

SAMPLE REPORT

Culture Health Check

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Introduction

At Coode, we look at organisations as being analogous to organisms, not machines (as is the prevailing view), being living, breathing systems that can, if properly focused and developed, perform at a high level. Like organisms, however, organisations can also get 'sick' with a number of ailments ('viruses') acting as interference on optimum performance. Some viruses are severe enough to kill performance whilst others merely slow an organisation down.

Our Culture Health Check is designed to quickly and easily diagnose these viruses to allow organisations to identify where their problems lie and design suitable remedies and development plans. The survey results show the severity of each of 15 viruses and also the degree the effect is local or exists more generally across the organisation.

Using the viruses, we also assess the organisation's readiness for six of the most common business challenges organisations typically face. This analysis helps a leadership team prioritise remedial actions, based on business priorities.

Viruses

Viruses which will 'Kill' your performance

The most critical viruses are those that have the potential to 'kill' your business performance, either quickly or eventually, if left untreated:

Quickly:

- Low personal integrity
- Results at all costs
- Individual greed

Eventually:

- Unclear purpose & direction
- Dysfunctional top team
- Lack of alignment
- Inwards focus

Viruses which will 'Slow you down'

Whilst unlikely to 'kill' your business, these viruses have the potential to slow you down and should not be ignored or left untreated.

- Stress
- Slow decision-making
- Hierarchy
- Closed to new ideas
- Politics
- Lack of trust/collaboration
- Lack of accountability
- De-humanised workplace

Presentation of Results

To provide a comprehensive, insightful and actionable set of results, the Culture Health Check provides up to **FOUR** different levels of data analysis as well as the opportunity for **THREE** comparative views, described below:

Data Segmentation & Analysis

1. **Summary Results** - showing a summary for all the viruses, creating an overall profile for the organisation.
2. **Individual Virus Analysis** – showing the level of ‘infection’/risk against each virus type in the two key categories across the whole organisation.
3. **Readiness Assessment** – assessing how specific viruses will impact six common business challenges, showing the eight most likely viruses to affect each and to what degree.
4. **Functional & Geographical Segmentation** – a drill-down analysis allowing an organisation-wide assessment of specific ‘hot-spots’ for viruses and where infection is consistent (Note: this is an enhanced level of report).

Executive Summary – analysis by Coode consultants, providing commentary, in-depth insight and recommendations on where to focus as well as next steps (this facility is available in the enhanced report).

Comparative Views

In addition to the data segmentation and analysis described above, the Culture Health Check provides the opportunity for an organisations’ ‘health’ to be compared against three data sets:

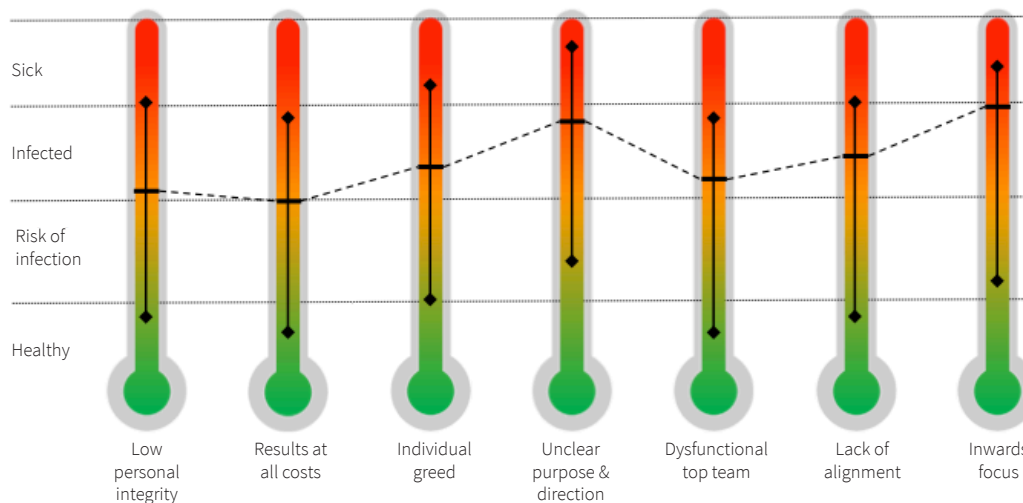
- A. **Functional & Geographical Segmentation** – a drill-down analysis showing the average scores for each department and geography allows us to see how much the virus has ‘spread’ across the organisation (this facility is available in the enhanced report).
- B. **Trend data** – multiple Culture Health Checks, carried out over time, provide trend data on an organisation’s development and how the specific strengths and weaknesses vary during its development.
- C. **Benchmarking** – comparison of an organisation’s results against industry sector and other organisations of a similar size (available on request).

