

Date

Company X  
Cultivate Survey  
Confidential

## Sample Report

# A note about this report

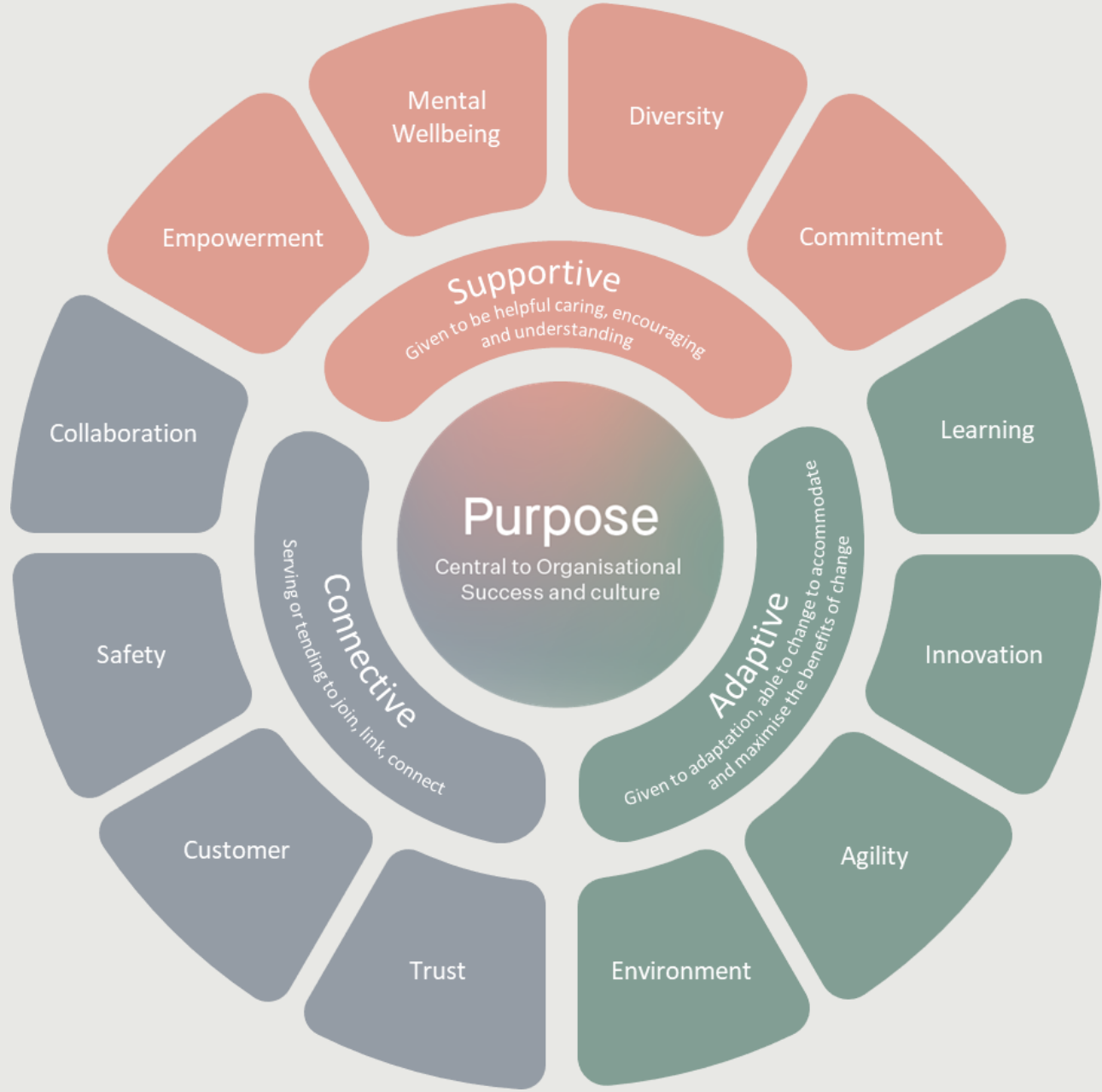
This report is not a full Cultivate survey report.

It contains slide extracts from a range of different surveys. Therefore, results and insights across the report are not necessarily consistent or connected.

This sample is intended to demonstrate how your survey results will be reported.

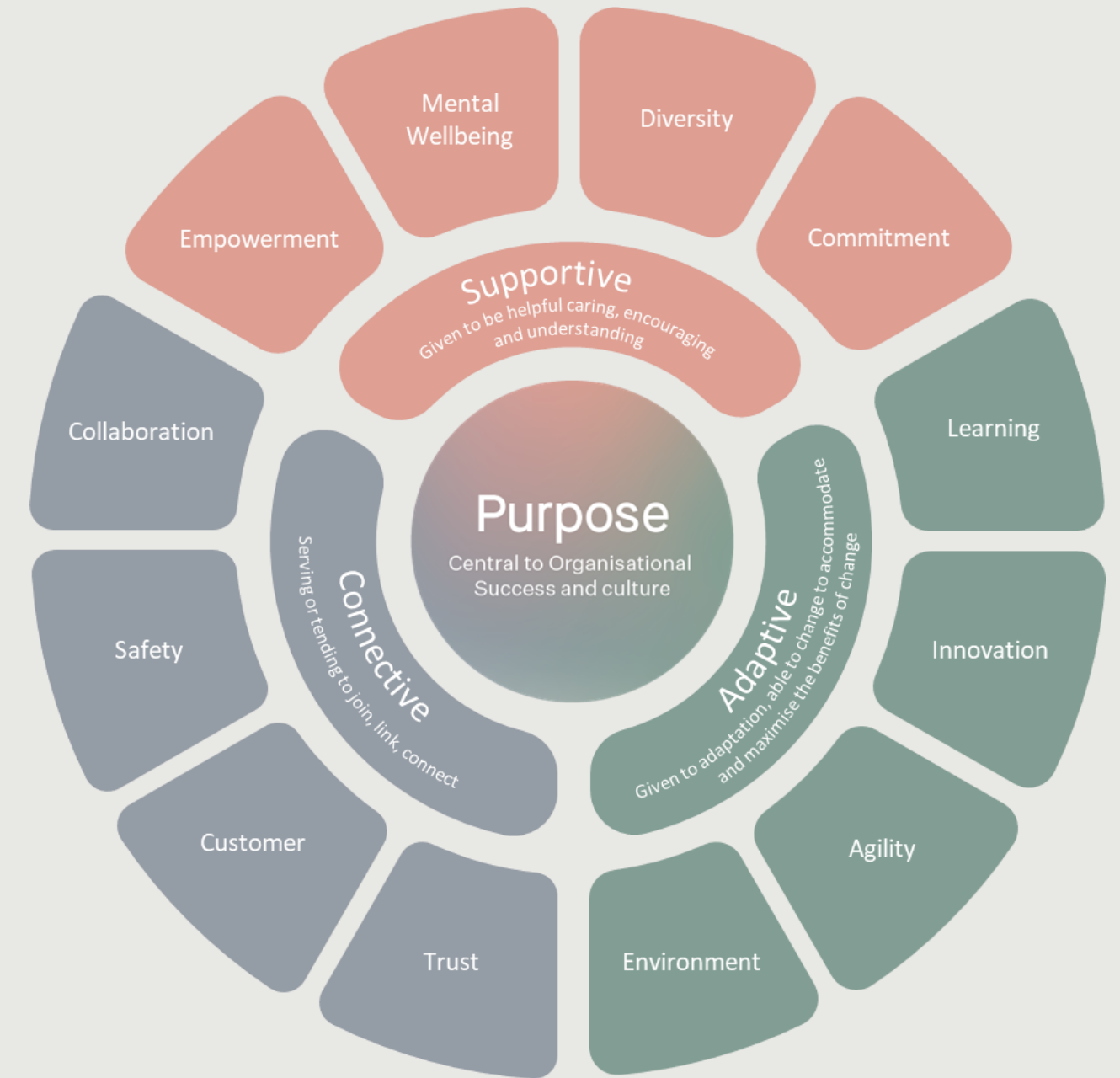
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# Executive Summary

# Context

The Cultivate survey was deployed as part of a broader program of work designed to:

- Assess your current culture
- Identify the desired future culture
- Understand and acknowledge the challenges with your current culture
- Explore root causes of existing culture
- Identify the gaps between the current and desired future culture
- Identify the opportunities for transition and high impact initiatives to close the gap
- Agree the behaviours and actions the Senior Leadership team must commit to, to signal progressive change
- Complete a first draft high-level staged implementation plan to facilitate culture change

# The Survey

The Cultivate survey is founded on measuring elements that are correlated with; 1) people flourishing in the workplace, and 2) what generates high performance in the workplace. In this way, improvements in the percentile score of elements should be viewed as a link to people flourishing more and a higher performing workplace.

For example, improving Trust in the workplace will have flow on benefits for both employees and the organisation. Please note that low percentile scores do not equate necessarily with negative or toxic cultures in the workplace. Average cultures sit around the 50<sup>th</sup> percentile, with high-performing, flourishing cultures in the **top (fourth) quartile**.





Your overall culture index is at the 51<sup>st</sup> Percentile or 3<sup>rd</sup> quartile. This means that your score is higher than 50% of scores and lower than 49% of scores in the norm group in the norm group. The norm group used in this report includes 1391 employed adults who are representative of the population of employed individuals in a broad range of industries.

The benchmark for high-performing flourishing organisations is at the 75<sup>th</sup> percentile or in the (4<sup>th</sup> quartile).



