

Work Climate Inventory Report

Prepared for

Company ABC
Department A

November-06

The Work Climate Inventory

The Work Climate Inventory, developed by Dr. Kenneth R. Rabinowitz in 1985, measures attitudes and perceptions of work teams. It is a subjective tool designed to identify a teams collective view of four important measures of organizational performance:

- ♦ Productivity - how successful the team is in producing the right results, the right way
 - ♦ Teamwork - how well the team is working together
 - ♦ Clarity - how well the team communicates and listens to each other
 - ♦ Morale - how motivated the team feels
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The Scale

The Work Climate Inventory uses a 5-point scale to measure perceptions:

1	2	3	4	5
very poor		adequate		excellent

The Report

The Work Climate Inventory report provides:

- ♦ mean scores (average perception scores) of teams
 - ♦ range of scores (the highest and lowest scores for each sample)
 - ♦ mode (the most common response)
 - ♦ standard deviation (a degree of variance between the raters)
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Interpretation

Mean scores over "4" suggest strong performance. Scores between "3.0" and "3.9" suggest marginal levels of performance. While these scores are adequate, they pose an opportunity for improvement. Scores of "2.9" or less indicate a more serious problem. These lower scores undermine performance and must be resolved if performance is to be improved or sustained.

Management needs to bring each performance area to a "3.0" level or higher for the team to establish a "high performance work climate" - an environment which fosters a level of productivity, clarity, teamwork, and morale which will produce outstanding results. High performance work climates occur through hard work, leadership, and a commitment to people.

Data - Department A

Company ABC

Department A

10-17-06

I feel that as a group we:		Mean Score	Mode	Maximum Score	Minimum Score	Standard Deviation
1	work well together	5.00	5	5	5	0.00
2	maintain a high standard of work	4.40	4	5	4	0.49
3	work efficiently	4.00	4	5	3	0.63
4	get the work done as expected	4.00	4	5	3	0.63
5	communicate well with each other	5.00	5	5	5	0.00
6	make sound decisions	4.80	5	5	4	0.40
7	listen well to each other	4.60	5	5	4	0.49
8	show respect for each other's feelings	4.20	5	5	3	0.75
9	support each other when needed	4.60	5	5	4	0.49
10	feel motivated to work well together	4.40	4	5	4	0.49
11	handle problems constructively	4.20	4	5	4	0.40
12	keep each other appropriately informed	4.40	5	5	3	0.80
13	have clear goals	3.60	3	5	3	0.80
14	work cooperatively with each other	4.40	4	5	4	0.49
15	maintain positive relationships	4.20	5	5	3	0.75
16	make good use of each other's talents	4.40	4	5	4	0.49
17	are given the authority to do the job right	3.00	3	4	2	0.63
18	are flexible when needed	4.40	5	5	3	0.80
19	encourage openness and sharing	3.80	3	5	3	0.98
20	manage our time well	4.00	5	5	3	0.89
21	anticipate problems	3.60	4	5	1	1.36
22	solve problems effectively	4.60	5	5	4	0.49
23	move quickly to solve problems	4.40	4	5	4	0.49
24	discover better methods and processes	3.80	5	5	2	1.17
25	work hard to do things right, the first time	4.40	4	5	4	0.49
26	communicate clearly	4.60	5	5	4	0.49
27	are well-informed	3.40	3	4	3	0.49
28	build two-way communication	4.20	5	5	3	0.98
Average		4.23				
Number of respondents included:		5				

0 = can't answer

1 = very poor

3 = adequate

5 = excellent

Data - Department A

Company ABC

Department A

10-17-06

In general, I feel that at work I am:		Mean Score	Mode	Maximum Score	Minimum Score	Standard Deviation
29	supported when I need help	3.20	3	5	2	0.98
30	encouraged to do my best	3.60	3	5	3	0.80
31	included in relevant decision making	3.20	4	4	2	0.98
32	informed of new developments	3.20	3	4	3	0.40
33	asked my opinion	3.60	3	5	3	0.80
34	listened to by my manager	4.20	5	5	3	0.98
35	listened to by my co-workers	4.60	5	5	4	0.49
36	appreciated for the kind of person I am	4.00	5	5	2	1.26
37	recognized for my contributions	3.60	3	5	3	0.80
38	respected as a professional	3.80	4	5	3	0.75
39	treated fairly	3.40	3	5	2	1.02
40	appropriately involved in what's happening	3.20	3	4	2	0.75
41	aware of what's expected of me	4.20	5	5	3	0.75
42	given the opportunity to excel	3.80	5	5	1	1.60
43	important to the organization	3.20	2	5	2	1.17
44	treated fairly when there is a problem	3.60	3	5	3	0.80
45	given reasonable assignments	3.40	3	5	2	1.02
46	given enough feedback about my performance	3.60	5	5	1	1.50
47	treated with respect	4.20	5	5	3	0.98
48	given the resources to do my job well	3.40	5	5	2	1.36
49	given the opportunity to help solve problems	3.00		5	1	1.41
50	given the opportunity to share my concerns	3.60	3	5	2	1.20
51	given the opportunity to interact with my boss	3.20	3	5	2	0.98
52	satisfied with my working conditions	3.00		5	1	1.41
53	secure in my position	3.20	3	5	1	1.33
Average		3.56				
Number of respondents included:		5				

0 = can't answer

1 = very poor

3 = adequate

5 = excellent

Data - All Departments Combined

Company ABC

All Departments Combined

10-17-06

I feel that as a group we:		Mean Score	Mode	Maximum Score	Minimum Score	Standard Deviation
1)	work well together	4.20	5	5	1	0.87
2)	maintain a high standard of work	4.08	4	5	1	0.82
3)	work efficiently	3.92	4	5	1	0.88
4)	get the work done as expected	4.14	4	5	1	0.81
5)	communicate well with each other	4.07	5	5	1	1.04
6)	make sound decisions	3.91	4	5	1	0.96
7)	listen well to each other	3.86	4	5	1	0.94
8)	show respect for each other's feelings	4.02	5	5	1	1.06
9)	support each other when needed	4.19	5	5	1	1.06
10)	feel motivated to work well together	3.92	5	5	1	1.13
11)	handle problems constructively	3.90	4	5	1	0.92
12)	keep each other appropriately informed	3.59	5	5	1	1.30
13)	have clear goals	3.80	4	5	1	1.02
14)	work cooperatively with each other	4.17	5	5	1	0.91
15)	maintain positive relationships	4.14	5	5	1	0.90
16)	make good use of each other's talents	4.02	5	5	1	1.00
17)	are given the authority to do the job right	3.51	3	5	1	1.18
18)	are flexible when needed	4.04	5	5	1	1.05
19)	encourage openness and sharing	3.86	5	5	1	1.04
20)	manage our time well	3.80	4	5	1	0.99
21)	anticipate problems	3.66	4	5	1	1.04
22)	solve problems effectively	3.93	4	5	1	0.96
23)	move quickly to solve problems	3.80	5	5	1	1.03
24)	discover better methods and processes	3.83	5	5	1	1.05
25)	work hard to do things right, the first time	3.92	4	5	1	0.89
26)	communicate clearly	3.70	4	5	1	1.11
27)	are well-informed	3.17	4	5	1	1.23
28)	build two-way communication	3.62	4	5	1	1.04
Average		3.88				
Number of respondents included:		132				

