

IT DEPARTMENT REPORT

Sample Organization

Culture Score

The following metrics provide an overall score for the culture experienced by a group of individuals. Each metric ranges from a score of -100 to 100. Positive scores are associated with employee approval, and negative scores are associated with employee frustration. Scores near 0 are neutral.

Culture Score

40

The Culture Score for the IT department demographic was a 40, which is just on the threshold of a 'Strong' score. This score reflects employees' opinion of the organization as a whole. A score of 40 indicates strong commitment to the organization and a generally positive perception of the workplace.

Employee Satisfaction Score

20

The Employee Satisfaction Score for the IT department demographic was a 20, which is on the high end of a 'Neutral' score. This score reflects an employee's satisfaction with their job role and duties. A score of 20 indicates employees generally enjoy performing their job, but also experience frustrations in the course of completing their work.

Intent to Stay Score

33

The Intent to Stay Score for the IT department was a 33, which is a 'Neutral' score. This score reflects the likelihood of an employee seeking other employment. For IT, this score was positively associated with Role Clarity and Autonomy. A score of 33 indicates mixed intentions; many have a strong intention to stay, some have a moderate intention to leave.

Culture Themes

The illumyx Culture Diagnostic measures the way employees interact with each other to get work done. Employee behaviors and beliefs fall into the themes below. Each theme is scored according to employee responses to survey statements. These scores range from 0 to 100.

Trust

76

Role Clarity

77

Decision Making

67

Planning

63

Change & Innovation

67

Flexibility

71

Integrated Vision

69

Feedback

74

Accountability

59

Team

71

Trends

The IT Department has some of the highest theme scores across all departments of the organization. They are below the organizational average in two areas: Accountability and Planning.

Accountability is the primary opportunity for improvement in this department, due to its low score and the negative impact it has on the culture.

Acting to improve Planning is not currently recommended. The low score for Planning is related to the strong score for Flexibility, and Flexibility has a significant positive impact on the culture in this department.

Eight Dimensions of Culture

The illumyx Culture Diagnostic quantifies culture according to eight dimensions. Each dimension is a continuum of opposite approaches to getting work done. These dimensions provide a comparison of the culture experienced by segments of your organization. Below is a general description of the extremes which define each dimension.

