



# ELEMENT O: Organizational Climate Results

Sample Company

Date

the**schutz**company

## Element O: Organizational Climate

**ELEMENT O** is an instrument designed to measure *Organizational Climate*—the relation between each employee and the organization or team—by surveying employees’ opinions about the current state of the organization and how they would like the organization to be. It organizes data to permit evaluation of issues at four levels:

ORGANIZATION

TEAM

RELATIONSHIPS

SELF

The survey consisted of two sets of statements. The first set asked you to determine how much you agreed with statements about *how things are*, and the second set asked you to assess *how we would like things to be*.

### EXAMPLE

*“The organization accomplishes its goals”* in the first set becomes  
*“I **want** the organization to accomplish its goals,”*

and

*“Our team makes decisions together,”* becomes  
*“I **want** the team to make decisions together.”*

By comparing these two sets of data, we are able to determine areas of relative satisfaction and areas where you are dissatisfied. The greater the *gap* between the two related statements, the greater the level of dissatisfaction.

### KEY DIMENSIONS

The survey groups responses into the Key Dimensions of:

INCLUSION

CONTROL

OPENNESS

SIGNIFICANCE

COMPETENCE

LIKABILITY

*Plus a MEASURE OF PRODUCTIVITY*

## Results

This report is based on the responses of **Sample Company** employees between these dates:  
**XX-XX-XXXX** and **XX-XX-XXXX**.

The six key dimensions provide a model for understanding organizational climate. These dimensions make up FIRO® theory, a theory of interpersonal relations and are the basis of The Human Element, of which Element O is a part. The underlying assumption of this approach is that organizational climate is created by individuals, and is specifically driven by the way people feel about themselves at work. To be optimally productive, organizations can facilitate atmospheres where people are most likely to feel good about themselves.

By analyzing how the organization operates and understanding how individuals feel in each area (dimension), the organization can take specific actions to improve the atmosphere in order to achieve greater success. To do this we look at the Organization, Team, and Relations scores to understand the atmosphere that is being created, and the Self scores to see how people are feeling within those atmospheres. This gives a basis for making changes to the organizational procedures, policies, structure, and systems that will create atmospheres more likely to result in individual satisfaction and performance.

Training is used to help individuals take action to improve their personal feelings and capacity to work with others, as well as to improve both relations between people and teamwork.

Productivity then becomes a useful measure for determining the effectiveness of these efforts.

