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The Ownership Culture Profile

August 12, 2002

Survey content and analysis provided by:

OAINC.

www.ownershipassociates.com

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SAMPLE

The Ownership Culture Profile

This book is a sample results report for the Ownership Culture Survey™ (OCS), an employee-attitude survey designed specifically for employee-ownership companies.

This sample profile contains excerpts from several different companies. This booklet is designed to illustrate the type of data your company can expect from the OCS, not to present a coherent portrait of a single organizational culture. All company names have been changed to “OurCo” and some facts have been changed to protect the privacy of the companies.

The actual *Ownership Culture Profile* received by client companies includes the complete set of data from the Ownership Culture Survey™ and is generally 140 to 250 pages in length.

As part of the standard survey price, clients receive both the *Ownership Culture Profile* and the *Key Results* booklet. The *Key Results* booklet functions as a stand-alone executive summary.

Executive Summary

This Executive Summary has five parts:

1. Introduction **page 2**

2. Survey Highlights **page 3**
Five of the most important survey results

3. Summary of Results **page 6**
The major results for each section of the survey, including the overview Rights and Responsibilities analysis of the OurCo results

4. Subgroup Analysis **page 9**
The reactions of different employee groups

5. Index of Survey Items **page 12**
A list of each survey item, including its average, how it compares to the OCS norms, and a guide to finding more detail

1. Introduction

The Ownership Culture Survey™ is a survey instrument designed exclusively for use by employee ownership companies. It is intended to serve as a tool for measuring the extent to which employees think and act like owners of the companies where they work, and to provide information for companies to help diagnose the specific areas of strength and weakness in their organizational cultures.

The Ownership Culture Survey™, or OCS, is designed on the assumption that organizational culture—the cluster of beliefs and expectations held by the members of an organization—is a key area that needs to be both measured and managed. Research by numerous academic and government organizations strongly suggests that the existence of employee ownership is not sufficient for companies to attain the competitive and performance advantages associated with ownership. Companies must also pay attention to work and organizational practice, as well as to the social psychological workplace environment to ensure that employees are encouraged to think and act like owners.

The OCS has been designed, tested, and adapted by Ownership Associates, a consulting firm specializing in employee-ownership. Ownership Associates is the sole source for the questions, the theoretical framework, and the numerical norms for employee-ownership companies. These numerical norms have been developed from Ownership Associates' database, which includes results from almost 5,000 employee owners in 20 employee ownership companies around the country.

This summary provides an overview of the results of the [year] administration of the Ownership Culture Survey™ at OurCo. Employees completed the questionnaires in [month] of [year], and returned them to Ownership Associates via Business Return Mail. [Number] surveys were received in time for processing. Based on a work force of [number] employees, this is a response rate of 84%, which is above the average for companies taking the OCS. (For more information about response rates, see the *Technical Notes* section of the Appendix.)

The next section of this Executive Summary outlines the five most significant survey results.

2. Survey Highlights

Overall, OurCo’s scores on the Ownership Culture Survey™ are mixed, with many items near the database average. More items are below the average than above.

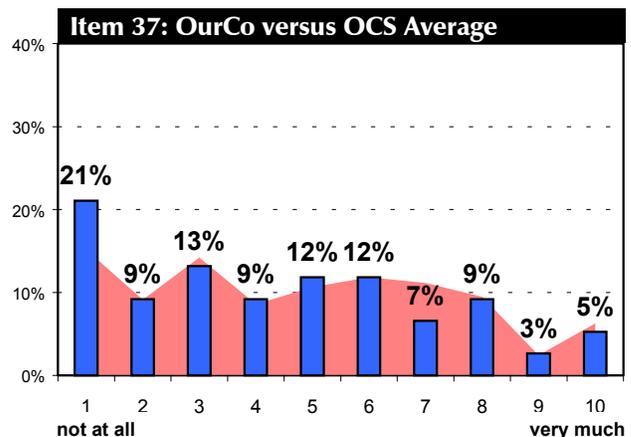
As a first glance at the data, below we categorize the questions according to OurCo’s scores relative to the OCS average.