0 = can't answer

1 = very poor

3 = adequate

5 = excellent

Data - All Departments Combined

Company ABC

All Departments Combined

10-17-06

In general, I feel that at work I am:		Mean Score	Mode	Maximum Score	Minimum Score	Standard Deviation
29)	supported when I need help	3.63	3	5	1	1.11
30)	encouraged to do my best	4.00	5	5	1	1.07
31)	included in relevant decision making	2.86	3	5	1	1.24
32)	informed of new developments	3.03	4	5	1	1.28
33)	asked my opinion	2.92	3	5	1	1.25
34)	listened to by my manager	3.90	5	5	1	1.17
35)	listened to by my co-workers	4.09	5	5	1	1.04
36)	appreciated for the kind of person I am	3.73	5	5	1	1.19
37)	recognized for my contributions	3.34	3	5	1	1.22
38)	respected as a professional	3.49	4	5	1	1.25
39)	treated fairly	3.66	5	5	1	1.24
40)	appropriately involved in what's happening	3.33	4	5	1	1.23
41)	aware of what's expected of me	4.26	5	5	1	0.89
42)	given the opportunity to excel	3.57	4	5	1	1.32
43)	important to the organization	3.00	3	5	1	1.41
44)	treated fairly when there is a problem	3.39	3	5	1	1.22
45)	given reasonable assignments	3.73	4	5	1	1.07
46)	given enough feedback about my performance	3.61	5	5	1	1.22
47)	treated with respect	3.93	5	5	1	1.17
48)	given the resources to do my job well	3.48	4	5	1	1.23
49)	given the opportunity to help solve problems	3.39	3	5	1	1.13
50)	given the opportunity to share my concerns	3.53	4	5	1	1.17
51)	given the opportunity to interact with my boss	3.81	5	5	1	1.19
52)	satisfied with my working conditions	3.17	3	5	1	1.30
53)	secure in my position	3.29	5	5	1	1.35
Average		3.53				
Number of respondents included:		132				

