
*Based on findings from NAME of EVENT and/or
TRAINING at GENERIC COMPANY*

GENERIC COMPANY

An Organizational
Culture Harmonics
Data Snapshot

Anaveno, LLC

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Panama City Beach, FL, 32408

GENERIC COMPANY Culture Snapshot

Aligning Culture with Strategy

GENERIC COMPANY is to be applauded in its continuing pursuit of an optimal organizational culture. This report highlights quantitative and qualitative insights from the recent visit of CERTIFIED OCH CONSULTANT to GENERIC COMPANY based on employee feedback gathered on-site at NAME of EVENT and/or TRAINING HERE.

GENERIC COMPANY PURPOSE AND VALUES

Quote company's current mission, vision, and/or value statement here.

After establishing a climate of trust and transparency within guaranteed anonymity, participants were given a series of interactive activities following the Organizational Culture Harmonics System. This report summarizes those quantitative findings, as well as a summary on qualitative comments derived from keynote and workshop interactions.

GENERIC COMPANY CULTURE SUMMARY

Based on these findings and post discussion and analysis, Anaveno, LLC concludes that GENERIC COMPANY is a **remarkably healthy and "centered"** organizational culture, with opportunities for refinement. This report includes suggestions for "next steps" as GENERIC COMPANY continues its ongoing efforts to better understand and leverage its organizational culture. Please feel free to direct any questions through our contact form at anaveno.com or your facilitator CERTIFIED OCH CONSULTANT at PLACE CONSULTANT email here.

The Organizational Culture Harmonics (OCH) System

During each general keynote and leadership session, participants were asked to respond to the following surveys:

1) GENERIC COMPANY Culture Word Cloud

A qualitative “open response” survey generating a graphic

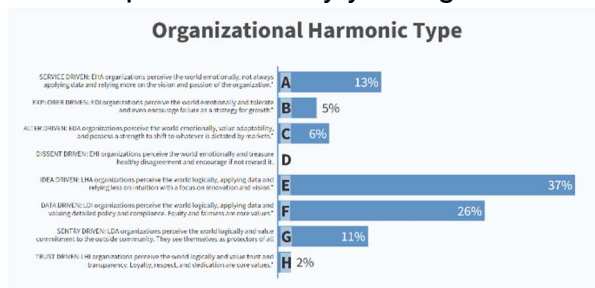


2) Personal Harmonic Type Psychometric

A 3-question survey yielding one of eight psychometric types represented by motivational characters.

3) Organizational Harmonic Type Survey

A 3-question survey yielding one of 8 types of organizations



4) Core, Participant, Outlier Individual Harmonic Position

A 3-question survey yielding one of three harmonic positions which individual members of the organization occupy.

5) Organizational Harmonic Position

A 3-question survey yielding one of three harmonic positions which the overall organization occupies.

THE OCH SYSTEM

The Organizational Culture Harmonics System gathers data on organization member attributes and preferences and their perceptions of organizational culture.

A gap analysis is conducted on these attributes and perceptions producing the following:

- **PHT**
Personal Harmonic Type; Individual member attributes
- **OHT**
Organizational Harmonic Type; As perceived by members
- **CPO**
Core, Participant, and Outliers Sphere; Individual member harmonic position
- **OHP**
Organizational Harmonic Position; Across a range of three possible outcomes

GENERIC COMPANY Organizational Culture Harmonics Word Cloud

At each general keynote and leadership session, participants were asked to respond to the following:

“Please share one to three words that describe the overall culture at GENERIC COMPANY.”

Respondent comments were gathered via a text-based online app that allows members of the organization to submit words anonymously. The more frequently a word is submitted, the larger it appears. The results of this survey (commonly called a Word Cloud”) are displayed below.

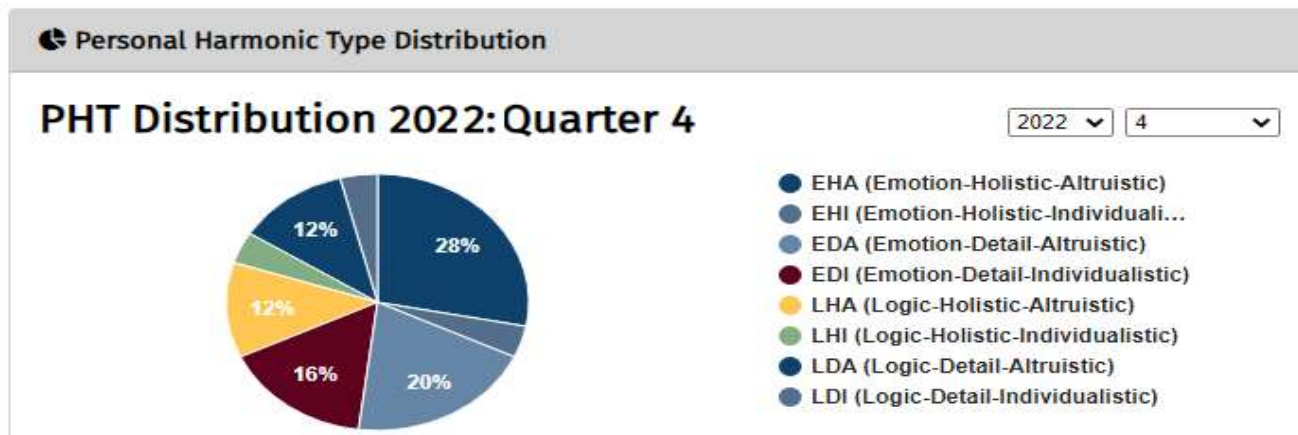
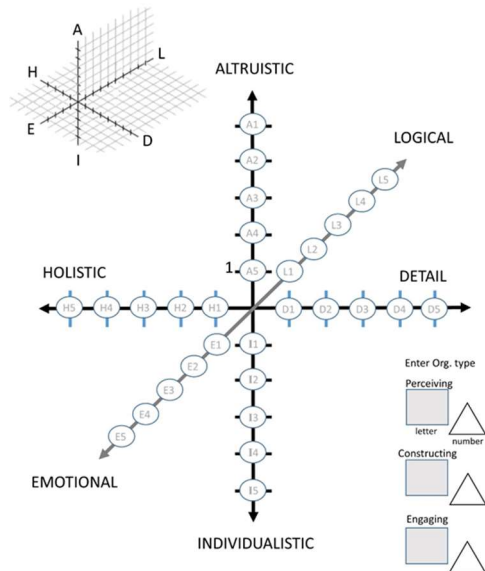


GENERIC COMPANY WORD CLOUD CONSULTANT COMMENTS

Over 50% of the comments can be construed as “positive or neutral.” Roughly 30% of comments indicate “negative” concerns regarding the culture at GENERIC COMPANY. This Word Cloud indicates a variety of on-going challenges at the organization. **The level of candor here indicates significant cultural transparency.** Transparency enables leadership to openly address these challenges. Quarterly offering of these open and anonymous Word Cloud surveys is recommended as sample size and frequency provide greater reliability.