Such a comprehensive view of an organisation’s health provides the leadership team an opportunity to assess its overall strengths and weaknesses and create targeted development actions and measure their impact.

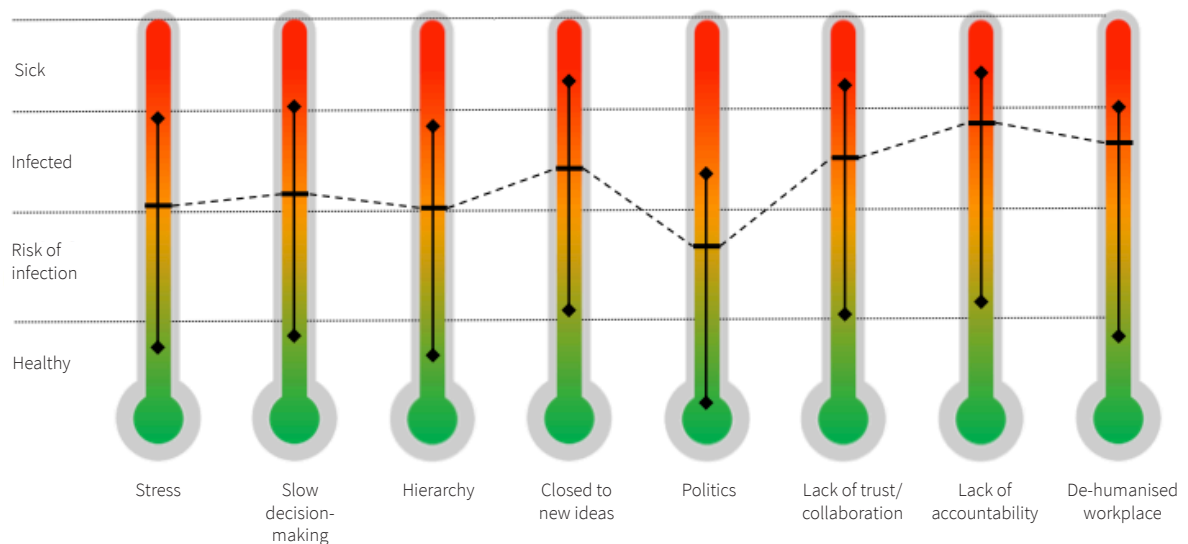
Section 1: Summary Results

Shown below is a high-level summary of all 15 viruses and the overall level of 'infection'. Each virus summary shows both the average score as well as the range, giving an indication of the overall level as well as the degree of variation across the organisation.

☠ Viruses that will 'kill' your performance:



☀ Viruses that will 'slow you down':



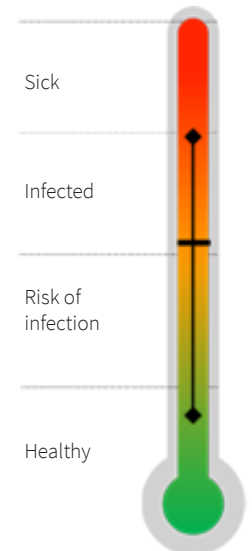
Section 2: Virus Analysis

SAMPLE: LOW PERSONAL INTEGRITY

A virus that will 'kill' your performance:

A fundamental building block of a healthy business is integrity – doing the right thing. At a basic level this exists as following the rules but, more importantly, reflects the attitude to following the 'spirit' as well as the letter of the rules. If no one was watching and it's unlikely that any wrongdoing is discovered, what will you do?