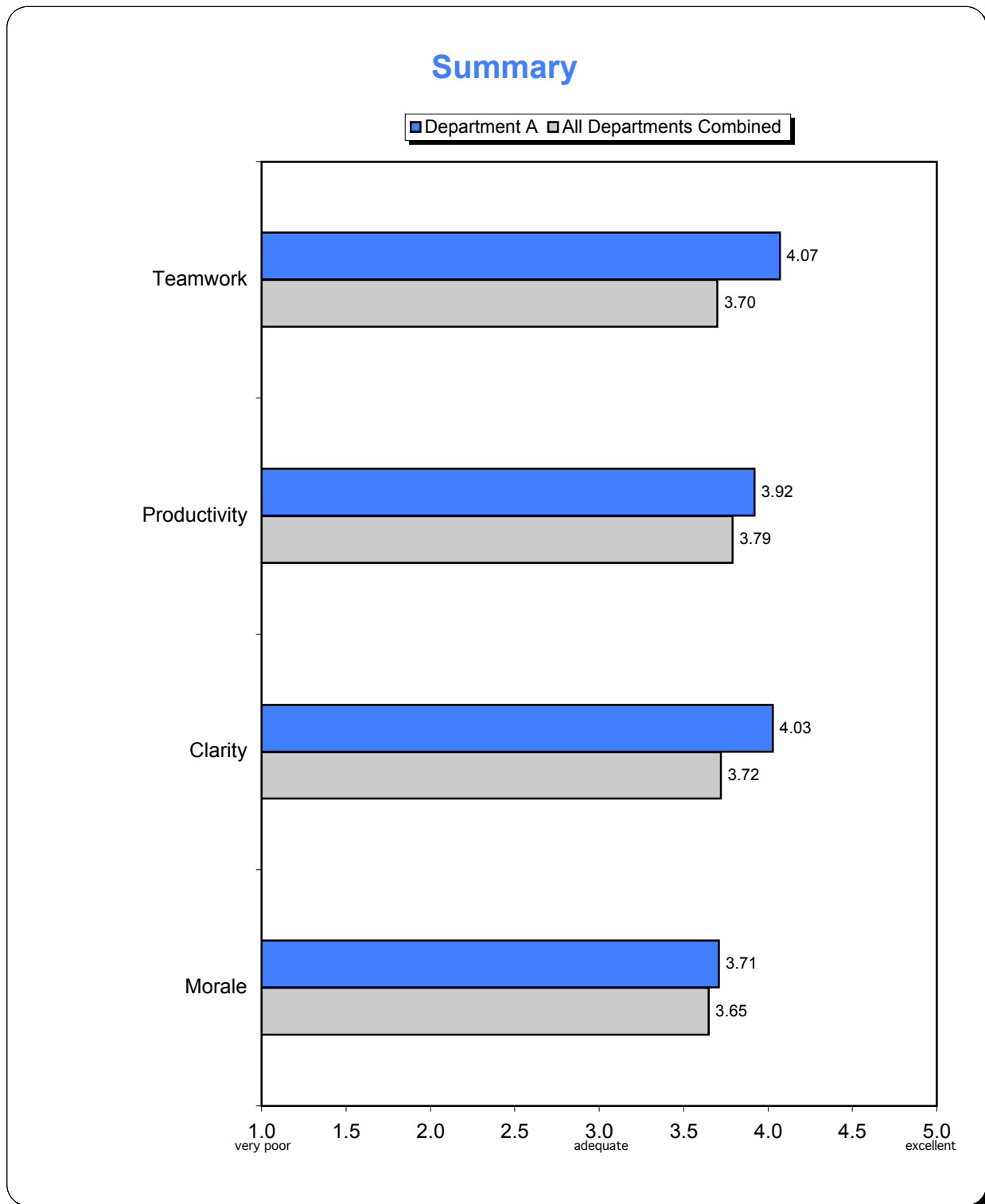
0 = can't answer

1 = very poor

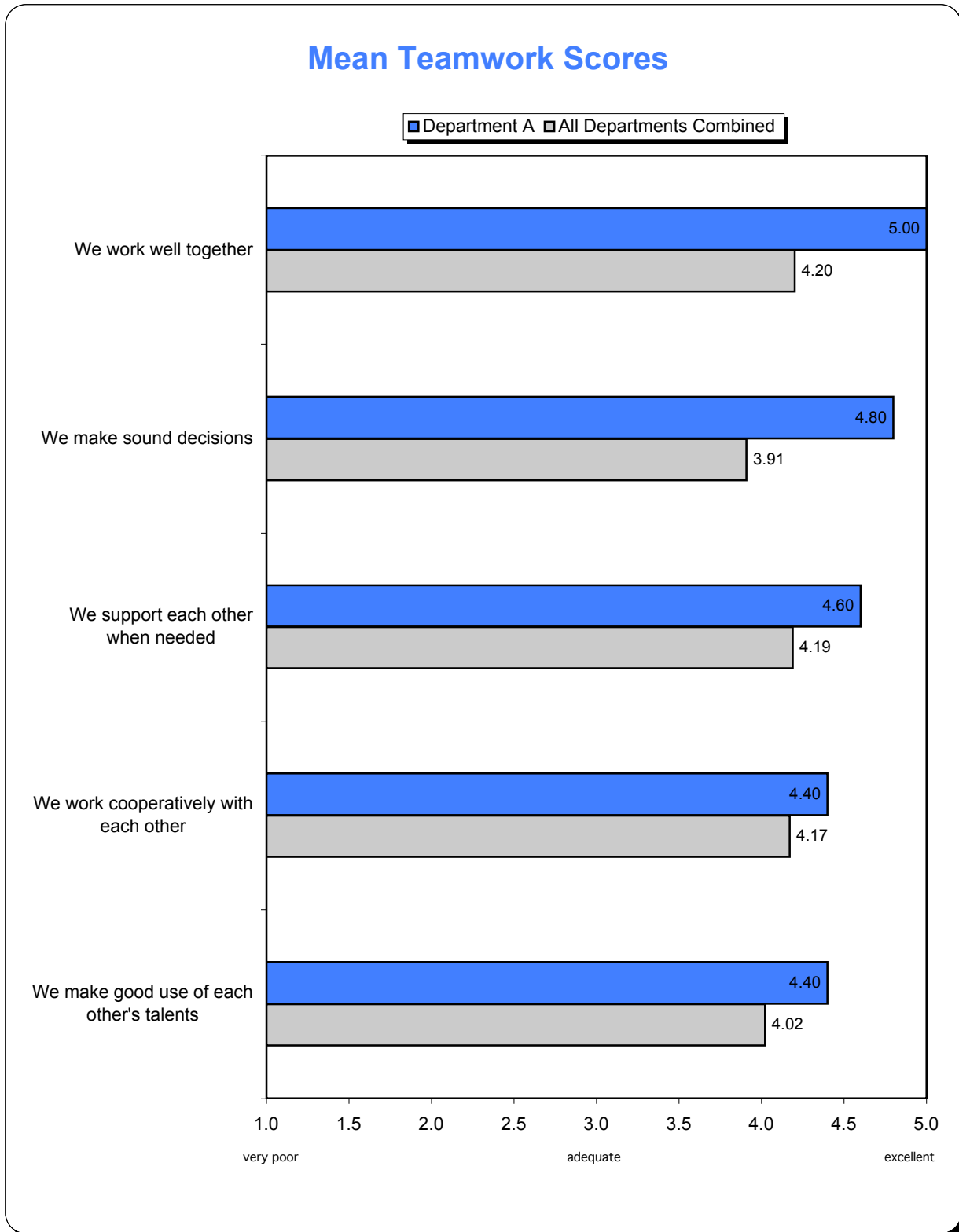
3 = adequate

5 = excellent