# Survey Process

## Cultivate Survey (Quantitative analysis)

### Deployment

- The Cultivate Survey was deployed on the 5 June 2023 and closed on the 16 June 2023

### Response rate

- **375** out of 845 participants responded (**44.4%** response rate)
- The margin of error is 4% (meaning that responses will differ as much as 4%, positively or negatively, from the overall target participant population)

### Demographics

- **71%** of respondents identified as **male**
- More than **half** of respondents are in the **35 – 54 age range**
- **43%** of respondents have been with the company between **5 and 10 years**
- **81%** of respondents described their job level as **Individual Contributor**

## Interviews & Focus Groups (Qualitative analysis)

### Deployment

- Interviews of key leaders, and focus groups of employees in Brisbane, Perth, Melbourne and Sydney were held

### Attendance

- Perth - 8 people
- Brisbane - 12 people
- Sydney - 12 people
- Melbourne - 12 people
- 6 x 1:1 interviews of senior leaders

### Process

- Interviews and Focus groups were facilitated through a series of questions and activities.
- All inputs are confidential, with key themes identified and reported on

# Key Themes

## Key Strengths

- **Safety:** Supporting and encouraging safe work practices
- **Diversity:** Being respectful, stopping discrimination and accepting people for who they are
- **Mental Wellbeing:** Building good working relationships, supporting people and helping people cope
- **Learning:** Building competence and reflecting on what can be learnt
- **Customer:** Being friendly and helpful towards customers. This can be further leveraged to source feedback from customers and increase focus on delivering.

## Areas to further explore

- Empowerment
- Simplification
- Change management
- Clarity
- Collaboration
- Communication
- Trust
- Customer value
- Adaptiveness

## Potential “Hot spots”

- **Prioritisation** “Getting back to basics”. Providing clear direction and being clear on expectations
- Remuneration
- Resourcing

# Key Insights - Quantitative

The overall Cultivate Index, Connective and Adaptive Dimensions reflect the **3<sup>rd</sup> quartile**. Supportive, Leadership Index and Purpose reflect the **2<sup>nd</sup> quartile**.

Overall, your results suggest an **Environmentally** aware organisation with **Safety** as a strong priority. **Mental Wellbeing**, **Diversity** and **Learning** are all positive elements of your culture.

Your survey results show a **culture of respect**, a focus on **protecting the external environment**, **an acceptance of difference**, a focus on supporting employees to **work safely** and a **desire to improve learning**.

In the **Connective** dimension, **Safety** is at the 57<sup>th</sup> percentile, with “encouraging work colleagues to undertake safe work practices” listed in your top 5 most frequently observed culture behaviours.

In the **Adaptive** dimension, **Learning** is at the 53<sup>rd</sup> percentile. Behaviours associated with building role competence and reflecting on learnings are consistently demonstrated. **Environment** is at the 63<sup>rd</sup> percentile and is the highest rated element across the survey.

# Key Insights

Areas of focus that emerged through both the quantitative and qualitative responses include:

- Given the centrality of **purpose** to a high-performing culture, there are opportunities to communicate the purpose, vision and strategy of the organisation, with leaders helping make strong connections to what people do on an everyday basis. Qualitative responses indicate a desire for clear direction, priorities, and lines of responsibility and accountability.
- **Empowerment and decision-making.** Providing people with the power and authority to do their jobs, empowering decision-making, encouraging people to take risks and try new things, and seeking the input of people on the ground were all suggestions for the organisation to START doing.
- **Simplification, automation and streamlining of processes.** Comments were made around processes slowing down the ability to respond to customers quickly, missing the opportunity to implement robust processes and then focus on continuous improvement (as opposed to reinventing the wheel), and ensuring that processes were reasonable and practical.

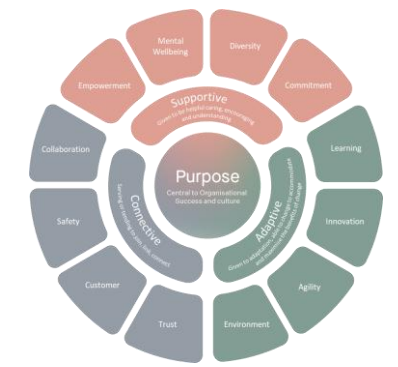
# Improvement opportunities

Improvement to consider include:

- Communicating the **purpose**, strategy and priorities of the business and creating clear links to employee's roles..
- Working with employees to identify **process** pain points and resolving these. Focus on the quick win processes in the first instance.
- Refreshing your **communication** approach with employee input. Agree on key principles that you will use to guide your communication efforts.
- Increasing specific **leadership** and **management** skills and behaviours (e.g. communication, team building, managing change, empowerment, collaboration, providing direction).
- Providing more opportunities for people to get together, **share information** and learn more about the business and each other's roles to promote **collaboration**.

# High-level results

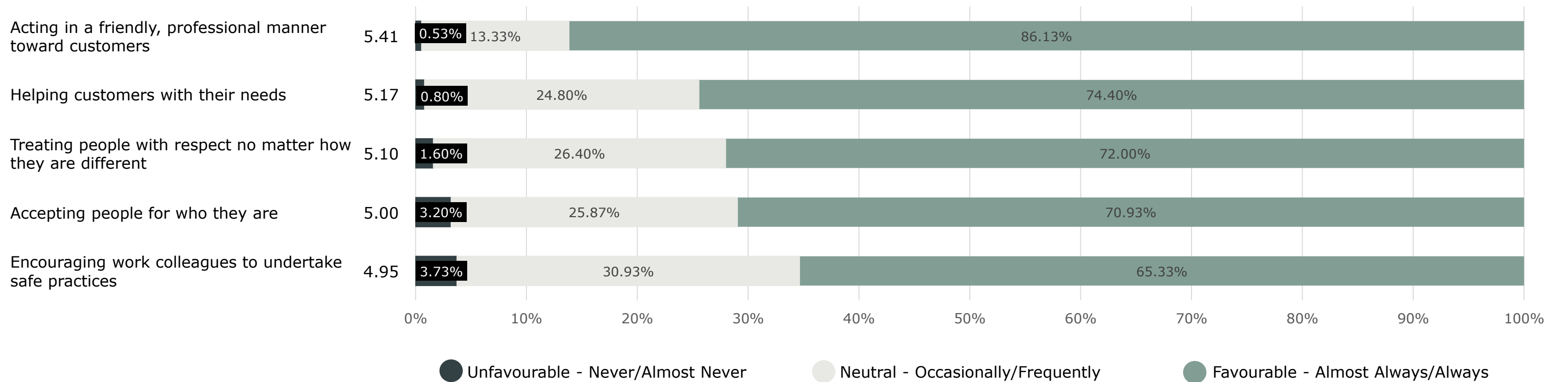
# Cultivate Index



Behaviours that support Customer Service (Connective) and Diversity (Supportive) are your most frequently observed behaviours across the organisation.

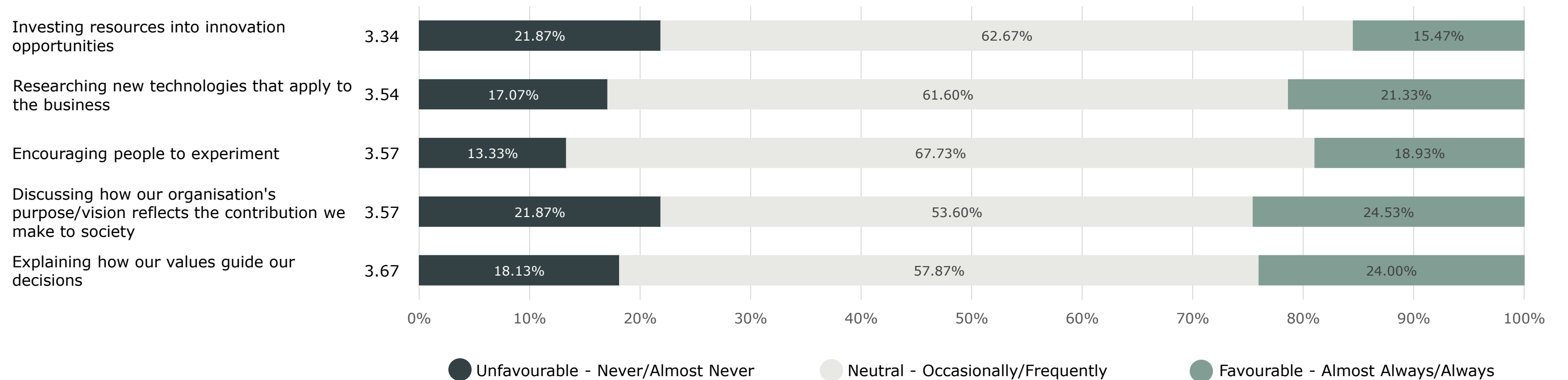
The least frequently demonstrated behaviours overall are connected with Purpose and Innovation.