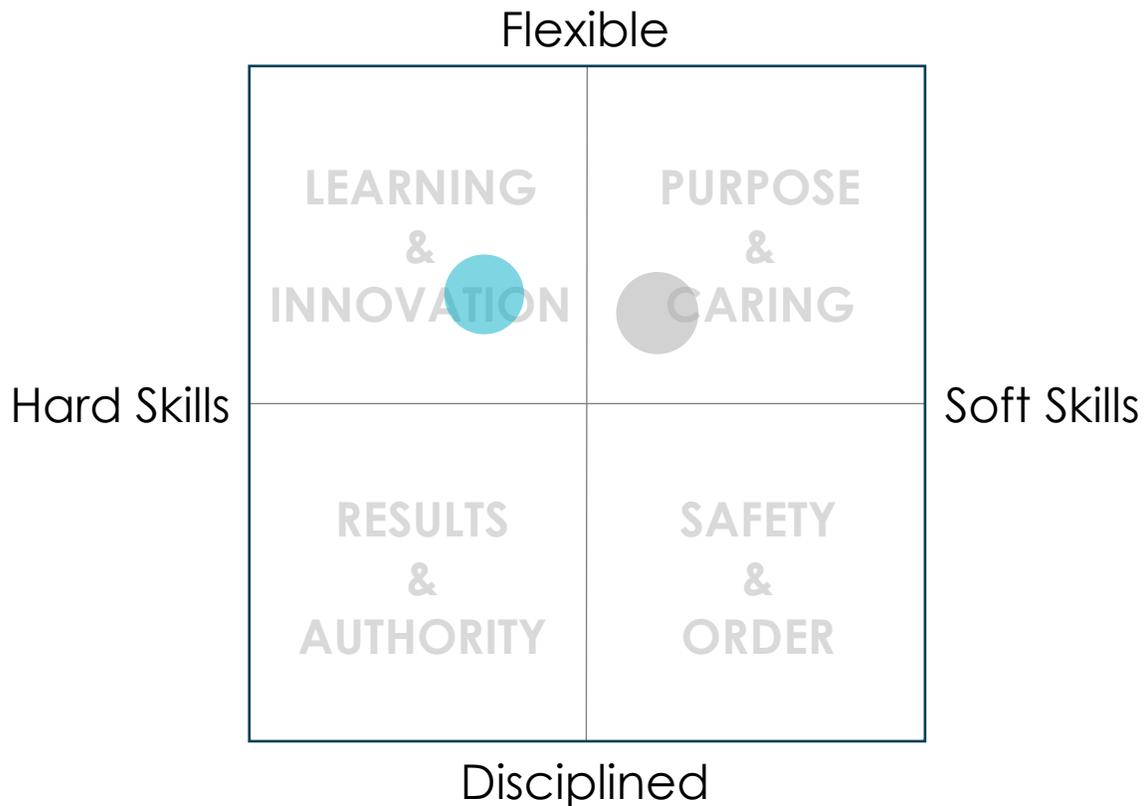
HARD SKILLS		SOFT SKILLS	
1	TASK Organizations focused on just getting their tasks done with little to no emphasis on building relationships internally.	↔	PEOPLE Organizations that highly emphasize the need to build relationships internally and with customers. Tasks will be put on hold if relationships aren't working.
2	INDIVIDUAL Organizations where individuals work independently. Rewards and accountability occur at the individual level.	↔	TEAM Organizations where individuals have to work in the context of a team. Rewards and accountability occur at the team level.
3	DIRECTIVE DECISIONS Typically a very hierarchical organization where leaders make nearly all the decisions with little input from subordinates.	↔	COLLABORATIVE DECISIONS Most decisions are made within a group context. Decision-making can be slower due to the need for consensus-building.
DISCIPLINED		FLEXIBLE	
4	PLANNING Organizations that engage in detailed planning, as it is viewed as a requirement for success. Rarely is there deviation from an already-established plan.	↔	RESPONSIVE Organizations that don't plan, believing they lack the time or planning slows them down, thus keeping their options open to best respond quickly to customer needs.
5	SHORT-TERM VIEW Organizations that are focused on the pressing needs of the day-to-day. Little to no time is spent looking beyond the daily task.	↔	LONG-TERM VIEW Organizations that always have an eye to the future. Each decision is weighed with the long-term consequences in mind.
6	PROCESS Organizations focused on having a detailed set of processes which produce consistent outcomes. Rarely do employees deviate from a standard process, creating strong internal consistency, even rigidity.	↔	END RESULTS Organizations focused on the end results regardless of how they get to those results. Employees are given significant freedom to do whatever it takes to deliver the result.
7	STABILITY Organizations that emphasize the need for predictability and consistency. Change happens only if it has been carefully considered. Many times the work environment will feel calm and orderly.	↔	CHANGE Organizations that emphasize the need to change and embrace ambiguity. Many times they will change things without giving change the time to work. The environment can feel busy, fast-paced and even chaotic.
8	INDIFFERENT Indicates the employee base isn't emotionally invested in the organization overall. Most see their work as just a job where they put in their time and take home their pay.	↔	COMMITTED Indicates the employee base is emotionally invested in the overall well-being of the organization as a whole and strongly committed to the mission, vision, and success of the organization.

Culture Quadrant

This chart uses the eight dimensions of culture to identify a general cultural typology. Inside each quadrant is a label indicating what tends to be emphasized in different cultures. One axis accounts for the three dimensions related to Hard Skills vs. Soft Skills and the other accounts for the four dimensions related to Discipline vs. Flexibility.

● Overall Organization

● IT



The IT department falls within the Learning & Innovation quadrant. Work environments in this quadrant are often characterized by exploration and openness to new ideas. Employees in this department might be described as curious, life-long learners and may become disengaged if expected to adhere to strict routines and schedules for long periods of time. Innovation and adaptability are highly valued. Employees can be expected to remain diligently task-focused, but are inclined to pursue what they find challenging and stimulating and may require guidance to ensure their pursuits align with the organization's vision and direction.

The IT department differs slightly from the overall organization, which falls into the Purpose & Caring quadrant. Work environments in this quadrant are often characterized by trust, collaboration, and contributing to a greater cause. Unity, mutual trust, and compassion are highly valued. Employees can be expected to be welcoming and tolerant, but may struggle with holding others accountable for results.

The IT department and the overall organization are in adjacent columns, indicating they share enough similarities to find common ground with relative ease. However, it is important to remember that similar groups may share similar blind spots.

Culture Myx

This chart displays the score for each of the eight cultural dimensions. A gap of 1 point or more between the two groups is statistically significant.



