

Sample Company, Inc



Organizational Needs Inventory

ITEM SCORES

Prepared by

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ORGANIZATIONAL NEEDS INVENTORY ITEM SCORES

INSTRUCTIONS: As you interpret and give meaning to specific scores, keep the following points in mind:

1. The scores are averages (means). They range from 0 (poorest description) to 10 (best description). The descriptions given by specific persons may differ considerably from these scores.
2. The *actual* descriptions reported below are a matter of perception. However, their value is not diminished because of that fact. Our private perceptions are the reality to which we relate. But it should not be forgotten that perceptions do not always accurately represent objective reality. The perceptions of large numbers of people 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 the interpretations of one person seem to always be accepted, it may be useful to appoint a person or small group as a devil's advocate to introduce alternative viewpoints.

ORGANIZATIONAL NEEDS INVENTORY ITEM SCORES

**The items presented below are in descending order by gap percentage.
Each Item statement tends to characterize organizations that have
BUREAUCRATIC STRUCTURES, DIRECTIVE LEADERSHIP,
AND COMPETITIVE CULTURES.**

ITEM	ACTUAL AND IDEAL SCORES AND THE DIFFERENCE BETWEEN THEM
108	The left hand does not know what the right hand is doing in this company. Actual: 4.8 (N=107) Ideal: 2.7 Gap: 2.1 (44%).
70	Because rapid change is occurring, company members are becoming increasingly insecure. Actual: 5.2 (N=107) Ideal: 3.3 Gap: 1.9 (37%).
106	Like most others, our company is a machine that operates solely for the benefit of top management and stockholders. Actual: 4.6 (N=108) Ideal: 3.3 Gap: 1.3 (29%).
48	To maintain order and control, the company makes sure that very few employees report to a given manager. Actual: 3.5 (N=107) Ideal: 4.5 Gap: -1.0 (29%).
86	Most employees see their jobs in terms of performing certain activities rather than achieving company goals. Actual: 5.5 (N=105) Ideal: 3.9 Gap: 1.6 (29%).
123	Because it is heavily loaded with bureaucracy, our organization is stable but sluggish. Actual: 4.7 (N=107) Ideal: 3.4 Gap: 1.3 (28%).
43	Management may have a clear vision of the company's future, but it has no positive influence at the lower levels. Actual: 5.2 (N=106) Ideal: 3.9 Gap: 1.3 (25%).
109	Since specialists design our jobs, members of the company seldom attempt to improve the designs of their own jobs. Actual: 4.5 (N=106) Ideal: 3.4 Gap: 1.1 (24%).
19	Company managers jealously protect their turf and resent others' concern about the units they manage. Actual: 4.3 (N=102) Ideal: 3.4 Gap: 0.9 (21%).
82	Good upward communication tends to be left to chance. Actual: 5.3 (N=106) Ideal: 4.2 Gap: 1.1 (21%).
33	The company simplifies its jobs so employees can be easily trained and, if necessary, easily replaced. Actual: 5.0 (N=108) Ideal: 5.9 Gap: -0.9 (18%).
103	Our managers tend to supervise very closely. Actual: 4.7 (N=107) Ideal: 5.4 Gap: -0.7 (15%).
7	Too much red tape makes it difficult for company members to get their work done. Actual: 4.6 (N=108) Ideal: 3.9 Gap: 0.7 (15%).
45	Considerable conflict and distrust exists within management. Actual: 4.0 (N=106) Ideal: 3.4 Gap: 0.6 (15%).
125	Company members have little time to think about being creative and innovative. Actual: 4.6 (N=106) Ideal: 3.9 Gap: 0.7 (15%).
101	Management seems to assume that the less you know about what is going on throughout the company the better. Actual: 3.9 (N=106) Ideal: 3.3 Gap: 0.6 (15%).

ORGANIZATIONAL NEEDS INVENTORY ITEM SCORES

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Each item statement tends to characterize organizations that have
**VERSATILE STRUCTURES, PARTICIPATIVE LEADERSHIP,
AND SUPPORTIVE CULTURES.**

