	Company members always have access to resources they need to perform effectively.
29.2	54.7	25.5	48	101	Management seems to assume that the less you know about what is going on throughout the company the better.
29.2	52.1	81.3	48	55	Our managers do everything possible to help their subordinates be effective.
27.1	48.4	75.5	48	121	Because of favorable attitudes toward the company, its members strive to be cooperative
27.1	55.7	82.8	48	53	Our employees tend to think of themselves as team members rather than closely supervised

Gap	Actual	Ideal	Emp.	Item #	Item
27.7	51.6	79.3	46	54	Most company members are inspired by their awareness of the company's history and its vision for the future.
27.6	52.7	80.3	47	40	One of the company's strengths lies in its strong commitment to doing the right thing
27.1	55.2	82.3	48	79	Members' excitement about the company and their work stimulates their creativity and
26.6	52.7	79.3	47	98	The company places faith in its members by giving them a high degree of freedom to act.
26.1	37.5	63.6	44	11	Very close supervision of subordinates is discouraged in our company.
26.5	58.9	85.4	48	27	Our leaders encourage their followers to believe in their own potential.
25.0	45.3	70.3	48	114	Most members will sacrifice to ensure the company's long-term success.
25.0	57.4	82.4	47	91	Members of the company's work units usually function effectively as a team.
23.9	58.9	82.8	48	71	Management welcomes new ideas--even ideas that differ from their own.
24.0	55.2	79.2	48	80	Our employees feel a strong obligation to other employees to do their own jobs well.
24.0	64.6	40.6	48	119	Decision making in this company is typically authoritarian and arbitrary.
23.9	44.3	68.2	48	126	A high level of trust makes close supervision unnecessary in the company.
24.0	50.5	74.5	48	117	Management achieves control primarily through the positive attitudes and values of the
24.5	59.6	35.1	47	7	Too much red tape makes it difficult for company members to get their work done.
22.40	54.70	32.30	48	82	Good upward communication tends to be left to chance.
22.4	54.8	32.4	47	106	Like most others, our company is a machine that operates solely for the benefit of top management and stockholders.
20.2	63.3	83.5	47	64	Managers try to place their subordinates in work in which their subordinates are interested.
21.4	47.9	69.3	48	78	Strongly committed to teamwork, our managers seldom place their own department's needs about the company's.
20.3	59.4	79.7	48	24	In our company's meetings, managers usually seek member participation.
19.3	67.2	86.5	48	89	The person to whom I report has genuine interest in me as an individual.
17.2	59.4	76.6	48	39	The company respects the needs of its suppliers as well as its own needs for superior quality and service.
18.2	58.3	40.1	48	92	Primarily concerned with pay, our employees must always be on guard to make sure they
16.5	46.3	62.8	47	107	Our managers empower their subordinates rather than keep them weak as a means of control.
16.2	55.7	71.9	48	77	The leadership style of our managers is more participative than autocratic.
15.6	49.0	64.6	48	124	Management assumes some responsibility rather than just labeling low performers as lazy and incompetent.
15.1	53.1	38.0	48	38	Management too often falls back on rules and power rather than reasoning with and teaching their subordinates.
13.8	64.9	78.7	47	5	The company assumes that its members will welcome opportunities to grow and develop new skills.
13.5	49.0	62.5	48	93	Our managers tend to be outstanding delegators.
13.0	47.4	60.4	48	103	Our managers tend to supervise very closely.
12.2	32.0	19.8	48	76	The person to whom I report seems to view me more as a cost of doing business than as a
12.0	46.4	34.4	48	65	Competent, ambitious individualists often get promoted here even though they are not good
11.9	39.1	51.0	48	112	Management delegates decisions to the lowest level at which they can be made effectively.

Gap	Actual	Ideal	Emp.	Item #	Item
10.1	49.5	59.6	47	50	The company's organization is informal and personal.
10.7	31.4	20.7	47	111	Management assumes that because people are inherently lazy, they do their best work only
8.5	51.1	59.6	47	25	Competition among company members seldom, if ever, works against the best interests of the company.
7.2	53.6	46.4	48	36	Status symbols are an important means of showing who, in the company, has authority and power.
7.9	66.1	74.0	48	37	Management assumes that members want to support the organization's goals and work to
8.3	40.1	31.8	48	120	Competition for career advancement reduces the cooperation needed to achieve company
7.8	53.1	60.9	48	61	To avoid offending their immediate supervisors, members are very careful to communicate
7.3	67.2	74.5	48	97	Management appears to believe that most employees want to assume responsibility for the quality of their work.
6.8	73.4	80.2	48	118	Management expects high performance from everyone, including initiative to identify and
7.8	48.4	40.6	48	34	Company traditions and "going by the book" often interfere with clear thinking and effective decision-making.
5.7	40.1	45.8	48	48	To maintain order and control, the company makes sure that very few employees report to a given manager.
5.2	57.3	52.1	48	73	To maintain control, management relies heavily on rules and regulations, backed by strong
4.7	44.8	49.5	48	51	Management seems to assume that most members of the organization prefer to be emotionally involved in their work.
4.1	38.0	33.9	48	52	Our managers alienate their subordinates by giving orders when a friendly suggestion would be sufficient.
4.4	56.5	60.9	46	122	Management is less concerned with who has authority than with who is an authority ("who" has good solutions).
3.7	40.4	36.7	47	23	Management assumes that most people would rather be told what to do than to think and make decisions for themselves.
0.5	94.3	94.8	48	75	Members of the organization often call their supervisors by their first names.