- IT is significantly more **task**-focused than the rest of the organization.
- Work responsibility and accountability is assigned to **individuals** more than teams, another shift from the organization as a whole.
- They generally experience **collaborative decision making**, which is aligned with the overall organization.
- Overall, the organization takes a **responsive** approach to problem solving, and IT experiences this to a very high degree. Data indicates this is a point of frustration at times when responsiveness blurs into reactivity.
- Their time horizon is **balanced**, whereas the rest of the organization is focused on short-term goals and objectives.
- They are aligned with the organization in their experience of **end results** being emphasized over following a consistent process.
- Overall there is a perception of things changing, but IT perceives **stagnation** as the change is too slow.
- They are highly **committed**, just as is the overall organization.

Departmental Tension

IT (**blue**) takes an approach to work that significantly differs from that of the Regional Managers (**yellow**). A high degree of tension may exist between these two departments, because they each have a unique set of values driving the way they approach and prioritize their work. Different approaches to work may leave employees with the feeling that each department has its own culture.

It appears they are aligned on decision making, but this may actually be a source of tension, as each department feels empowered to make their own decisions.



Cultural Strengths Analysis

48 of the 65 survey statements returned a strong correlation to the Culture Score. Of these, 25 were determined to be strengths, 20 were opportunities and 3 were inconclusive. This indicates there are many things contributing to a positive work experience for these employees, and also some opportunities to improve the culture within this department.



Strengths

1. Commitment & Trust

+ Employees in this department report high levels of commitment and inspiration, high levels of trust in leadership, and a connection to the success of the organization.

2. Process & Flexibility

+ Employees in this department vary from the rest of the organization regarding frustrations with procedures. 0% of IT employees agree that processes/procedures limit effectiveness, whereas 49% of employees in other departments agree with the same statement.

3. Team (Mix of Strength and Concern)

+ There is a strong sense of “team” within the department, and they likely work well together.

- It is important to note, this strong sense of “team” does not appear to extend to employees outside of IT. Employees in this department report silos, and data shows that disruptions to scheduled work are a significant source of frustration for them. If their job role includes troubleshooting for others, this could be a concern.

4. Feedback (Mix of Strength and Opportunity)

+ This department had one of the highest scores for feedback across the organization. The primary source of feedback is their leader.

- Employees in this department report a low level of feedback from their peers, a theme which is consistent across departments located within the central office.

Concerns & Opportunities

1. Accountability

- Multiple statements related to accountability received low scores. These statements are highly correlated to the culture score, so they are likely a significant source of frustration for employees in this department. Strong indicators of conflict avoidance exist, and the result is that employees perceive inconsistencies in accountability and performance standards.

2. Change

- About half of the employees in this department feel the pace of change is too slow, which is a common theme across the organization. However, they had the highest score of all departments for Change & Innovation.

