

ORGANIZATIONAL LEADERSHIP ASSESSMENT

Evaluation Report for:

Created by
James Laub, Ed.D.

Website: www.OLAgroup.com





Table of Contents

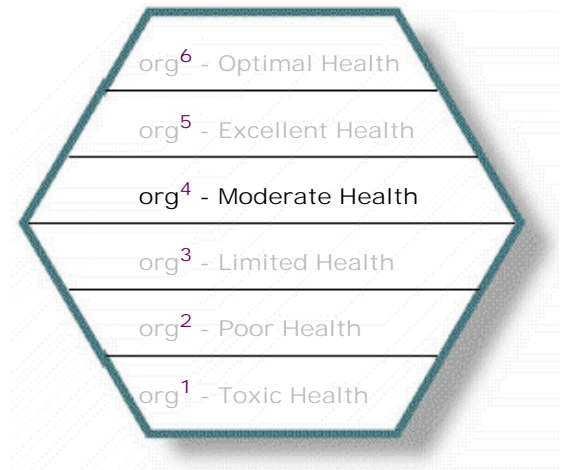
I	OLA Results Overview	
	Executive Summary	Page 3-4
	Ranking and Explaining the Six Key Areas	Page 5
II	Health Level	
	Detailed Results of the Six Key Areas	Page 6
	Your Expanded Organizational Health Description	Page 7
	Descriptions of all Six Organizational Health Levels	Page 8
III	Perception Match	
	Perception Match – The Six Key Areas	Page 9
	Perception Match – Organization & Leadership	Page 10
IV	Job Satisfaction	Page 11
V	Readiness for Change	Page 12-13
VI	Detailed Item Report & Summary	
	Results by individual items	Page 14-18
	Summary - collecting the six highest and lowest items	Page 19-23
VII	Creating Your Improvement Action Plan	
	A Path toward Shared Action	Page 24
	Moving toward Organizational improvement	Page 25
VIII	OLAgroupproducts & Services	Page 26

EXECUTIVE SUMMARY

Your Organizational Health . . .

Health Level = org⁴... Moderate Health

Workers experience this organization as a positively paternalistic (parental-led) organization characterized by a moderate level of trust and trustworthiness along with occasional uncertainty and fear. Creativity is encouraged as long as it doesn't move the organization too far beyond the status quo. Risks can be taken, but failure is sometimes feared. Goals are mostly clear, though the overall direction of the organization is sometimes confused. Leaders often take the role of nurturing parent while workers assume the role of the cared-for child. (See expanded description on page 7)



HIGHEST KEY AREAS OF ORGANIZATIONAL HEALTH	LOWEST KEY AREAS OF ORGANIZATIONAL HEALTH
<ul style="list-style-type: none">• Share Leadership• Value People	<ul style="list-style-type: none">• Develop People• Provide Leadership

Your Organizational Response . . .

Organization being assessed

Unit Assessed (if applicable)

Group providing the assessment

Total number of respondents

Top Leadership respondents

Management respondents

Workforce respondents

Date of the assessment

Sub-Group

Total Organization

21

2

3

16

3/6/2009

EXECUTIVE SUMMARY CONTINUES ➡

EXECUTIVE SUMMARY (continued)

Your Organizational Dynamics . . .

PERCEPTION MATCH* = HIGH MATCH (Page 9)

(*between Top Leadership and Workforce)

The Top Leadership and the Workforce have a similar perception of the current health status of the organization. This suggests a high level of shared awareness and open communication.

READINESS-FOR-CHANGE (RFC) = MODERATE TO GOOD RFC (Page 13)

There is a moderate to good readiness-for-change within the organization. Workers and leaders possess a sufficient level of energy for pursuing change, which suggests that an ability exists to improve in the Six Key Areas of organizational health. To increase readiness-for-change, first address awareness and open communication. Improving these areas through the sharing of these OLA results and facilitating open discussion around them will enhance your readiness to move into greater organizational health.

JOB SATISFACTION = GOOD (Page 11)

Workers believe that they personally are making a contribution to the organization and that their job is important to its success. They believe that they are able to use their best gifts and abilities in their job while being creative in their work. They enjoy the work they do and believe that they personally are working at a high level of productivity.

KEY PATTERNS

- ✓ Workers perceive the Organization, as a whole, less positively than the Leadership (Page 10)
- ✓ Leaders perceive the Organization, as a whole, more positively than the Leadership (Page 10)
- ✓ Workers are looking for more direction from the leadership (Page 6)





Organizational Leadership Assessment ... Results

The **Organizational Leadership Assessment (OLA)**

measures six characteristics of organizational and leadership practice that are critical to optimal organizational health and determine an organization's Health Level. The OLA also measures the Perception Match of the workforce and leadership concerning the organization's health. These six areas characterize organizations that provide authentic and shared leadership, empowered workers and a community of people who work effectively together to fulfill the organization's mission. The six characteristics are listed and expanded below.



In Your Organization, the Six Characteristics Ranked Highest to Lowest...

- | | | |
|---|----------------------|---|
| 1 | Share Leadership | ⇒ By creating a shared vision and sharing decision-making power, status and privilege at all levels of the organization |
| 2 | Value People | ⇒ By listening receptively, serving the needs of others first and trusting in people |
| 3 | Display Authenticity | ⇒ By integrity and trust, openness and accountability and a willingness to learn from others |
| 4 | Build Community | ⇒ By building strong relationships, working collaboratively and valuing individual differences |
| 5 | Develop People | ⇒ By providing opportunities for learning, modeling appropriate behavior and building up others through encouragement |
| 6 | Provide Leadership | ⇒ By envisioning the future, taking initiative and clarifying goals |