GENERIC COMPANY Personal Harmonic Types (PHTs)

All participants attending each general keynote and leadership session were asked to complete the 3-question PHT quiz. This abbreviated version yields one of eight psychological types for each individual, grounded in affective, cognitive, and psychomotor theory. Imaginary characters called “Roos” are associated with each type reinforcing positive attributes of all members.

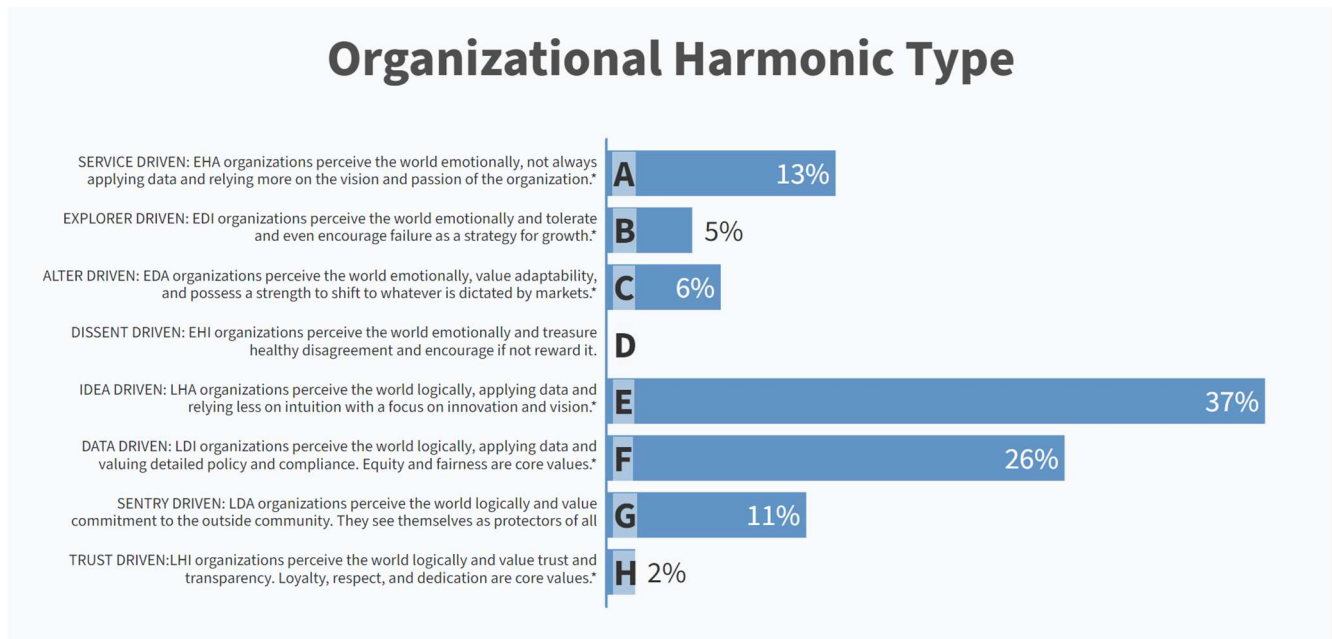


GENERIC COMPANY PERSONAL HARMONIC TYPE (PHT) CONSULTANT COMMENTS*

* The pie chart above is a generic example. In live sessions, the 3-item PHT data are not tracked. Organizational Distributions by Type are available in the full thirty-item psychometric available as part of the Organizational Culture Harmonics Dashboard. Further details are provided at the end of this report.

GENERIC COMPANY Organizational Harmonic Type (OHT)

At each general keynote and leadership session, participants were asked to select one of eight organizational types best describing the overall culture at GENERIC COMPANY. These results are displayed below.

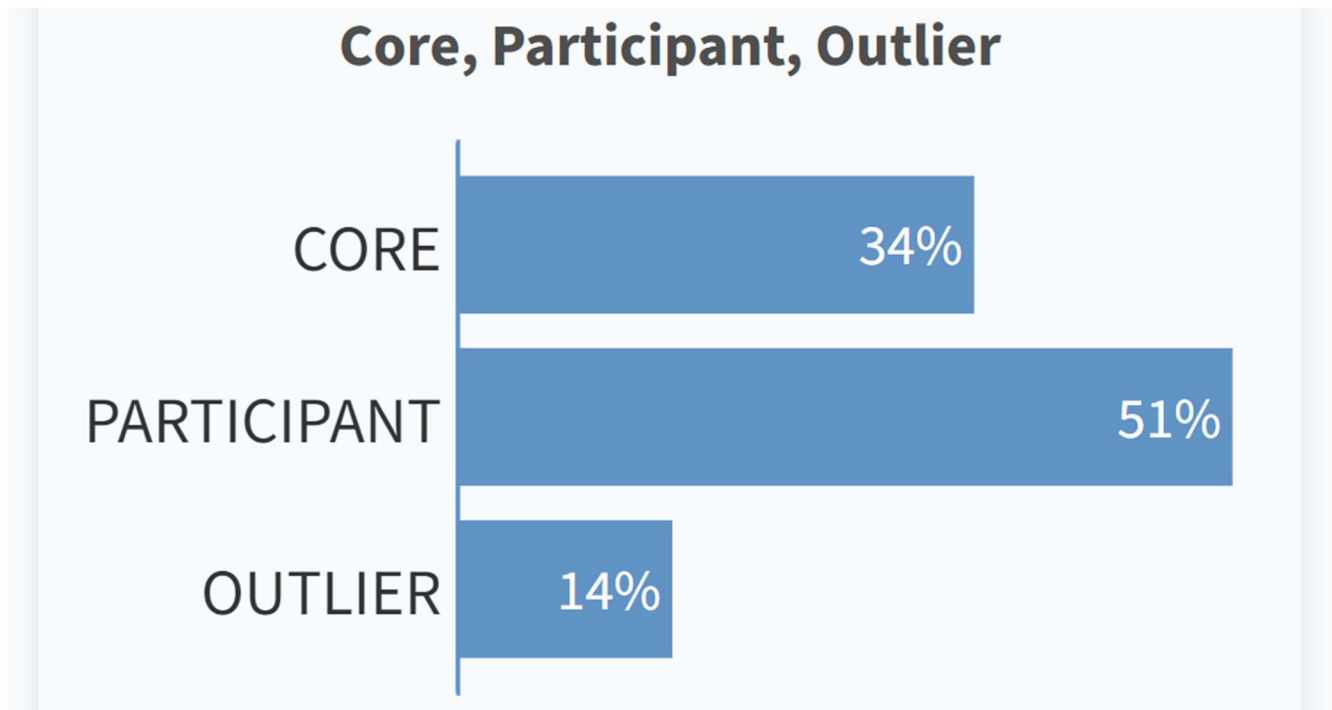


GENERIC COMPANY ORGANIZATIONAL HARMONIC TYPE (OHT) CONSULTANT COMMENTS

Based on responses, 74% of respondents believe that GENERIC COMPANY “perceives the world” through LOGIC more than through EMOTION. The participants were almost evenly divided on how the organization “constructs the world” (via policy and procedure) between HOLISTIC (52%) (big picture) or DETAIL (48%). For “engaging the world” a full 67% of the sample consider GENERIC COMPANY to be an ALTRUISITC organization, focusing on the needs of others as opposed to INDIVIDUALISTIC organizations focused inwardly on needs of self. **This combination of perceptions creates a primarily LHA Organization which is perceived largely as IDEA DRIVEN (37%).** The second most popular choices were for DATA DRIVEN (LDI) and SERVICE DRIVEN (EHA). The key observation here is that a variety of perceptions of the overall organizational culture at GENERIC COMPANY exist. This data supports the OCH system core construct that differing perspectives exist across member populations. Further disaggregation of such data can provide valuable insights.