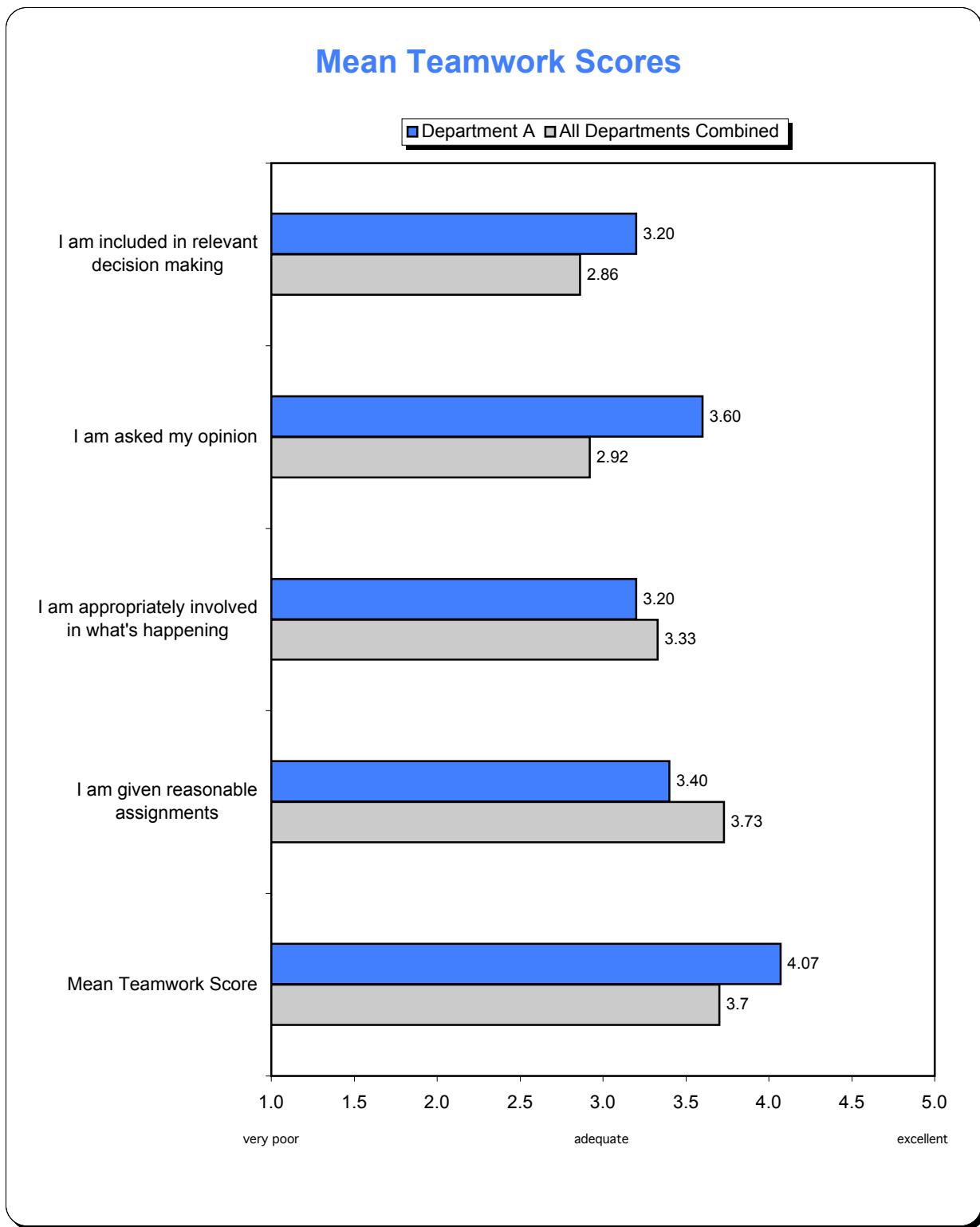
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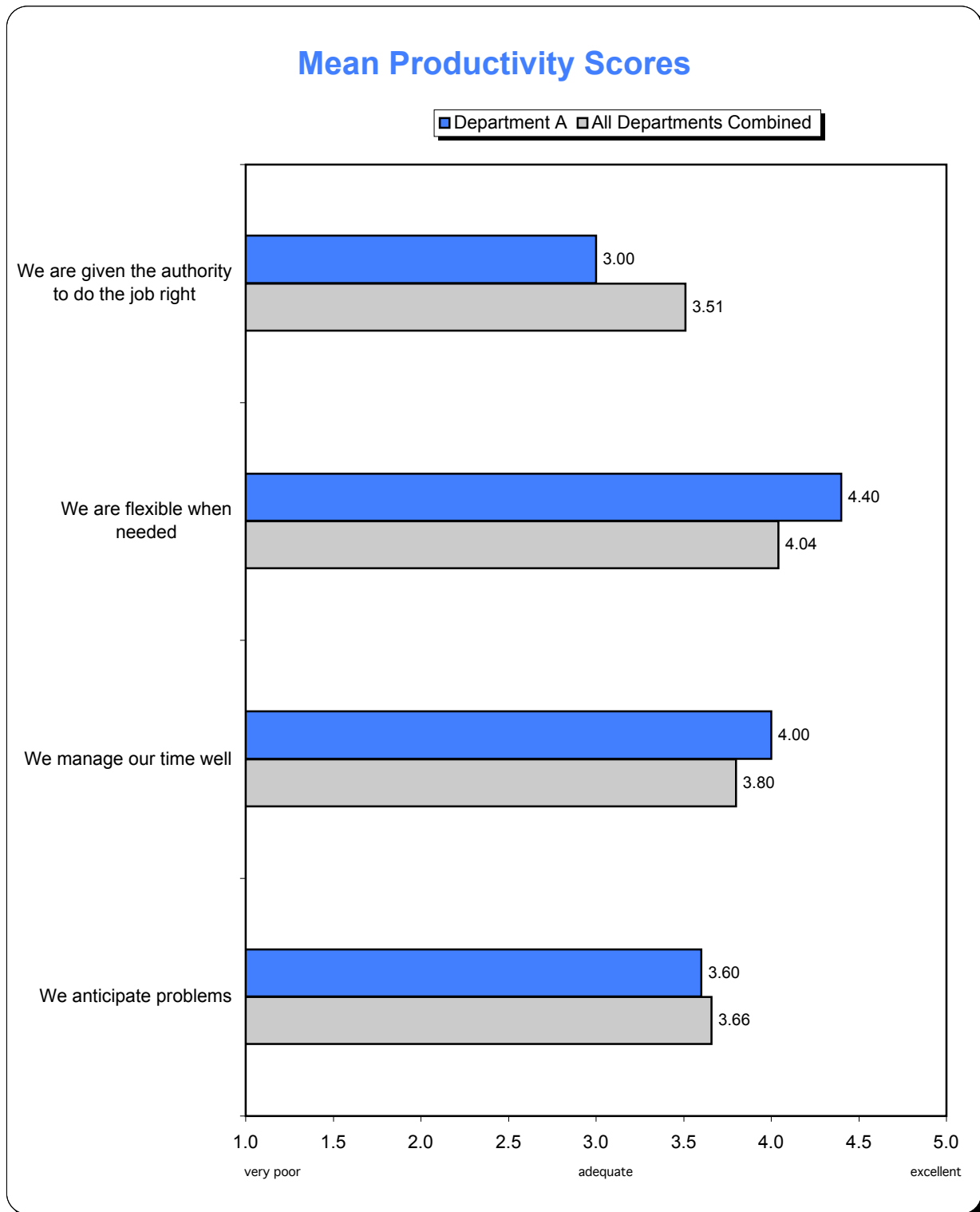
Teamwork Graph - Department A