# Most Frequent Culture Behaviours





# Least Frequent Culture Behaviours



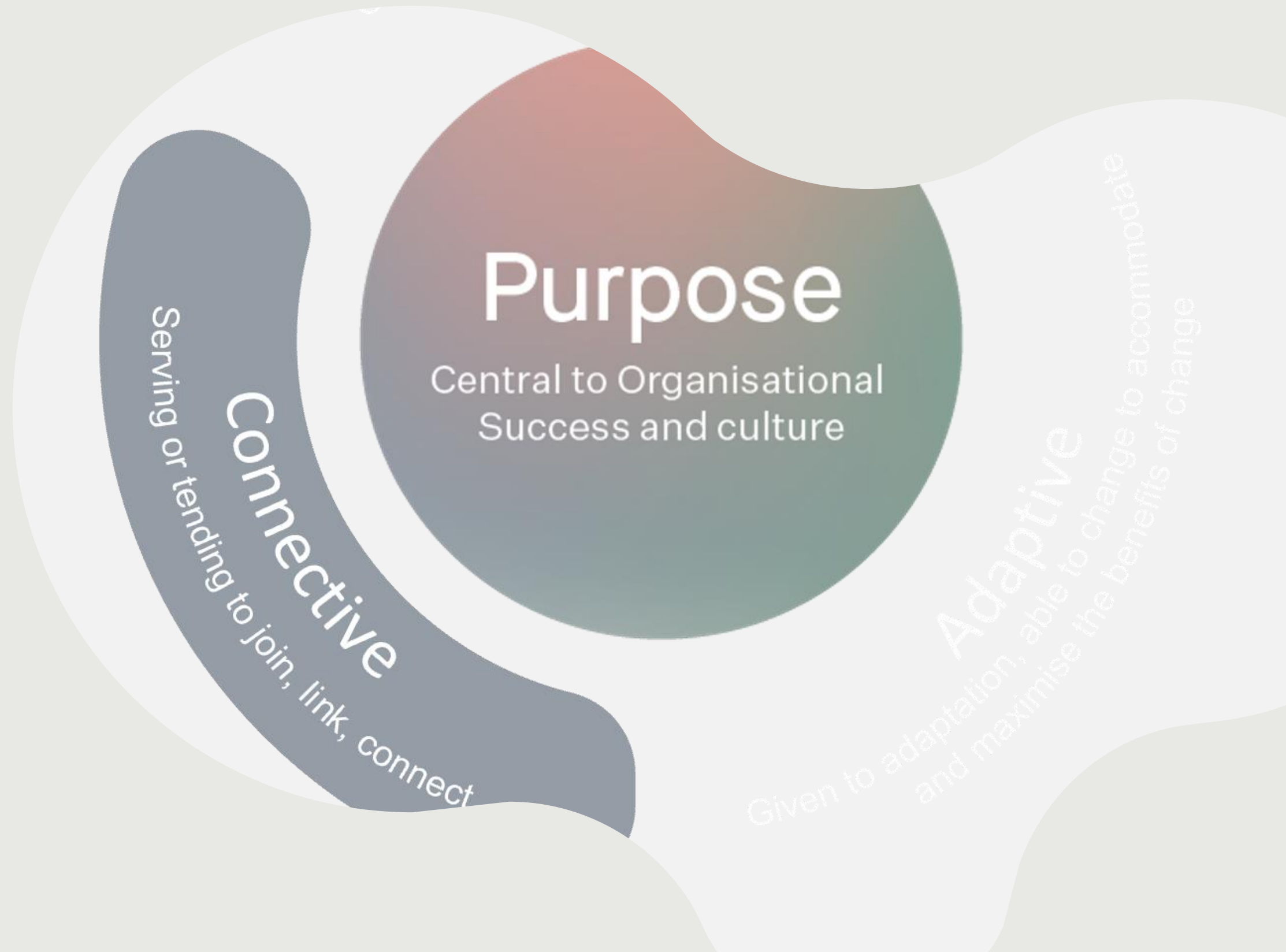
# Connective

**Trust:** Our people interact consistently and openly with all stakeholders.

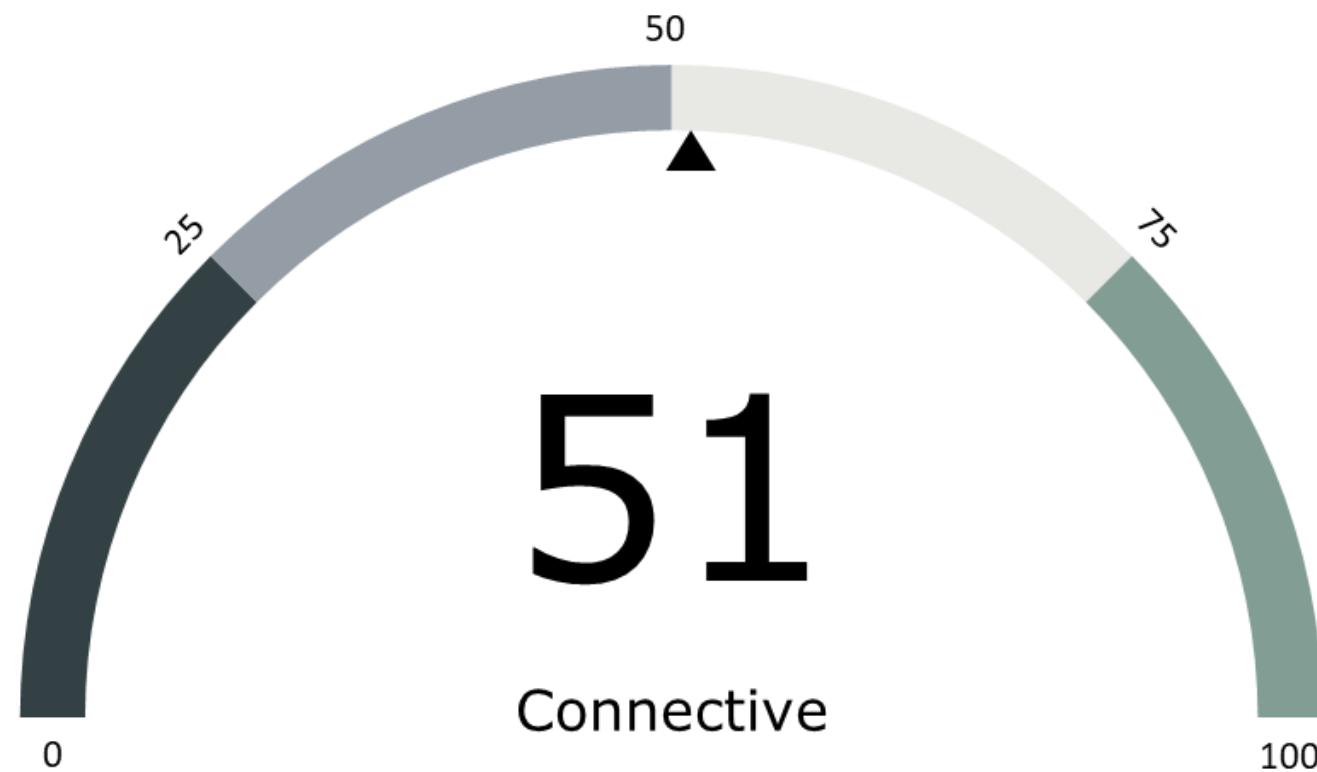
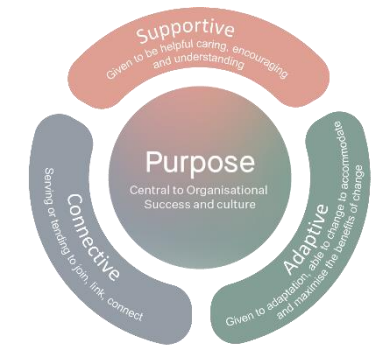
**Customer:** Our people deliver customer service to the highest standard.