GENERIC COMPANY Core, Participant, Outlier (CPO)

The harmonic position of individuals indicates their alignment with their perceptions of the overall organizational culture. This survey allows members to share whether they perceive themselves at the “core” of the culture, a “participant” within the culture, or an “outlier” at the outer boundary of the culture. All positions are explained as vital to the organization with no negative connotations

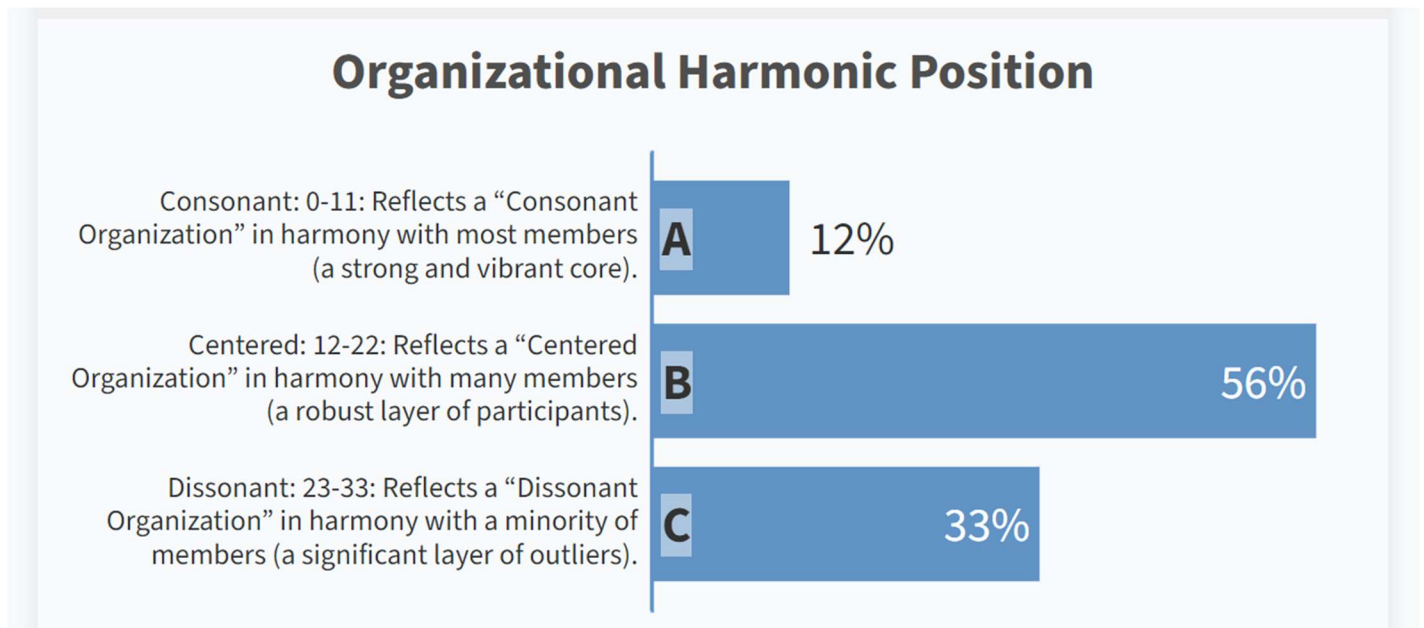


GENERIC COMPANY CORE, PARTICIPANT, OUTLIER (CPO) CONSULTANT COMMENTS

GENERIC COMPANY has a very healthy distribution of CPOs. A strong core (37%) exists where all three dimensions (Perception, Cognition, Engagement) between individuals and the organization are aligned. A majority of members surveyed (51%) feel they are Participants within that culture (2 of 3 dimensions aligned), and an invigorating supply (14%) of “Outliers” (1 or 0 dimensions aligned) exists to help challenge the organization’s directions and development. Too large a Core can create excessive consonance and complacency. Too many Outliers often results in prolonged disruption and organizational fatigue. **GENERIC COMPANY’s COP data represents an “ideal distribution” within the OCH system, balancing organizational safety and security with a culture of risk and creativity. This is highly encouraging for the future of GENERIC COMPANY.**

GENERIC COMPANY Organizational Harmonic Position (OHP)

The OHP is an indicator of overall harmonic position for the entire organization. In the “Organizational Culture Snapshot” depicted throughout this report, this value reflects the results of the 3-question survey given to all participants. In the full OHP Dashboard, the value is derived from the gap analysis explained in detail in the free e-books distributed to all participants at the time of training (The Herd: How to Leverage the Absolute Power of Organizational Culture and The Herd: Companion Workbook for Leaders). Each of the three possible positions (Consonant, Centered, and Dissonant) has distinct advantages and disadvantages. Like most cultural phenomenon, your OHP is likely to shift over time, with histograms provided in our dashboard.



GENERIC COMPANY ORGANIZATIONAL HARMONIC POSITION (OHP) CONSULTANT COMMENTS

A majority (56%) of those surveyed consider GENERIC COMPANY to currently occupy a “Centered” culture position. **This is the most stable range within the culture harmonic spectrum.** It typically indicates a healthy diversity of members offering varying perspectives and talent, combined with overall safety and stability. One challenge within this range is that when conditions change (such as **internal shifts in top leadership** or external conditions impacting the company), that very stability can make rapid adaptation challenging. It is important to note that a full third of those sampled consider the organization to be “Dissonant” in OHP, indicating a degree of disruption and tension across subgroups or individual departments. **Further data disaggregation is merited.**

GENERIC COMPANY Organizational Harmonics Summary

Visiting OCH Consultant: Dr. Stephen W. Dunnivant

GENERIC COMPANY has a substantial impact on the surrounding community and is therefore a significant influence on local and regional culture. COMMENT ON COMPANY SIZE HERE (employees and economic impact data). Organizational culture alignment with such aggressive and visionary strategies will provide much needed insights as the GENERIC COMPANY team expands to meet these growing needs.

List individuals contacted prior to event or training here.