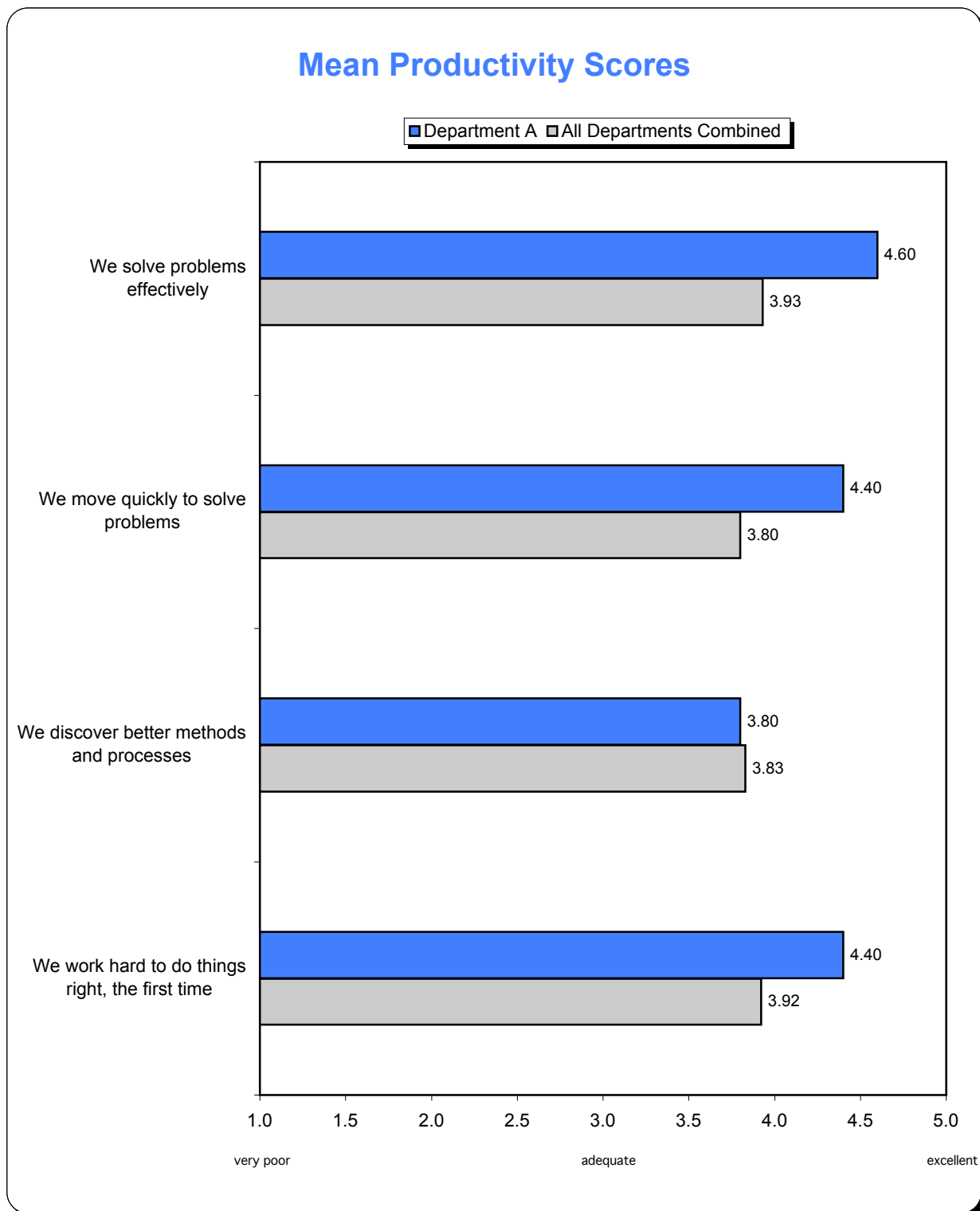
Teamwork Graph - Department A



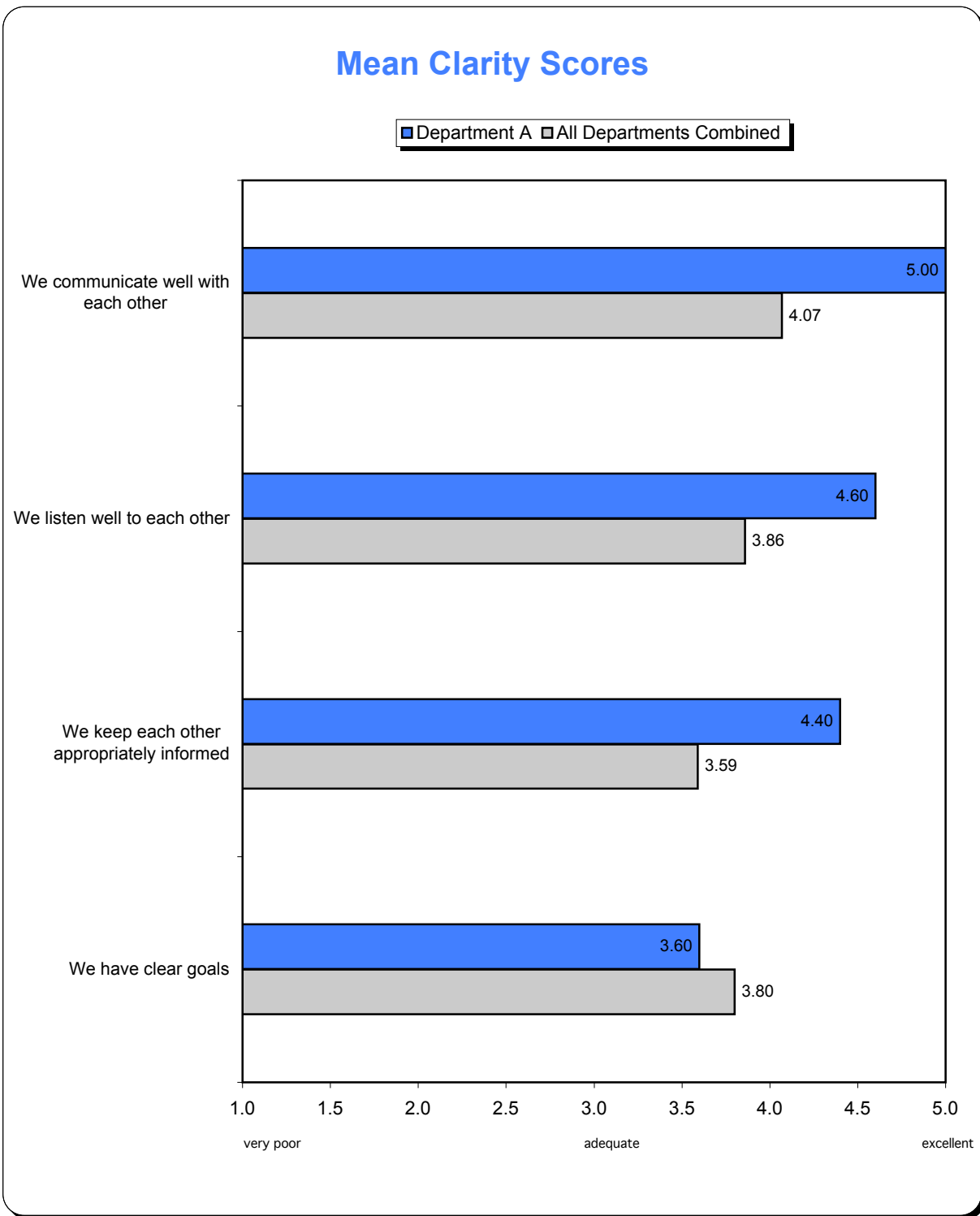
Productivity Graph - Department A



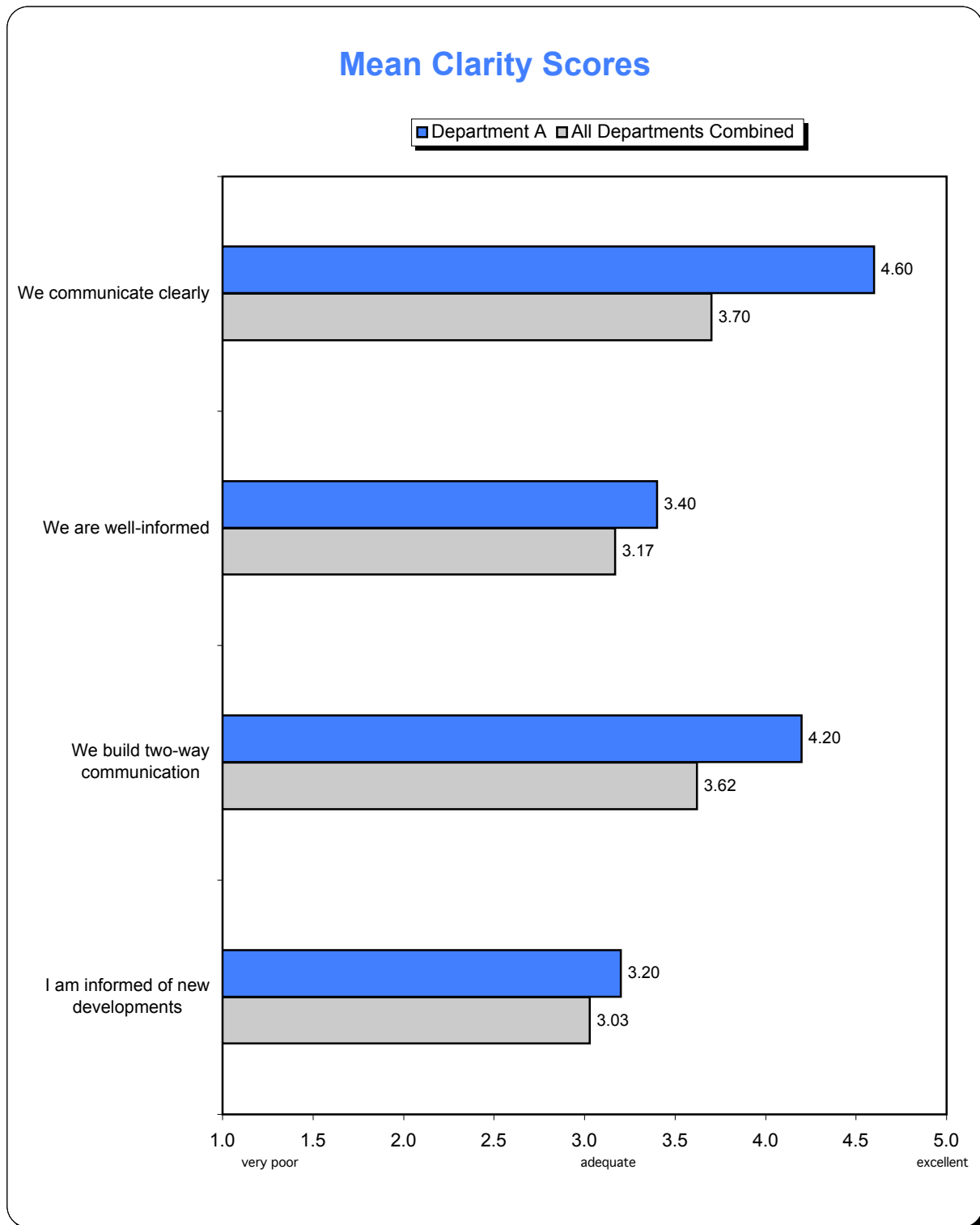
Productivity Graph - Department A



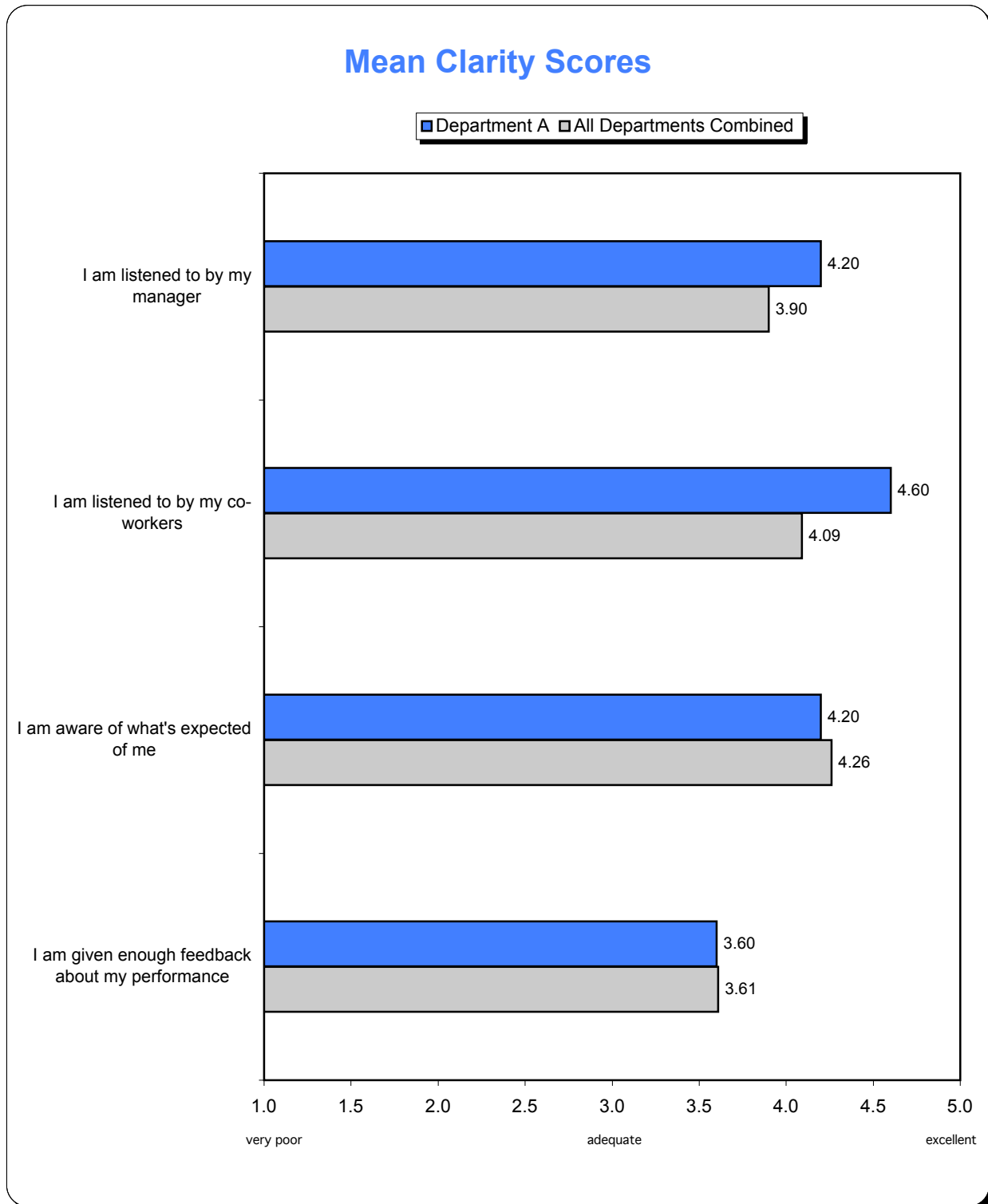
