

Organizational Integrity Survey® Interpretation Guidelines

The *Organizational Integrity® Survey* reflects the degree that your organization demonstrates these drivers of effective, engaging and ethical cultures:

Identity: Organizations with a strong identity have a clear, meaningful purpose and explicit values that define who they are. Their vision, goals and strategy for achieving them are clear. There is also an accurate sense in these organizations of their strengths and of their limitations.

Authenticity: Authentic organizations are true to their purpose and values, cultivate truth-telling cultures and demonstrate transparency. They have a firm grasp on realities of their markets and environment, and empower members to act in the interest of stakeholders.

Alignment: Organization systems, structure and behaviors are aligned with goals and values; there are no mixed messages about what matters. Aligned organizations stay attuned with changes in their markets and environment and adapt effectively.

Accountability: Accountable organizations do what they say they will do; they deliver on their brand promise and commitments to stakeholders. They measure what matters and demonstrate excellent stewardship.

When you see your *Organizational Integrity Survey®* results:

- Look at the **Overall** results for *Identity*, *Authenticity*, *Alignment* and *Accountability*. Are the results on the higher (4 – *Very Characteristic* and better) or lower (less than *Very Characteristic*) side?
- Scan responses to individual questions. Do they provide clues about what might be driving higher or lower overall results?
- What do the distribution of results show? Are responses clustered tightly or is there a wide range of responses to certain questions? What might that mean?
- If this report includes responses to open-ended questions, what do those responses suggest are driving higher or lower responses?
- If this report shows different levels or groups of respondents, how similar or dissimilar are groups' responses, and how do you interpret that?

Ideally, survey results reinforce things that you are already doing well to drive effective, engaging and ethical cultures; in that case keep doing what you are doing. Where results are not as satisfactory, you might already have enough information to determine appropriate responses. For example it might be apparent that better communication of your organization's *mission* or *core values* is in order. Perhaps *Accountability* results suggest that you should formulate and implement better performance measures. Sometimes survey results provide only general indicators of what gaps need to be addressed; in those cases you will need to gather additional information to determine appropriate responses. Give some thought to how you can learn more about what adjustments to make. Also, give some thought to how you will communicate results of this survey and engage others in conversation about the implications and desirable action.

Sample Report Organizational Integrity Survey

XYZ Corporation Pat Sample

(With this report option, Pat Sample's individual responses are compared with others' responses.)

[This sample report shows only half of the 10 questions asked for each of the four organizational integrity dimensions.]



Scales/Items	*Average Response Graph					Avg. Resp.	*Response Distribution					
	0	1	2	3	4		5	1	2	3	4	5
IDENTITY (Overall)												
All Respondents	<div></div>					3.98	17	49	102	162	239	118
Self	<div></div>					3.68	0	0	0	4	6	0
Group 1	<div></div>					3.92	2	9	20	25	37	27
Group 2	<div></div>					4.12	1	3	6	11	20	9
Group 3	<div></div>					4.25	1	6	37	61	104	49
1. This organization has a strong sense of purpose.												
All Respondents	<div></div>					4.42	0	0	9	15	33	12
Self	<div></div>					4.25	0	0	0	0	1	0
Group 1	<div></div>					4.33	0	0	2	4	6	0
Group 2	<div></div>					4.50	0	0	0	2	2	1
Group 3	<div></div>					4.58	0	0	3	2	14	7
5. This organization has clear goals, and strategies for how to achieve those goals.												
All Respondents	<div></div>					3.92	0	9	11	21	24	4
Self	<div></div>					3.67	0	0	0	1	0	0
Group 1	<div></div>					3.75	0	3	1	4	4	0
Group 2	<div></div>					4.20	0	0	1	2	2	0
Group 3	<div></div>					4.23	0	1	3	8	10	4
25. People in this organization believe in its mission.												
All Respondents	<div></div>					3.73	2	7	12	17	17	14
Self	<div></div>					3.38	0	0	0	0	1	0
Group 1	<div></div>					3.57	0	1	3	1	2	5
Group 2	<div></div>					4.00	0	0	1	2	1	1
Group 3	<div></div>					4.10	0	0	5	8	7	6
31. This organization openly examines its weaknesses and vulnerabilities so they can be addressed.												
All Respondents	<div></div>					3.40	4	7	21	22	9	6
Self	<div></div>					3.06	0	0	0	1	0	0
Group 1	<div></div>					3.20	1	1	4	3	1	2
Group 2	<div></div>					3.60	0	1	2	0	2	0
Group 3	<div></div>					3.64	0	1	9	9	3	4