Consultant comments on event here.

After conducting 3 face-to-face keynote sessions, 2 virtual keynotes, 3 Q&A follow-ups, and 2 “Global Virtual Keynotes” I humbly share the following observations regarding GENERIC COMPANY and specific recommendations. I was honored to offer this unique analysis on organizational culture to what I consider to be one of the most open, visionary, and impressive companies with whom I have worked in over 30 years.

Sincerely,

Certified OCH Consultant Here

SURVEY NOTES

Over 300 individuals participated in the face-to-face and virtual sessions led and facilitated by Dr. Stephen Dunnivant throughout “Learning Week.”

As promised, each attendee had access to an e-book (PDF) copy of “The Herd: How to Leverage the Absolute Power of Organizational Culture.”

The Leadership Workshops were highly attended with over 35 of 45 total supervisors present.

As indicated by the data presented in this report, GENERIC COMPANY enjoys an overall healthy, diverse, and vibrant culture with some opportunities for advancement.

KEY OBSERVATIONS

- Overall, the organizational culture at GENERIC COMPANY is positive, centered, and perceived as being driven by logic, data, and altruism.
- Individuals comprising the members of this organization represent a wide range of psychological types, further enriching the organization.
- Significant turnover at the executive level has contributed to cultural consistency challenges.
- Middle management leaders and supervisors are to be commended for maintaining a core culture across frequent executive leadership changes.
- A degree of dissonance exists among subgroups (departments, buildings) within the GENERIC COMPANY family (33% of those sampled).
- Given the OCH data, there may be significant differences among the executive group regarding leadership styles. These differences in leadership style are impacting specific aspects of operations and the overall culture of the organization.
- GENERIC COMPANY nurtures a healthy population of “Outliers” overall, welcoming different perspectives and operational recommendations. This adoption is not consistent across all departments and operational units.
- Significant changes in upward mobility are counter to the values of the overall culture, mandating academic credentials for advancement. This creates further dissonance.
- Supervisory decisions and Human Resources are not aligned in terms of assumptions, expectations, and values creating further dissonance across these units.

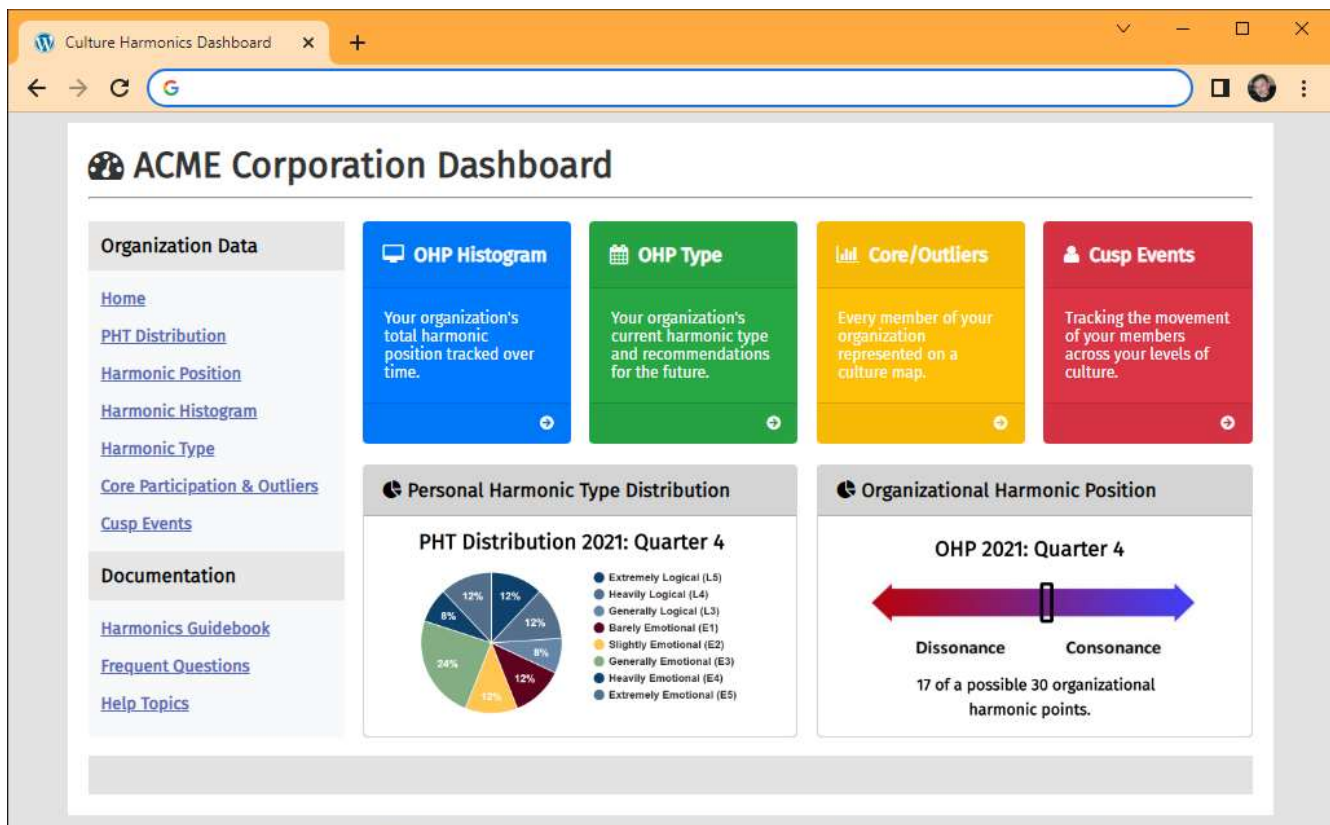
RECOMMENDATIONS

- 1) GENERIC COMPANY is to be celebrated openly for...
- 2) Executive leadership expand its anonymous employee comment approach, maintaining a private Intranet blog or equivalent where each recommendation is posted (with permission noted at submission by the contributor) along with a planned action where appropriate.
- 3) Executive leadership conduct a retreat on “Leadership Styles” and openly discuss differing leadership philosophies and their impact on operations and climate.
- 4) Middle Management and Supervisors meet with HR to openly discuss consistency of policy to include employment assumptions, values, and approaches to validate alignment.
- 5) Continue and expand investment in professional development, to include the modernization of classrooms into “engaged learning environments” enabling group activities (adding tables, learning stations, small group mini-conference spaces, etc.)
- 6) Consider adopting the full Organizational Culture Harmonics system to yield historical culture data quarterly and act on resulting data over time in continued pursuit of the company’s aggressive and visionary strategic plan.

The following pages depict the wide range of Culture Data available through the full Organizational Culture Harmonics System.