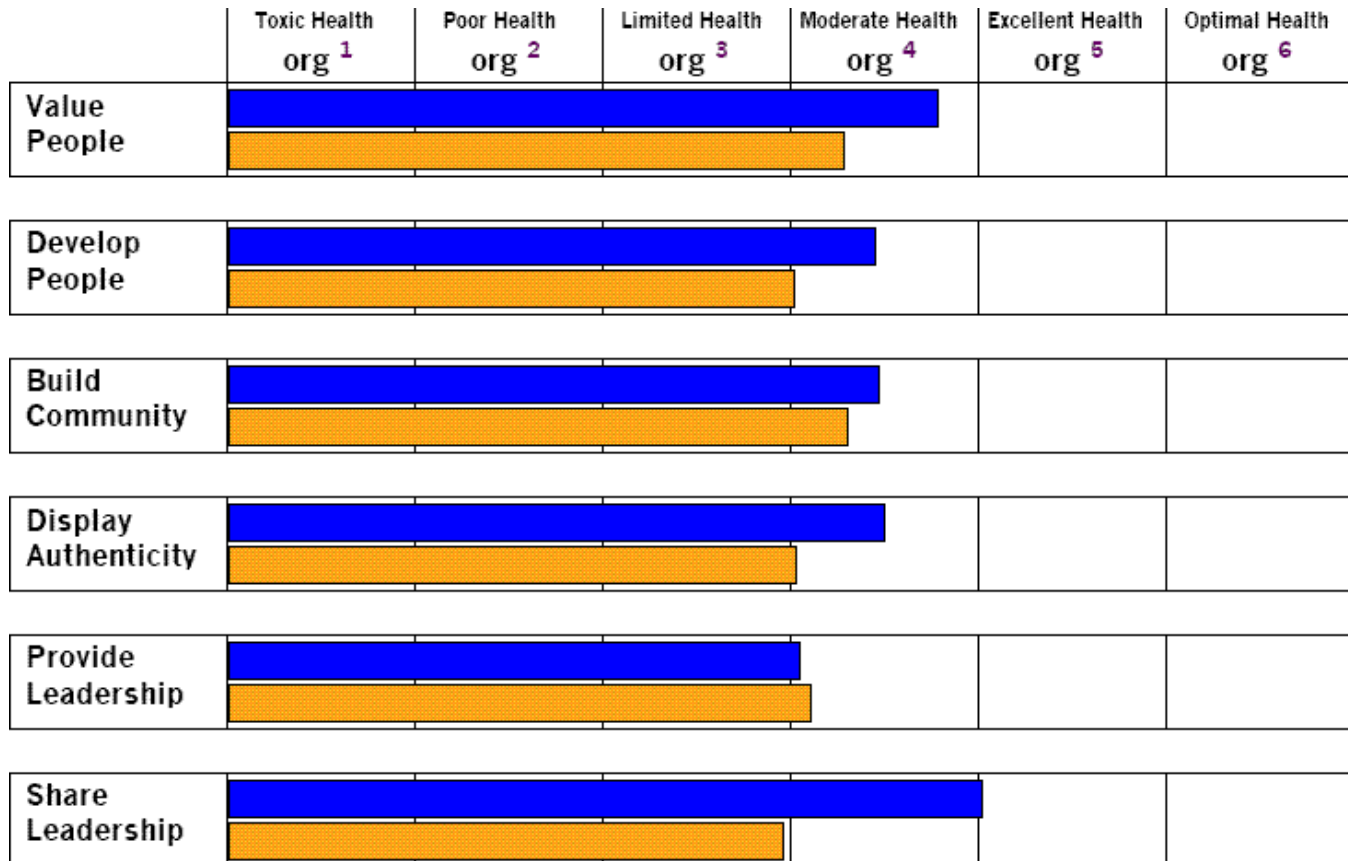
The following reports will provide you with an understanding of how your organization and leadership are perceived by those within the organization (top leadership, management, and the workforce).





Organizational Leadership Assessment ... Results

POWER LEVEL

This is the average score of your organization's Workforce in the Six Key Areas compared to the average score of all organizations that have completed the OLA. It is the Workforce score that determines your organization's health level.



-  = Your Workforce average score
-  = Average score of all organizations who have taken the OLA

KEY PATTERNS

Your organization's highest key areas of organizational health were...

- ✓ Share Leadership
- ✓ Value People

Your organization's lowest key areas of organizational health were...

- ✓ Develop People
- ✓ Provide Leadership

The relationship between the scores of "Provide Leadership" and "Share Leadership" indicates ...

- ✓ Workers are looking for more direction from the leadership



Description

Moderate to Good Organizational Health

*This organization is now operating with **Moderate to Good Organizational Health** in terms of its workers, leadership and organizational culture and it exhibits these characteristics throughout most levels of operation.*

The Workers: Motivation, morale, attitude & commitment, listening, relationships vs. tasks

Many workers sense they are valued while others are uncertain. People receive training in this organization in order to equip them to fulfill company goals. Workers are listened to but usually it is when they speak in line with the values and priorities of the leaders. Their ideas are often sought and sometimes used, but the important decisions remain at the top levels of the organization. Relationships are valued as they benefit company goals but organizational tasks often come first. There is a tension between the expectation of conformity and encouragement of diversity.

The Leadership: Power, decision-making, goals & direction

Leadership is positively paternalistic in style and mostly comes from the top levels of the organization. Leaders often take the role of nurturing parent while workers assume the role of the cared-for child. Power is delegated for specific tasks and for specific positions within the organization. Workers are encouraged to share ideas for improving the organization. Goals are mostly clear though the overall direction of the organization is sometimes confused.

The Team: Community, collaboration and team learning

Some level of cooperative work exists, and some true collaboration. Teams are utilized but may compete against one another when resources are scarce.

The Culture: Authenticity, integrity, accountability, creativity, trust, service, communication

Workers are sometimes unsure of where they stand and how open they can be with one another and especially with those in leadership over them. This is an environment where some risks can be taken but failure is sometimes feared. Creativity is encouraged as long as it doesn't move the organization too much beyond the status quo. There is a moderate level of trust and trustworthiness along with occasional uncertainty and fear. People feel trusted but know that trust can be lost very easily. People are motivated to serve the organization because it is their job to do so and they are committed to doing good work. This is an environment characterized by openness between select groups of people.

The Outlook: Type of workers attracted, action needed

This is a positively paternalistic organization, that will attract good motivated workers but may find that the most creative will seek professional challenges elsewhere. Change here is ongoing but often forced by outside circumstances. Improvement is desired but difficult to maintain over time. The outlook for this organization is positive. Decisions need to be made to move toward more healthy organizational life. This organization is in a good position to move towards optimal health in the future.