Scales/Items	*Average Response Graph					Avg. Resp.	*Response Distribution					
	0	1	2	3	4		1	2	3	4	5	DK



AUTHENTICITY (Overall)

All Respondents		3.75	28	65	127	221	187	56				
Self		3.33	0	0	1	3	6	0				
Group 1		3.93	3	11	17	43	40	6				
Group 2		3.93	1	2	13	12	17	4				
Group 3		4.03	1	6	52	91	73	33				

2. This organization is one where people freely share thoughts and opinions.

All Respondents		3.75	1	7	15	26	16	4				
Self		3.24	0	0	0	0	1	0				
Group 1		3.67	0	1	5	3	3	0				
Group 2		3.50	0	1	1	1	1	1				
Group 3		4.13	0	0	5	11	8	2				



10. It is easy for people to be true to themselves in this organization.

All Respondents		3.72	5	3	14	25	17	4				
Self		2.94	0	0	0	0	1	0				
Group 1		3.83	1	0	1	8	2	0				
Group 2		4.20	0	0	1	2	2	0				
Group 3		4.09	0	0	7	7	9	3				

15. Top leadership models this organization's mission and values.

All Respondents		3.93	1	5	11	19	20	13				
Self		3.45	0	0	0	0	1	0				
Group 1		4.08	1	0	1	5	5	0				
Group 2		4.00	0	0	2	1	2	0				
Group 3		4.25	0	0	3	9	8	6				

35. People can trust information and data that this organization provides.

All Respondents		3.74	4	5	12	27	17	4				
Self		3.29	0	0	0	1	0	0				
Group 1		4.08	0	2	0	5	5	0				
Group 2		3.40	0	0	3	2	0	0				
Group 3		4.04	0	0	6	10	7	3				

40. There are not many secrets in this organization; information is openly shared.

All Respondents		3.65	3	8	13	26	15	3				
Self		3.39	0	0	0	0	1	0				
Group 1		4.00	0	2	1	4	5	0				
Group 2		4.00	0	0	1	2	1	1				
Group 3		3.70	1	1	7	9	5	2				

Scales/Items	*Average Response Graph					Avg. Resp.	*Response Distribution					
	0	1	2	3	4		1	2	3	4	5	DK






ALIGNMENT (Overall)

All Respondents		4.00	7	56	104	209	239	65				
Self		3.77	0	0	1	1	7	1				
Group 1		4.07	3	9	12	36	47	11				
Group 2		4.15	0	2	6	17	16	5				
Group 3		4.24	0	4	37	81	97	37				






6. This organization pulls together--people are not working at cross-purposes, and they are all aligned around shared goals.

All Respondents		3.98	1	5	12	24	24	2				
Self		3.78	0	0	0	0	1	0				
Group 1		4.17	0	1	1	5	5	0				
Group 2		3.80	0	0	2	2	1	0				
Group 3		4.26	0	0	5	7	11	2				






20. This organization manages conflicts that stem from differences of opinion well.

All Respondents		3.92	0	8	9	27	20	4
Self		3.61	0	0	0	1	0	0
Group 1		4.00	0	2	0	6	4	0
Group 2		4.00	0	0	1	1	1	1
Group 3		4.17	0	0	5	9	9	3

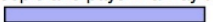
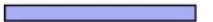



21. This organization sends consistent signals about what is important.






All Respondents		3.98	1	5	11	22	23	4
Self		3.89	0	0	0	0	1	0
Group 1		3.82	0	2	2	3	4	0
Group 2		4.33	0	0	0	2	1	1
Group 3		4.18	0	1	3	9	9	3

24. This organization spends money and allocates resources in ways that are consistent with its stated values and priorities.

