

# ORGANIZATIONAL NEEDS INVENTORY

**Ajax Sample Co.**

August 28, 2020

Report Facilitated by  
**LMI / Sample LLC**

4567 Someplace Street  
Somewhere, TX 76777

800.555.2345  
[www.lmi-inc.com](http://www.lmi-inc.com)



Report Prepared by  
Leadership Management® International Inc. • 4567 Lake Shore Drive • Waco, TX 76710 • [www.LMI-World.com](http://www.LMI-World.com)

# ORGANIZATIONAL NEEDS INVENTORY

## Executive Summary Report

**Ajax Sample Co.**

August 28, 2020

Report Facilitated by  
**LMI / Sample LLC**

4567 Someplace Street  
Somewhere, TX 76777

800.555.2345  
[www.lmi-inc.com](http://www.lmi-inc.com)



Report Prepared by  
Leadership Management<sup>®</sup> International Inc. • 4567 Lake Shore Drive • Waco, TX 76710 • [www.LMI-World.com](http://www.LMI-World.com)

# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY

The *Executive Summary* contains the major findings of the Organizational Needs Inventory as perceived by the members of your organization. Its value for you, however, will depend upon how you interpret and apply the results. The meaning, importance, and implications of the results can best be understood by top management and others who have had extensive experience with your organization.

The first page of this report is a summary of your company's Actual and Ideal scores for each of the three primary factors (*Organizational Structure, Predominant Leadership Style, and Organizational Culture*) and their subfactors of the Organizational Needs Inventory. Each score is measured on the 1 to 100 scale. A score on the 1 to 100 scale is a point along a line between two extremes, i.e., *Bureaucratic vs. Versatile*. The Gap score is the difference between the Actual and Ideal scores.

The remainder of this report consists of 19 boxes of graphic and descriptive information. Each factor and subfactor is based on a computer analysis of the Descriptive Scores and Gap Score. The number of individuals who responded to the questions corresponding to each factor and subfactor is also included.

It is very important that you not think of one end of the scale as good for your organization and the other end as bad for it. What is ideal today depends greatly upon your organization's history, attitudes, beliefs, and traditions of its present members, and many other variables addressed in the factors and subfactors of the Organizational Needs Inventory.

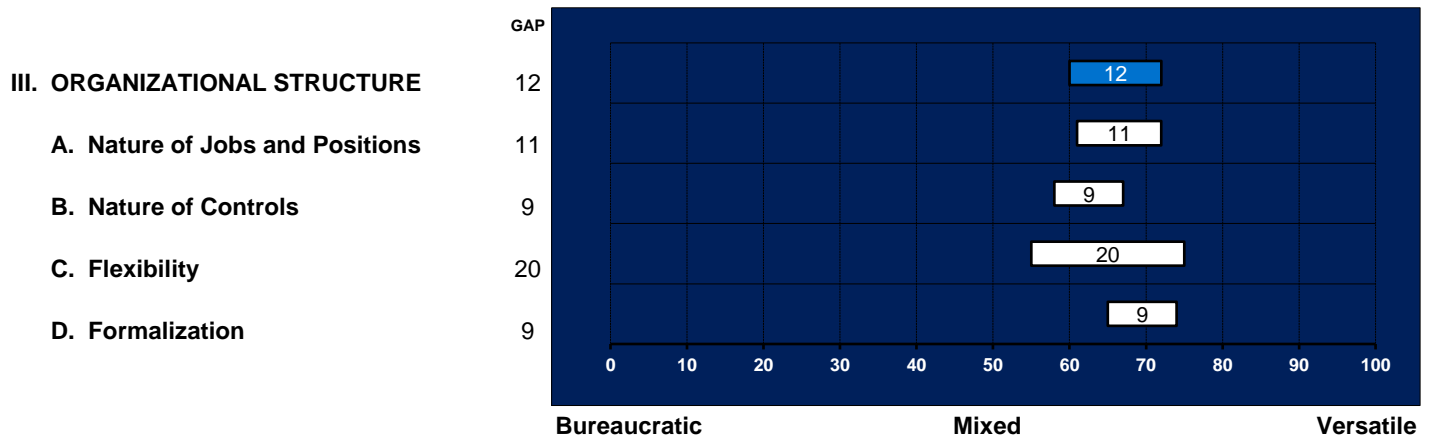
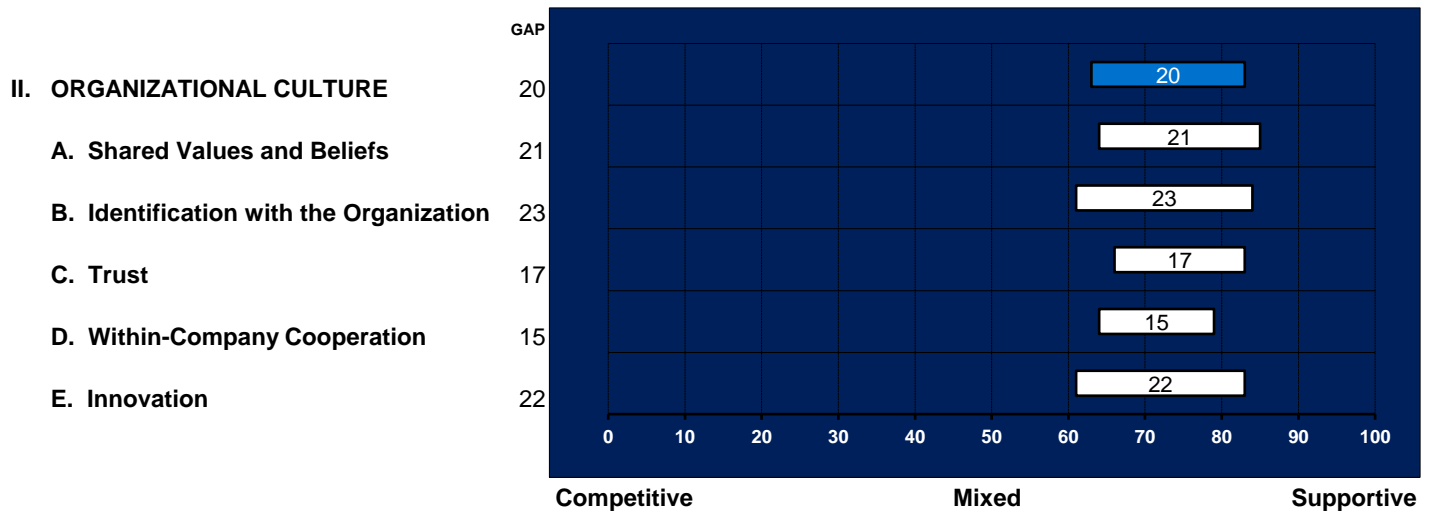
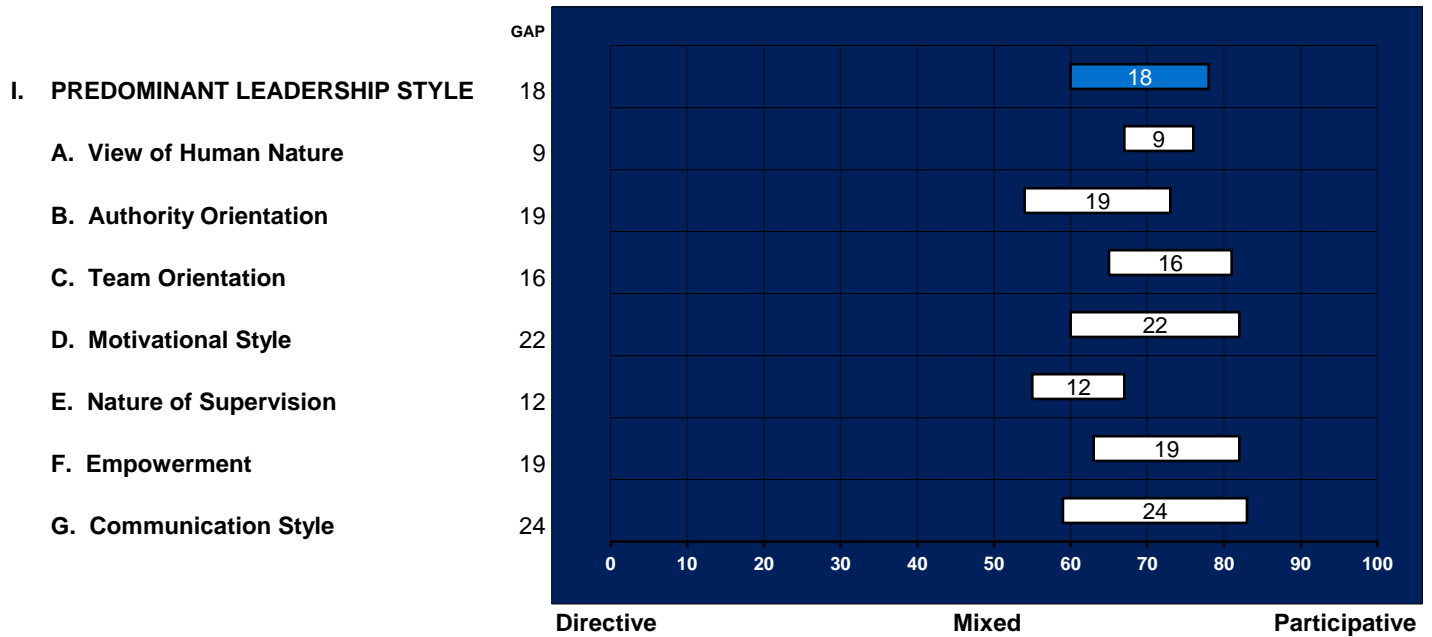
The Gap Scores provides a basis for planning and goal setting that will move towards your ideal. This does not mean that you should believe that the preceived Ideal or preceived Actual scores are realistic; however, perceptions have much to do with organizational effectiveness and should never be ignored.