Clarity Graph - Department A



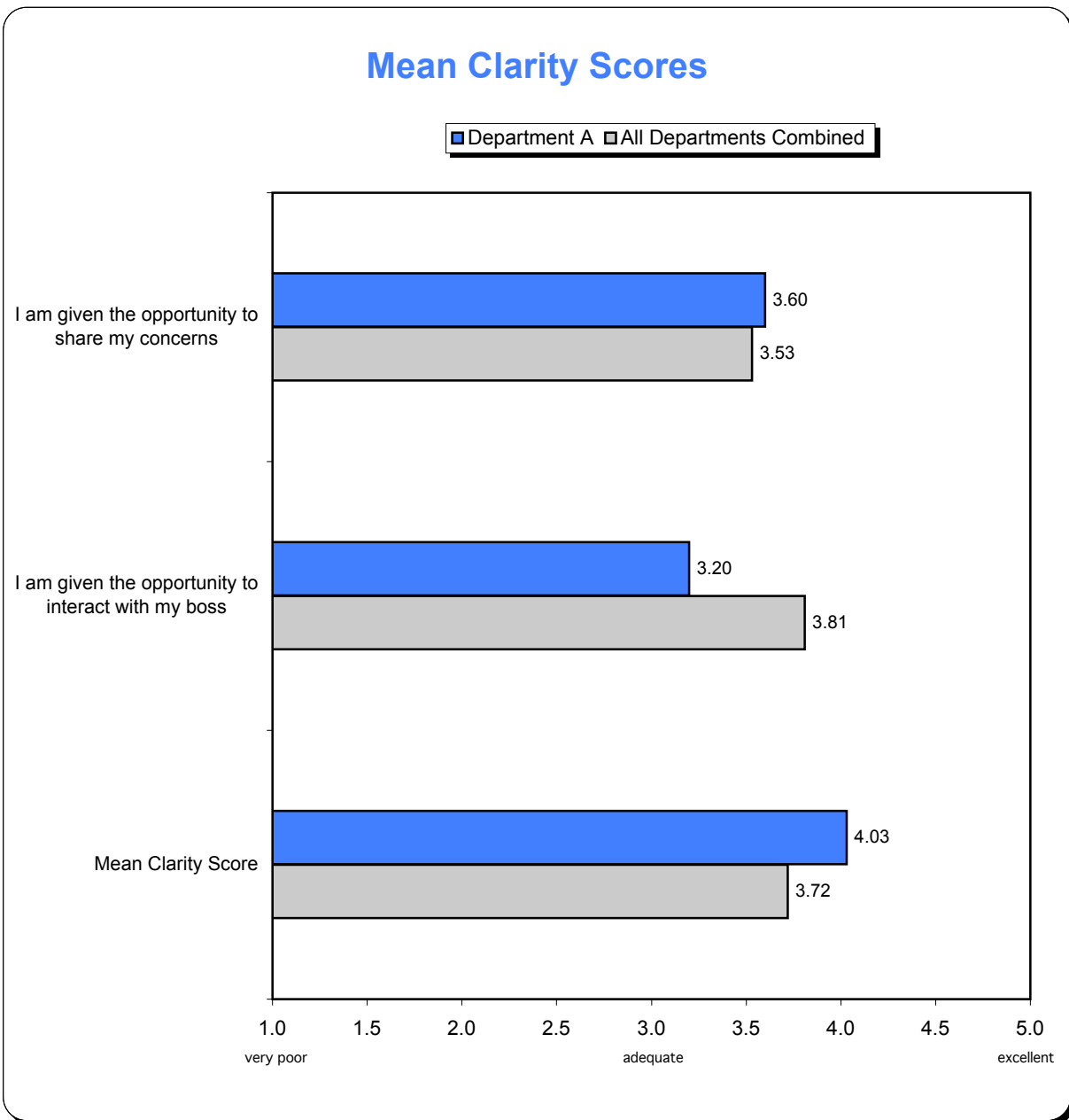
Clarity Graph - Department A



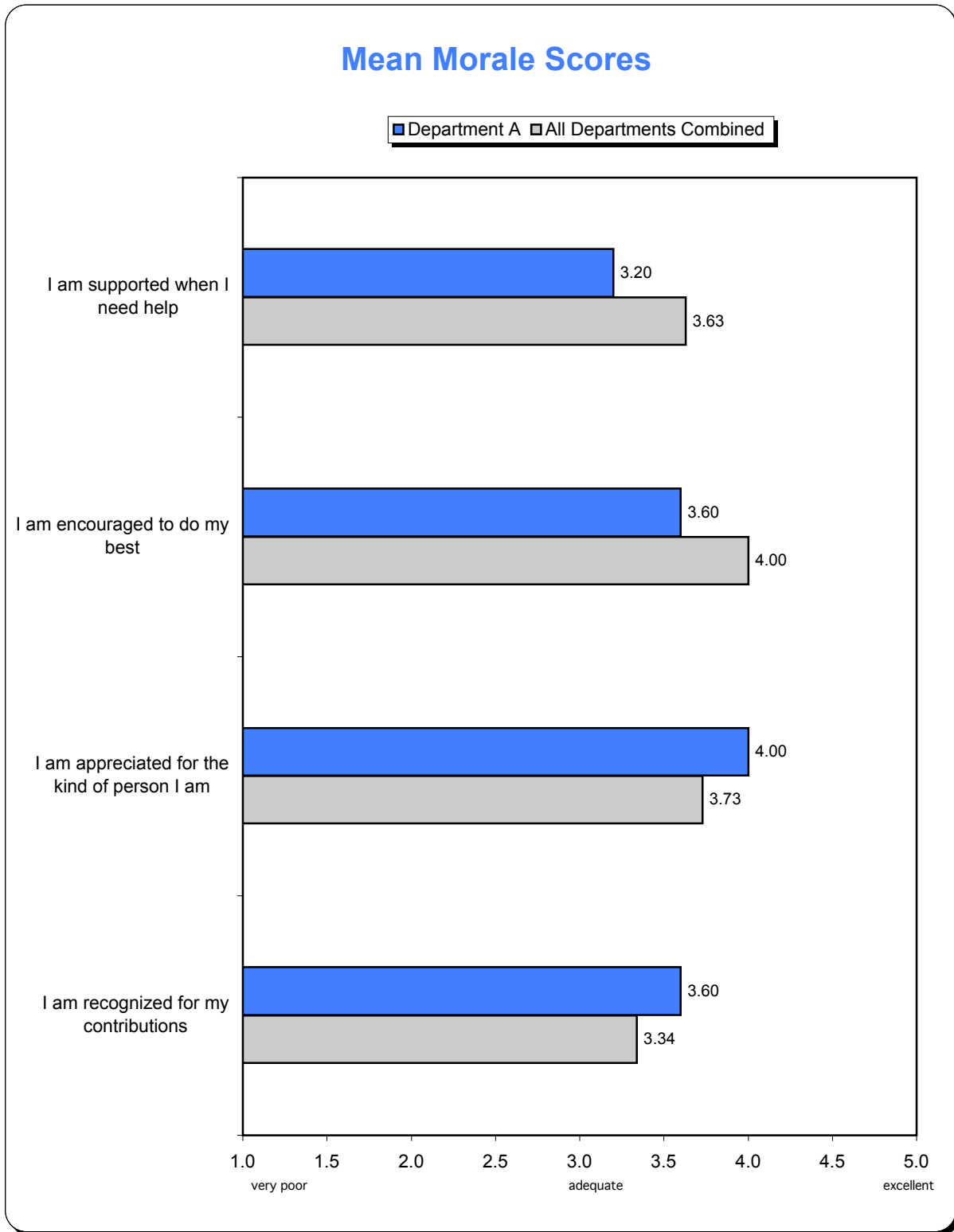
Clarity Graph - Department A



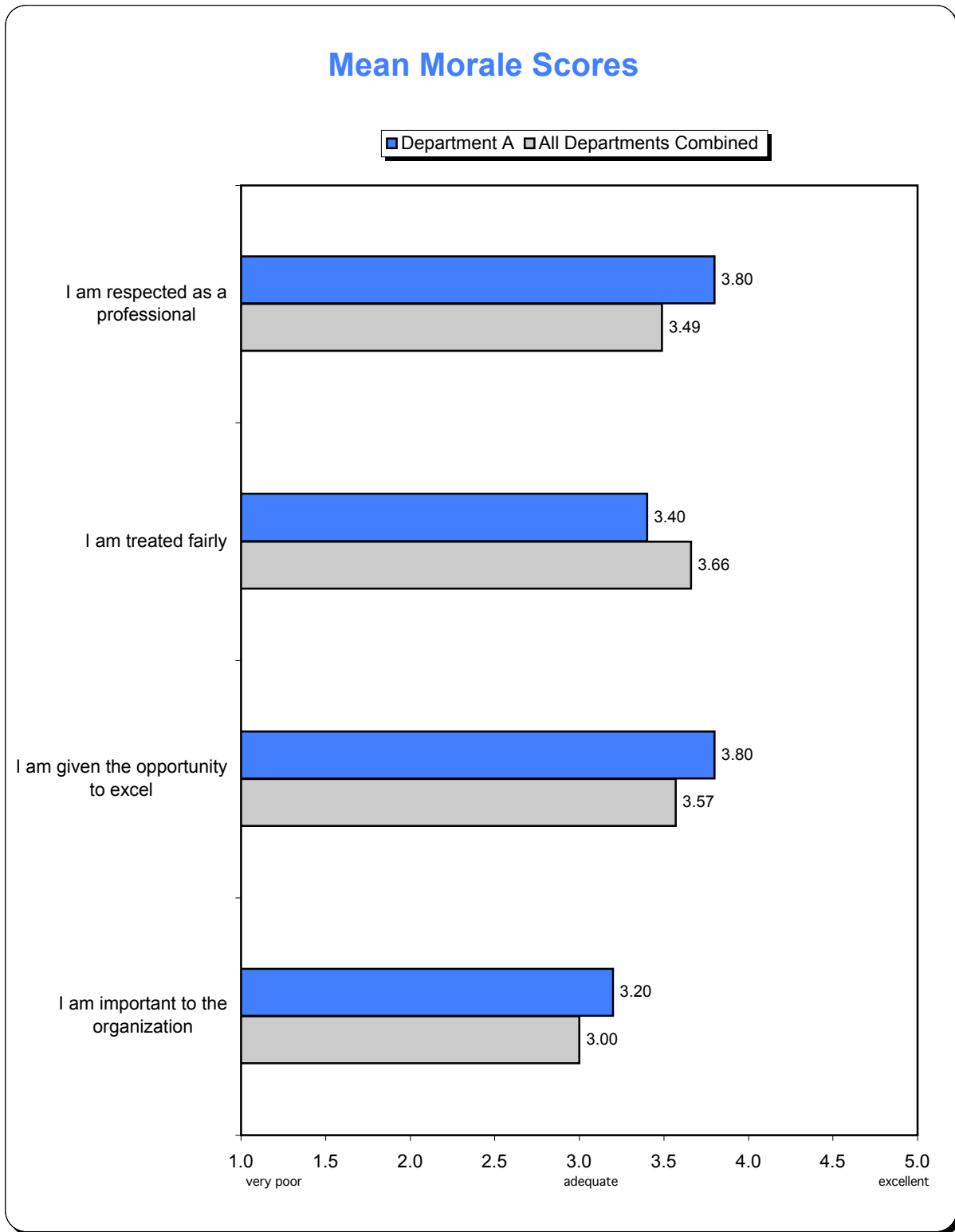