Even low levels of infection of this virus should be treated seriously and investigated. How an organisation responds to a potential breach of integrity or an individual wrong-doer sends a powerful signal to the organisation as to what is permitted (and therefore inadvertently promoted).

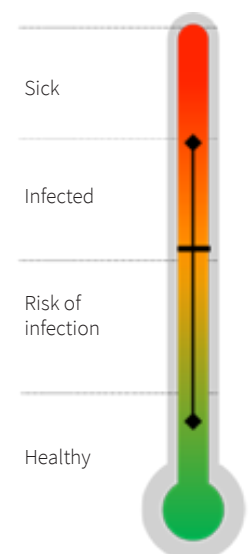


SAMPLE: STRESS

A virus that will 'slow you down':

Stress impacts on mental health, impairing thinking, interfering with collaboration and getting in the way of good decision-making. It can also affect sleep and, if sustained, can have a negative impact on our physical health. Workplaces can be stressful, especially for people with little autonomy or perceived control over their work. If not actively addressed, stress can lead whole organisations operating in an 'unhealthy normal' of constant low-level stress.

Whilst a 'just get on with it' attitude can exist, it does not pay to leave stress unaddressed, whether at an individual or a collective level. The segmentation available in the Culture Health Check report can be used to identify stress 'hot spots' or whether a systematic issue exists.



Section 3: Readiness Assessment

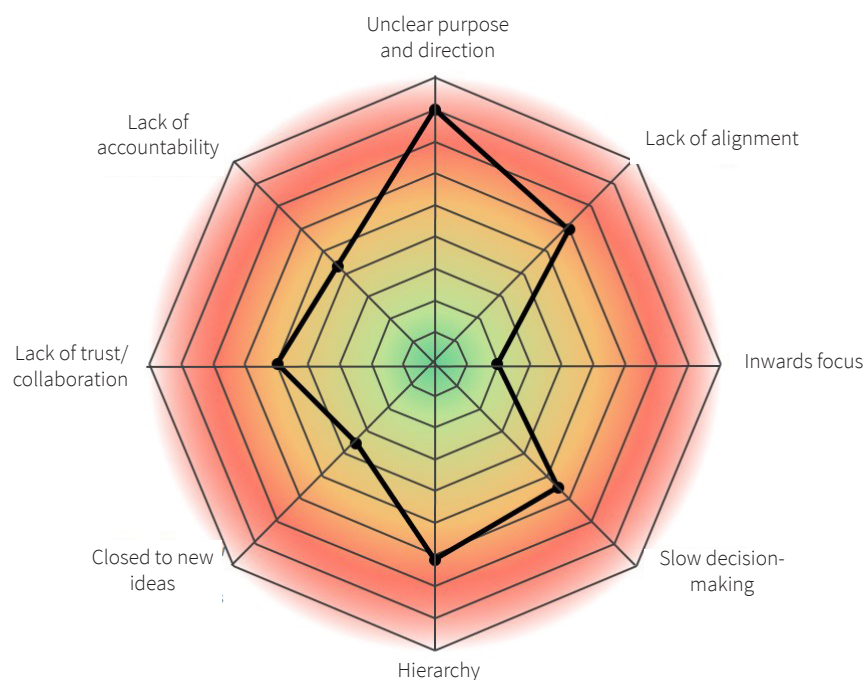
When addressing certain challenges, some viruses matter more than others. In this section, we look at how a subset of viruses will affect six typical transformation challenges facing organisations.

- ∞ Innovation Readiness
- ∞ Matrix Structure Readiness
- ∞ Growth
- ∞ Customer Experience
- ∞ Safety Culture
- ∞ Transformation

SAMPLE: Challenge 3 - Growth

Growth is central to most business strategies yet, beyond grand-sounding ambitions and visions, it is not well understood what really drives growth in organisational terms or, more importantly, what gets in the way.