Substantially Higher <i>OurCo’s scores on these items are much higher than the OCS average.</i>	4 Items
Higher <i>OurCo’s scores on these items are somewhat higher than the OCS average.</i>	7 Items
Average <i>OurCo’s scores on these items are indistinguishable from the OCS average.</i>	29 Items
Lower <i>OurCo’s scores on these items are lower than the OCS average.</i>	10 Items
Substantially Lower <i>OurCo’s scores on these items are much lower than the OCS average.</i>	24 Items

A full list of survey items, with their average scores and how they compare to the OCS database, is on pages 13 to 18 of this *Executive Summary*. The complete data charts are in the *Data Charts* section of the full report.

Ownership Associates is committed to the notion that the most complete and useful interpretation of survey results comes from a dialogue between the outside survey provider and the insiders at OurCo who know the company and its circumstances. From our perspective as outsiders, five specific features from the survey data seem to merit the greatest attention.

1. **Ownership Identity:** The company’s scores on *Ownership Identity* item 37, which asks “How much do you feel like an owner of this company?”, is slightly below the database average, indicating a work force that is deeply divided about the extent to which people feel themselves to be owners.



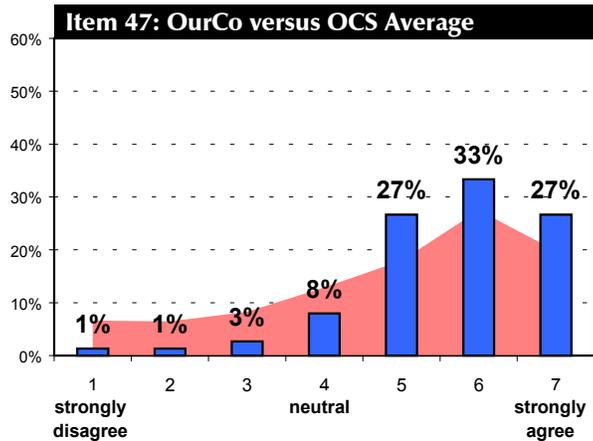
In most companies that take the OCS, the scores on the next item (item 38: “How much do other people feel like owners of this company?”) are usually almost the same as the scores for item 37. In other words, at most companies, people have a fairly accurate sense of how much their colleagues feel like owners. At OurCo, by contrast, the average for item 38 (a 3.8) is substantially lower than the score for item 37 (a 4.4). The score on number 38 is, in fact, OurCo’s weakest score relative to the OCS database. (See page 21 of the *Data Charts* section of the Profile.) At OurCo, people tend to underestimate the extent to which their co-workers feel like owners.

2. **Rights-Heavy Culture:** The survey measures both the rights and responsibilities that employees perceive themselves to hold as employee owners. Our research suggests that the strongest cultures are the ones in which both rights and responsibilities are equally strong. In some cases, rights and responsibilities become “unbalanced”—either the right or the responsibility becomes too strong relative to its counterpart. We have found in working with clients that situations of cultural imbalance are not generally sustainable.¹

At OurCo, the culture is imbalanced in several areas, with rights being more strongly felt. See, for example, the sections in *Core Values* on *Information and Learning*, on *Organizational Fairness*, on *Accountability*, and on *Work and Pay*.

This is a high-potential situation. A rights-heavy culture can be easier to remedy than a responsibilities-heavy culture, and may be a natural stage in a company’s development. The next stage is typically that the level of responsibilities accepted by the work force needs to increase. Often, people do not accept the responsibilities of ownership because they believe that no one else does either. Sharing the results of the survey may help people realize that imbalance exists and needs to be addressed.

3. **ESOP Understanding:** The OurCo score which is highest above the OCS average is item 47 (“Generally speaking, I understand the ESOP idea and how it works at this company.”) This indicates a high degree of success in the process of educating the work force on the ESOP and is a strong foundation on which to build an ownership culture.