Decide where you are now in terms of the three primary factors measured in the Organizational Needs Inventory. What are the implications of being where you are now? Where do your members preceive you to be and what do they consider to be ideal? Through thoughtful study and critical analysis, decide on the changes you will begin to make to develop the *Organizational Structure, Predominant Leadership Style, and Organizational Culture* that you believe will be essential to position your organization to meet the challenges of the future.

Notice to users: This instrument is meant to assist in evaluating an organization. Usable results require proper administration and are subject to interpretation and proper action, all of which are beyond the control of Leadership Management International, Inc. and the author of the Organizational Needs Inventory. Therefore, Leadership Management International, Inc. and the author of the Organizational Needs Inventory disclaim responsibility for actions taken as a result of this study.

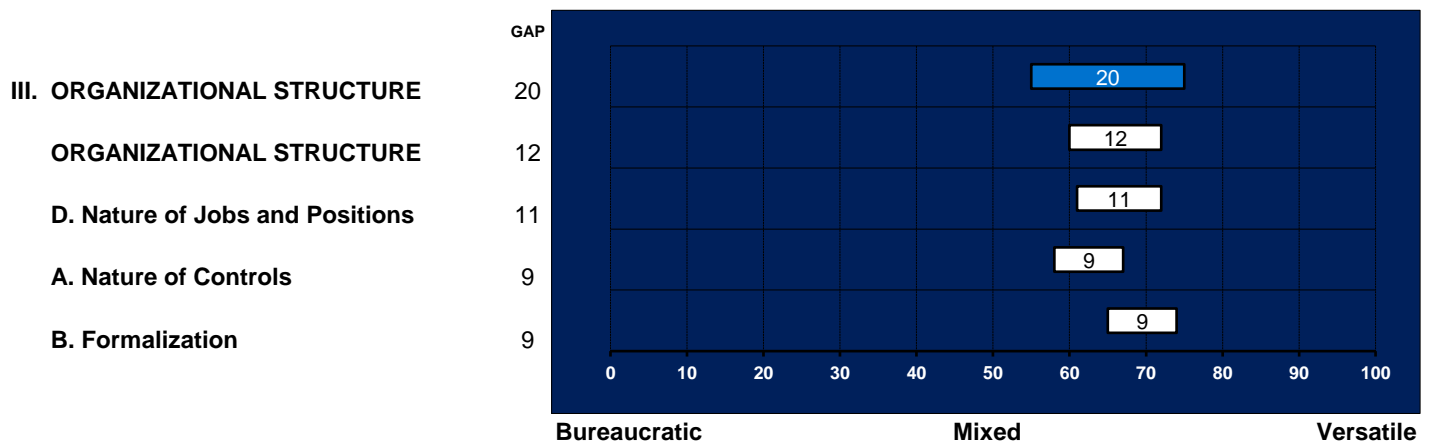
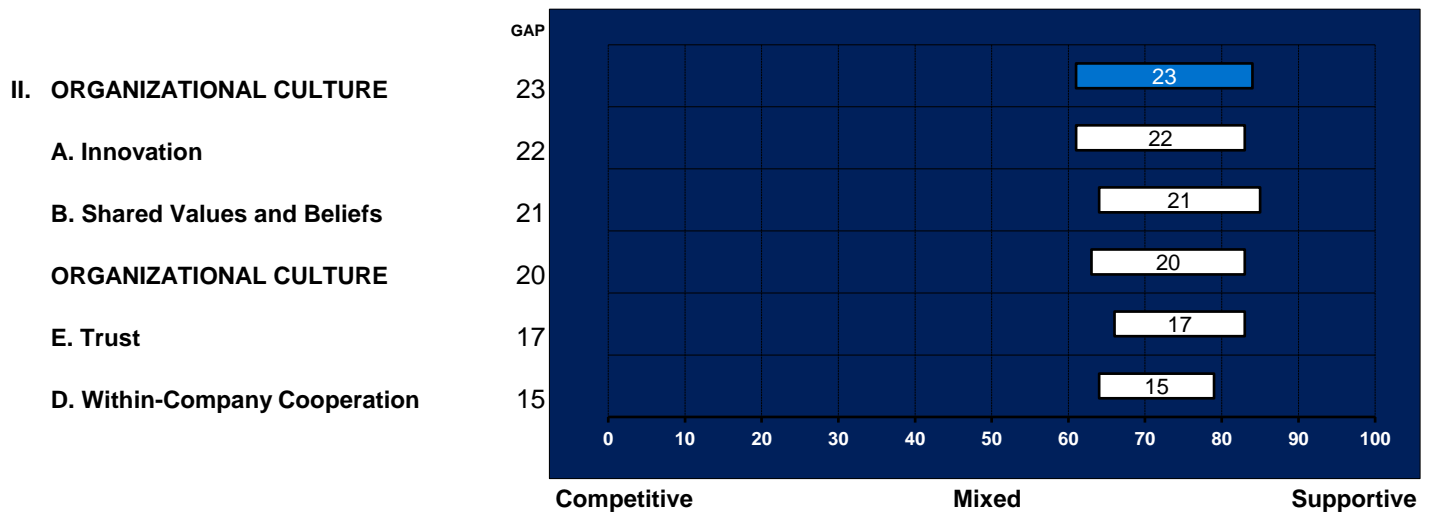
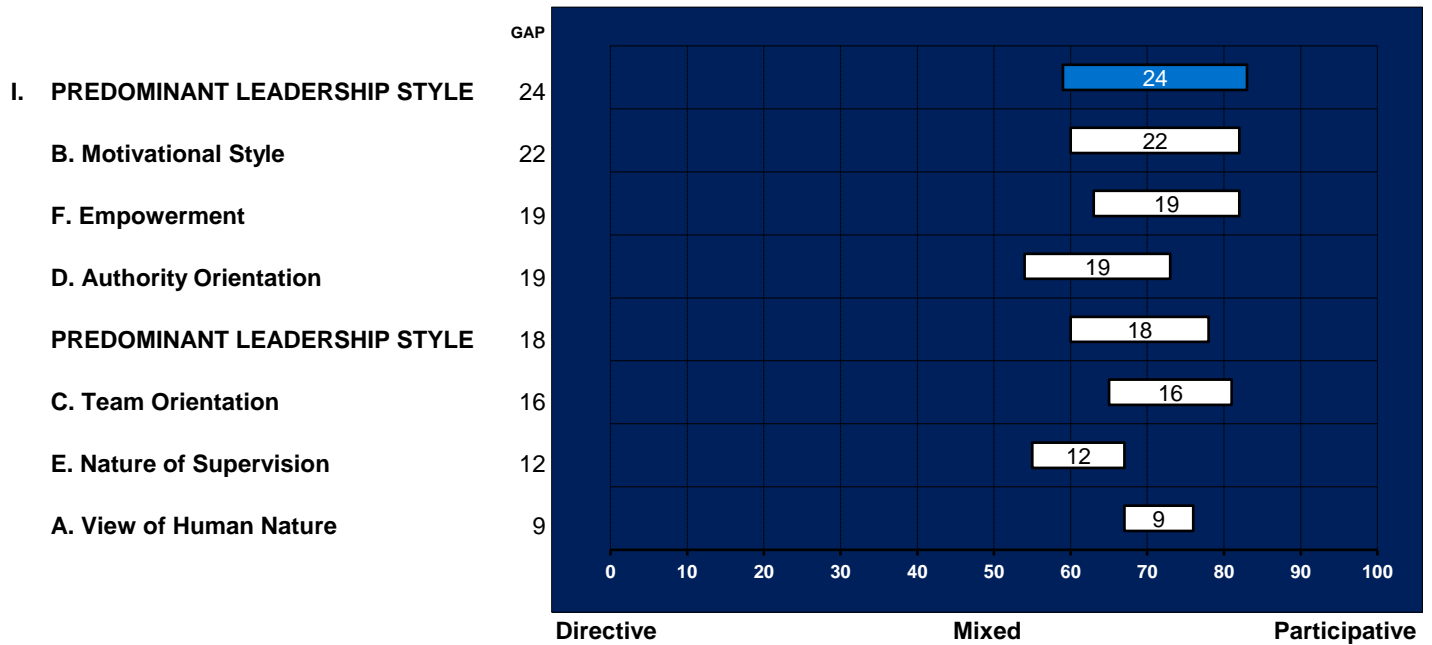
# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY



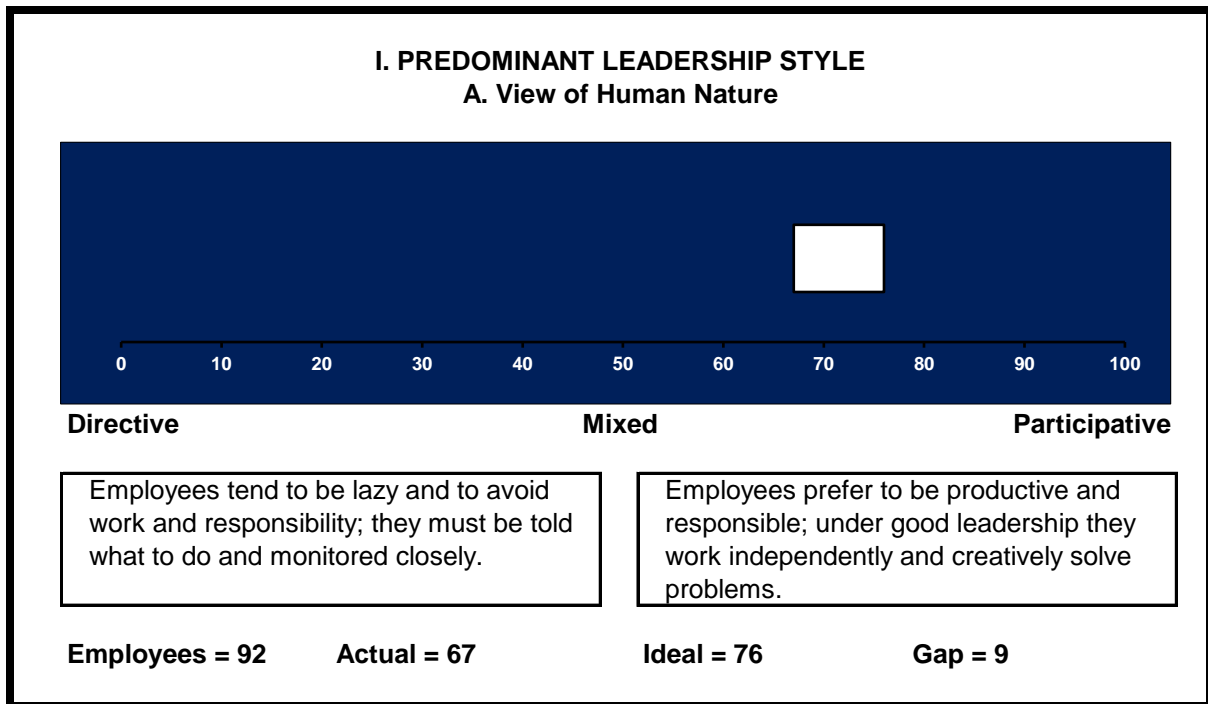
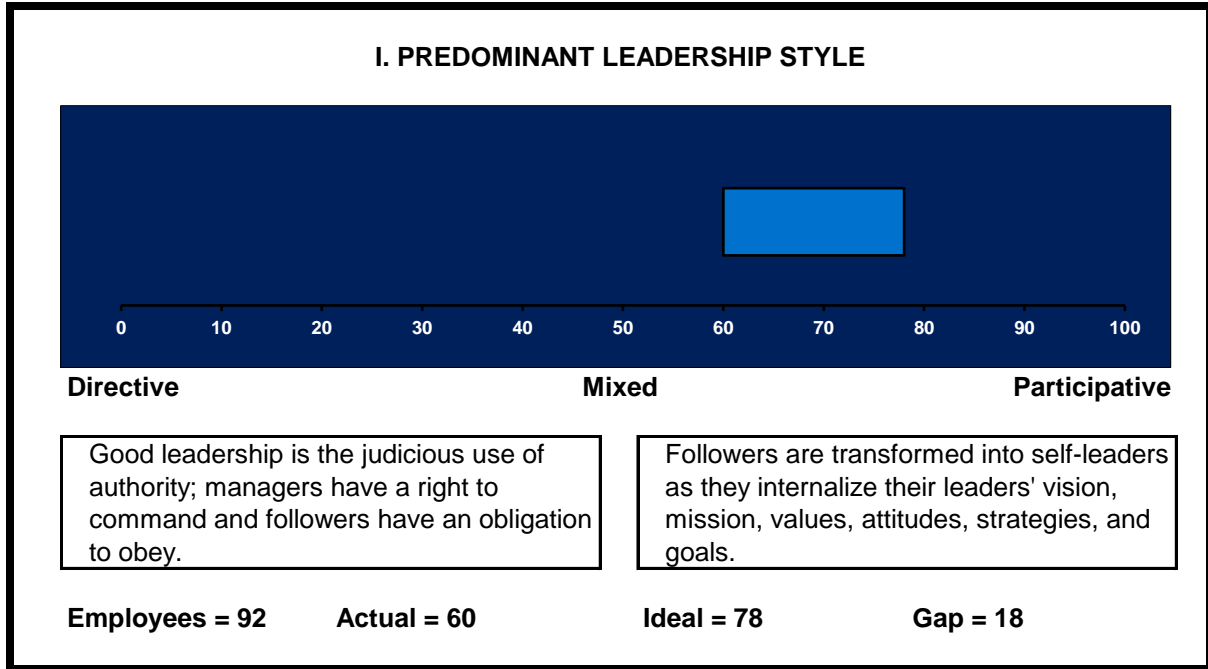
# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY (Sub-factors sorted by gap)