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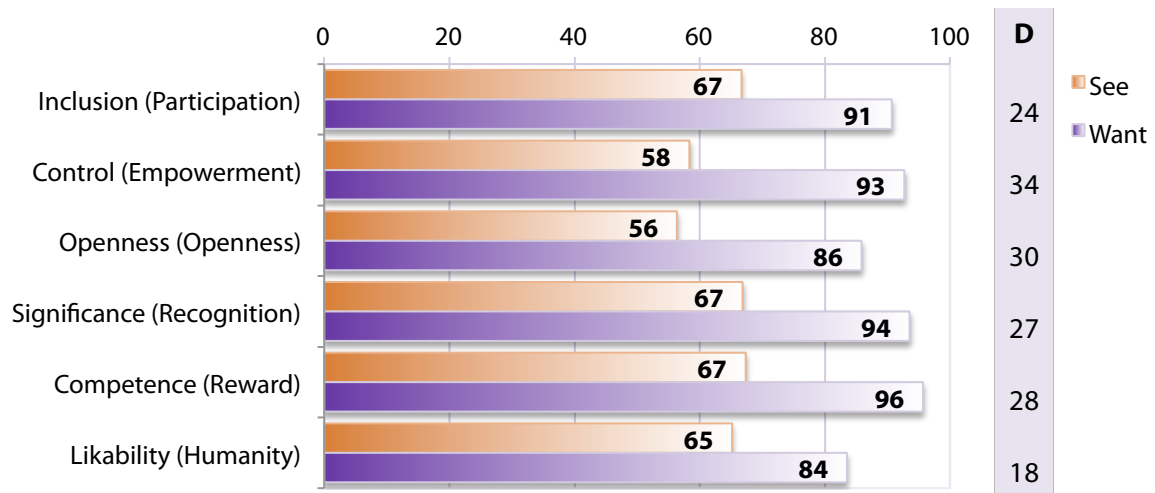
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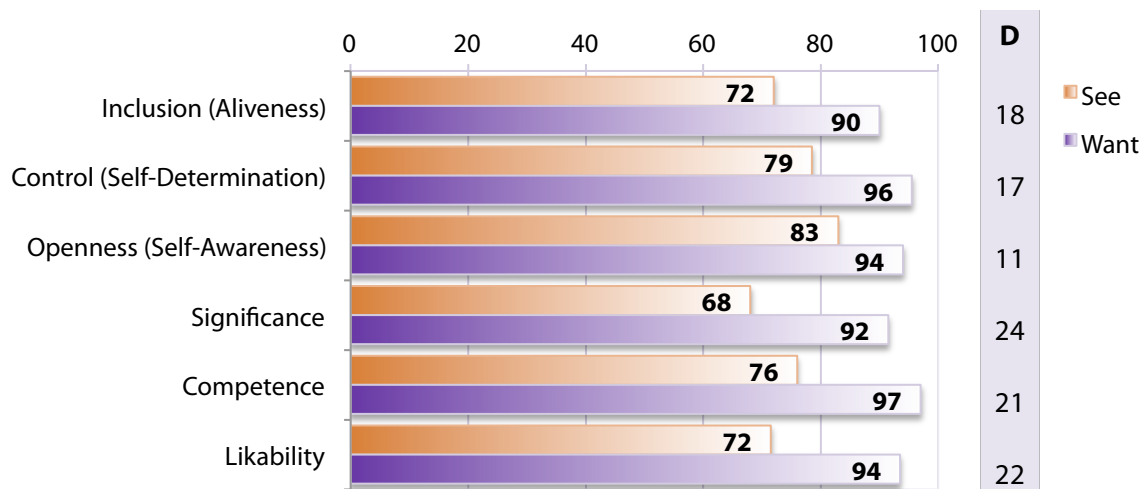
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## ELEMENT O: Organizational Climate Results

### ORGANIZATIONAL ATMOSPHERES



### SELF PERCEPTION AT WORK



## ELEMENT O: Organizational Climate Results

### ORGANIZATIONAL ATMOSPHERES

	Average of Organization, Team & Relations		
	SEE	WANT	$\Delta$
<b>Inclusion</b> (Participation)	67	91	<b>24</b>
<b>Control</b> (Empowerment)	58	93	<b>34</b>
<b>Openness</b> (Openness)	56	86	<b>30</b>
<b>Significance</b> (Recognition)	67	94	<b>27</b>
<b>Competence</b> (Reward)	67	96	<b>28</b>
<b>Likability</b> (Humanity)	65	84	<b>18</b>

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### SELF PERCEPTION AT WORK

	Self		
	SEE	WANT	$\Delta$
<b>Inclusion</b> (Aliveness)	72	90	<b>18</b>
<b>Control</b> (Self-Determination)	79	96	<b>17</b>
<b>Openness</b> (Self-Awareness)	83	94	<b>11</b>
<b>Significance</b>	68	92	<b>24</b>
<b>Competence</b>	76	97	<b>21</b>
<b>Likability</b>	72	94	<b>22</b>

## Sample Company

### ORGANIZATIONAL ATMOSPHERES

	Organization			Team			Relations			Average		
	SEE	WANT	Δ	SEE	WANT	Δ	SEE	WANT	Δ	SEE	WANT	Δ
<b>Inclusion</b> (Participation)	72	94	<b>22</b>	58	97	<b>39</b>	71	82	<b>12</b>	67	91	<b>24</b>
<b>Control</b> (Empowerment)	56	93	<b>38</b>	49	92	<b>43</b>	71	94	<b>23</b>	58	93	<b>34</b>
<b>Openness</b> (Openness)	61	89	<b>28</b>	43	77	<b>35</b>	66	92	<b>27</b>	56	86	<b>30</b>
<b>Significance</b> (Recognition)	66	91	<b>25</b>	58	96	<b>38</b>	77	94	<b>18</b>	67	94	<b>27</b>
<b>Competence</b> (Reward)	69	97	<b>29</b>	61	94	<b>34</b>	73	96	<b>23</b>	67	96	<b>28</b>
<b>Likability</b> (Humanity)	69	96	<b>27</b>	53	70	<b>18</b>	74	85	<b>11</b>	65	84	<b>18</b>