ORGANIZATIONAL CULTURE HARMONIC DASHBOARD

The Organizational Culture Harmonics Dashboard is currently available for licensing. As members of the organization complete their Personal Harmonic Type (PHT) and assess the Organizational Harmonic Type (OHT), all data is added to the organizational profile. The dashboard then enables participants and/or leaders to view the Culture Map via highlights as follows:



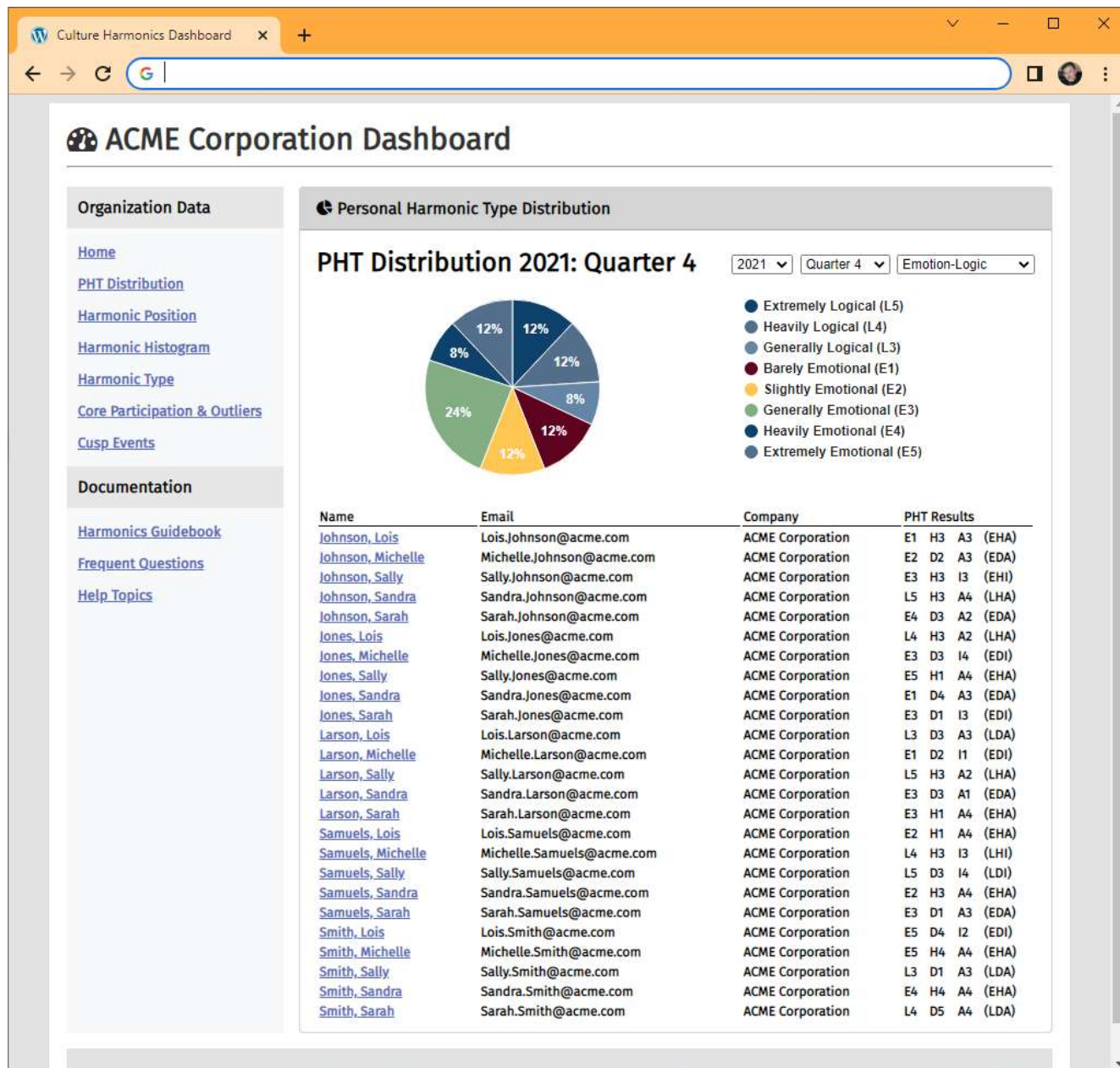
MAIN DASHBOARD

The elements on the main dashboard enable organizations to see a rich array of Culture Data.

The left menu allows users to navigate deeper into the Culture Data and explore PHT Distributions by Type of member, the current Harmonic Position of the organization overall, a Histogram for Harmonic Position details over time (if multiple records for various quarters or years exist), the total aggregate Organizational Harmonic Type (OHT) as perceived by all members, a gap analysis depicting Core, Participants, and Outliers, and a display of individuals considered to be at “Cusp Event” in their perception of organizational culture.