ITEM	ACTUAL AND IDEAL SCORES AND THE DIFFERENCE BETWEEN THEM
90	Members of the company feel included in the decision-making process. Actual: 3.8 (N=108) Ideal: 8.1 Gap: -4.3 (114%).
83	Members share responsibility and receive a fair share of company rewards. Actual: 4.0 (N=108) Ideal: 7.9 Gap: -3.9 (99%).
31	Workers know management is doing all it can to protect their jobs and ensure their long-term employment. Actual: 4.3 (N=107) Ideal: 8.6 Gap: -4.3 (99%).
54	Most company members are inspired by their awareness of the company's history and its vision for the future. Actual: 4.3 (N=106) Ideal: 8.3 Gap: -4.0 (93%).
16	Employees at all levels have a high degree of trust in one another. Actual: 4.5 (N=109) Ideal: 8.7 Gap: -4.2 (92%).
30	Our employees have a strong sense of pride and company ownership. Actual: 4.6 (N=109) Ideal: 8.8 Gap: -4.2 (91%).
67	Employees know that management is genuinely concerned about their well-being. Actual: 4.6 (N=107) Ideal: 8.7 Gap: -4.1 (89%).
44	Members identify with and support the company as if it belonged to them. Actual: 4.1 (N=108) Ideal: 7.6 Gap: -3.5 (85%).
29	Most employees share top management's view that the company is outstanding and has a brilliant future. Actual: 4.7 (N=106) Ideal: 8.6 Gap: -3.9 (83%).
15	There is a very real sense in which members of our organization are a company family. Actual: 4.5 (N=109) Ideal: 8.2 Gap: -3.7 (83%).
10	Management tends to elevate the consciousness of employees, inspiring new heights of achievement and growth. Actual: 4.7 (N=109) Ideal: 8.4 Gap: -3.7 (78%).
104	Management gets extensive input from the persons who will be affected by a given decision. Actual: 4.1 (N=108) Ideal: 7.3 Gap: -3.2 (78%).
91	Members of the company's work units usually function effectively as a team. Actual: 4.6 (N=107) Ideal: 8.2 Gap: -3.6 (77%).
6	The company's high standards and productivity expectations are enthusiastically supported by most of its members. Actual: 4.8 (N=109) Ideal: 8.5 Gap: -3.7 (76%).
99	The company is an industry leader in applying new technologies and services. Actual: 4.8 (N=107) Ideal: 8.4 Gap: -3.6 (75%).
113	Cooperation within the company is highly valued and rewarded. Actual: 4.7 (N=107) Ideal: 8.2 Gap: -3.5 (75%).

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ITEM ACTUAL AND IDEAL SCORES AND THE DIFFERENCE BETWEEN THEM

- 96 The company makes good use of task forces and committees to encourage teamwork.
Actual: 4.6 (N=107) Ideal: 8.0 Gap: -3.4 (74%).
- 105 A spirit of teamwork is strongly encouraged and practiced within the company.
Actual: 4.7 (N=109) Ideal: 8.2 Gap: -3.5 (74%).
- 100 Company members always have access to the resources they need to perform effectively.
Actual: 4.9 (N=108) Ideal: 8.5 Gap: -3.6 (74%).
- 115 Open communication throughout the company empowers members to make informed decisions.
Actual: 4.6 (N=108) Ideal: 8.0 Gap: -3.4 (74%).
- 116 Company members are confident that top executives will fulfill their commitments.
Actual: 4.6 (N=109) Ideal: 8.0 Gap: -3.4 (74%).
- 79 Members' excitement about the company and their work stimulates their creativity and productivity. Actual: 4.7 (N=108) Ideal: 8.1 Gap: -3.4 (73%).
- 42 Free and open communication across departmental or divisional lines is encouraged and is highly effective. Actual: 4.8 (N=108) Ideal: 8.3 Gap: -3.5 (73%).
- 121 Because of favorable attitudes toward the company, its members strive to be cooperative and productive. Actual: 4.6 (N=108) Ideal: 7.8 Gap: -3.2 (70%).
- 9 The company has a deep concern for all of its stakeholders; its stockholders, employees, customers, and others. Actual: 5.2 (N=106) Ideal: 8.8 Gap: -3.6 (69%).
- 114 Most members will sacrifice to ensure the company's long-term success.
Actual: 4.5 (N=107) Ideal: 7.5 Gap: -3.0 (67%).
- 59 Members of the company see innovation as an important part of their jobs.
Actual: 4.8 (N=108) Ideal: 7.9 Gap: -3.1 (64%).
- 46 The company is highly innovative. Actual: 4.9 (N=109) Ideal: 8.0 Gap: -3.1 (63%).
- 41 Our managers are more likely to praise than criticize.
Actual: 5.1 (N=106) Ideal: 8.3 Gap: -3.2 (63%).
- 13 Management does an excellent job of communicating the company's vision.
Actual: 5.2 (N=108) Ideal: 8.4 Gap: -3.2 (62%).
- 80 Our employees feel a strong obligation to other employees to do their own jobs well.
Actual: 5.1 (N=108) Ideal: 8.2 Gap: -3.1 (61%).
- 1 The company is highly committed to being progressive and on the cutting-edge in its industry. Actual: 5.8 (N=108) Ideal: 9.3 Gap: -3.5 (60%).
- 53 Our employees tend to think of themselves as team members rather than closely supervised subordinates. Actual: 5.1 (N=109) Ideal: 8.1 Gap: -3.0 (59%).