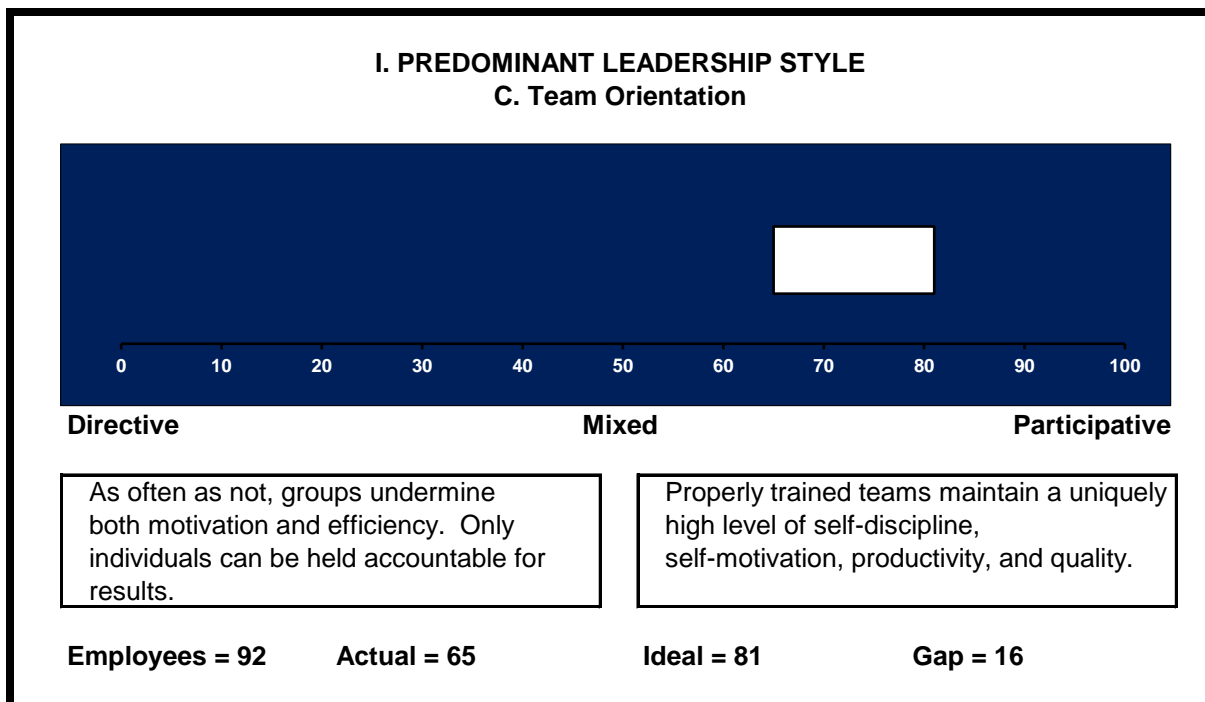
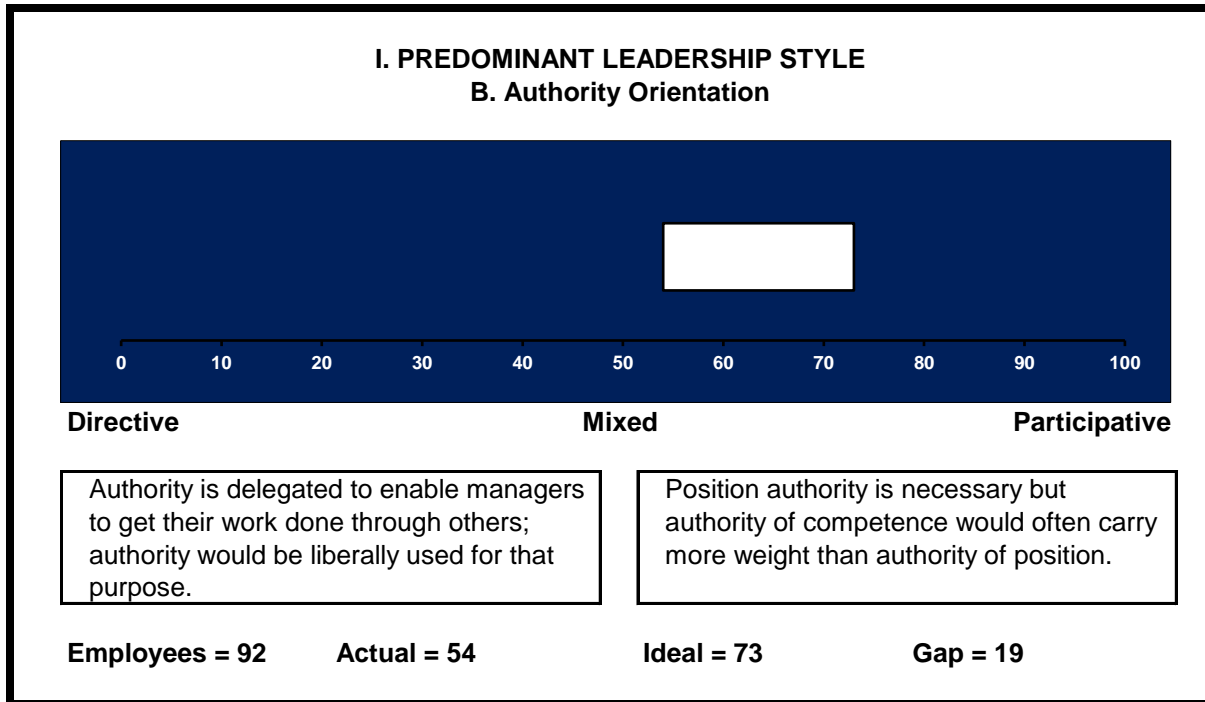
# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY



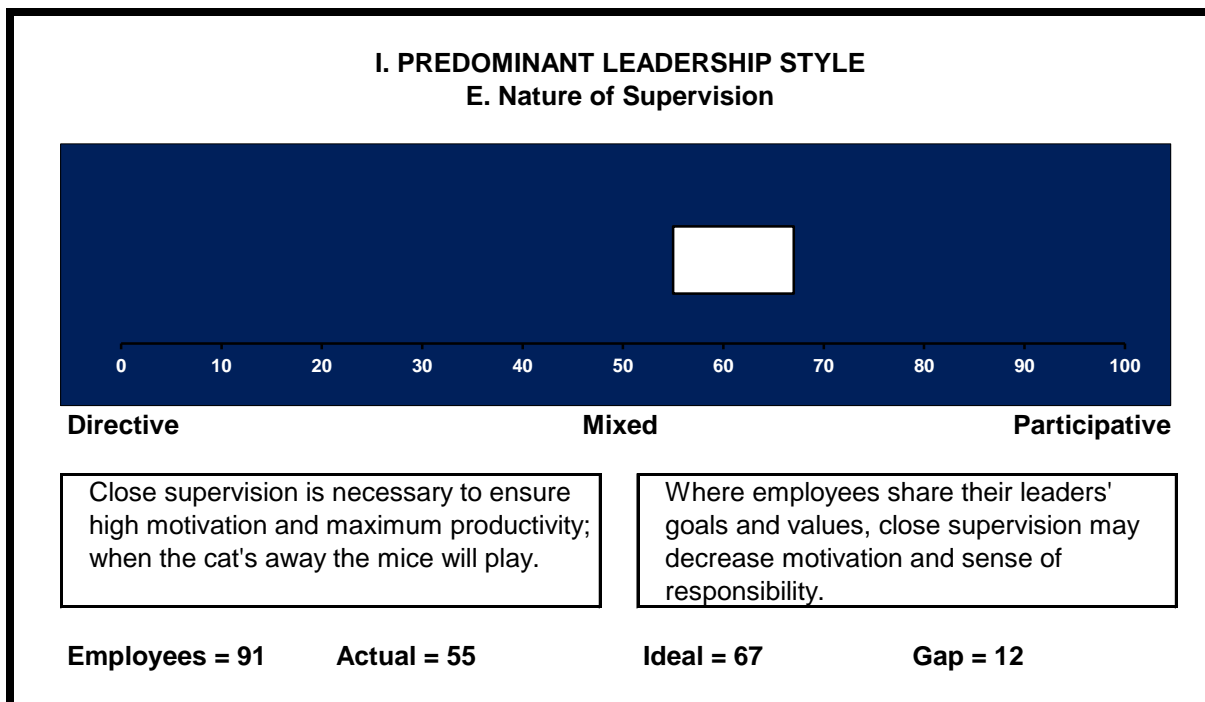
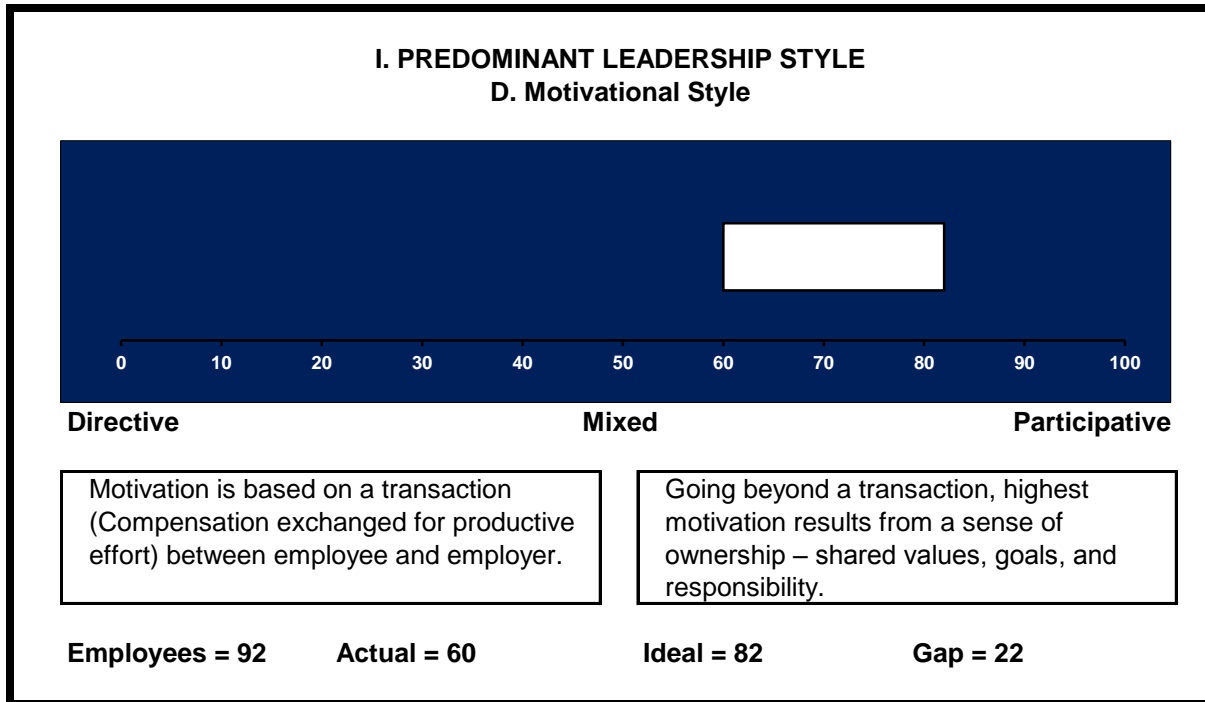
# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY



# ORGANIZATIONAL NEEDS INVENTORY

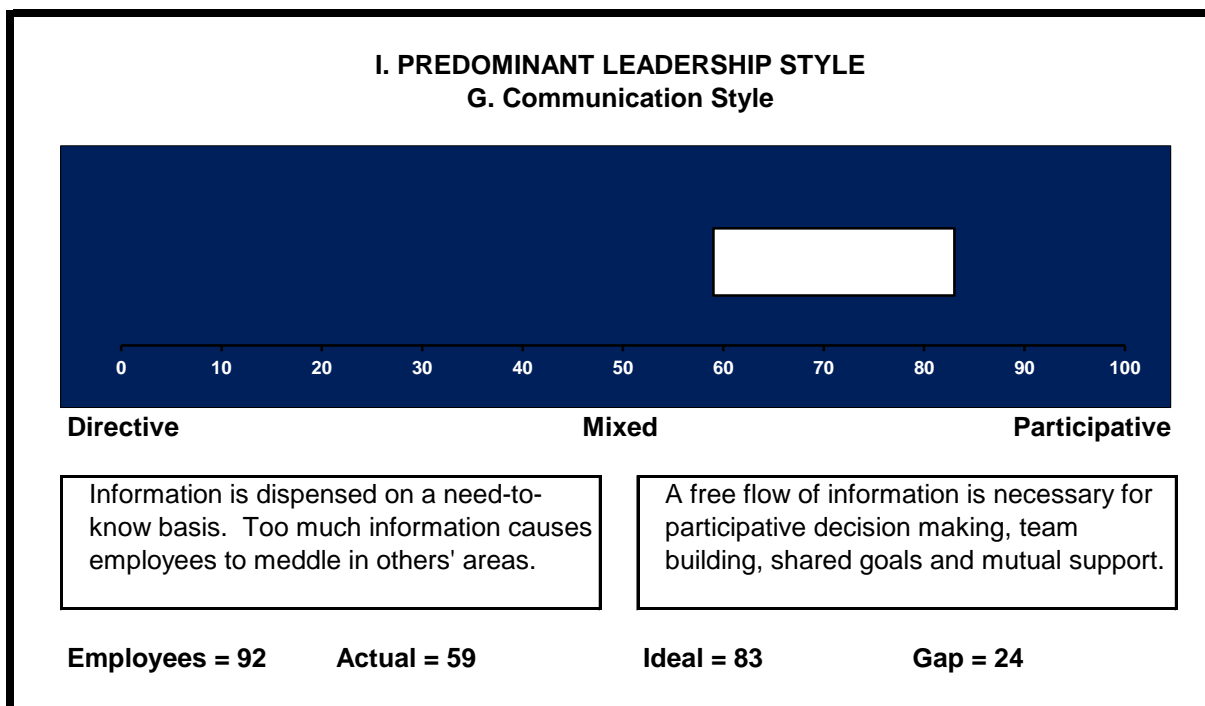
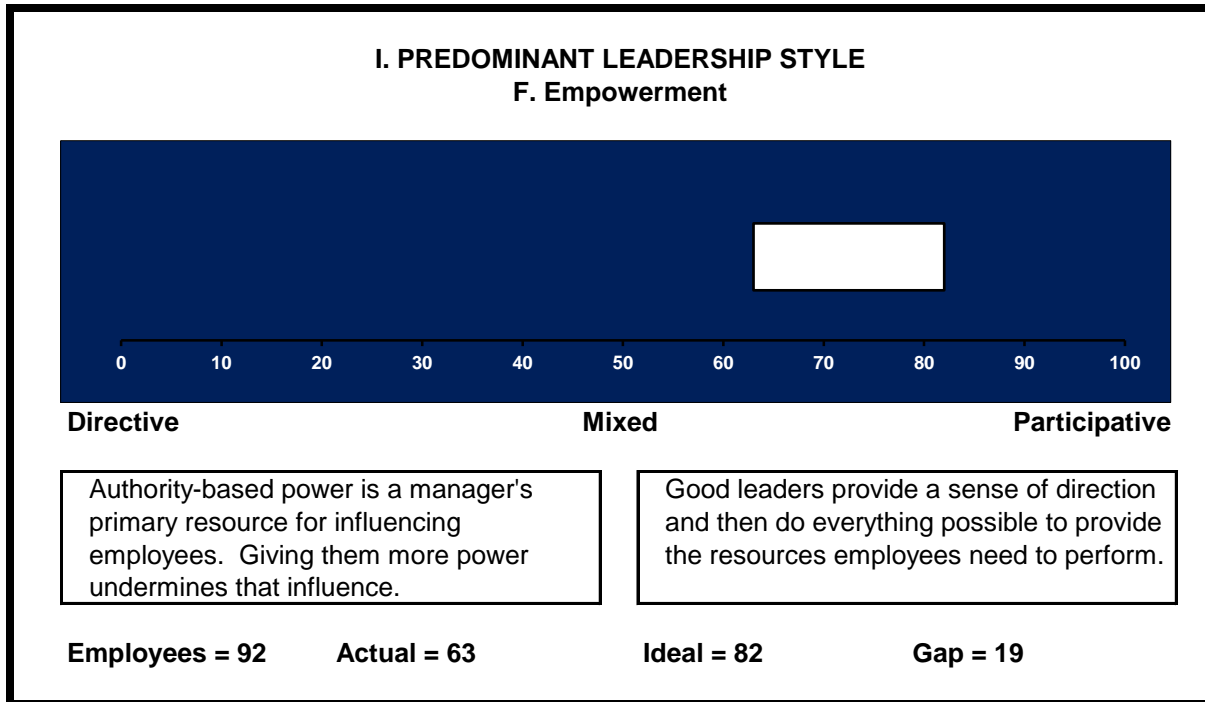
## EXECUTIVE SUMMARY