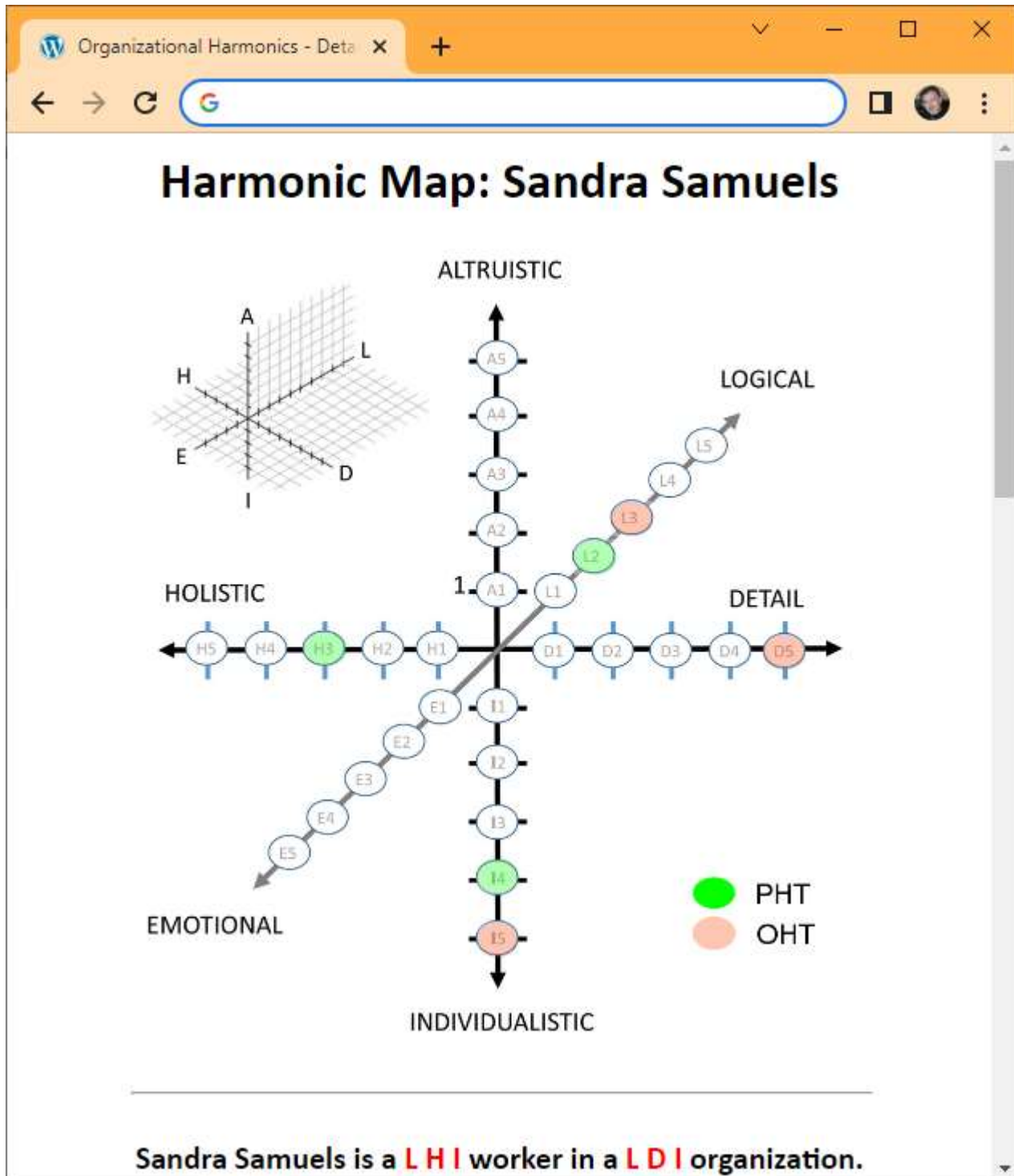
PHT DISTRIBUTION

Users can “drill down” to see individual PHT scores. These results can be displayed by usernames/e-mails (pictured here) **or depicted anonymously** at the discretion of the organization in accordance with its policies.



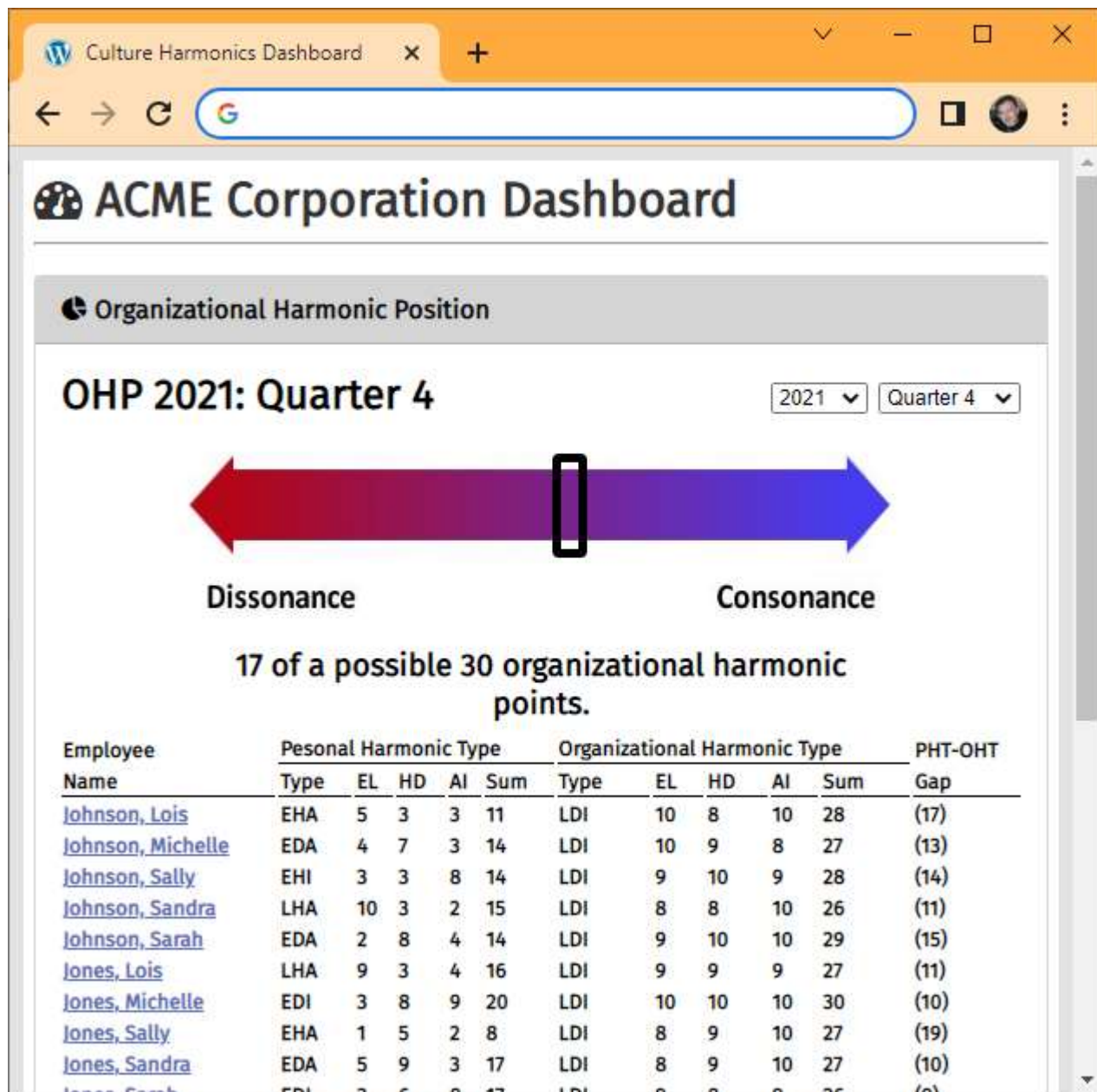
PHT/OHT MAP (Individual Harmonic Maps) (ALL NAMES are FICTICIOUS)

Individual user records can be further displayed as Individual Harmonic Maps. These depict the 3-D graphing positions (Cartesian location) of their PHT and OHT scores, yielding the description of their personal type worker in that specific type of organization (for example, an LHI worker in and LDI organization depicted here).