Descriptions of All Six Organizational Health Levels

Servant Leadership	org ⁶	Optimal Health	Workers experience this organization as a servant-minded organization characterized by authenticity, the valuing and developing of people, the building of community and the providing and sharing of positive leadership. These characteristics are evident throughout the entire organization. People are trusted and are trustworthy throughout the organization. They are motivated to serve the interests of each other before their own self-interest and are open to learning from each other. Leaders and workers view each other as partners working in a spirit of collaboration.
	org ⁵	Excellent Health	Workers experience this organization as a servant-oriented organization characterized by authenticity, the valuing and developing of people, the building of community and the providing and sharing of positive leadership. These characteristics are evident throughout much of the organization. People are trusted and are trustworthy. They are motivated to serve the interests of each other before their own self-interest and are open to learning from each other. Leaders and workers view each other as partners working in a spirit of collaboration.
Paternalistic Leadership	org ⁴	Moderate Health	Workers experience this organization as a positively paternalistic (parental-led) organization characterized by a moderate level of trust and trustworthiness along with occasional uncertainty and fear. Creativity is encouraged as long as it doesn't move the organization too far beyond the status quo. Risks can be taken, but failure is sometimes feared. Goals are mostly clear, though the overall direction of the organization is sometimes confused. Leaders often take the role of nurturing parent while workers assume the role of the cared-for child.
	org ³	Limited Health	Workers experience this organization as a negatively paternalistic (parental-led) organization characterized by minimal to moderate levels of trust and trustworthiness along with an underlying uncertainty and fear. People feel that they must prove themselves and that they are only as good as their last performance. Workers are sometimes listened to but only when they speak in line with the values and priorities of the leaders. Conformity is expected while individual expression is discouraged. Leaders often take the role of critical parent while workers assume the role of the cautious child.
Autocratic Leadership	org ²	Poor Health	Workers experience this organization as an autocratic-led organization characterized by low levels of trust and trustworthiness and high levels of uncertainty and fear. People lack motivation to serve the organization because they do not feel that it is their organization or their goals. Leadership is autocratic in style and is imposed from the top levels of the organization. It is an environment where risks are seldom taken, failure is often punished and creativity is discouraged. Most workers do not feel valued and often feel used by those in leadership. Change is needed but is very difficult to achieve.
	org ¹	Toxic	Workers experience this organization as a dangerous place to work ... a place characterized by dishonesty and a deep lack of integrity among its workers and leaders. Workers are devalued, used and sometimes abused. Positive leadership is missing at all levels and power is used in ways that are harmful to workers and the mission of the organization. There is almost no trust and an extremely high level of fear. This organization will find it very difficult to locate, develop and maintain healthy workers who can assist in producing positive organizational change.

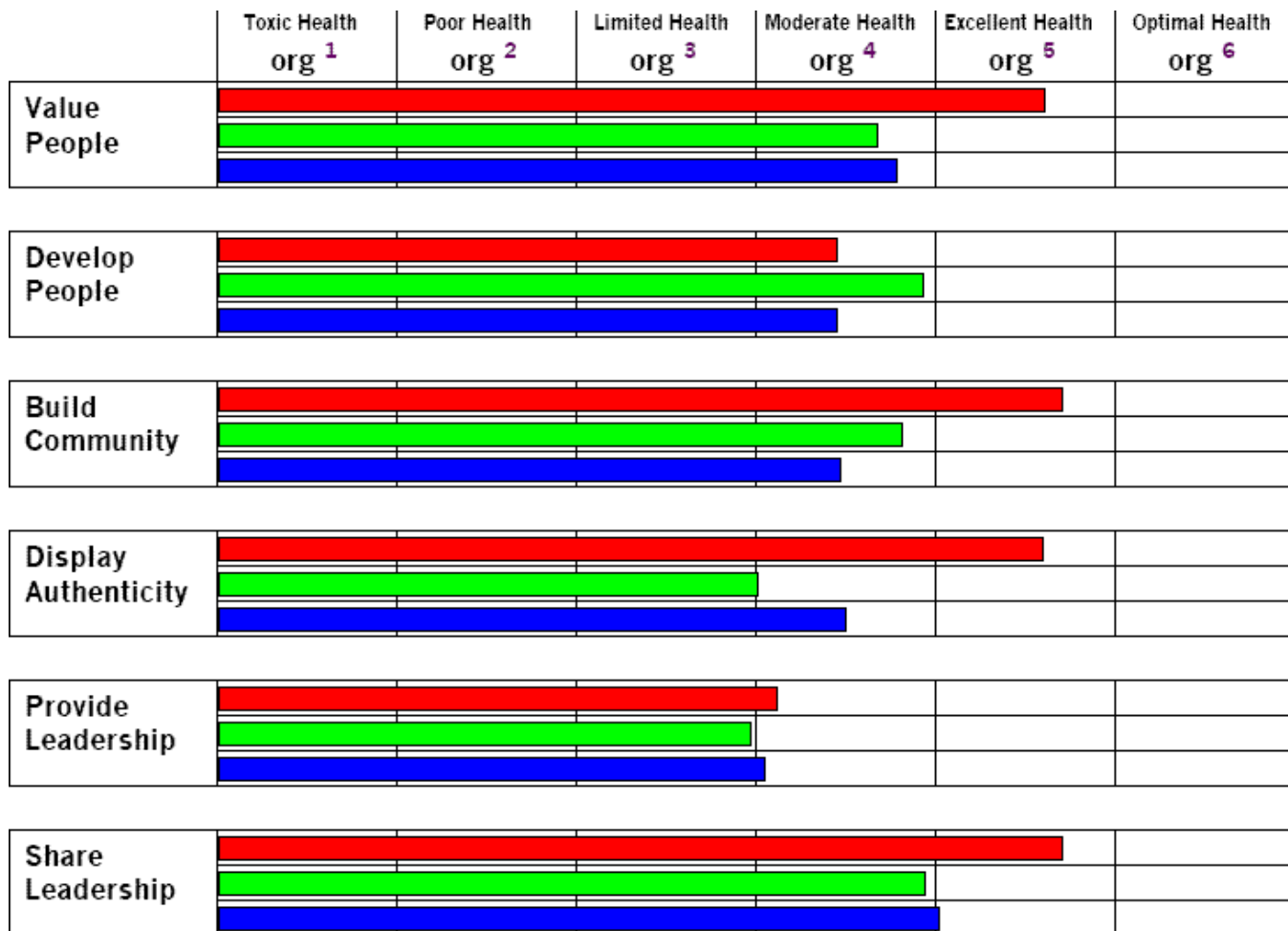


Organizational Leadership Assessment ... Results

PERCEPTION MATCH

The Six Key Areas

This is your organization's average score in the six critical areas of organizational health based on the perception of different positions within your organization (top leadership, management and workforce).