**Safety:** Our people proactively look after the physical wellbeing of others.

**Collaboration:** Our people work together to achieve goals.

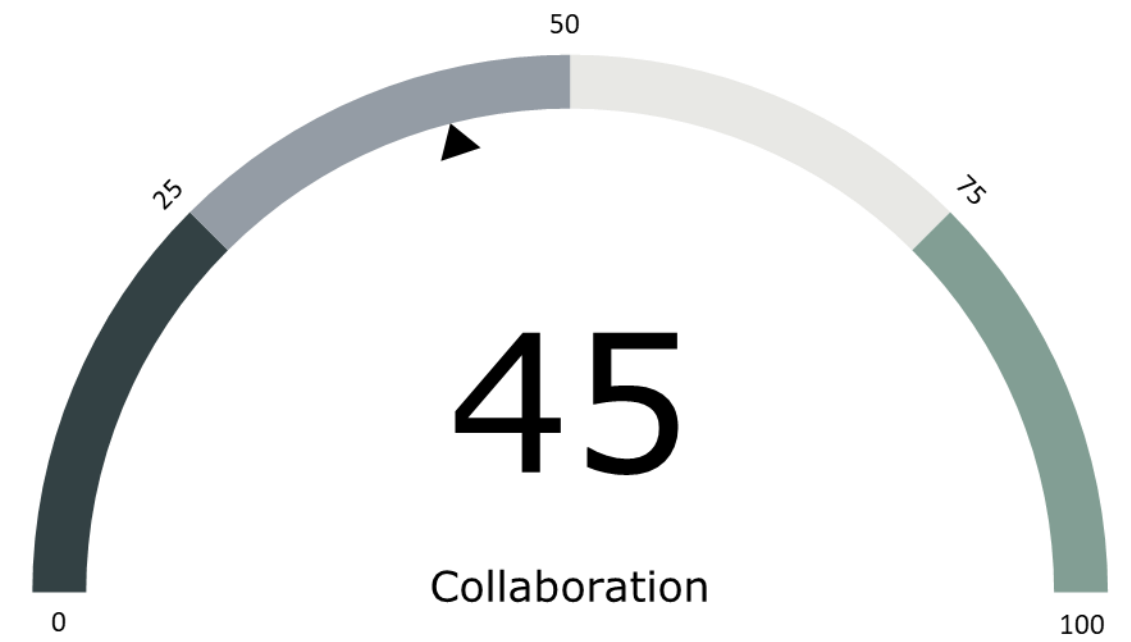
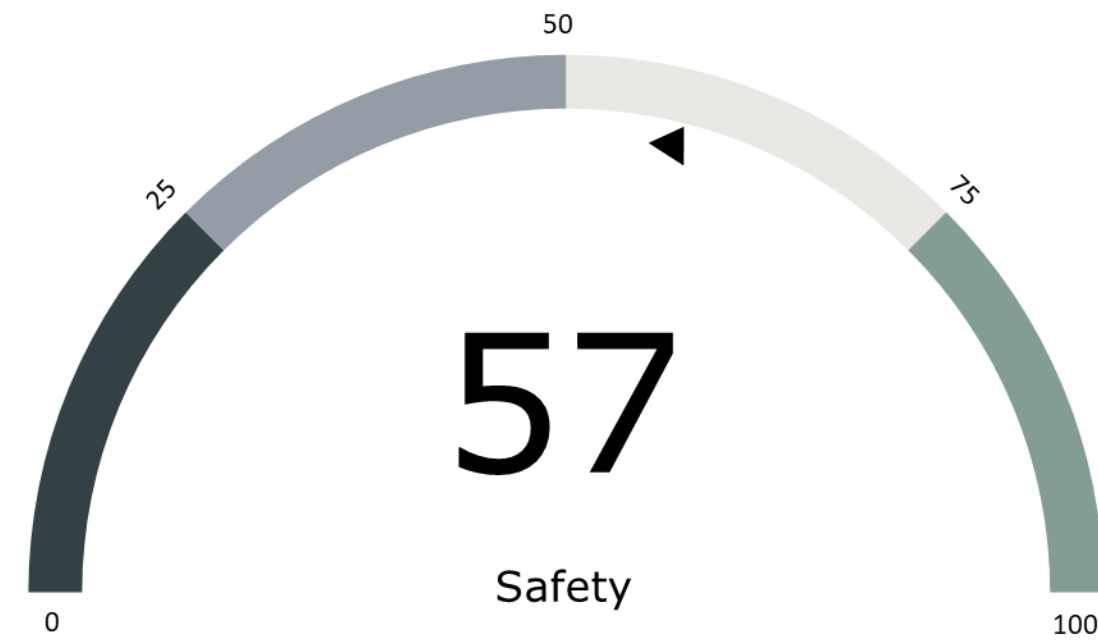
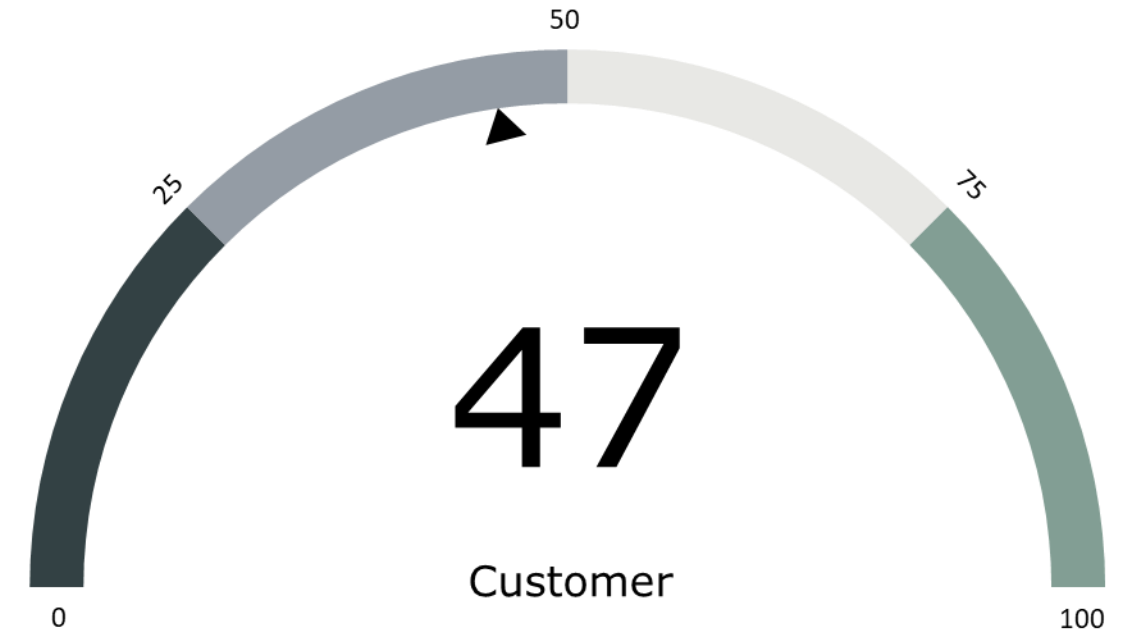
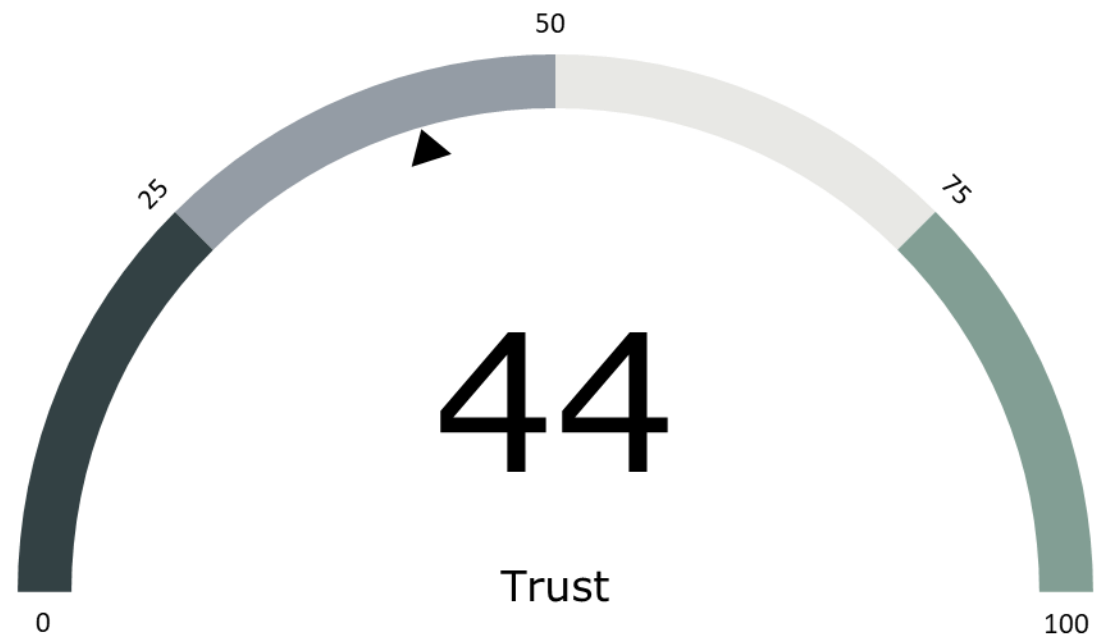


# Connective Dimension

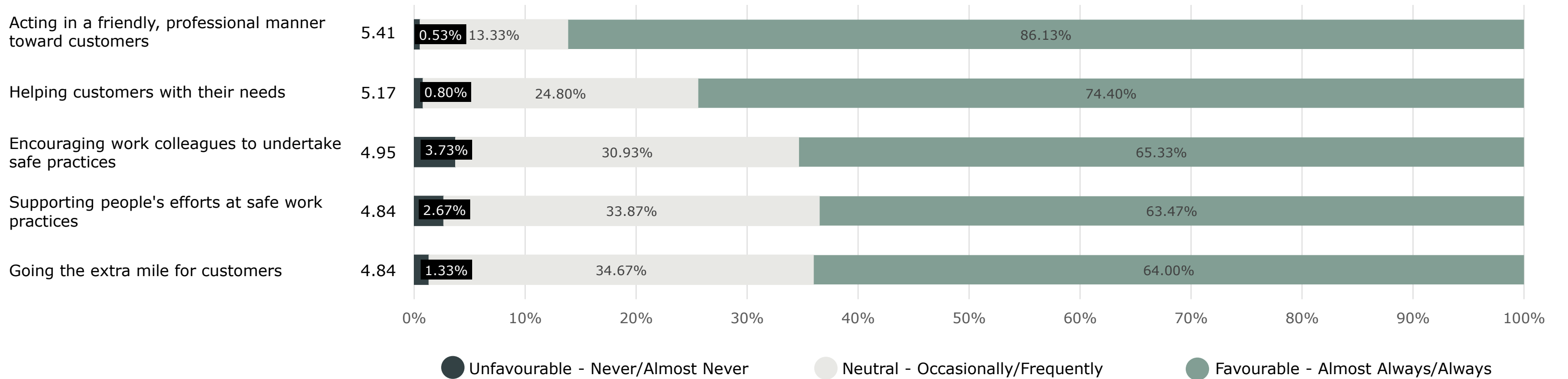


- A key strength of your culture is the focus on helping customers in a friendly and professional manner.
- Another strength in your culture is your focus on safety and encouraging and supporting people's effort at safe work practices.
- Trust is a core element of the Connective Dimension, and doing more work on creating a safe space for people to speak up and openly discuss their issues and concerns merits further investigation.
- Finally, collaboration may be improved through efforts at enabling people to participate more in group activities.