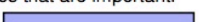




All Respondents		4.56	0	0	5	14	35	15
Self		4.53	0	0	1	0	0	0
Group 1		4.78	0	0	0	2	7	3
Group 2		4.80	0	0	0	1	4	0
Group 3		4.47	0	0	1	7	9	9

27. This organization recognizes people and pays in a way that reflects what it says is important.






All Respondents		3.78	1	10	12	21	21	4
Self		3.61	0	0	0	0	1	0
Group 1		3.30	1	1	4	2	2	2
Group 2		3.80	0	1	0	3	1	0
Group 3		4.29	0	0	5	7	12	2

Scales/Items	*Average Response Graph						Avg. Resp.	*Response Distribution						DK
	0	1	2	3	4	5		1	2	3	4	5		
ACCOUNTABILITY (Overall)														
All Respondents							4.11	10	44	81	175	263	118	
Self							3.86	0	0	0	2	6	2	
Group 1							4.21	3	7	11	29	57	13	
Group 2							4.24	0	1	7	9	17	14	
Group 3							4.29	1	5	28	72	101	56	






4. This organization uses a balanced set of measures to assess how it is doing--not just financial performance, but other measures that are important.

All Respondents		3.58	4	9	12	24	15	6
Self		3.22	0	0	0	0	1	0
Group 1		3.55	1	1	3	3	3	1
Group 2		4.25	0	0	0	3	1	1
Group 3		3.83	0	3	4	10	6	4






16. This organization achieves the goals it sets.

All Respondents		4.11	2	1	13	10	27	17
Self		4.00	0	0	0	0	1	0
Group 1		4.10	0	1	2	2	5	2
Group 2		4.00	0	0	2	0	2	1
Group 3		4.19	1	0	3	3	9	11






17. This organization considers the impact its decisions and actions will have on other stakeholders.

All Respondents		4.39	0	2	7	13	32	16
Self		4.31	0	0	0	0	1	0
Group 1		4.70	0	0	1	1	8	2
Group 2		4.33	0	0	1	0	2	2
Group 3		4.55	0	0	1	7	12	7

34. This organization is a good steward of the resources it controls.

All Respondents		4.11	0	4	10	24	25	5
Self		3.82	0	0	0	0	1	0
Group 1		4.33	0	1	0	5	6	0
Group 2		4.50	0	0	0	2	2	0
Group 3		4.14	0	0	5	9	8	4

38. People in this organization are held accountable for their performance.

All Respondents		3.92	0	8	9	27	20	4
Self		3.61	0	0	0	1	0	0
Group 1		4.00	0	2	0	6	4	0
Group 2		4.00	0	0	1	1	1	1
Group 3		4.17	0	0	5	9	9	3

[The following are 3 of 6 supplemental questions that the client opted for, in this case to assess perceptions that its stated values are characteristic of the organization.]

Scales/Items	*Average Response Graph					Avg. Resp.	*Response Distribution				
	0	1	2	3	4		1	2	3	4	5 DK




CORE VALUES

Note: These optional questions are based on example value statements posted by a corporation. They can be replaced by any multiple-choice questions.






41. TRUST--valuing honesty and communication, and having the confidence in each other's motivations to candidly and respectfully resolve differences.

All Respondents		3.98	1	5	11	22	23	4
Self		3.89	0	0	0	0	1	0
Group 1		3.82	0	2	2	3	4	0
Group 2		4.33	0	0	0	2	1	1
Group 3		4.18	0	1	3	9	9	3

42. EXCELLENCE--constantly seeking improvement in the quality of our work and service to clients.

All Respondents		3.79	0	9	14	21	19	5
Self		3.59	0	0	0	0	1	0
Group 1		4.09	0	1	2	3	5	0
Group 2		4.25	0	0	0	3	1	1
Group 3		3.91	0	2	4	11	6	3

43. DIVERSITY--recognizing that all talented people can lend value to our organization, and committed to affording opportunities, not only for women and minorities but those with different backgrounds and lifestyles, to share their talents productively.

All Respondents		4.56	0	0	5	14	35	15
Self		4.53	0	0	1	0	0	0
Group 1		4.78	0	0	0	2	7	3
Group 2		4.80	0	0	0	1	4	0
Group 3		4.47	0	0	1	7	9	9