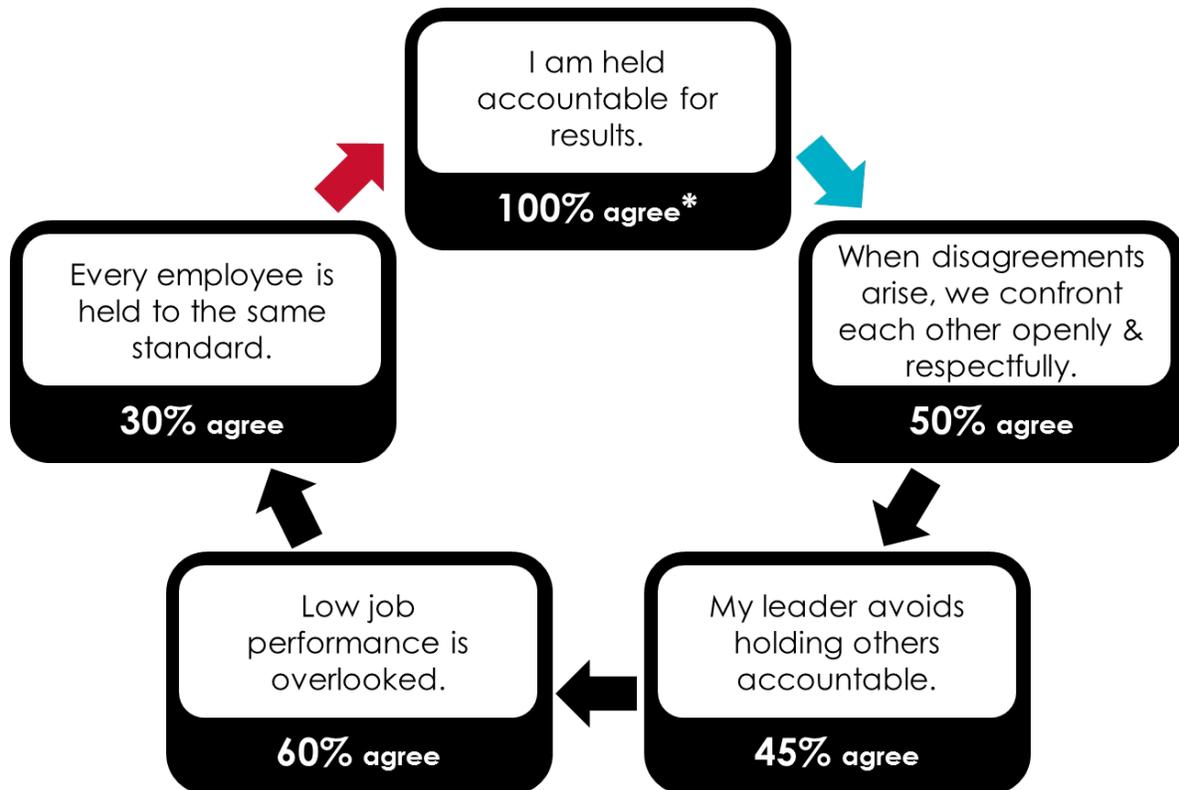
3. Decision Making

- Leaders seek input from employees before making decisions, which contributes to IT having one of the highest scores for Decision Making. Overall, however, it is a source of frustration for some employees. There is inconsistent clarity around which decisions employees are empowered to make, and when they do make a decision it is often overridden by a leader.

Behavioral Loop Analysis

Behavioral Loop Analysis looks at how individual statements from the survey are connected to each other and presents them in the form of a feedback loop. This format makes it easier to identify opportunities for intervention in behavioral patterns.

Accountability



This loop illustrates a sense of inconsistent fairness and accountability. Employees in this department feel they are personally held accountable, but that others generally are not. Accountability is strongly correlated to feedback, and in the case of this department feedback is dependent upon the leader. In such situations it is common for accountability to also be dependent upon the leader. Not included above is the statistic that only 30% of employees report receiving feedback from their peers, but 100% of employees report receiving regular feedback from their leader.

Point of Tension

100% of employees feel they are held accountable, but only 30% feel every employee is held to the same standard.

Point of Intervention

This issue may improve with a behavioral change management program focused on shifting the responsibility for feedback and accountability away from the leader and onto every employee. In other words, to drive lateral feedback and accountability. When every member of the department is openly addressing disagreements, giving recognition, and helping drive improvements with their peers the result will be increased perception of fairness and accountability.

Recommendations

1. Design & Implement Conflict Management Program

Tension and conflict are common in organizations and can arise any time there are opposing opinions, high stakes, or high emotions. There are 5 methods for managing conflict—Avoid, Accommodate, Compromise, Compete, and Collaborate. No single method is “the best.” Different situations call for different approaches. However, each of us has a preferred method for dealing with conflict that we tend to favor over others, and the preferred method can be greatly influenced by the behaviors of others. When the use of a particular method is consistently reinforced within a group or organization it can become part of the culture.

In the above case study, all departments located within the central headquarters showed signs of an avoidant approach to conflict, while only some, but not all satellite offices showed similar behavior patterns. Conflict avoidance indicators were most significant within the Executive Team. These observations indicate conflict avoidance became part of the culture. When a workplace culture over-emphasizes conflict avoidance, issues can worsen and the conflict can escalate until it reaches a critical level. Additionally, it often takes longer to resolve issues when people do not openly express concerns and directly deal with conflict in healthier ways.

Initially, we recommend utilizing Thomas Kilmann Conflict Mode Indicator to validate and further draw out the need for change followed up by executing Stewart Leadership’s Stewart Leadership’s LEAD NOW! 360° Assessment and Individual Action Planning Process. This process would include the integration of Stewart Leadership’s ADSAS Change Model and SARA Feedback Process to facilitate a behavioral transformation that promotes and supports the use of a variety of approaches to managing conflict.

Illumyx would also collaborate with the client and Stewart Leadership to help design customized interventions.