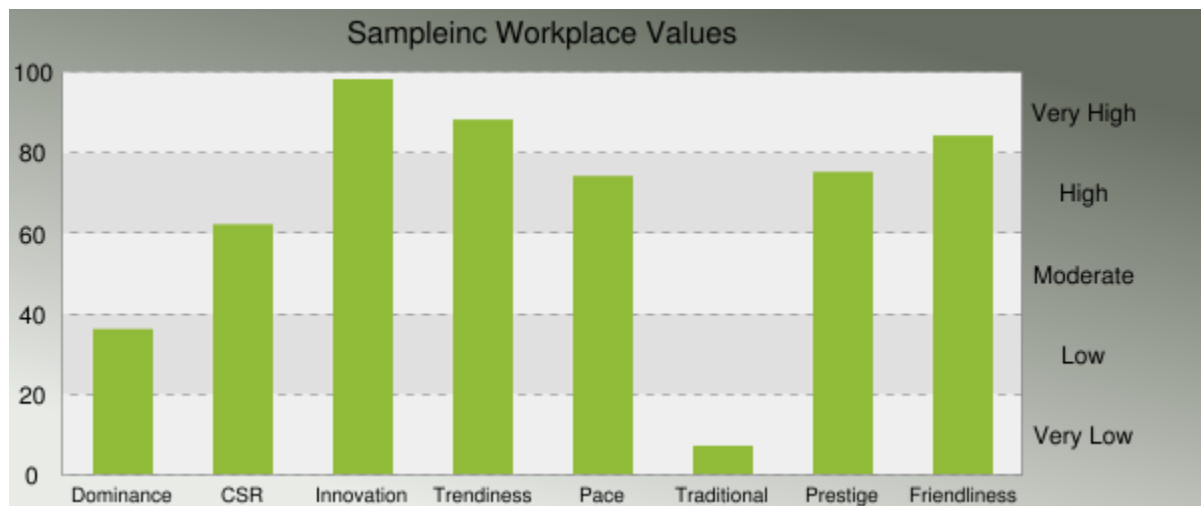




Sampleinc Workplace Values

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Organizational Dominance

Dominant companies are those that are large in size, global in scope and highly recognizable by most people. Multinational companies that are household names are likely to score highly on Dominance. Small companies with few employees that sell typically to a local market are likely to be low in dominance.

This is a fairly small organization which typically focuses more on the local marketplace with limited exposure to national or international markets. It may also be more of a niche market player internationally with a very focused business that is not well known. Few people in the public would recognize this company or knowingly be exposed to its products and services. An employee of this organization would have to explain to others where they work and what types of products and services are made there. This organization is a small player in the market and unlikely to make employees feel judged (either positively or negatively) for working there.

Most employees would at least recognize all of the other employees in the company although they may not know them personally. Employees who prefer a small market player and who like to get to know most people they work with are likely to enjoy the low dominance characteristics of this organization. Employees who prefer to work in an organization that friends and family would instantly recognize will likely be uncomfortable here.

Recruiting in a Low Dominance Organization

Recruiting can be very challenging for low dominance organizations. Being relatively unknown means that employees often come to you by word of mouth from current employees or from the local labour market with advertising being necessary. You may also find applicants who believe that opportunities are limited within a smaller organization. Lastly, you may have to fight the perception that being small means job security is low.

With relatively small budgets for advertising positions, and less traffic coming to your website, small employers need to be creative when it comes to recruiting. Lower cost approaches include relying on employee referrals, obtaining leads from business partners, and using social media such as LinkedIn to find potential applicants. Finding good fitting employees means getting as many applicants as possible from which to choose. Leveraging social media is an inexpensive way to help gain exposure for a low dominance company.

Some things to emphasize in recruiting for low dominance cultures includes that intimate environment 'where everybody knows your name.' Some applicants are very attracted to becoming part of a smaller group. Emphasize small but 'special, elite, exclusive, select etc.' Because you serve local customers emphasize words like 'home grown' 'local' 'community' and so forth to appeal to individuals wanting to serve the local customer.

Other recruiting phrases you may want to emphasize include 'getting in on the ground floor' 'help us grow' 'a chance to have an impact on a smaller company'.

Absolute score: 2.95 +/- 0.16

Organizational Social Responsibility

Corporate Social Responsibility (CSR) refers to the organization's reputation for engaging in practices conducive to being a good corporate citizen. These practices include such activities as treating employees with dignity and respect, adopting environmentally friendly policies, contributing to the local community, and being fair with customers and other stakeholders.