### SELF PERCEPTION AT WORK

	Self		
	SEE	WANT	Δ
<b>Inclusion</b> (Aliveness)	72	90	<b>18</b>
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## Comments

### INDIVIDUAL CLIENT RESPONSES

*We can benefit from improved communication and conflict resolution.*

*Managers do not take our point of view into account.*

*There is a lack of accountability between our workgroups.*

*I think most people like to work here, but there is also some unease with the environment based on not enough communication.*



## Recommendations

1. *Improving team communications and teamwork is a major priority. Creating an open atmosphere and trust are very important.*
2. *A review of the organization's policies, attitudes, communication, and reward systems is crucial. In particular, an investigation of what people perceive and what they feel about these areas is very important.*
3. *Clarification of the organizational vision and direction is important. Discussion of all dissent, reservations, and concerns is needed to build trust and commitment.*
4. *As there is some call for decentralizing decision making, it is very important to determine what decisions will be made and by whom. A process for clarifying decision-making would help this.*
5. *Providing more learning and development opportunities would increase organizational capacity, trust, and commitment.*

## Appendix

### SURVEY ITEMS RANKED BY DISSATISFACTION

	SEE	WANT	DIFFERENCE
8. The organization accomplishes its goals.	47	98	51
16. Our team communication is effective.	51	98	47
24. We do not have control problems on our team.	49	95	46
26. Each team member feels significant.	52	96	44
3. The organization treats everyone fairly.	55	98	43
17. Our team makes decisions together.	48	88	40
20. We do very little blaming on our team.	54	94	40
15. We team members feel good about our team.	60	95	35
18. On our team, we tell each other how we feel about ourselves.	47	82	35
25. We say exactly what we feel at all times.	38	72	34
5. The organization treats everyone as a significant person.	65	98	33
10. The organization is influenced by my suggestions.	56	88	32
19. Everyone on our team is considered important.	64	95	31
23. Our team members cooperate with each other.	64	95	31
32. At work people are open with me.	59	89	30
6. The organization demonstrates respect for its employees.	68	98	30
11. I feel free to communicate my feelings in the organization.	62	90	28
22. Our team is productive.	69	97	28
27. We all take responsibility for the success of a project.	67	94	27
7. There is a warm and friendly atmosphere at work.	70	97	27
4. The organization does not withhold information from us.	60	87	27
13. I have respect for the organization.	69	96	27
34. People feel I am competent at my job.	69	96	27
14. I like the organization.	68	95	27
48. I handle all parts of my job well.	72	98	26
47. I feel significant when I am at work.	69	95	26

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	SEE	WANT	DIFFERENCE
29. I work well with my supervisor.	72	98	26
33. People feel my work is significant.	69	94	25
21. Our team members like each other.	64	88	24
39. I discuss problems directly with the person involved.	72	95	23
38. I have good relations with my subordinates.	68	91	23
56. I like the way I am at work.	69	92	23
51. On the job I pay close attention.	62	84	22
9. I do not hesitate to contribute ideas to the organization.	73	95	22
1. I look forward to coming to work.	74	96	22
31. I have good relations with my supervisor.	74	96	22
2. The organization invites my ideas.	71	92	21
54. I feel important when I am on the job.	67	88	21
36. I have good relations with my coworkers.	71	92	21
49. I like myself when I am at work.	74	95	21
52. I am an organized worker.	75	95	20
41. I feel people at work are competent.	77	96	19
43. I am enthusiastic about my work.	77	95	18
30. People include me in their work.	65	82	17
12. The organization is an important part of my life.	67	84	17
55. I feel effective at my job.	80	96	16
50. I am a productive worker.	82	98	16
44. I concentrate on my job when I am at work.	82	96	14
45. I am a self-disciplined worker.	82	96	14
46. I am aware of my strengths and weaknesses.	84	97	13
42. I like the people at work.	77	88	11
28. Our team members are personal friends.	41	52	11
40. I feel people at work are significant.	84	94	10
35. My coworkers like me.	71	81	10
53. I am aware of my personal feelings at work.	82	91	9
37. I include other people in my work.	76	82	6