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- 66 Members of the company are quality conscious and committed to improving the quality of their own work. Actual: 5.2 (N=107) Ideal: 8.3 Gap: -3.1 (59%).
- 55 Our managers do everything possible to help their subordinates be effective. Actual: 5.5 (N=108) Ideal: 8.7 Gap: -3.2 (59%).
- 62 The company responds rapidly to market and other changes in its external environment. Actual: 5.1 (N=102) Ideal: 8.1 Gap: -3.0 (58%).
- 28 Employees at all levels feel free to communicate openly and honestly with senior management. Actual: 5.6 (N=109) Ideal: 8.8 Gap: -3.2 (57%).
- 8 Management involves subordinates in planning and decision making where appropriate. Actual: 5.2 (N=108) Ideal: 8.2 Gap: -3.0 (57%).
- 64 Managers try to place their subordinates in work in which their subordinates are interested. Actual: 5.0 (N=108) Ideal: 7.8 Gap: -2.8 (56%).
- 88 The company is highly flexible and adaptive when change is called for. Actual: 5.2 (N=108) Ideal: 8.1 Gap: -2.9 (56%).
- 4 Company leaders try to relate personally to everyone and to minimize status differences among members. Actual: 5.4 (N=109) Ideal: 8.4 Gap: -3.0 (55%).
- 57 Most members of the company have a deep commitment to customer service. Actual: 5.8 (N=109) Ideal: 8.9 Gap: -3.1 (54%).
- 81 Constant training helps members of the company do their jobs well. Actual: 5.3 (N=108) Ideal: 8.1 Gap: -2.8 (53%).
- 95 When not at work, members take great pride in being identified with the company. Actual: 5.3 (N=107) Ideal: 8.1 Gap: -2.8 (53%).
- 32 The company constantly and deliberately seeks ways to improve itself. Actual: 5.9 (N=108) Ideal: 9.0 Gap: -3.1 (53%).
- 17 The company's ability to compete is greatly influenced by the cooperative spirit of its members. Actual: 5.4 (N=105) Ideal: 8.2 Gap: -2.8 (52%).
- 56 The company has highly effective lateral communication. (Lateral refers to people who are on the same level.) Actual: 5.5 (N=108) Ideal: 8.4 Gap: -2.9 (52%).
- 71 Management welcomes new ideas--even ideas that differ from their own. Actual: 5.2 (N=106) Ideal: 7.9 Gap: -2.7 (52%).
- 85 Relationships within the company are free from suspicion and questioning of others' motives. Actual: 5.1 (N=108) Ideal: 7.7 Gap: -2.6 (51%).

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- 35 The company gives members maximum freedom to think and use their best judgment.
Actual: 5.4 (N=105) Ideal: 8.1 Gap: -2.7 (50%).
- 69 The company is committed to fairness in all its dealings.
Actual: 5.6 (N=108) Ideal: 8.4 Gap: -2.8 (50%).
- 98 The company places faith in its members by giving them a high degree of freedom to act.
Actual: 5.3 (N=108) Ideal: 7.9 Gap: -2.6 (49%).
- 68 Our managers are good listeners. Actual: 5.9 (N=107) Ideal: 8.7 Gap: -2.8 (48%).
- 74 Low resistance to change enables the company to adapt rapidly to changes in market conditions.
Actual: 4.6 (N=107) Ideal: 6.8 Gap: -2.2 (47%).
- 12 By their actions, our managers express great faith in their subordinates.
Actual: 5.7 (N=107) Ideal: 8.4 Gap: -2.7 (47%).
- 2 The company values its specialists, but it also values cross-training so that members develop a variety of skills. Actual: 5.5 (N=108) Ideal: 8.1 Gap: -2.6 (47%).
- 24 In our company's meetings, managers usually seek member participation.
Actual: 5.6 (N=105) Ideal: 8.1 Gap: -2.5 (45%).
- 40 One of the company's strengths lies in its strong commitment to doing the right thing because it is the right thing. Actual: 5.8 (N=107) Ideal: 8.4 Gap: -2.6 (45%).
- 27 Our leaders encourage their followers to believe in their own potential.
Actual: 5.9 (N=108) Ideal: 8.4 Gap: -2.5 (43%).
- 117 Management achieves control primarily through the positive attitudes and values of company members. Actual: 5.1 (N=108) Ideal: 7.3 Gap: -2.2 (43%).
- 63 Status differences within the company are not a barrier to open and honest communication. Actual: 5.6 (N=108) Ideal: 8.0 Gap: -2.4 (43%).
- 87 Management values the freedom of members to creatively solve problems more than the benefits of tight controls. Actual: 4.7 (N=108) Ideal: 6.7 Gap: -2.0 (42%).
- 58 Company members feel secure in their jobs so long as they do their best and are honest in dealing with others. Actual: 6.2 (N=108) Ideal: 8.8 Gap: -2.6 (42%).
- 50 The company's organization is informal and personal.
Actual: 4.8 (N=102) Ideal: 6.8 Gap: -2.0 (42%).
- 84 As it grows, the company maintains commitment to certain values and traditions that give it a very special identity. Actual: 5.9 (N=106) Ideal: 8.3 Gap: -2.4 (41%).
- 26 Our managers tend to have strong confidence in the integrity and ability of their subordinates. Actual: 5.8 (N=108) Ideal: 8.2 Gap: -2.4 (41%).