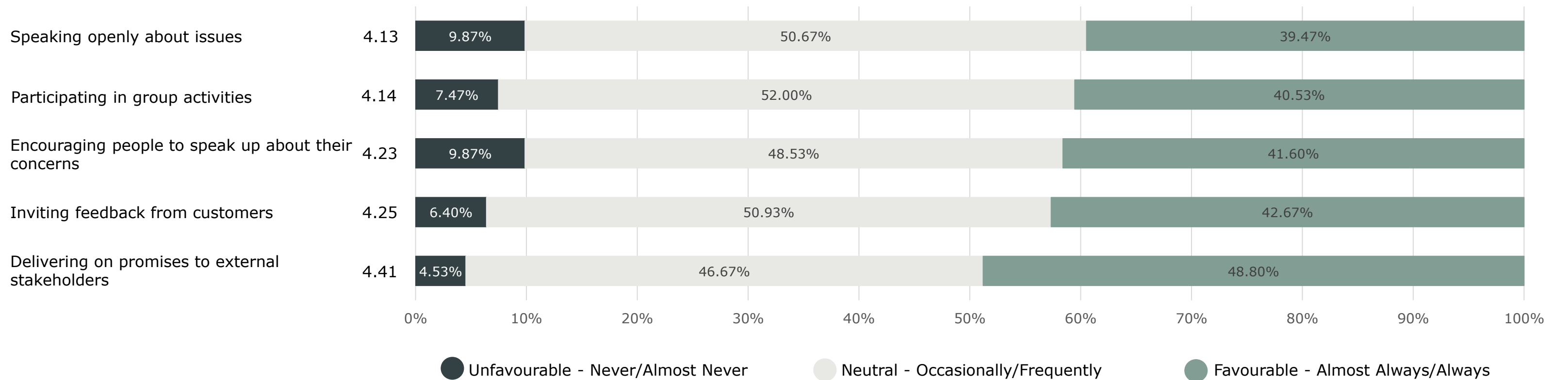
# Connective Elements



# Most Frequent Connective Behaviours

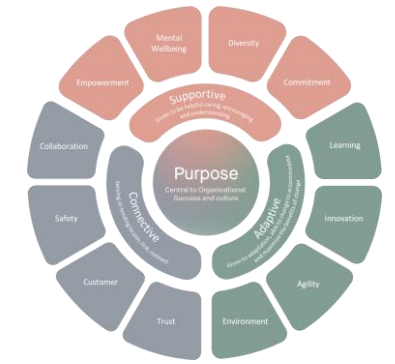


# Least Frequent Connective Behaviours



# Leadership

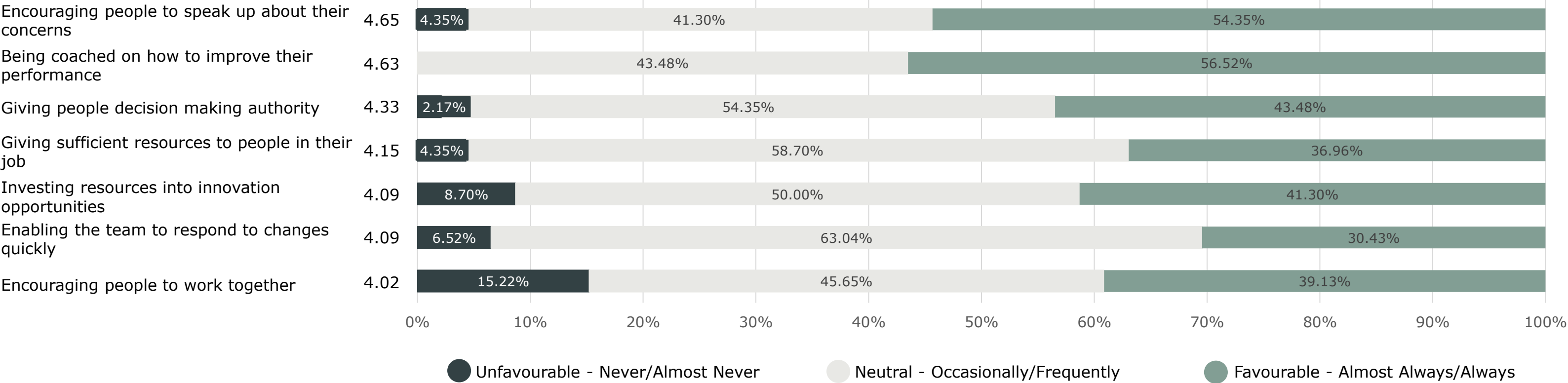
# Leadership Index



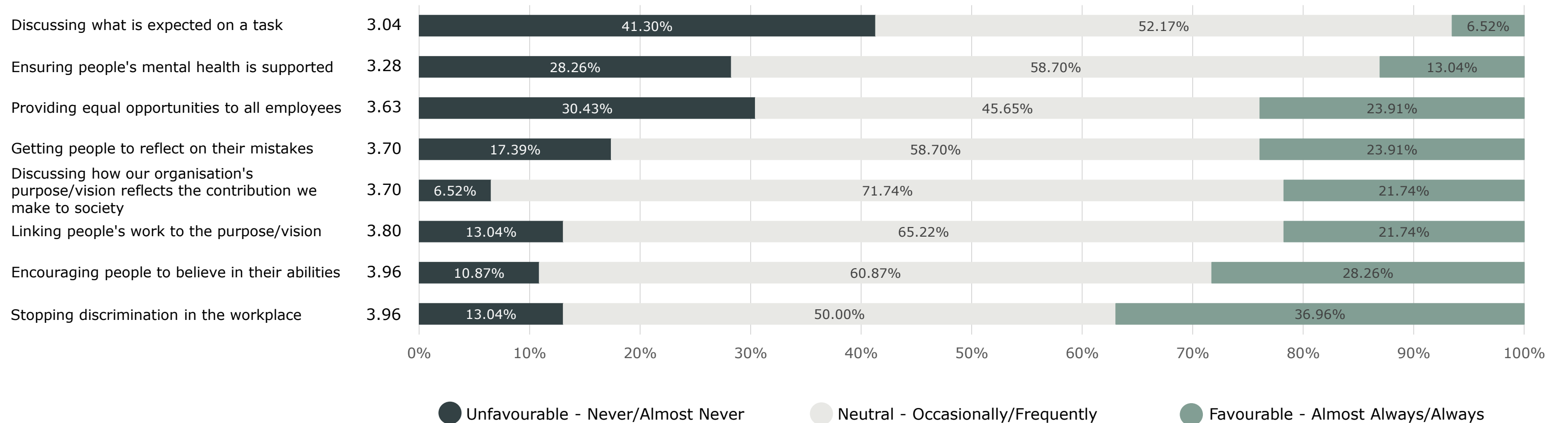
- Leaders have a disproportionate impact on shaping culture.
- 15 of the statements in Cultivate refer specifically to leadership behaviours and can be a key area of focus of the culture action plan and any associated leadership development programmes.
- Leadership behaviours that are consistently demonstrated that underpin elements of trust and learning. In both cases, these elements can be further enhanced by demonstrating 'Discussing what is expected on a task', 'Getting people to reflect on their mistakes', more frequently than is currently the case.
- Leaders could do more to improve Diversity and Mental Well-being by 'Providing equal opportunities to all employees' and 'Ensuring people's mental health is supported'.