- = Top Leadership
- = Management/Supervisors
- = Workforce

The Top Leadership and the Workforce have a similar perception of the current health status of the organization. This suggests a high level of shared awareness and open communication.



Organizational Leadership Assessment ... Results

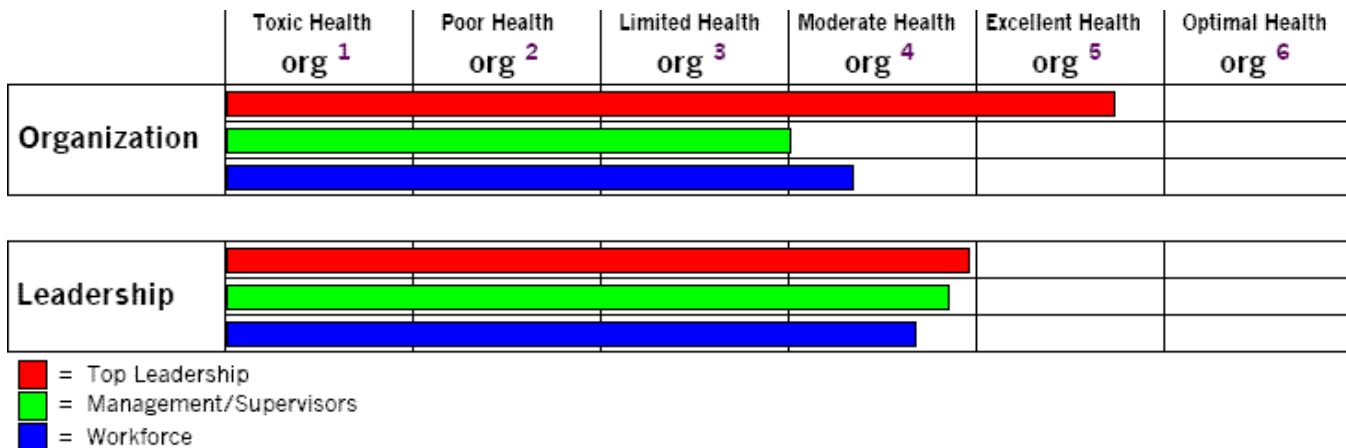
PERCEPTION MATCH

Organization & Leadership

The OLA also assesses your **Organization**, as a whole, in comparison to the **Leadership** of your organization (executive leaders and managers).

This report allows you to see:

1. A contrast of how your Organization and Leadership are perceived by those in the organization
2. A look at the different perceptions that may be present between different positions within your organization (workforce, managers, top leadership)



KEY PATTERNS IN YOUR ORGANIZATION

Comparison of Organization & Leadership:

- **Workers** perceive the Organization, as a whole, less positively than they do the Leadership
- **Managers** perceive the Organization, as a whole, less positively than they do the Leadership
- **Top Leaders** perceive the Organization, as a whole, more positively than they do the Leadership

Difference in Perception between Top Leaders and Workforce:

- Workers view the Organization less positively than the Top Leadership does
- Workers view the Leadership less positively than the Top Leadership does



Organizational Leadership Assessment ... Results

Job Satisfaction

Response by Positions

This report provides you with a summary of your organization's responses to the Job Satisfaction scale within the OLA assessment. It reveals whether your workers, managers and top leadership fall within, above, or below the average of all organizations that have taken the OLA.



Summary of Worker's perception:

JOB SATISFACTION = GOOD

Workers believe that they personally are making a contribution to the organization and that their job is important to its success. They believe that they are able to use their best gifts and abilities in their job while being creative in their work. They enjoy the work they do and believe that they personally are working at a high level of productivity.

The following six factors were used to assess Job Satisfaction in your organization:

- I feel good about my contribution to the organization
- My job is important to the success of the organization
- I am working at a high level of productivity
- I enjoy working in this organization
- I am able to be creative in my job
- I am able to use my best gifts and abilities in my job



Organizational Leadership Assessment ... Results

Your organization's...

Readiness-for-Change

You can move your organization towards optimal organizational health by increasing your Readiness-for-Change (RFC). Two important ways this can be enhanced are by increasing your organization's Health Level and by increasing your organization's Perception Match. These two comprise the two scales on the Readiness-for-Change graph shown on the next page of this report.

INCREASE YOUR PERCEPTION MATCH



Your organization's Perception Match is determined by the closeness of perception between your leaders and the workforce regarding the presence and strength of the six Key Areas of organizational health. A low Perception Match on the RFC graph means that there is a

significant gap between the perception held by the workforce and the perception of the leaders.

You can begin to close this perception gap and increase your Perception Match through an open, facilitated discussion of your organization's OLA results.

INCREASE YOUR HEALTH LEVEL

Your organization's *Health Level* is determined by the strength of the six critical characteristics of organizational health described on page 5 and measured on page 6 of this report. The higher the *Health Level* the stronger these characteristics exist in your organization.