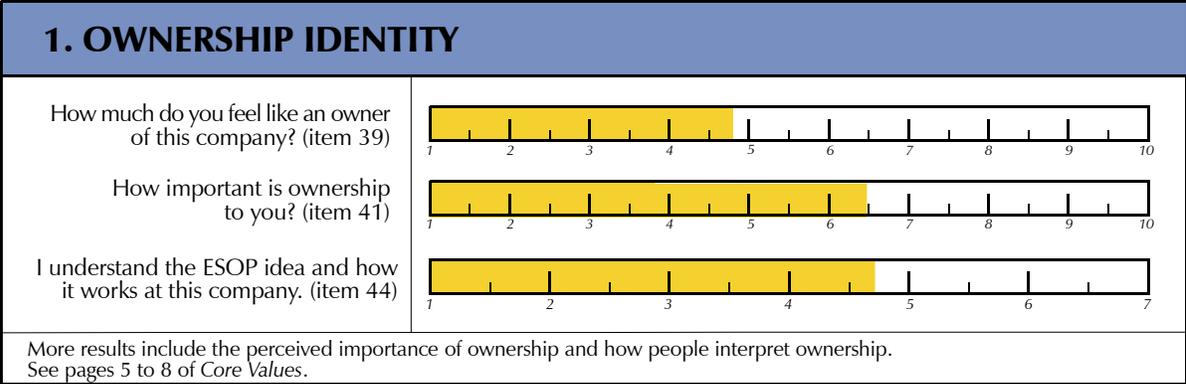
¹ See the Ownership Theory section of the *Appendix* for more information.

4. **Entrepreneurial Ethic:** People at OurCo have a lower than typical sense of the behaviors that constitute a business-person's mentality. These items cover a variety of related issues, but three that especially stand out are:
 1. *People at OurCo care about meeting our customers' needs.*
 17. *As long as their jobs are safe, company performance is unimportant to people at OurCo.*
 29. *Employees at OurCo are very committed to the company and its future.*
5. **Trust:** OurCo's scores on all of the trust items (5, 13, 14 and 36) are lower than the database average. This suggests that trust, especially with regard to senior management, might be a useful area on which to focus.

Other important information is in other parts of the survey, but these are the five areas that we believe warrant immediate attention at OurCo.

The next section provides a graphic overview of the full content of the survey.

3. Summary of Results



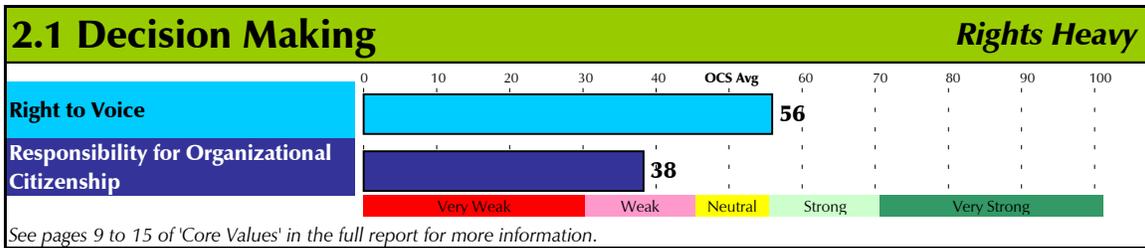
Similarly to employees at most companies that take the OCS, the extent to which the average employee feels like an owner of OurCo is around the middle of the range—this average score masks significant differences among different employee groups. See the *Data Charts* for details.

Relative to how much people feel like owners, OurCo’s score on the importance of ownership is substantially higher, but lower than the OCS average. OurCo employees do feel that they understand the ESOP idea fairly well.

2. OWNERSHIP VALUES: RIGHTS AND RESPONSIBILITIES			
	Scores at OurCo		
Overall Rights:	58 out of 100	strong	In Balance
Overall Responsibilities:	49 out of 100	neutral	
There are six categories of rights and responsibilities. The scores for all categories are on the next page.			

The second chart shows that overall the ownership culture at OurCo is relatively strong, and that employees’ perceptions of the rights of ownership are generally in balance with their perception of ownership responsibilities. In fact, the results show that rights are more strongly perceived than responsibilities.