# Leadership - Highest Rated Leadership Behaviours

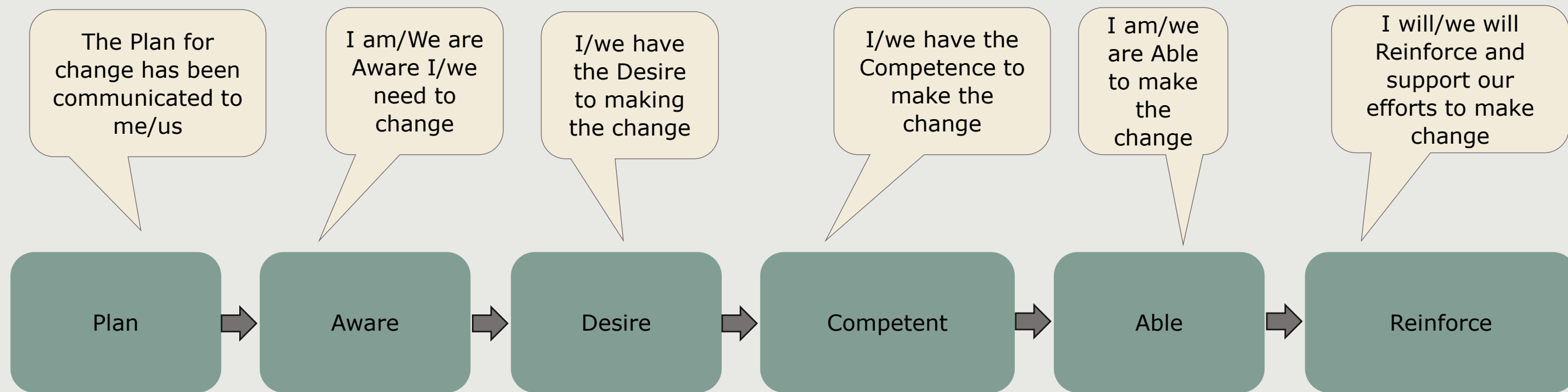


# Leadership - Lowest Rated Leadership Behaviours

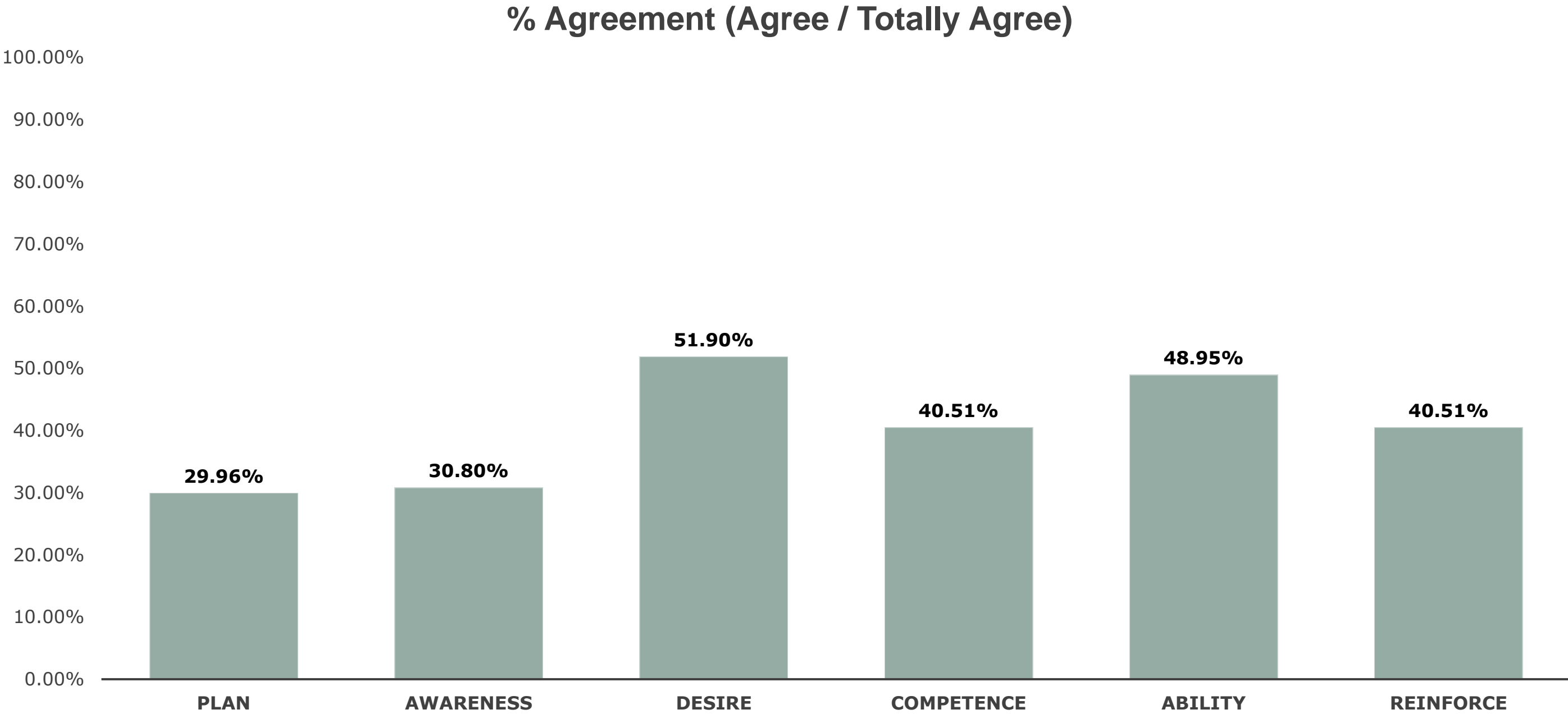


# Change Readiness

# The PADCAR Change Readiness Model



# There appears to some willingness to change, which can be boosted through strong executive support



# Change Readiness Insights

## Plan

Understandably, there are low levels of agreement that a plan for changing the culture is in place, given that you are at the start of your culture journey.

## Awareness

As you develop the plan, spend time on outlining the rationale for the culture work and explain why culture in general is important. This will boost awareness and improve willingness to change.

## Desire

More than 65% of respondents agree or strongly agree that they are motivated to make changes as needed. They also indicate that their leaders are motivated to change (62% agree / strongly agree).

## Competence

Only 26.58% of respondents agree / strongly agree that they have sufficient knowledge of change management, a sentiment that is echoed in the qualitative responses regarding change.

Managing change appears to be an important area of competence development for the organisation.

## Ability

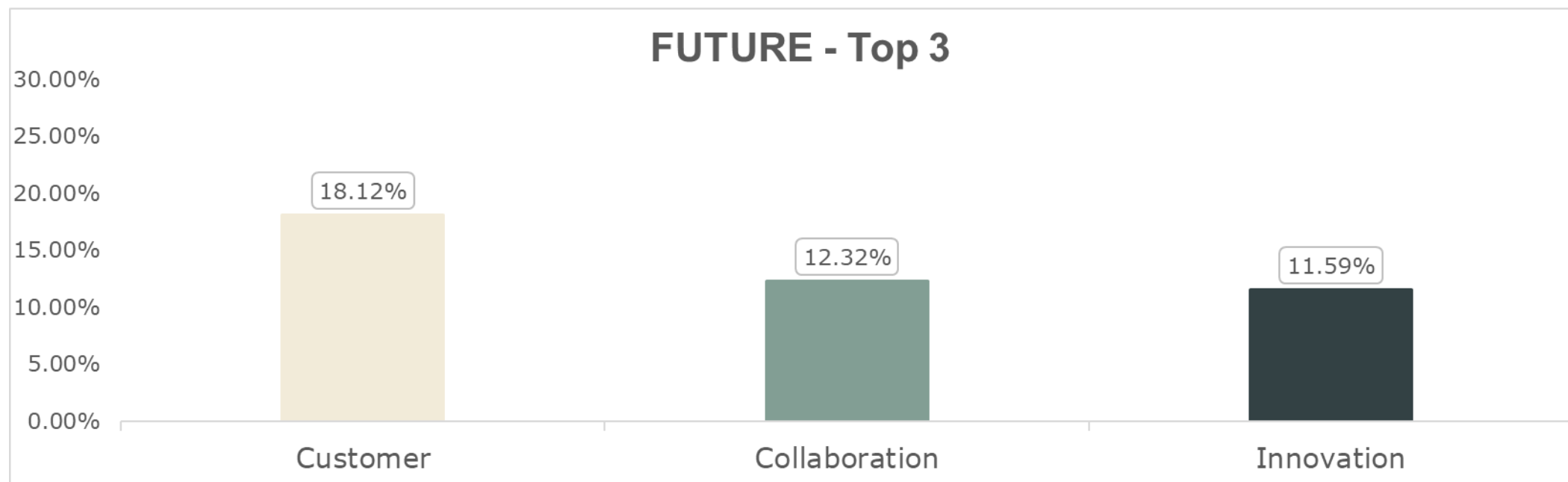
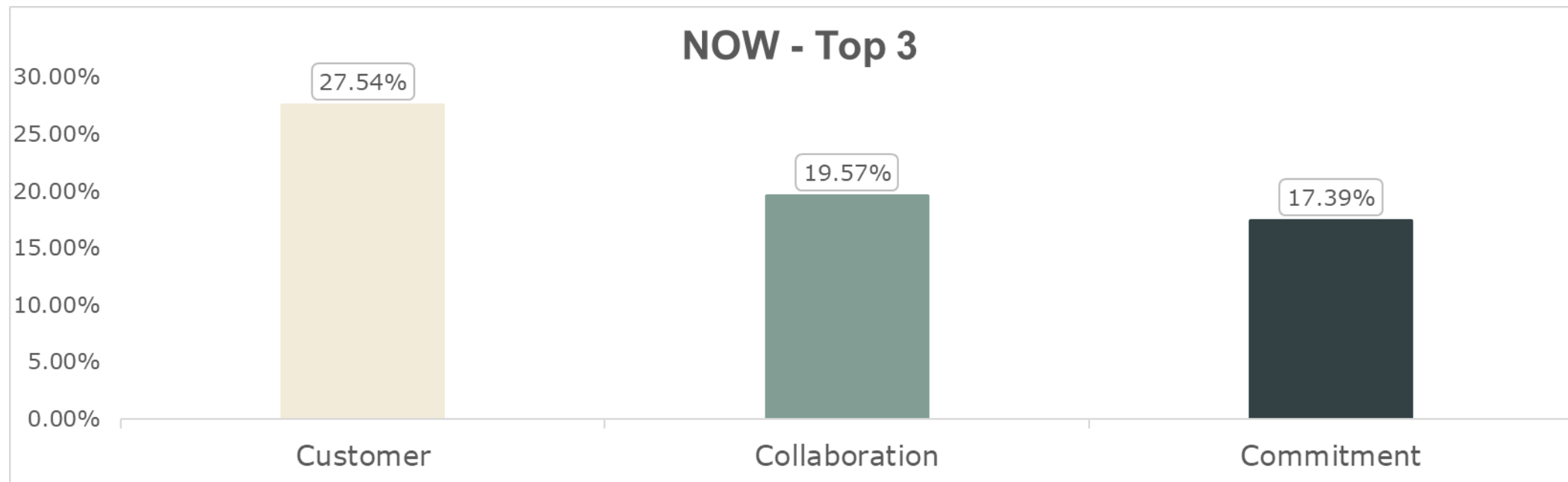
53% of respondents agree/ strongly agree that they have the ability to make the required culture changes that are asked of them. Importantly, 62% agree / strongly agree that their leader's ability to deal with culture change is strong. Similar to Desire and Competence, levels of strong agreement regarding the organisation's ability to deal with culture change are lower (31.65%).