org⁶ =

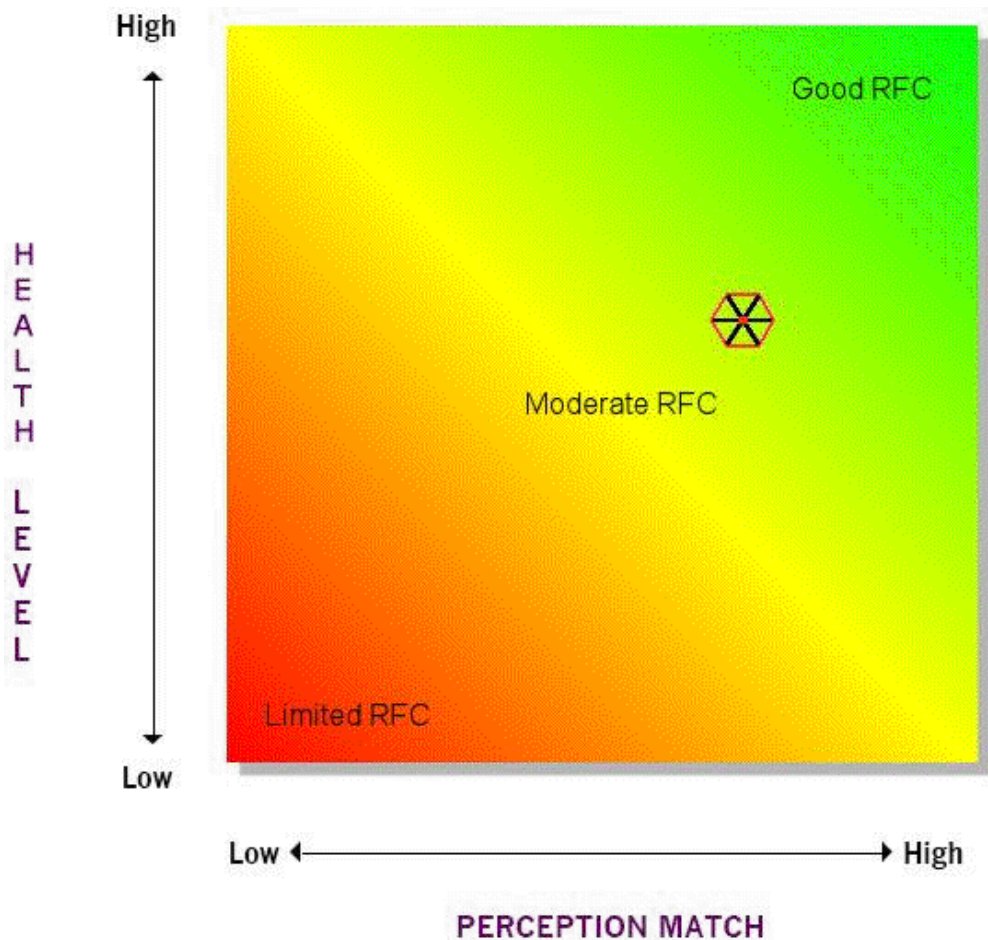


You can increase your Health Level by improving these six key areas of organizational health within all aspects and operations of your organization.



Organizational Leadership Assessment ... Results

Readiness-for-Change (RFC)



Your Organization's Readiness-for-Change = MODERATE TO GOOD RFC

There is a moderate to good readiness-for-change within the organization. Workers and leaders possess a sufficient level of energy for pursuing change, which suggests that an ability exists to improve in the Six Key Areas of organizational health. To increase readiness-for-change, first address awareness and open communication. Improving these areas through the sharing of these OLA results and facilitating open discussion around them will enhance your readiness to move into greater organizational health.

Readiness-for-Change will start you on a path towards optimal organizational health...



Detailed Report ...Results by Individual Items

Value People		Org1	Org2	Org3	Org4	Org5	Org6
1	People in this organization respect each other	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
2	People in this organization accept people as they are	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
3	People in this organization trust each other	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
4	People in this organization are aware of the needs of others	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
5	People in this organization are caring & compassionate towards each other	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
6	Leaders in this organization are receptive listeners	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
7	Leaders in this organization put the needs of the workers ahead of their own needs	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
8	I feel appreciated by my supervisor for what I contribute to the organization	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
9	I am respected by those above me in the organization	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
10	I am listened to by those above me in the organization	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
Develop People		Org1	Org2	Org3	Org4	Org5	Org6
11	People in this organization view conflict as an opportunity to learn & grow	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
12	Leaders in this organization provide opportunities for all workers to develop to their full potential	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
13	Leaders in this organization use their power and authority to benefit the workers	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
14	Leaders in this organization provide mentor relationships in order to help people grow professionally	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>



Detailed Report ...Results by Individual Items

15	Leaders in this organization build people up through encouragement and affirmation						
16	Leaders in this organization create an environment that encourages learning						
17	Leaders in this organization lead by example by modeling appropriate behavior						
18	Leaders in this organization practice the same behavior they expect from others						
19	I receive encouragement and affirmation from those above me in the organization						
Build Community		Org1	Org2	Org3	Org4	Org5	Org6
20	People in this organization relate well to each other						
21	People in this organization know how to get along with others						
22	People in this organization work to maintain positive working relationships						
23	People in this organization work well together in teams						
24	People in this organization attempt to work with others more than working on their own						
25	People in this organization value differences in culture, race & ethnicity						
26	People in this organization allow for individuality of style and expression						
27	Leaders in this organization facilitate the building of community & team						
28	Leaders in this organization encourage workers to work together rather than competing against each other						



Detailed Report ...Results by Individual Items

29	Leaders in this organization work alongside the workers instead of separate from them						
Display Authenticity		Org1	Org2	Org3	Org4	Org5	Org6
30	People in this organization are non-judgmental – they keep an open mind						
31	People in this organization are trustworthy						
32	People in this organization demonstrate high integrity & honesty						
33	People in this organization maintain high ethical standards						
34	Leaders in this organization admit personal limitations & mistakes						
35	Leaders in this organization promote open communication and sharing of information						
36	Leaders in this organization are accountable & responsible to others						
37	Leaders in this organization are open to learning from those who are below them in the organization						
38	Leaders in this organization honestly evaluate themselves before seeking to evaluate others						
39	Leaders in this organization are open to receiving criticism & challenge from others						
40	Leaders in this organization say what they mean, and mean what they say						
41	I trust the leadership of this organization						
Provide Leadership		Org1	Org2	Org3	Org4	Org5	Org6
42	People in this organization know where this organization is headed in the future						



Detailed Report ...Results by Individual Items

43	People in this organization are clear on the key goals of the organization					
44	People in this organization are held accountable for reaching work goals					
45	Leaders in this organization communicate a clear vision of the future of our organization					
46	Leaders in this organization encourage people to take risks even if they may fail					
47	Leaders in this organization don't hesitate to provide the leadership that is needed					
48	Leaders in this organization take appropriate action when it is needed					
49	Leaders in this organization communicate clear plans & goals for the organization					
50	Leaders in this organization provide the support and resources needed to help workers meet their goals					
Share Leadership		Org1	Org2	Org3	Org4	Org5
51	People in this organization are encouraged by supervisors to share in making important decisions					
52	Leaders in this organization allow workers to help determine where this organization is headed					
53	Leaders in this organization give workers the power to make important decisions					
54	Leaders in this organization encourage each person in the organization to exercise leadership					
55	Leaders in this organization use persuasion to influence others instead of coercion or force					
56	Leaders in this organization are humble – they do not promote themselves					