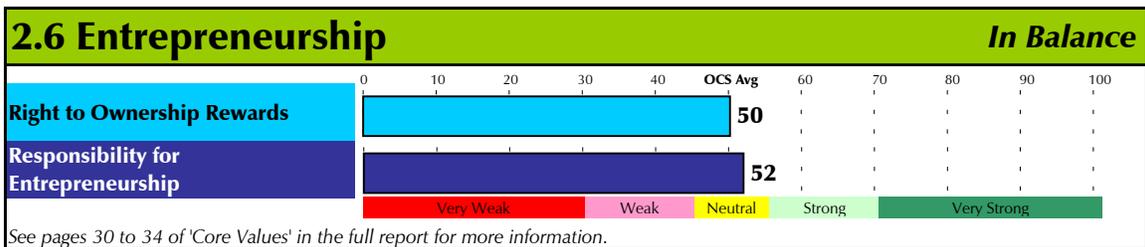
The six rights areas that make up the overall rights and responsibilities scores are described below.



OurCo’s overall scores in this area of ownership culture are mixed compared to the other companies that have taken the Ownership Culture Survey™. The *Rights* score in *Decision Making* is on the border between “neutral” and “strong.” That is, compared to employees at other companies, OurCo employees are more positive about their right to have input into decisions.

By contrast, the *Responsibilities* score is 38, a weak score indicating that employees are not being actively pursuing an responsible role in decision-making. The marked contrast between the rights score and the responsibilities score represents a substantial cultural imbalance. For more information, see the *Decision Making* section in *Core Values*.

Charts 2.2 to 2.5 have been omitted from this sample Ownership Culture Profile.



The overall score in this section indicates that people at OurCo have a reasonably healthy sense of their rights as “entrepreneurs” to *Ownership Rewards*—their scores are at the average for all OCS companies and the overall score is “neutral.” OurCo employee-owners also have a slightly stronger than average sense of entrepreneurial responsibility for the success of the company. The overall score is a 52, which is classified as “neutral.”

4. Subgroup Analysis

This section has been omitted from this sample Ownership Culture Profile.

5. Index of Survey Items

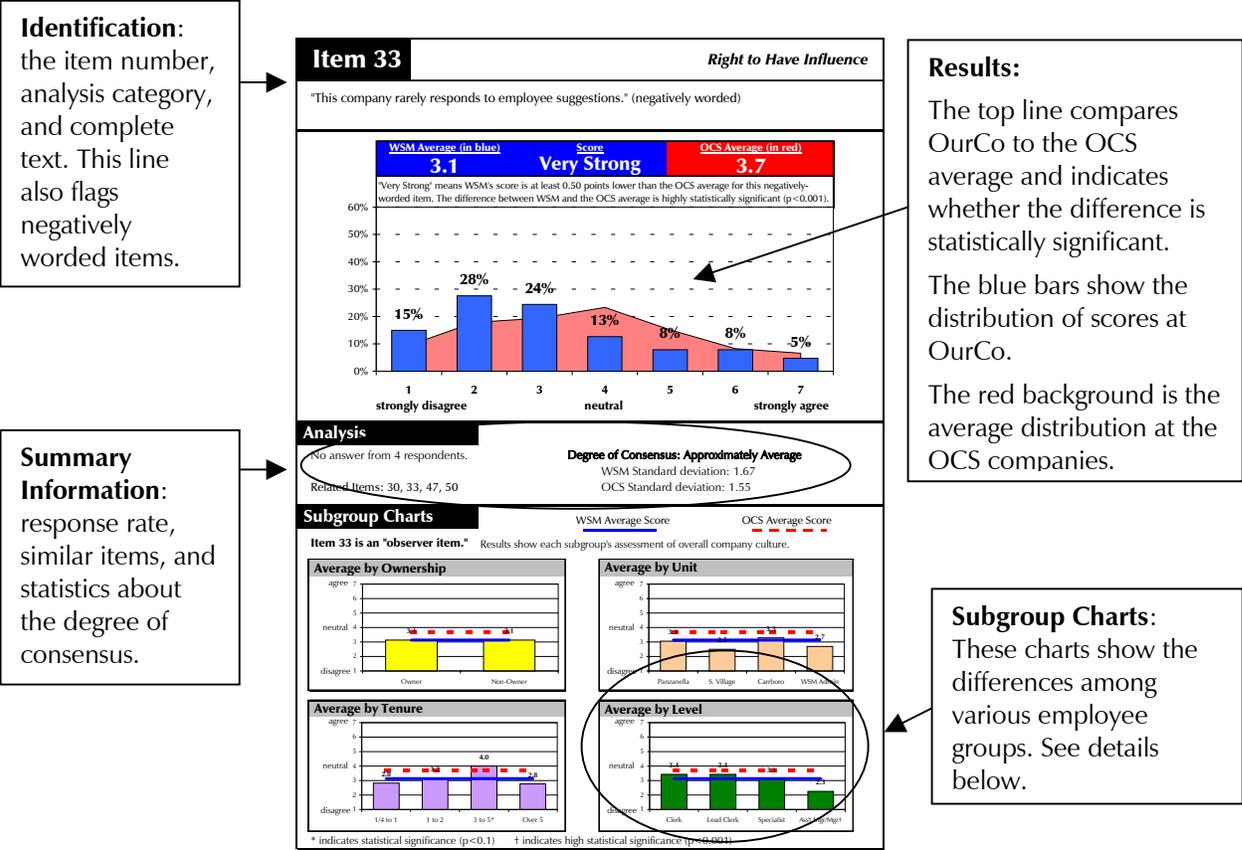
This section has been omitted from this sample Ownership Culture Profile.