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126	A high level of trust makes close supervision unnecessary in this company. Actual: 5.4 (N=109) Ideal: 7.6 Gap: -2.2 (41%).
5	The company assumes that its members will welcome opportunities to grow and develop new skills. Actual: 6.0 (N=108) Ideal: 8.4 Gap: -2.4 (40%).
21	Red tape seldom interferes with productivity and quality of work. Actual: 4.3 (N=104) Ideal: 5.9 Gap: -1.6 (37%).
3	The company places high value on maintaining relationships of trust. Actual: 6.4 (N=109) Ideal: 8.7 Gap: -2.3 (36%).
94	Practicing open communication, management keeps members informed unless confidentiality is clearly an issue. Actual: 5.9 (N=108) Ideal: 8.0 Gap: -2.1 (35%).
77	The leadership style of our managers is more participative than autocratic. Actual: 5.5 (N=107) Ideal: 7.4 Gap: -1.9 (35%).
97	Management appears to believe that most employees want to assume responsibility for the quality of their work. Actual: 5.9 (N=109) Ideal: 7.8 Gap: -1.9 (32%).
89	The person to whom I report has a genuine interest in me as an individual. Actual: 6.2 (N=108) Ideal: 8.2 Gap: -2.0 (32%).
78	Strongly committed to teamwork, our managers seldom place their own department's needs above the company's. Actual: 5.4 (N=107) Ideal: 7.1 Gap: -1.7 (31%).
118	Management expects high performance from everyone, including initiative to identify and solve problems. Actual: 6.0 (N=104) Ideal: 7.8 Gap: -1.8 (30%).
39	The company respects the needs of its suppliers as well as its own needs for superior quality and service. Actual: 6.2 (N=108) Ideal: 8.1 Gap: -1.9 (30%).
124	Management assumes some responsibility rather than just labeling low performers as lazy and incompetent. Actual: 4.7 (N=107) Ideal: 6.1 Gap: -1.4 (30%).
25	Competition among company members seldom, if ever, works against the best interests of the company. Actual: 4.7 (N=103) Ideal: 6.1 Gap: -1.4 (30%).
112	Management delegates decisions to the lowest level at which they can be made effectively. Actual: 4.4 (N=105) Ideal: 5.7 Gap: -1.3 (29%).
93	Our managers tend to be outstanding delegators. Actual: 5.6 (N=107) Ideal: 7.1 Gap: -1.5 (27%).
14	Management will go to any length to meet the needs of every customer. Actual: 7.0 (N=105) Ideal: 8.7 Gap: -1.7 (24%).

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107	Our managers empower their subordinates rather than keep them weak as a means of control. Actual: 4.7 (N=109) Ideal: 5.8 Gap: -1.1 (23%).
11	Very close supervision of subordinates is discouraged in our company. Actual: 5.0 (N=104) Ideal: 6.1 Gap: -1.1 (22%).
110	Management operates with as few strictly enforced rules and regulations as possible. Actual: 4.9 (N=107) Ideal: 5.9 Gap: -1.0 (20%).
122	Management is less concerned with who has authority than with who is an authority (who has good solutions). Actual: 4.8 (N=107) Ideal: 5.7 Gap: -0.9 (19%).
51	Management seems to assume that most members of the organization prefer to be emotionally involved in their work. Actual: 4.7 (N=104) Ideal: 5.6 Gap: -0.9 (19%).
37	Management assumes that members want to support the organization's goals and work to fulfill its mission. Actual: 6.0 (N=103) Ideal: 7.1 Gap: -1.1 (18%).
75	Members of the organization often call their supervisors by their first names. Actual: 8.4 (N=105) Ideal: 8.6 Gap: -0.2 (2%).