## Present Scores (How I see the present situation)

**Score = Percent accepting the idea.**

The **lowest** scores (highlighted in **red** below) for the way that people see the present situation are:

	SEE	WANT	DIFFERENCE
25. We say exactly what we feel at all times.	38	72	34
28. Our team members are personal friends.	41	52	11
8. The organization accomplishes its goals.	47	98	51
18. On our team, we tell each other how we feel about ourselves.	47	82	35

The **highest** scores (highlighted in **green** below) for the way that people see the present situation are:

	SEE	WANT	DIFFERENCE
46. I am aware of my strengths and weaknesses.	84	97	13
40. I feel people at work are significant.	84	94	10
50. I am a productive worker.	82	98	16
44. I concentrate on my job when I am at work.	82	96	14
45. I am a self-disciplined worker.	82	96	14
53. I am aware of my personal feelings at work.	82	91	9

## Ideal (Wanted) Scores (How I want things to be)

The **lowest** scores (highlighted in **orange** below) for the way that people would like things to be are:

	SEE	WANT	DIFFERENCE
28. Our team members are personal friends.	41	52	11
25. We say exactly what we feel at all times.	38	72	34
35. My co-workers like me.	71	81	10

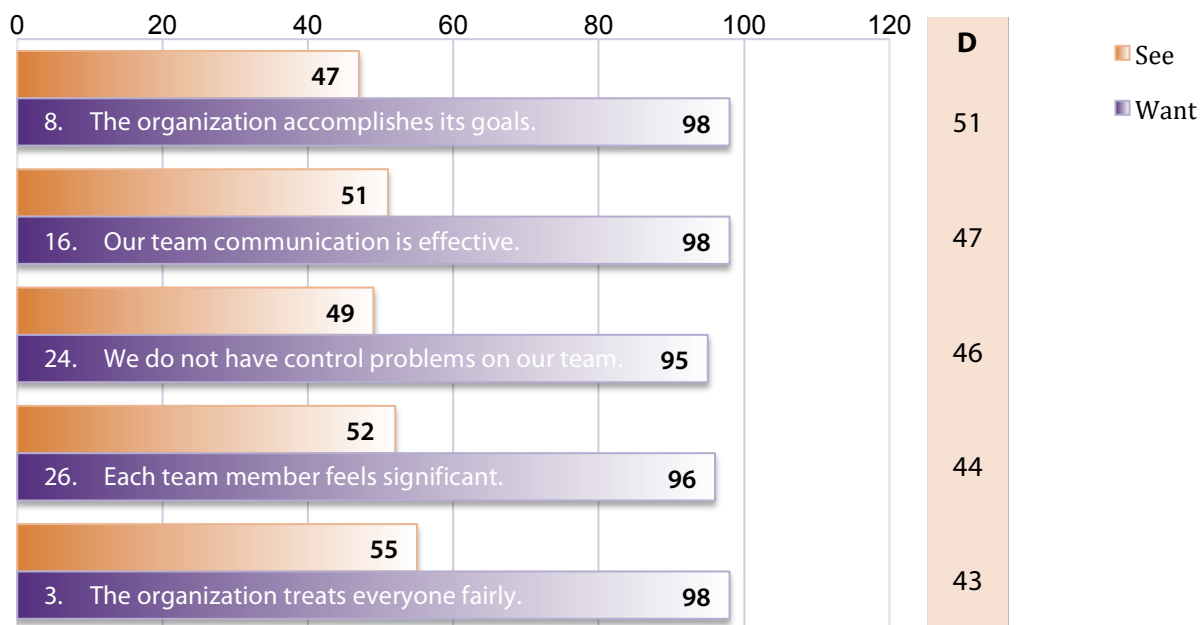
The **highest** scores (highlighted in **purple** below) for the way that people would like things to be are:

	SEE	WANT	DIFFERENCE
50. I am a productive worker.	82	98	16
48. I handle all parts of my job well.	72	98	26
29. I work well with my supervisor.	72	98	26
6. The organization demonstrates respect for its employees.	68	98	30
5. The organization treats everyone as a significant person.	65	98	33
3. The organization treats everyone fairly.	55	98	43
16. Our team communication is effective.	51	98	47
8. The organization accomplishes its goals.	47	98	51

## Areas of Greatest Dissatisfaction

The numbers in parentheses and highlighted in **orange** in the chart below (column D) are measures of dissatisfaction—the difference between what the group wants and what they perceive is happening. The numbers may vary from 0 to 100; the larger the number, the greater the dissatisfaction.