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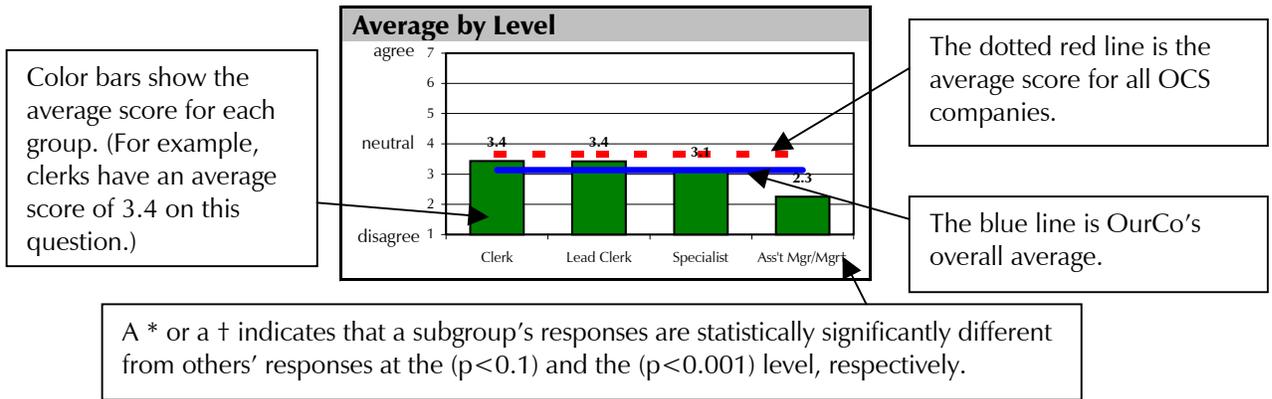
Sample Data Chart

The examples below show how to use the data charts in this section.