# ORGANIZATIONAL NEEDS INVENTORY

## ITEM SCORES

### Organizational Culture

The items presented below are in descending order by gap.

Gap	Actual	Ideal	Emp.	Item #	Item
48.4	76.1	27.7	46	70	Because rapid change is occurring, company members are becoming increasingly insecure.
45.7	41.3	87.0	46	31	Workers know management is doing all it can to protect their jobs and ensure their long-term
43.3	41.1	84.4	48	9	The company has a deep concern for all of its stakeholders: its stockholders, employees,
42.2	44.8	87.0	48	30	Our employees have a strong sense of pride and company ownership.
39.9	38.8	78.7	47	116	Company members are confident that top executives will fulfill their commitments.
39.0	44.3	83.3	48	29	Most employees share top management's view that the company is outstanding and has a
38.0	49.5	87.5	48	3	The company places high value on maintaining relationships of trust.
38.0	45.3	83.3	48	4	Company leaders try to relate personally to everyone and to minimize status differences among
37.0	43.2	80.2	48	44	Members identify with and support the company as if it belonged to them.
36.7	50.0	86.7	47	26	Our managers tend to have strong confidence in the integrity and ability of their subordinates.
35.1	53.2	88.3	47	16	Employees at all levels have a high degree of trust in one another.
34.9	51.0	85.9	48	66	Members of the company are quality conscious and committed to improving the quality of their own work.
35.4	46.9	82.3	48	69	The company is committed to fairness in all its dealings.
34.4	51.0	85.4	48	58	Company members feel secure in their jobs so long as they do their best and are honest in dealing with others.
33.3	44.8	78.1	48	15	There is a very real sense in which members of our organization are a company family.
31.8	49.5	81.3	48	113	Cooperation within the company is highly valued and rewarded.
31.8	50.0	81.8	48	35	The company gives members maximum freedom to think and use their best judgment.
32.3	39.6	71.9	48	85	Relationships within the company are free from suspicion and questioning of others' motives.
30.8	51.0	81.8	48	12	By their actions, our managers express great faith in their subordinates.
30.3	53.6	83.9	48	105	A spirit of teamwork is strongly encouraged and practiced within the company.
28.6	62.0	90.6	48	57	Most members of the company have a deep commitment to customer service.
27.1	48.4	75.5	48	121	Because of favorable attitudes toward the company, its members strive to be cooperative and
27.6	52.1	79.7	48	83	Members share responsibility and receive a fair share of company rewards.
27.7	51.6	79.3	46	54	Most company members are inspired by their awareness of the company's history and its vision
27.6	52.7	80.3	47	40	One of the company's strengths lies in its strong commitment to doing the right thing because it
26.6	52.7	79.3	47	98	The company places faith in its members by giving them a high degree of freedom to act.
25.0	45.3	70.3	48	114	Most members will sacrifice to ensure the company's long-term success.
24.0	55.2	79.2	48	80	Our employees feel a strong obligation to other employees to do their own jobs well.
23.4	52.1	75.5	48	59	Members of the company see innovation as an important part of their jobs.
23.9	44.3	68.2	48	126	A high level of trust makes close supervision unnecessary in the company.
23.5	55.7	79.2	48	99	The company is an industry leader in applying new technologies and services.
24.0	50.5	74.5	48	117	Management achieves control primarily through the positive attitudes and values of the
23.4	44.1	20.7	47	45	Considerable conflict and distrust exists within management.
22.3	58.5	36.2	47	43	Management may have a clear vision of the company's future, but it has no positive influence at
22.4	54.8	32.4	47	106	Like most others, our company is a machine that operates solely for the benefit of top

Gap	Actual	Ideal	Emp.	Item #	Item
21.8	61.7	83.5	47	14	Management will go to any length to meet the needs of every customer.
22.4	52.1	74.5	48	95	When not at work, members take great pride in being identified with the company.
21.8	60.1	81.9	47	46	The company is highly innovative.
21.3	58.0	79.3	47	84	As it grows, the company maintains commitment to certain values and traditions that give it a very special identity.
21.3	54.7	76.0	48	62	The company responds rapidly to market and other changes in its external environment.
17.7	63.0	80.7	48	17	The company's ability to compete is greatly influenced by the cooperative spirit of its members.
18.2	58.3	40.1	48	92	Primarily concerned with pay, our employees must always be on guard to make sure they are treated fairly.
16.5	46.3	62.8	47	107	Our managers empower their subordinates rather than keep them weak as a means of control.
14.6	72.9	87.5	48	32	The company constantly and deliberately seeks ways to improve itself.
12.0	46.4	34.4	48	65	Competent, ambitious individualists often get promoted here even though they are not good team players.
8.5	51.1	59.6	47	25	Competition among company members seldom, if ever, works against the best interests of the
8.3	40.1	31.8	48	120	Competition for career advancement reduces the cooperation needed to achieve company goals.
5.9	38.3	32.4	47	125	Company members have little time to think about being creative and innovative.
1.6	34.9	33.3	48	22	Since "familiarity breeds contempt," friendships between members at different organization levels are discouraged.
0.6	40.4	41.0	47	18	The company misses opportunities because management is unresponsive to its external environment.