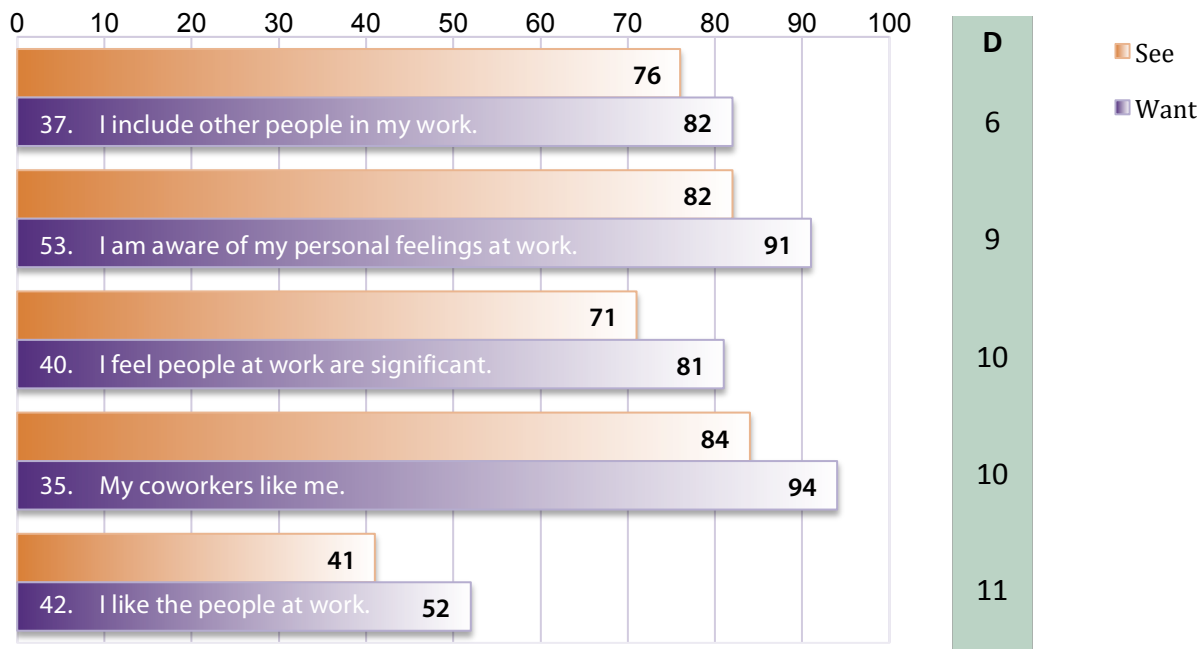
### FIVE AREAS OF GREATEST DISSATISFACTION



## Areas of Greatest Satisfaction

A measure of the areas most closely aligned with the desires of the group. Dissatisfaction numbers are shown in the parentheses and highlighted in **green** in the chart below (column D).

### Five Areas of Greatest Satisfaction



## Dimensions Ranked by Difference

	SEE	WANT	DIFFERENCE
<b>Team</b>	55	89	34
<b>Organization</b>	65	94	29
<b>Control</b>	66	94	28
<b>Competence</b>	68	95	27
<b>Significance</b>	67	93	26
<b>Productivity</b>	69	95	26
<b>Openness</b>	63	88	25
<b>Inclusion</b>	68	90	22
<b>Relations</b>	79	99	20
<b>Self</b>	75	94	19
<b>Likability</b>	68	86	18
<b>Averages</b>	68	92	25

**SEE** = How employees see the present situation.

**WANT** = How employees would like things to be.

**DIFFERENCE** = The difference between SEE and WANT, as a measure of satisfaction