Detailed Report ...Results by Individual Items

57	Leaders in this organization seek to influence others out of a positive relationship rather than from the authority of their position						
58	Leaders in this organization do not demand special recognition for being leaders						
59	Leaders in this organization do not seek after special status or the "perks" of leadership						
60	In this organization, a person's work is valued more than their title						
Job Satisfaction		Org1	Org2	Org3	Org4	Org5	Org6
61	I am working at a high level of productivity						
62	I feel good about my contribution to the organization						
63	My job is important to the success of this organization						
64	I enjoy working in this organization						
65	I am able to be creative in my job						
66	I am able to use my best gifts and abilities in my job						

■ = Top Leadership
■ = Management/Supervisors
■ = Workforce



Summary Report - Highest and Lowest ...Results by Individual Items

Workforce - Highest Six Scores		Org1	Org2	Org3	Org4	Org5	Org6
VP	I feel appreciated by my supervisor for what I contribute to the organization						
SL	Leaders in this organization encourage each person in the organization to exercise leadership						
DP	I receive encouragement and affirmation from those above me in the organization						
VP	I am respected by those above me in the organization						
SL	Leaders in this organization do not demand special recognition for being leaders						
DA	People in this organization maintain high ethical standards						

Management/Supervisors - Highest Six Scores		Org1	Org2	Org3	Org4	Org5	Org6
VP	I am listened to by those above me in the organization						
BC	Leaders in this organization encourage workers to work together rather than competing against each other						
PL	Leaders in this organization encourage people to take risks even if they may fail						
VP	I am respected by those above me in the organization						
DP	I receive encouragement and affirmation from those above me in the organization						
VP	I feel appreciated by my supervisor for what I contribute to the organization						

Top Leaders - Highest Six Scores		Org1	Org2	Org3	Org4	Org5	Org6
BC	Leaders in this organization encourage workers to work together rather than competing against each other						
SL	People in this organization are encouraged by supervisors to share in making important decisions						
DA	People in this organization demonstrate high integrity & honesty						
VP	People in this organization are caring & compassionate towards each other						
BC	People in this organization value differences in culture, race & ethnicity						
DA	People in this organization maintain high ethical standards						

VP = Values People

DP = Develops People

BC = Builds Community

DA = Displays Authenticity

PL = Provides Leadership

SL = Shares Leadership



Summary Report - Highest and Lowest ...Results by Individual Items

Workforce - Lowest Six Scores		Org1	Org2	Org3	Org4	Org5	Org6
PL	People in this organization know where this organization is headed in the future						
BC	People in this organization attempt to work with others more than working on their own						
DP	People in this organization view conflict as an opportunity to learn & grow						
DA	People in this organization are non-judgmental – they keep an open mind						
PL	Leaders in this organization communicate clear plans & goals for the organization						
PL	Leaders in this organization encourage people to take risks even if they may fail						

Management/Supervisors - Lowest Six Scores		Org1	Org2	Org3	Org4	Org5	Org6
PL	People in this organization know where this organization is headed in the future						
VP	People in this organization trust each other						
DA	People in this organization are non-judgmental – they keep an open mind						
VP	People in this organization respect each other						
DA	People in this organization maintain high ethical standards						
DA	People in this organization are trustworthy						

Top Leaders - Lowest Six Scores		Org1	Org2	Org3	Org4	Org5	Org6
DP	Leaders in this organization provide mentor relationships in order to help people grow professionally						
PL	Leaders in this organization communicate a clear vision of the future of our organization						
PL	People in this organization are clear on the key goals of the organization						
PL	People in this organization are held accountable for reaching work goals						
PL	Leaders in this organization don't hesitate to provide the leadership that is needed						
PL	Leaders in this organization encourage people to take risks even if they may fail						

VP = Values People

DP = Develops People

BC = Builds Community

DA = Displays Authenticity

PL = Provides Leadership

SL = Shares Leadership



Summary Report - Highest and Lowest ...Results by Individual Items

This page is designed to contrast the Top Leader's response with that of the Workforce. If no Top Leaders completed the OLA for this organization this report page will be incomplete.

■ = Top Leadership
■ = Workforce

This graph shows where the Top Leaders and the Workforce are in most agreement (Highest Perception Match).

Highest Perception Match Items		Org1	Org2	Org3	Org4	Org5	Org6
PL	People in this organization are held accountable for reaching work goals	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
SL	Leaders in this organization use persuasion to influence others instead of coercion or force	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
PL	Leaders in this organization provide the support and resources needed to help workers meet their goals	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
DP	Leaders in this organization lead by example by modeling appropriate behavior	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
DP	Leaders in this organization provide opportunities for all workers to develop to their full potential	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
VP	I am listened to by those above me in the organization	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>

This graph shows where the Top Leaders and the Workforce are in least agreement (Highest Perception Match).

Lowest Perception Match Items		Org1	Org2	Org3	Org4	Org5	Org6
SL	People in this organization are encouraged by supervisors to share in making important decisions	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
VP	Leaders in this organization put the needs of the workers ahead of their own needs	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
VP	People in this organization are aware of the needs of others	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
BC	People in this organization attempt to work with others more than working on their own	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
PL	People in this organization know where this organization is headed in the future	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
DA	People in this organization demonstrate high integrity & honesty	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>

VP = Values People
 DA = Displays Authenticity



DP = Develops People
 PL = Provides Leadership

BC = Builds Community
 SL = Shares Leadership











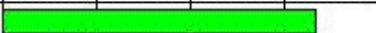

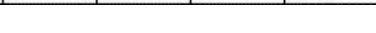

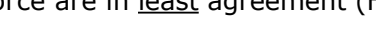

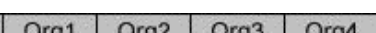









Summary Report - Highest and Lowest ...Results by Individual Items


This page is designed to contrast the Management/Supervisor's response with that of the Workforce. If no Managers/Supervisors completed the OLA for this organization this report page will be incomplete.

 = Management/Supervisors
 = Workforce

This graph shows where the Managers/Supervisors and the Workforce are in most agreement (Highest Perception Match).