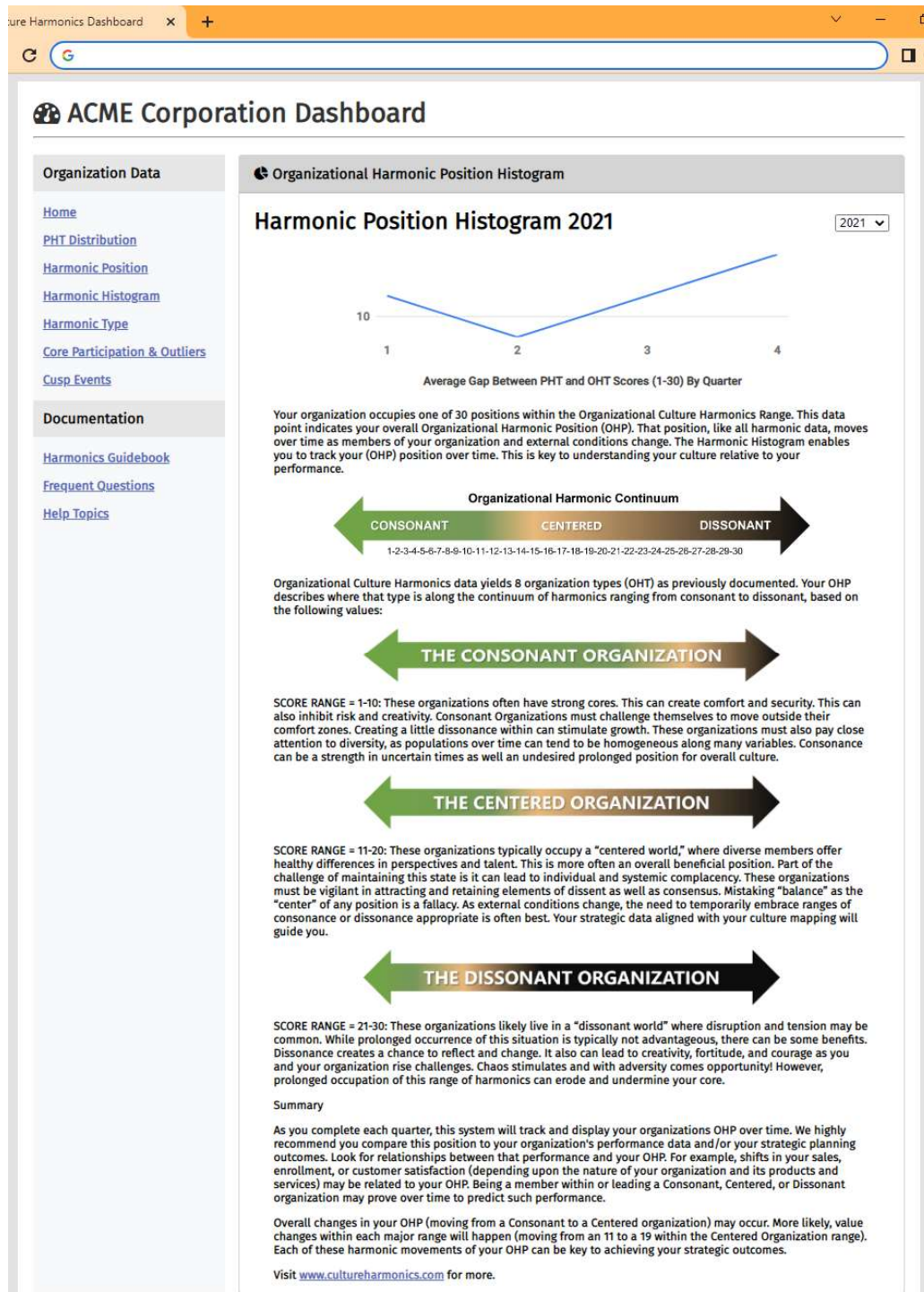
ORGANIZATIONAL HARMONIC POSITION (OHP)

The overall Organizational Harmonic Position (OHP) is reflected across the range of Dissonance to Consonance, indicating the degree of harmony across the entire organization. This allows members and leaders to better assess their Organizational Harmonic Type and consider Harmonic Responses discussed in the OCH Leadership Guide. Recall that there are no “bad” positions but rather Pros and Cons to all locations on this continuum.



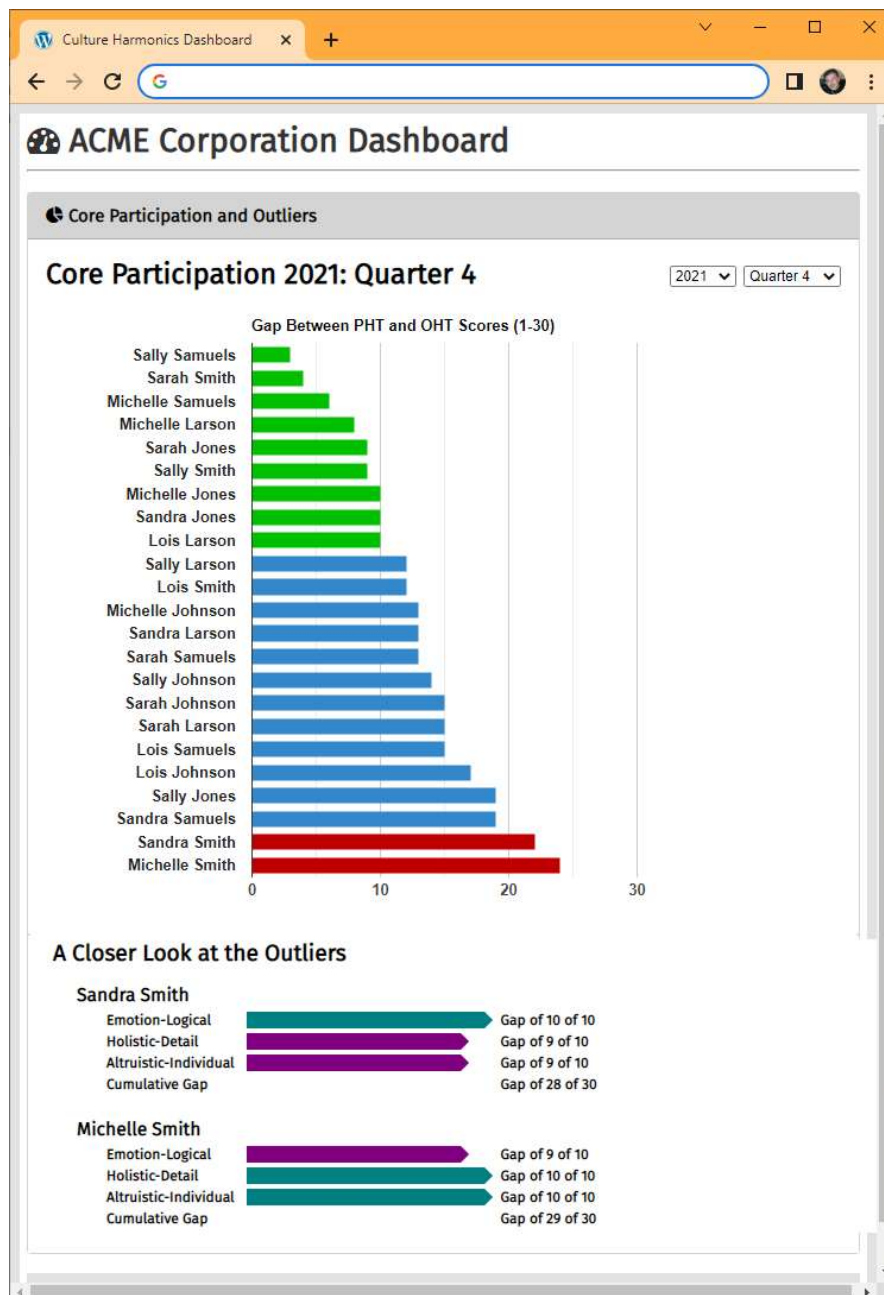
HARMONIC HISTOGRAM (OHP over time)

The Harmonic Histogram displays Organizational Harmonic Position (OHP) (recommended by quarter) over time. This allows leaders and members to compare these observations to actual organization performance. The resulting descriptions of Consonant Organizations, Centered Organizations, and Dissonant Organizations act as guides for decision making based on these values.