Detail of Subgroup Charts

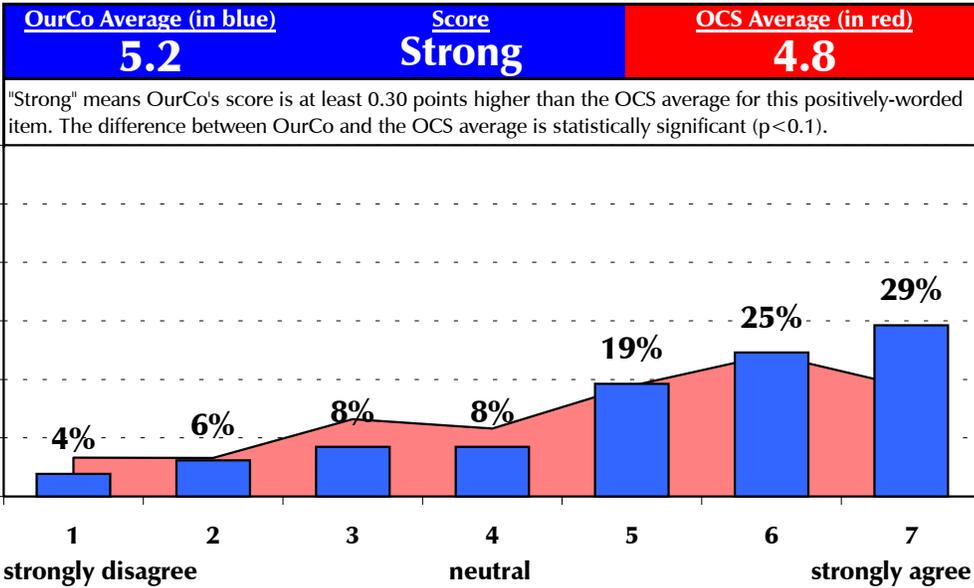
This chart, taken from the sample data page above, shows the average scores for employees from each of the tenure categories.



Item 41

Right to Know Company Information

"I have access to all the company information I think I need."



Analysis

No answer from 1 respondent.

Related Items: 22, 24, 41

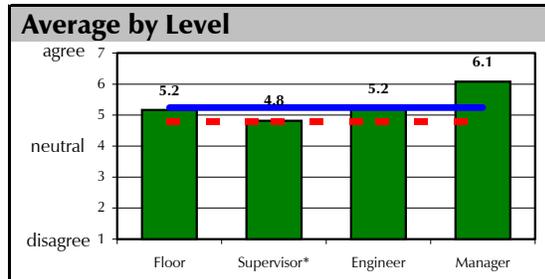
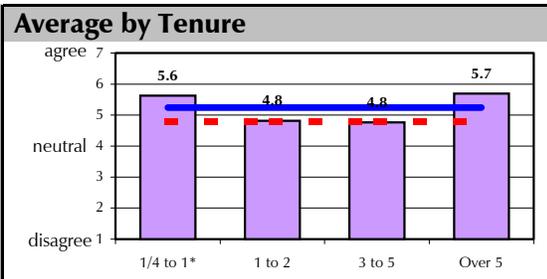
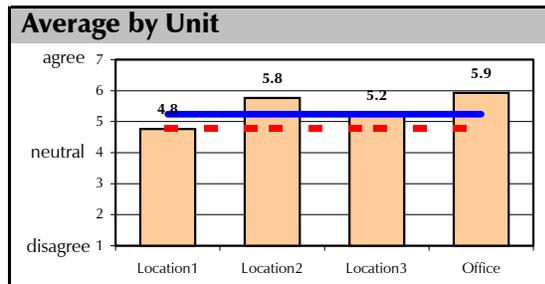
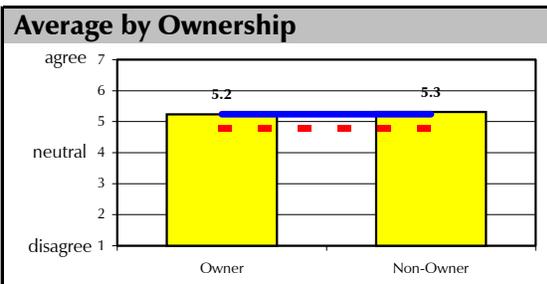
Degree of Consensus: Approximately Average

OurCo Standard deviation: 1.72

OCS Standard deviation: 1.74

Subgroup Charts

Item 41 is an "individual item." Results show each subgroup's assessment of its own situation.



* indicates statistical significance ($p < 0.1$) † indicates high statistical significance ($p < 0.001$)