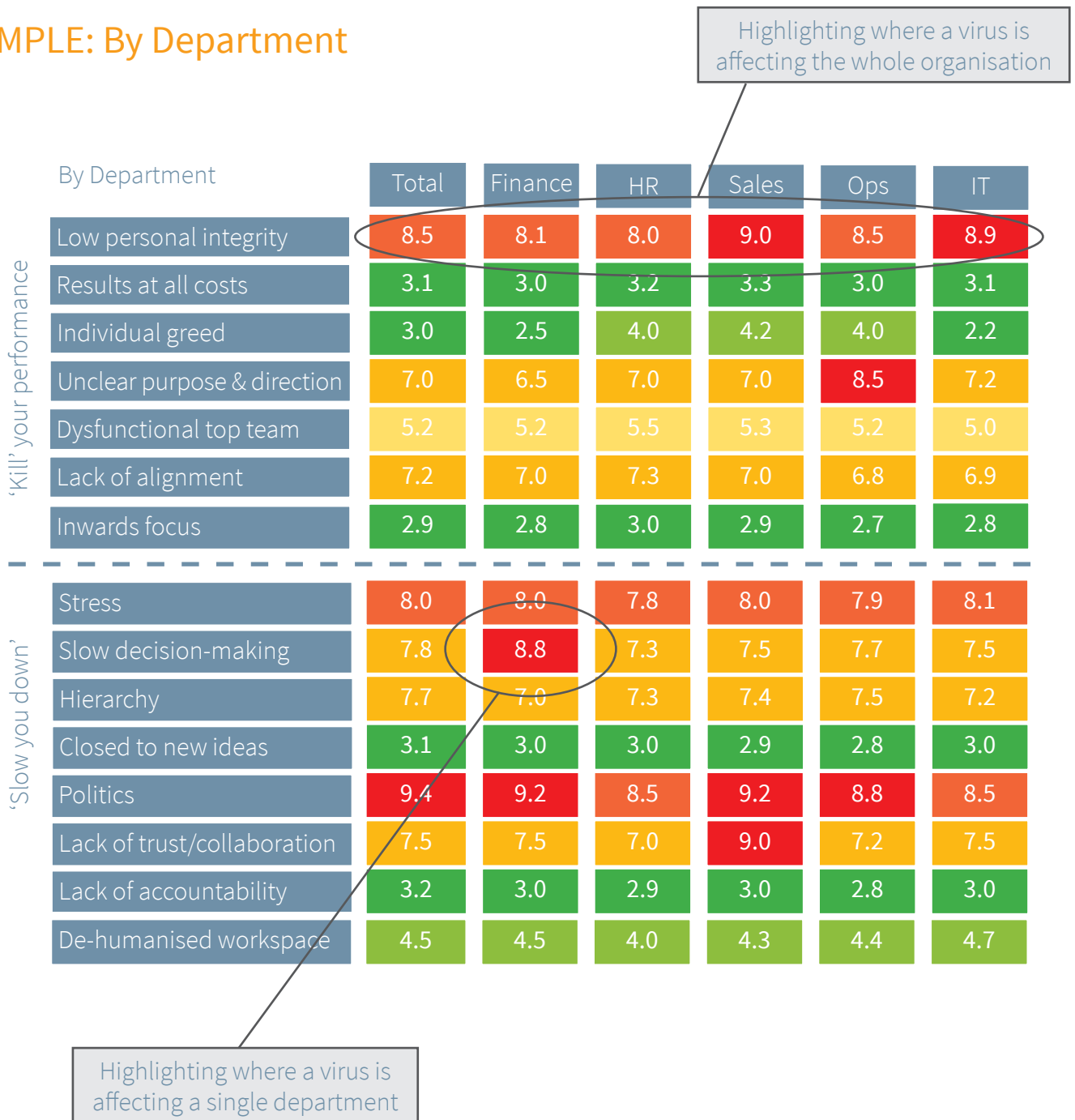
This Readiness Assessment looks at the key sources of interference when it comes to sustainably growing an organisation. In order to grow, organisations need a clear purpose and direction, strong alignment at all levels and between departments and people empowered to make decisions and those people feeling accountable to take action and move things forward. There also needs to be high levels of trust in the organisation, which tends to go hand-in-hand with an openness to learning and trying new ideas.



Section 4: Functional & Geographical Segmentation

The following drill-down analysis shows the average scores for each department allowing us to see how much the virus has 'spread' across the departments.