This organization is perceived to be high in Corporate Social Responsibility. Employees are likely to see policies as being predictable and feel that hard work rather than politics is important to get ahead in the organization. The organization is also likely perceived as having fairly well defined environmental practices and generally avoids practices that are harmful to the environment. An emphasis on doing what is right for stakeholders (employees, customers etc.) is usually more important than what is immediately beneficial to the bottom line. CSR is a strong predictor of job satisfaction and turnover for employees. Companies with this profile are likely to

experience lower employee turnover than average and tends to attract those with high needs for social justice.

Recruiting in a Very High CSR Culture

Turnover tends to be lower than average in very high CSR companies so finding applicants who will reinforce your high CSR culture is important. We know that introducing even a small number of low CSR employees can have an adverse effect on very high CSR companies as these attitudes can spread among employees if they see new hires taking advantage of a fair workplace. Making it clear that you are a High CSR company will actually dissuade low CSR applicants from applying as they may perceive it to be difficult to manipulate their way to success in a very fair company.

Key words and phrases for recruiting materials and recruiting information include: 'fair' 'involved in the community' 'green' 'environmentally friendly' 'sustainable'.

Absolute score: 5.50 +/- 0.04

Organizational Innovation

Innovative companies are those that thrive on taking risks and pushing boundaries to succeed in the marketplace. They succeed by and discovering new products and services before their competitors. Employees who fit well with innovative companies tend to value creativity and see change as positive and challenging.

This company is constantly changing and evolving. Products and services are introduced at a very fast pace and the company emphasizes innovation at all costs. The pace of change is very high relative to other companies. New ideas are expected from employees and those not contributing to innovation are likely to feel uncomfortable and will not succeed in the company. Employees who love change and have a strong need to contribute to the creative process will be attracted to this environment. Employees who like predictability and stability in their workplace will almost certainly feel overwhelmed by the pace of change and feel like they are always trying to catch up to new ways of doing things.

Recruiting in a Very High Innovation Culture

Your recruiting efforts are often assisted by promoting your innovative culture as many workers seek out innovative companies. However, not everyone is interested in developing new products and services. Some workers like to develop a sense of comfort and mastery over their jobs and can be uncomfortable with the changes and loss of competence associated with doing and creating new things. Others thrive off of the challenge of creating new things and doing things in new ways. Your recruiting efforts should emphasize this to attract the best fitting candidates.

Some words and phrases that you should consider using in your recruiting communications include: 'Innovative' 'Continual improvement' 'creative workplace' 'Fresh thinking' 'cutting edge'.

Absolute score: 6.20 +/- 0.06

Organizational Trendiness

Organizations vary considerably on how trendy they are perceived to be by employees and potential applicants. Trendiness refers to the extent to which organizations are seen to be popular and fashionable. Organizations scoring high on the Trendy scale are described as 'hip' or 'cool' places to work. Products and services in trendy organizations are fashionable and highly popular. Employees attracted to trendy companies tend to be highly conscious of what is fashionable in their environment and may care more about style and perception than substance.

This organization is rated Very High on Trendiness relative to other organizations in our database. Products and services supplied by this organization might be viewed as very cool or very interesting by customers and employees. Employees in this organization are very likely to feel that they identify themselves closely with the products and services they provide. Style is not only important in this organization, it is more important than substance. Employees who are highly concerned about being fashionable or 'hip' are likely to be very satisfied in this organization.

Recruiting in a Very High Trendiness Organization

When it comes to recruiting, trendiness is an easy sell- particularly for younger workers. Employees may be attracted to your workplace to feel that they connect and belong to a 'cool' workplace. Cool clothes, cool car, cool workplace. It is part of their personal identity wardrobe. Young workers will often accept lower pay and benefits to associate themselves with a trendy workplace.

To attract workers using your highly trendy culture you should emphasize some of the following words and phrases in your recruiting efforts: 'trendy' 'stylish' 'popular' 'current' 'chic'.

Absolute score: 5.19 +/- 0.02

Organizational Pace

Pace refers to the extent to which the work environment is driven by time demands on employees. Some organizations are fast-paced and driven by short term deadlines and goals. Other organizations are slow-paced and have few firm deadlines and often very long range goals.

The pace of work in this organization is High compared to other organizations in our database. This workplace is a buzz of activity with multiple and sometimes conflicting deadlines. Most workers would describe the pace of work as 'hurried' and the consequences of missing deadlines is high. Workers who enjoy a faster pace of work would feel that this is an 'exciting' workplace with plenty of activity whereas workers who prefer a slower pace of work and greater autonomy might be somewhat overwhelmed by the deadlines.