## Reinforce

While agreement around the organisation providing the resourcing and funding is reasonably low, 63.29% of respondents agree / strongly agree that the organisation will persist with culture change. This is positive, given culture change will require effort and ongoing commitment.

# Now and Future Culture

# Now and Future reports – Top 3





# Innovation is key for the future

Employees were asked to select the top three elements of the thirteen in the Cultivate model, that were considered important NOW and which were important for the desired FUTURE Culture.

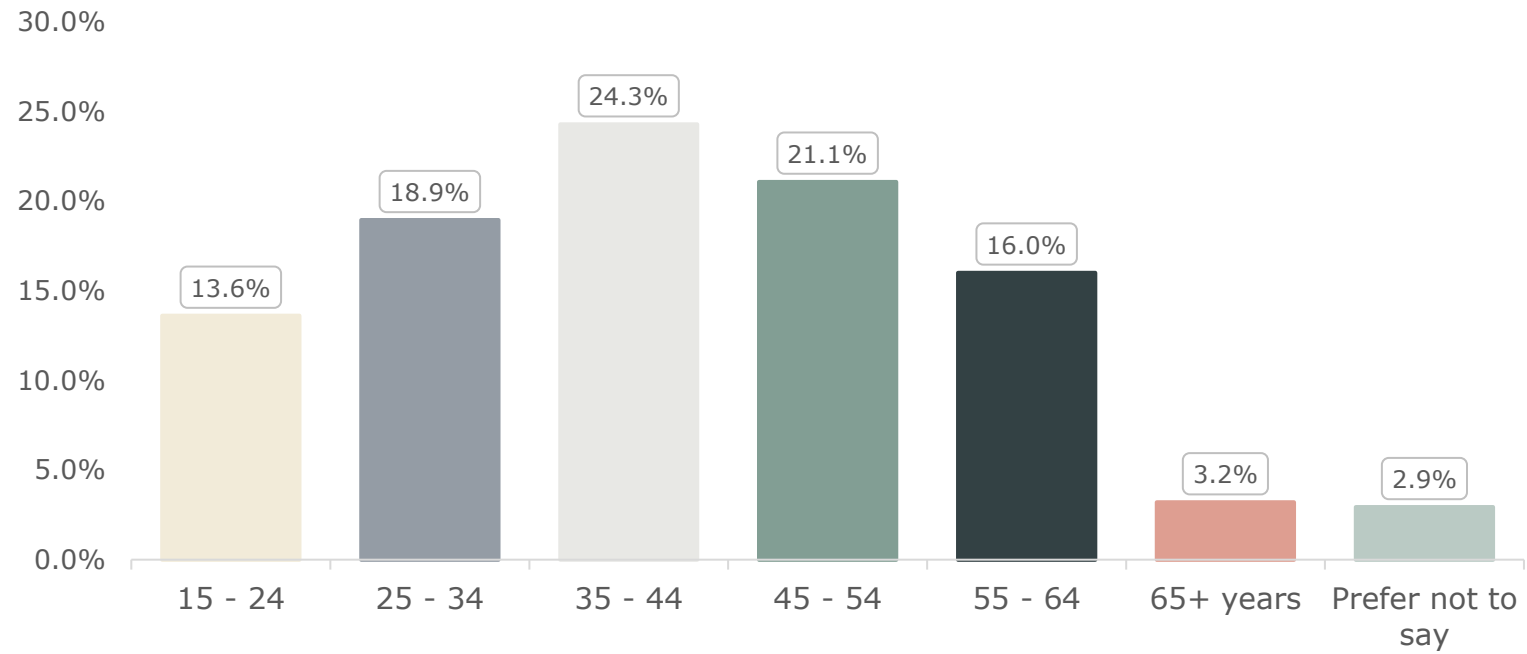
Whilst Customer and Collaboration remain unchanged, a strategic imperative will be to embrace Innovation over commitment for the future success of the business. Customer, Collaboration and Innovation can be further enhanced by focussing energy toward displaying the following behaviours more regularly:

- Going the extra mile for customers (Customer)
- Inviting feedback from customers (Customer)
- Contributing to team decisions (Collaboration)
- Participating in group activities (Collaboration)
- Transforming ideas into new products or services (Innovation)
- Encouraging people to experiment (Innovation)