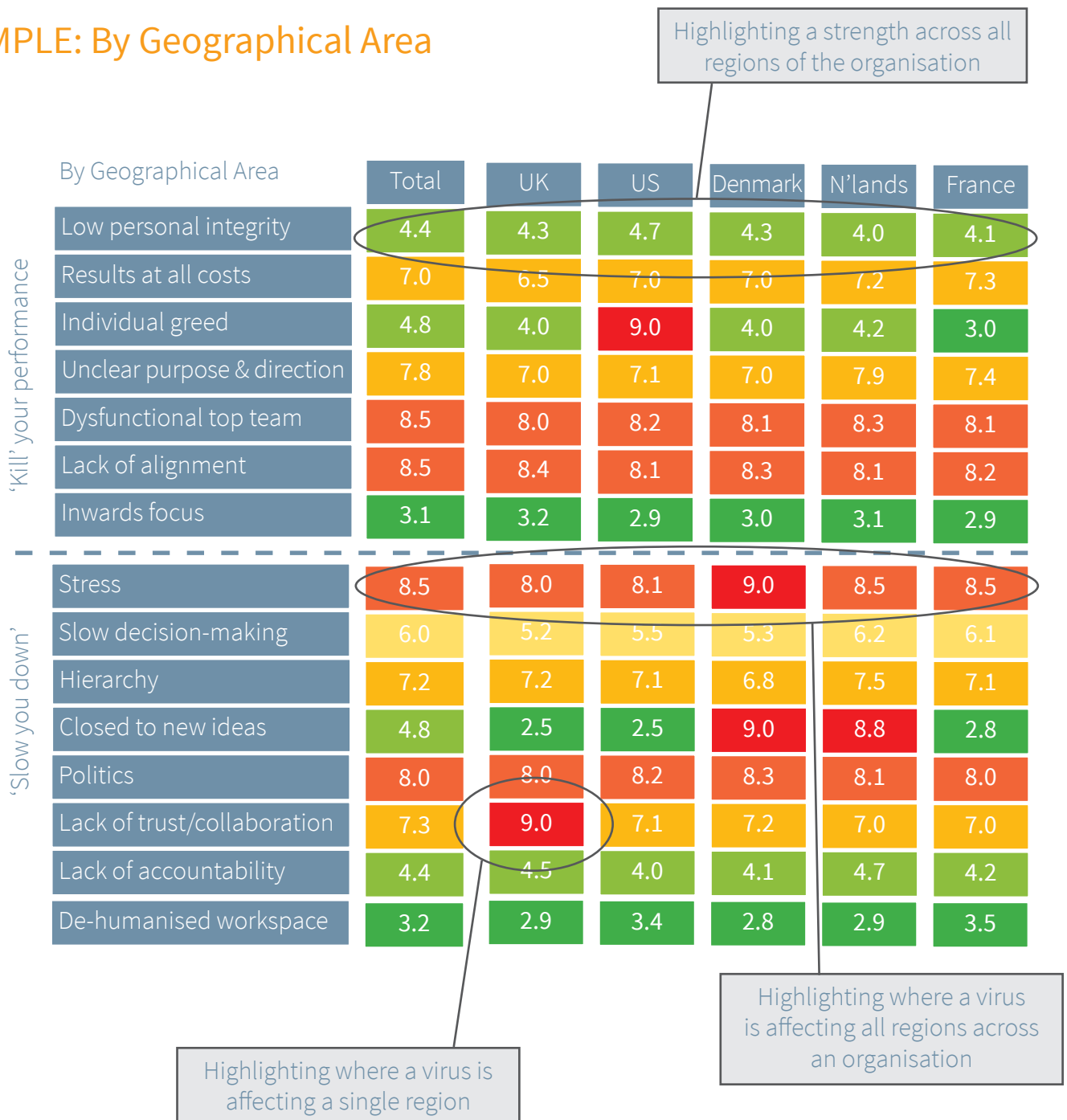
SAMPLE: By Department



Section 4: Functional & Geographical Segmentation

The following drill-down analysis shows the average scores for each geography allowing us to see how much the virus has 'spread' across geographies and offices.

SAMPLE: By Geographical Area





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