Clarity Graph - Department A



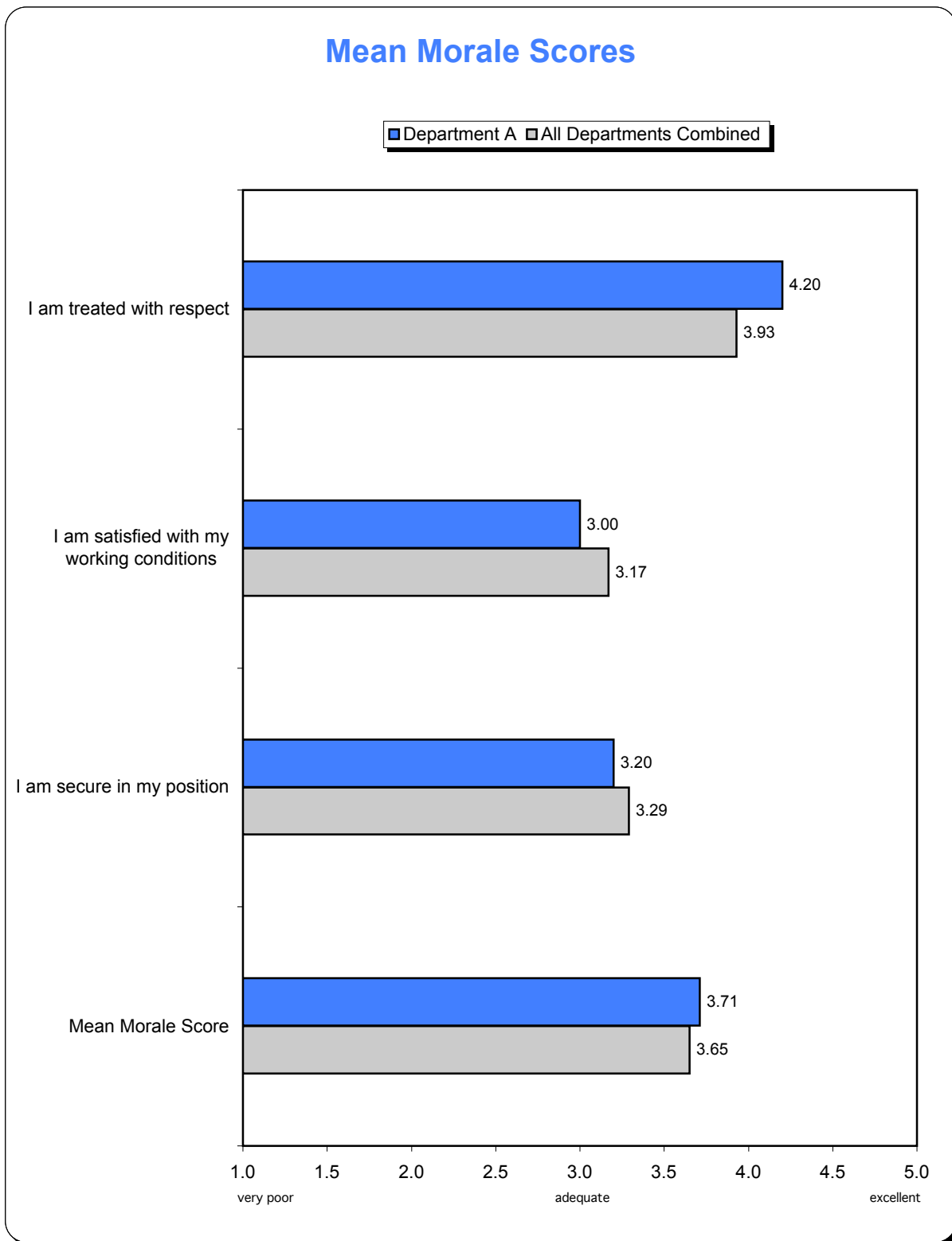
Morale Graph - Department A



Morale Graph - Department A



Morale Graph - Department A



Open Ended Questions - Department A

1. What are the strengths in the workplace?

- ♦
- ♦
- ♦
- ♦
- ♦
- ♦
- ♦
- ♦

Open Ended Questions - Department A

2. What are the weaknesses in the workplace?

- ♦
- ♦
- ♦
- ♦
- ♦
- ♦
- ♦
- ♦

Open Ended Questions - Department A

3. List of things that will improve the workplace

- ♦
- ♦
- ♦
- ♦
- ♦
- ♦
- ♦
- ♦