Absolute score: 5.10 +/- 0.23

Traditional Organizational Culture

Traditional organizational culture refers to the extent to which the company has a strong corporate approach to doing business versus a more dynamic or informal one. Highly traditional organizational cultures emphasize stability and the status quo. They emphasize predictability over change. This also refers to the extent to which organizations place an emphasis on their history.

This organization is very low in traditional culture. It is highly likely to take significant risks in its business dealings. This is a highly informal workplace where there are few rules or guidelines established for most processes in the organization. It is common to have very few layers of management in these companies (i.e., a flat organization). Many companies with this profile tend to be newer and looking forward to the future rather than focusing on the past. Employees view the organization as being highly unpredictable and unstable. Employees seeking a leadership role may be less attracted to this type of organization as it offers fewer opportunities for promotion to mid level supervisory positions.

Absolute score: 2.20 +/- 0.41

Organizational Prestige

Prestigious companies are those that focus on being perceived to be of high-status by others. Prestigious companies may openly display wealth and hold attitudes such as 'spare no expense' in order to communicate its prominence. Companies scoring low on prestige are considered to be frugal and humble and understated. Employees who want to be perceived to be high-status are attracted to this attribute of the organization.

This company scored High on Prestige compared to other companies in our database. Employees and people outside of the organization are likely to see the company as being somewhat brazen and sure of itself. This is a high status organization and may be seen as being bold or forward in dealing with other companies. People with a high need to work in esteemed environments are likely to be satisfied working in this organization. Employees who value humility are likely to find this environment to be somewhat too showy for their taste and may be dissatisfied.

Recruiting in a Highly Prestigious Culture

The good news is your organization is perceived as being highly prestigious by your employees. Many potential employees are attracted to the idea of working for a high status company. They may believe that it reflects very positively on them if they associate themselves with a high status employer as by extension, it confers high status on them. They may see themselves as being highly professional and more formal than the typical worker. They may also come with higher expectations for pay, benefits and treatment than other workers. Taking the applicant to a nice restaurant for dinner is not going to impress them (they expect it) but going cheap will likely turn them off. Attracting workers using your high status means playing to their sense of status. Interviews should be conducted in offices of high status employees. Attention to detail is critical- think luxury hotel employees in terms of how to treat applicants- professional, courteous.

Key words and phrases you should consider for your recruiting efforts include: 'prestigious' 'pinnacle' 'high status' 'exclusive' 'elite' 'professional' 'formal'.

Absolute score: 4.44 +/- 0.04

Organizational Friendliness

Organizations vary considerably on their level of friendliness. Organizations rated high in friendliness can be described as being warm and welcoming workplaces. Employees tend to enjoy socializing at work with their co-workers. Employees also tend to find supervisors to be both approachable and lenient in their dealings with their subordinates. Our research shows that most employees are attracted to friendly workplaces and feel like they fit in better in that environment compared to unfriendly cultures. Turnover is likely to be higher in organizations that are perceived to be unfriendly.

This organization is rated Very High on friendliness relative to other organizations in our database. Employees feel that the workplace is very welcoming and co-workers are considered to be very friendly. Employees enjoy substantial social interaction at work and most would describe the workplace as being 'fun'. Supervisors in this organization would be perceived as being very approachable and normally lenient in dealing with their subordinates.

We have found that organizations scoring very high on friendliness have substantially below average turnover for their industry. Finding employees to fit this type of culture is less difficult than average. In fact, employees who don't fit on other dimensions may sometimes be compensated by very high scores on this particular culture facet which is highly influential for fit perceptions.

Recruiting in Very Highly Friendly Cultures

A friendly culture is a recruiting asset. Use it wisely. Recruiting materials should headline this feature as it is very powerful for attracting employees.

Some words and phrases you should emphasize in your recruiting efforts include: 'warm' 'welcoming' 'friendly' 'fun' 'social'

Absolute score: 6.05 +/- 0.08

Detailed Breakdown

What follows is a detailed breakdown by question of your employees' responses to the items. It is an average of responses across employees in your sample. Note that the overall scale scores on the dimensions is the most important result as they are based on a pattern of responses across items assessing that particular dimension (e.g., Dominance). However, this information may help you better understand some of the underlying reasons why your company scored high or low on

a particular culture dimension. It can also be used to provide some guidance on how to address raising or lowering of a dimension.





Note actual reports contain all 8 dimensions.