Highest Perception Match Items		Org1	Org2	Org3	Org4	Org5	Org6
BC	People in this organization value differences in culture, race & ethnicity						
PL	Leaders in this organization provide the support and resources needed to help workers meet their goals						
DP	Leaders in this organization lead by example by modeling appropriate behavior						
VP	Leaders in this organization are receptive listeners						
SL	In this organization, a person's work is valued more than their title						
DP	Leaders in this organization practice the same behavior they expect from others						

This graph shows where the Managers/Supervisors and the Workforce are in least agreement (Highest Perception Match).

Lowest Perception Match Items		Org1	Org2	Org3	Org4	Org5	Org6
PL	Leaders in this organization encourage people to take risks even if they may fail						
DA	People in this organization maintain high ethical standards						
VP	People in this organization respect each other						
DP	Leaders in this organization provide opportunities for all workers to develop to their full potential						
DA	People in this organization are trustworthy						
VP	I am listened to by those above me in the organization						

VP = Values People

DP = Develops People

BC = Builds Community

DA = Displays Authenticity

PL = Provides Leadership

SL = Shares Leadership



Summary Report - Highest and Lowest ...Results by Individual Items

This page is designed to contrast the Top Leader's response with that of the Management/Supervisors. If no Top Leaders or Managers/Supervisors completed the OLA for this organization this report page will be incomplete.

■ = Top Leadership
■ = Management/Supervisors

This graph shows where the Top Leaders and the Managers/Supervisors are in most agreement (Highest Perception Match).

Highest Perception Match Items		Org1	Org2	Org3	Org4	Org5	Org6
BC	People in this organization work well together in teams	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>		
BC	People in this organization relate well to each other	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>		
PL	Leaders in this organization communicate a clear vision of the future of our organization	<div><div></div></div>	<div><div></div></div>				
PL	Leaders in this organization provide the support and resources needed to help workers meet their goals	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>		
DP	Leaders in this organization lead by example by modeling appropriate behavior	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>		
PL	People in this organization are clear on the key goals of the organization	<div><div></div></div>	<div><div></div></div>				

This graph shows where the Top Leaders and the Managers/Supervisors are in least agreement (Highest Perception Match).

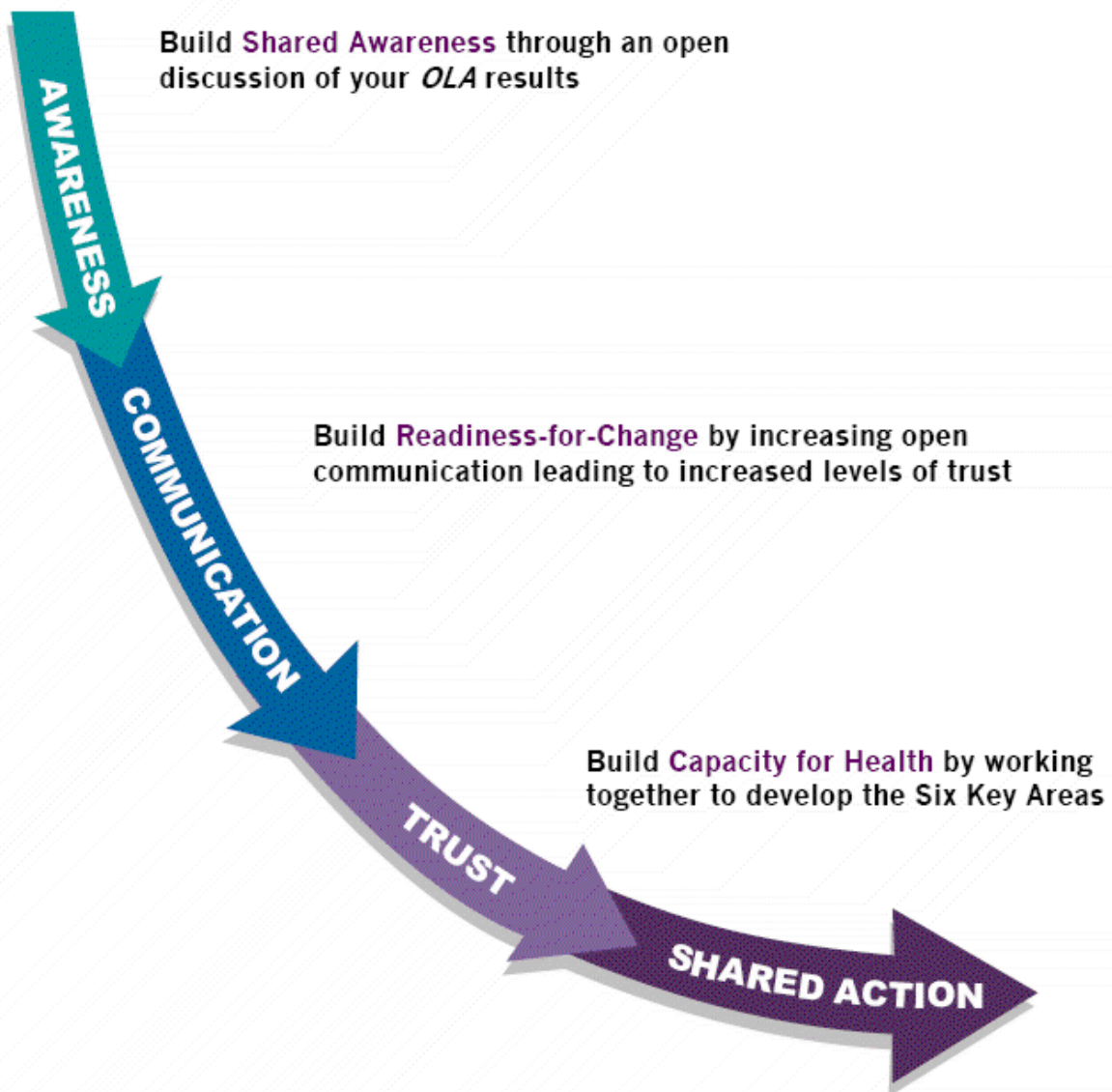
Lowest Perception Match Items		Org1	Org2	Org3	Org4	Org5	Org6
DA	People in this organization maintain high ethical standards	<div><div></div></div>	<div><div></div></div>				
DA	People in this organization demonstrate high integrity & honesty	<div><div></div></div>	<div><div></div></div>				
DA	People in this organization are trustworthy	<div><div></div></div>	<div><div></div></div>				
VP	People in this organization trust each other	<div><div></div></div>	<div><div></div></div>				
VP	People in this organization are caring & compassionate towards each other	<div><div></div></div>	<div><div></div></div>				
PL	People in this organization know where this organization is headed in the future	<div><div></div></div>	<div><div></div></div>				

VP = Values People	DP = Develops People	BC = Builds Community
DA = Displays Authenticity	PL = Provides Leadership	SL = Shares Leadership



Organizational Leadership Assessment ... A path toward Shared Action

Build your organization...