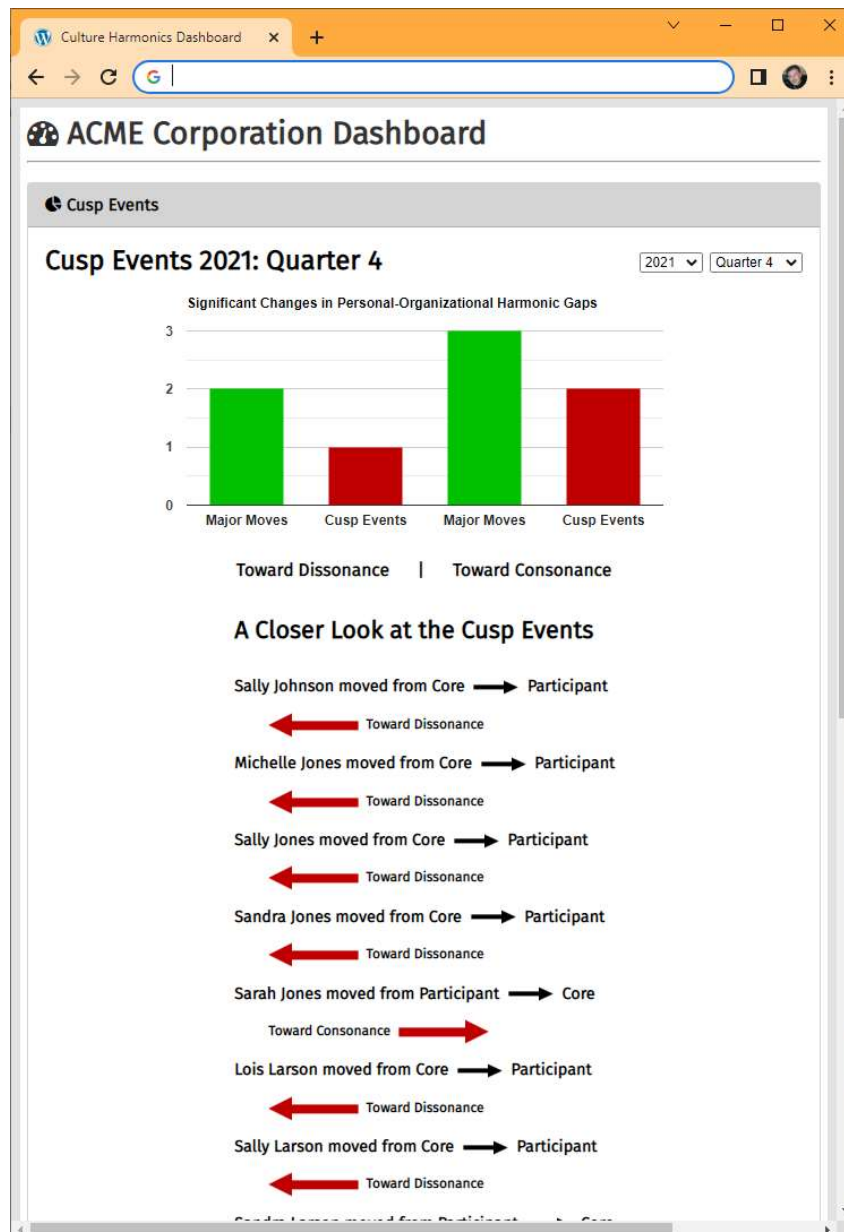
CORE PARTICIPATION and OUTLIERS

Core Participation and Outliers allows you to see individuals and their “degree of alignment” with the organizational culture. Those in “green” are considered to be “very well aligned” with the organizational culture (Core members). Those in “blue” are well aligned with the organizational culture (Participant members). Those in “red” are considered to be “minimally aligned” with the organizational culture (Outlier members). **Recall that no position is “negative” and all positions are of value to the organization.** Variance by Dimension is offered in “teal” and “purple” for Outliers, enabling leaders and participants to explore opportunities for increasing alignment or enhancing dissonance as desired.



CUSP EVENTS

Cusp Events displays individuals who have moved relative to their perception of the culture within two or more time periods. Some movements are “Major Moves” where their gap scores meet or exceed 5 increments (yet do not change category). Other movements are significant, crossing a boundary or “cusp” from one category to another (from Core to Participant, Participant to Outlier, etc). Note that some moves are “positive” toward consonance (a member perhaps moving from an Outlier to a Core) while others are “negative” toward dissonance (a member perhaps moving from the core to a participant). These are valuable insights allowing leaders and members to assess rapid or drastic shifts in alignment.



FULL ADOPTION and LICENSING of the OCH DASHBOARD

Full adoption of the Organizational Culture Harmonics System enables you to begin leveraging the absolute power of your organizational culture.

We typically recommend a **quarterly assessment** of your organizational culture. This is achieved via our Organizational Harmonic Type brief three question survey to all members (through our web-enabled database site upon subscription). This is combined with an annual Personal Harmonic Type 30-question psychometric delivered in similar fashion to all organization members. The dashboard does the rest, producing the cultural data that leaders (and all members if desired) can readily access.

Be sure to see the e-books “**The Herd: How to Leverage the Absolute Power of Organizational Culture,**” and “**The Herd: Companions Workbook for Leaders**” provided at no additional charge to all members of your organizations.

As you and your members enjoy these free e-books you will see that in our story, *The Herd* enjoyed a unique relationship with nearby groves of trees. The “*roos*” depended on these ancient trees for their primary food source and shelter. Their species played a major role in the expansion of the trees when they cultivated and multiplied the orchards. This symbiotic relationship gives us a model that helps make sense of our increasingly complex world. Technologies, automation, artificial intelligence, social media, shifting assumptions, and so much more will continue to press the pace of change for all organizations.

Historical data on your culture revealed by this system is your new ally as your organization continues to adapt to the challenges of constant change. It will take consistent and optimal loyalty within your organization to thrive in today’s global environment of business and industry. Research clearly tells us that **people are loyal to culture, not strategy.**

For licensing costs and agreements on the Organizational Culture Harmonics Dashboard and continued consulting, contact your primary Anaveno, LLC consultant:

CERTIFIED OCH CPONSULTANT CONTACT HERE

or use the contact forms at anaveno.com

Start leveraging the absolute power of your organization’s culture today!

We humbly thank you for the opportunity to help your organization ascend in continued pursuit of your mission and vision for all stakeholders you serve.

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