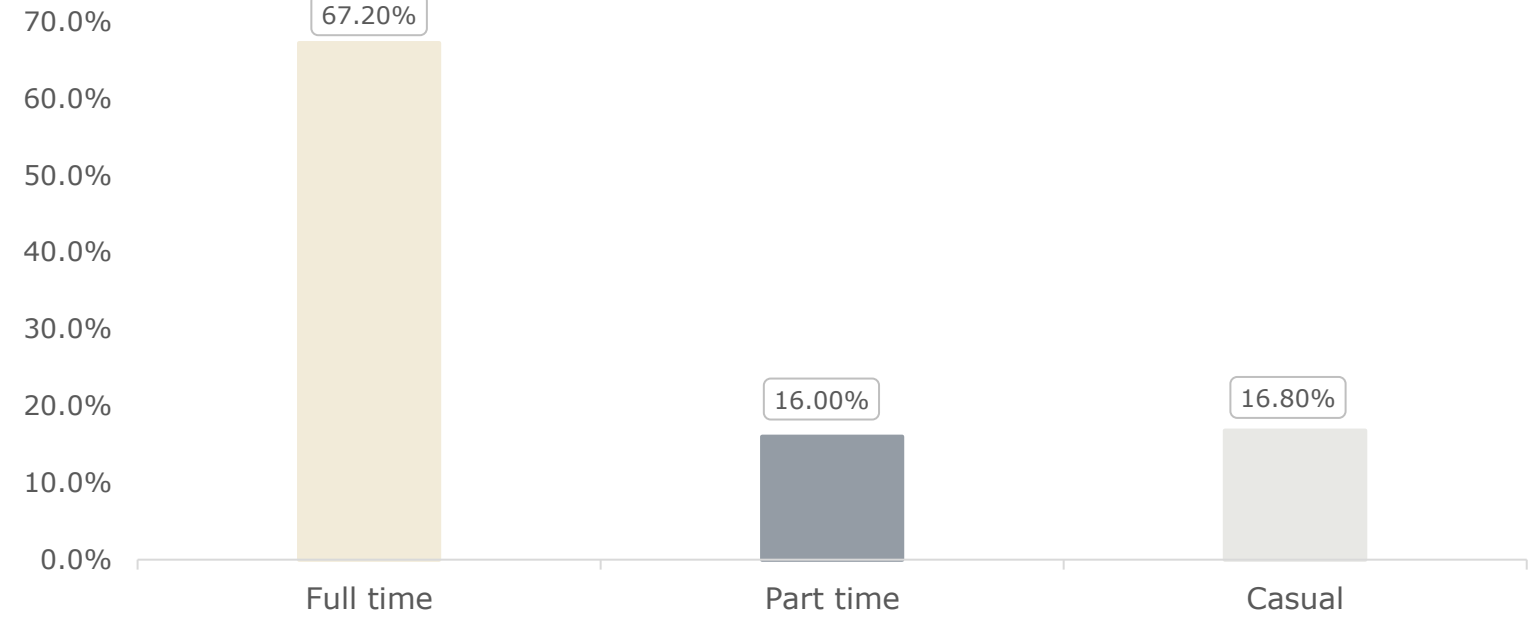
# Demographics

# Demographics

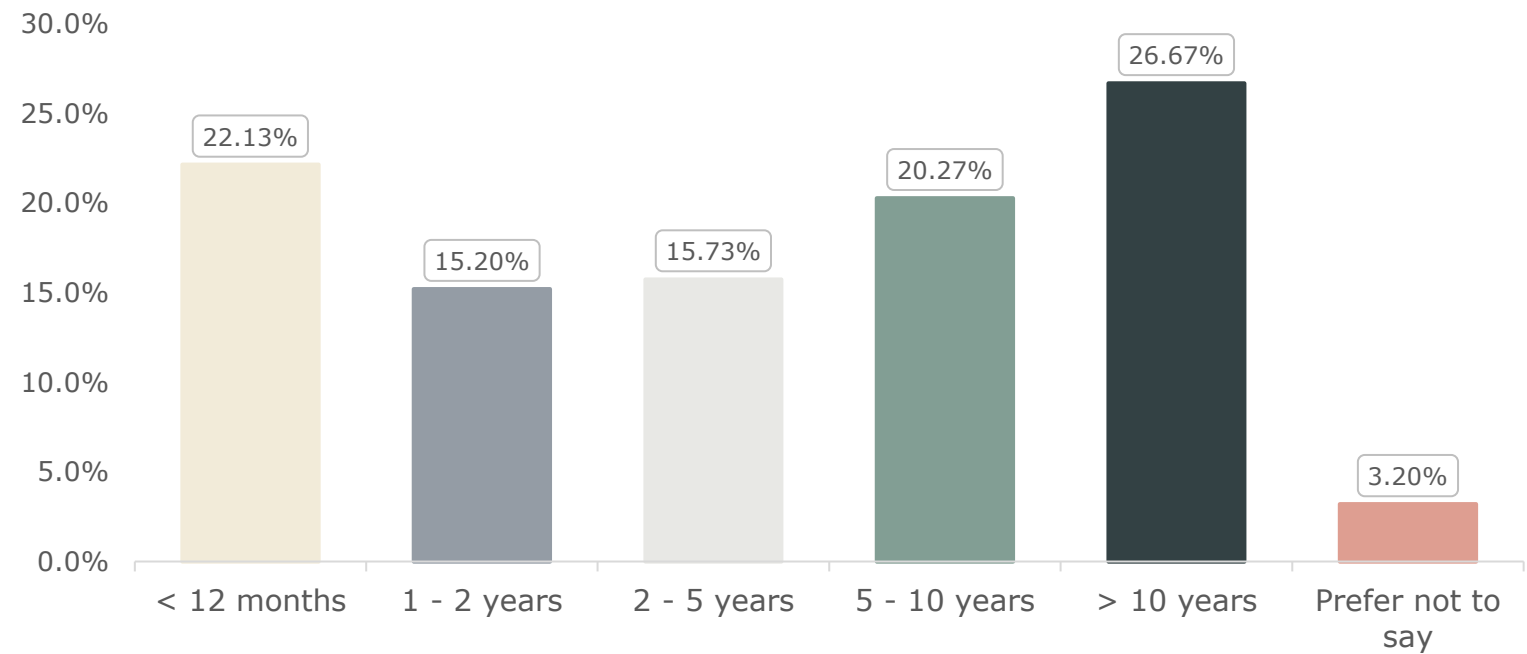
## Age Group



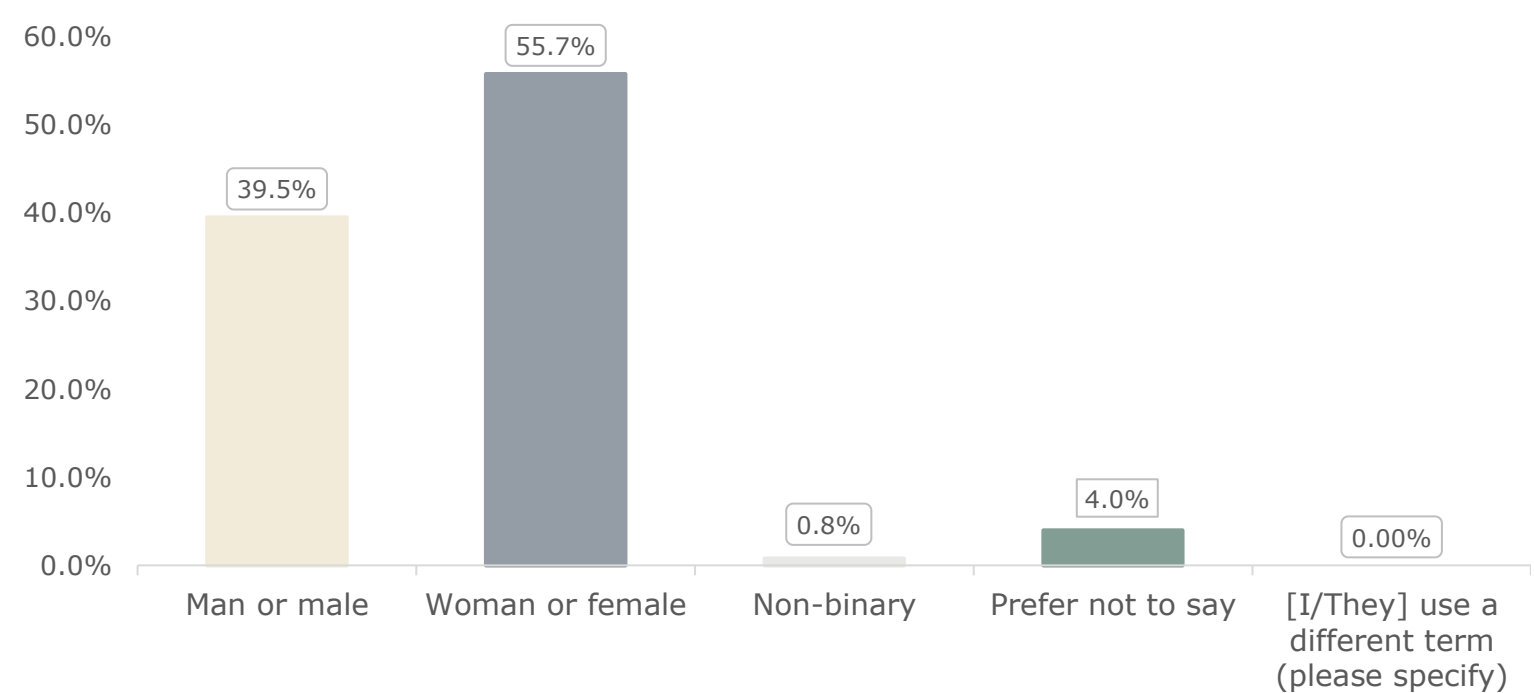
## Work Status



## Tenure



## Gender



# Appendices



## Appendix A Glossary

# Glossary

## Norm Groups

Norm group is also known as the 'comparison group,'. A norm group is the base collection of scores to which a measured score (e.g. the element of trust) is compared in order to provide an indication of how the measured score relates to other people or groups. The norm group used in this report is 1018 employed adults who are representative of the population of employed individuals in a broad range of industries.

## Percentiles

A percentile is a measure in statistics. It is a way of expressing where an observation falls in a range of other observations. For example, if a score falls in the 20th percentile, this means that 20 percent of all the scores recorded are lower.

## Quartiles

A quartile is a statistical term that describes a division of observations into four defined intervals based on the values of the data and how they compare to the entire set of observations. Quartiles in this report are presented as four intervals of 25.

## Scales

Behavioural items relating to the culture elements use a six-point frequency based scale from Always, Almost Always, Frequently, Occasionally, Almost Never and Never.

The change readiness scale reflects agreement on a six-point scale from Totally Agree, Agree, Slightly Agree, Slightly Disagree, Disagree, Totally, Disagree.

## Demographics

Demographics are collected to provide an indication of the representative nature of the responses to the survey. Age group and tenure of participants should be similar to that of the total employees. Response rates of over 50% are considered highly representative of a population, whilst lower rates depend more on the similarities of demographics to the population.



## Appendix B About Cultivate

## Defining workplace culture

Culture is a system of values, beliefs, and behaviours that shapes how work gets done. It is informed by leaders' actions and decisions, sustained by employee behaviours and reinforced by business and organisational systems. Culture is the total experience of working for an organisation.

## Our approach

We measure the frequency and importance of behaviours. Behaviour is the most powerful determinant of culture. To change culture we need to change people's behaviour.

## Get the complete picture

Create a robust culture that builds beyond one focus area like 'safety' or 'innovation'. Keogh's research-backed methods map and measure your organisation's culture. Our cultivate model measures culture along three dimensions, Supportive, Connective and Adaptive. Underpinning each dimension is four elements, with a thirteenth element 'Purpose' considered central and critical to the culture of your business.

## Grow a thriving organisation from the inside out

Your culture is a complex and unique ecosystem that needs constant monitoring and shaping to grow. And when it does, your business will too. With Keogh's industry-leading culture model and tools, your business can flourish and be more productive and resilient than ever.

## Designed for today's workforce

Informed by subject matter experts and deep research, Cultivate gives you a clear picture of what today's changing workplace culture needs. Areas like diversity and inclusion are integral components of your culture, not simply by-products.

## A toolbox, not just a diagnosis

Cultivate is not just about where you are – it's about where you want to go. We assess your culture in tandem with your business strategy, to identify pathways and readiness for change, whilst giving you the means to continually reassess and adapt.

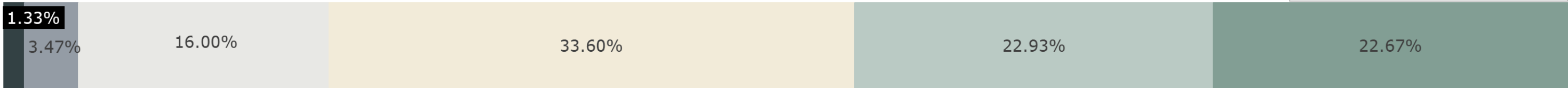




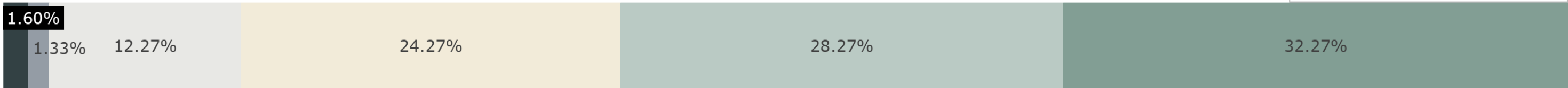
## Appendix C Item-level results

# Collaboration

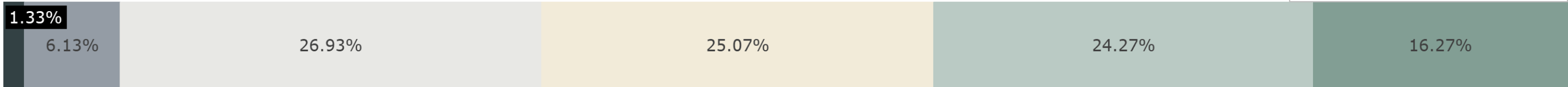
## Contributing to team decisions



## Encouraging people to work together



## Participating in group activities



## Sharing information with team members



0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

● Never    ● Almost Never    ● Occasionally    ● Frequently    ● Almost Always    ● Always



**cultivate**  
by keogh