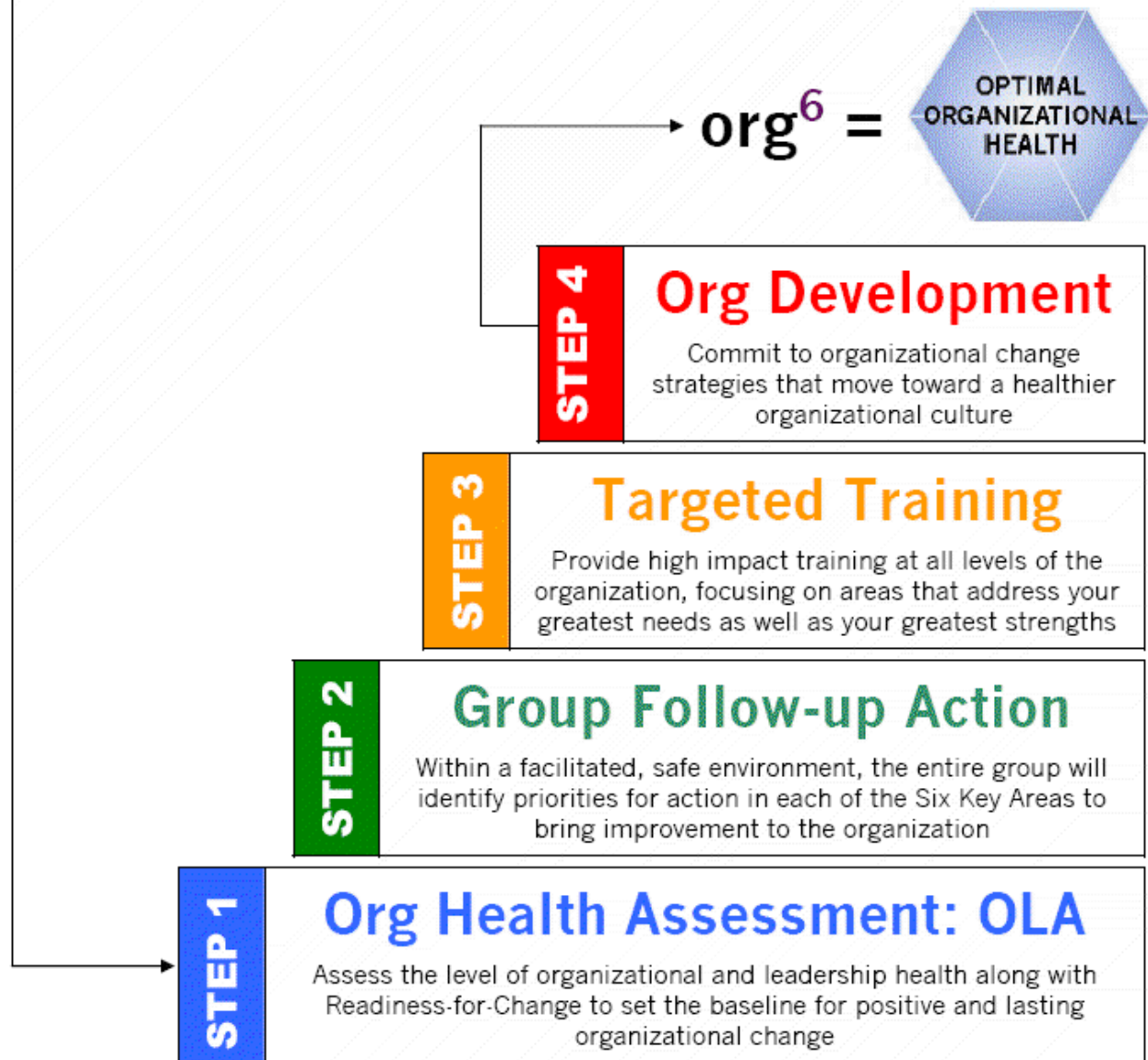


...to achieve optimal organizational health



Organizational Action Plan

Building Your Organizational Health



We can partner with you at all levels

For group facilitation, training and coaching, contact:

Dr. Jim Laub, OLAGroup
email: ola@OLAGroup.com
website: www.OLAGroup.com

OLAgroup – The OLAgroup is a network of organizational coaches and trainers who are committed to helping your organization establish optimal organizational health. These OLAgroup partners are specifically trained in utilizing the OLA to assess the current health of your organization, to determine your readiness for change and to assist you in finding the best path toward positive and healthy change.



... assess the health of your organization

OLA – the OLA is a 66 item web-delivered assessment that provides an assessment of organizational health from a values-based (servant) leadership perspective. The instrument is designed to be taken by people at all position levels of the organization (Top Leaders, Supervisors/Managers & Workforce). The report provides an organizational health level, perception match between the 3 position levels and Readiness-for-Change. The OLA takes about 15 minutes to complete and sub-group reports can be delivered along with an overall organizational analysis.



... assess the health of individual employees and leaders

OLA360 – the OLA360 is a web-based review tool that facilitates anonymous, multi-angle performance assessment of both individuals and organizations. Individuals can be reviewed from the perspective of self, manager, coworkers, customers and direct reports. These reviews provide concrete, result-based feedback and encourage open interaction and communication – driving strategies for personal and professional improvement for all employees in the organization.

OLAparters ... assess the health of individual employees and leaders

OLAparters – if you desire to use the OLA products to help organizations to become healthier contact us to see about credentialing training in the use of the OLA instruments and process.

For more information
Go to our website at www.olagroup.com

Or Contact:

Dr. Jim Laub • The OLAgroup
email: ola@OLAgroup.com
website: www.OLAgroup.com