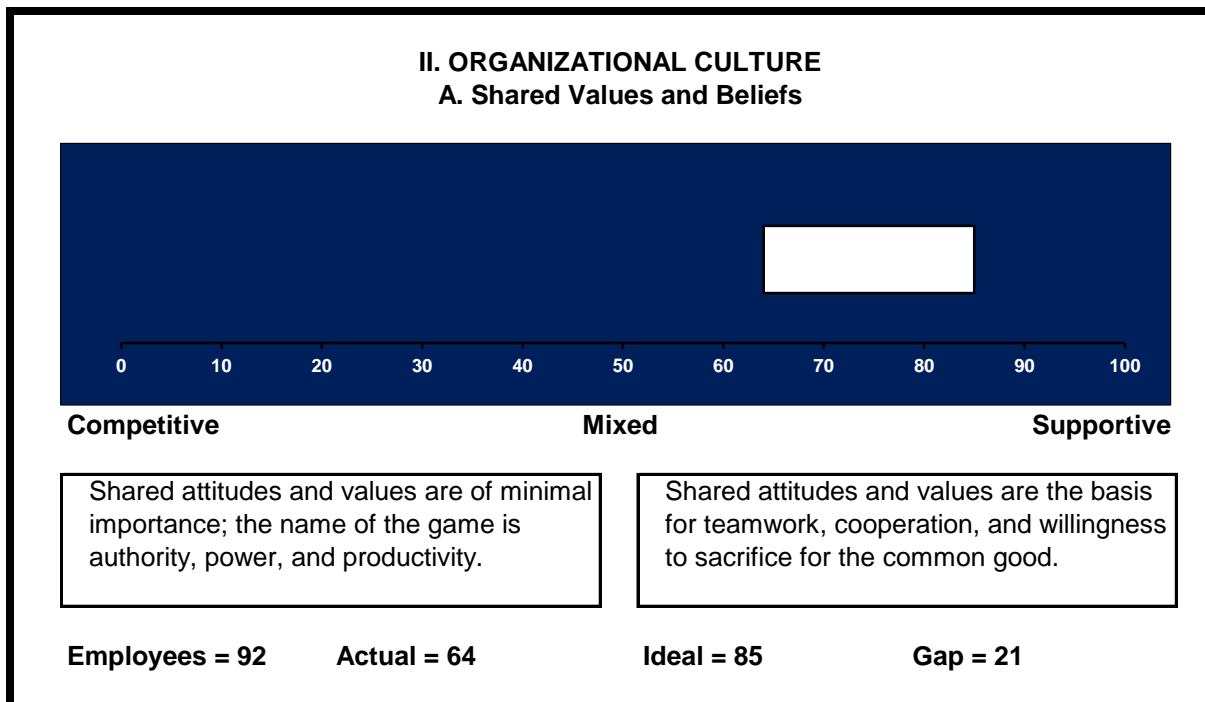
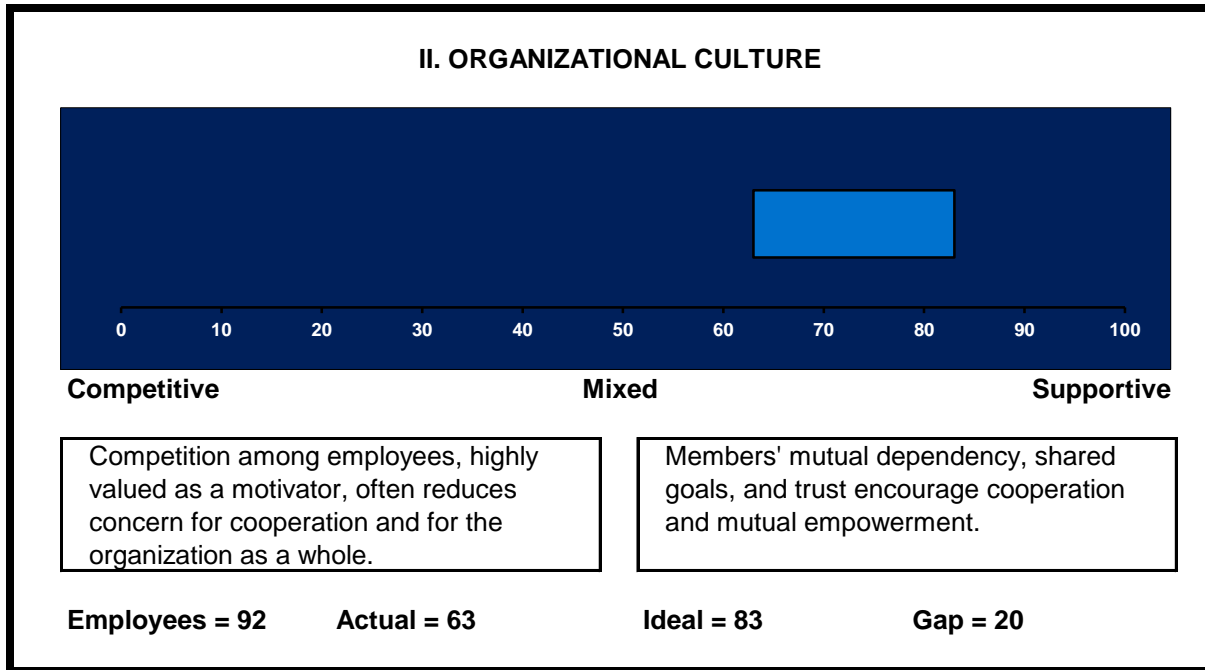
# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY



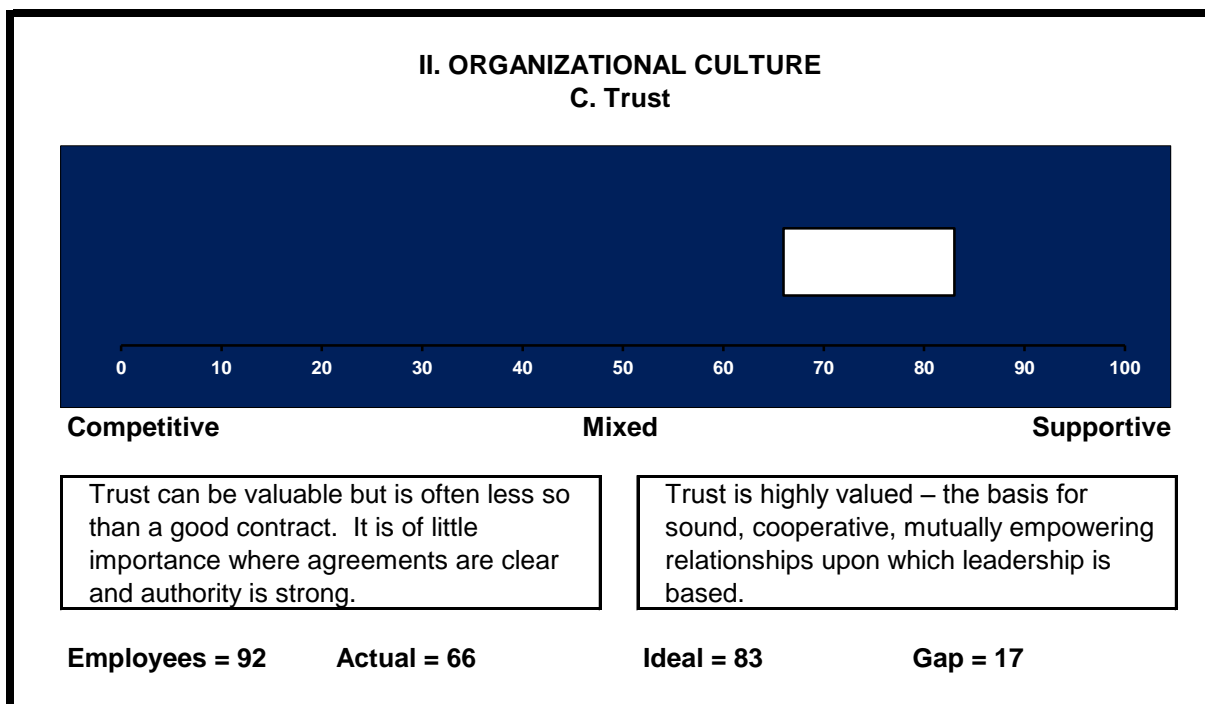
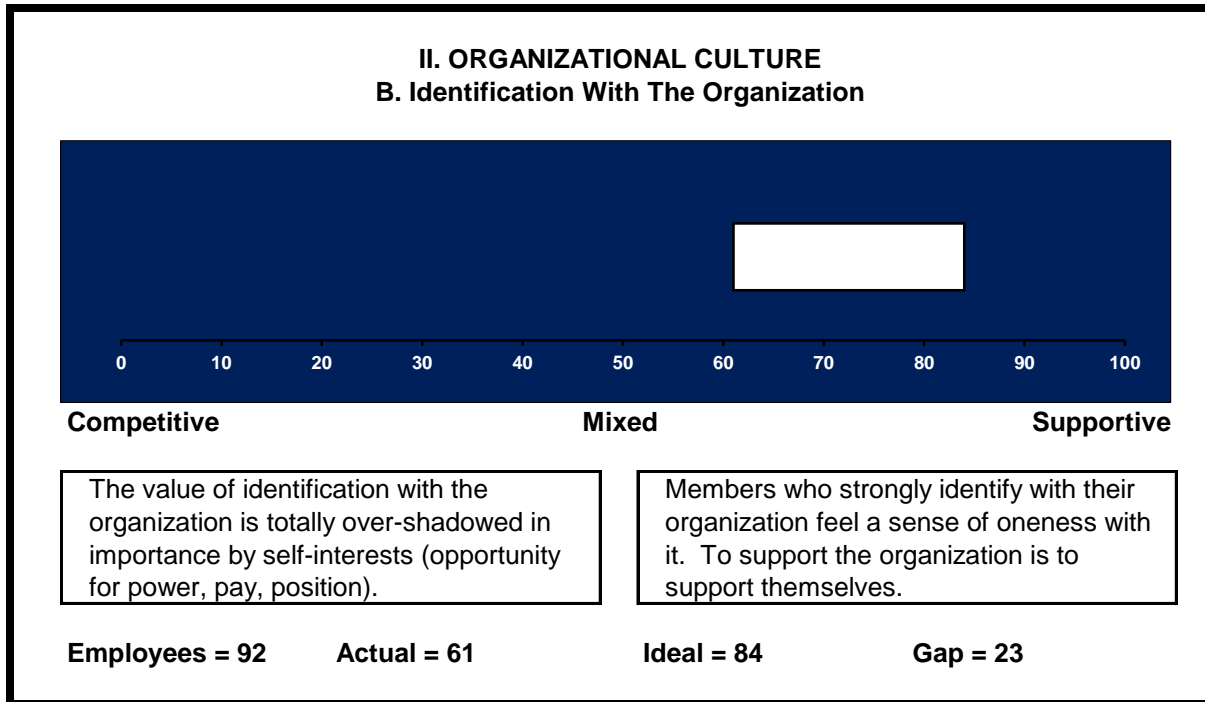
# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY



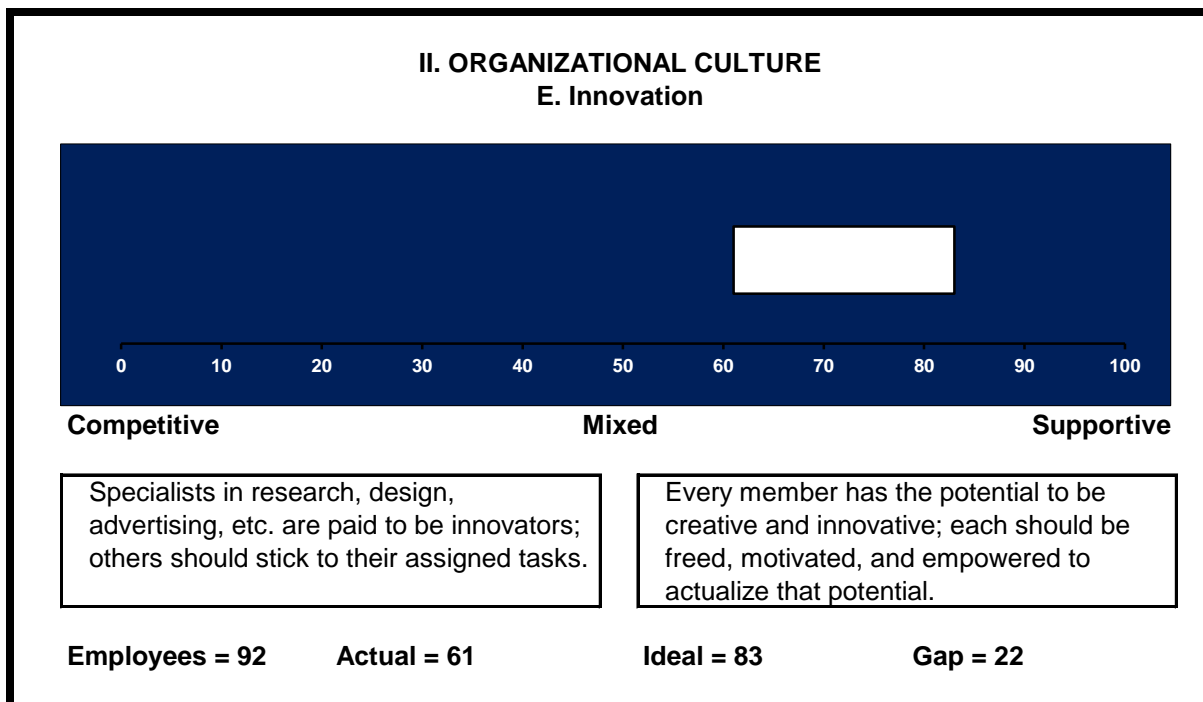
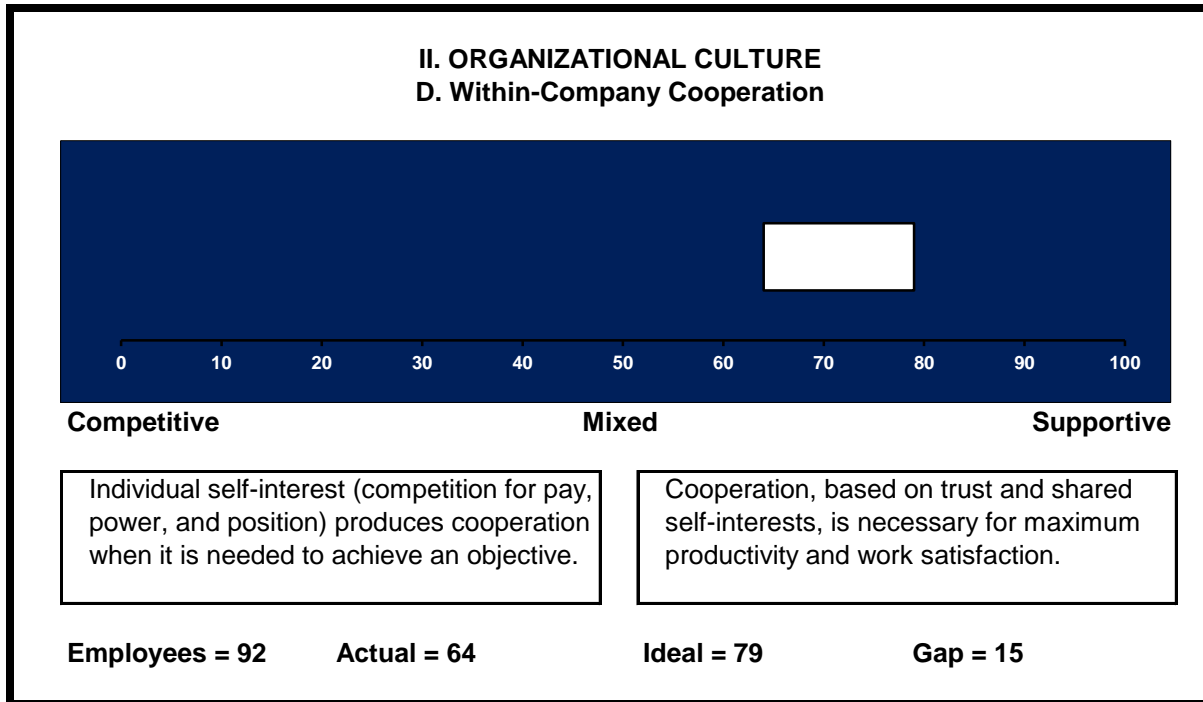
# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY



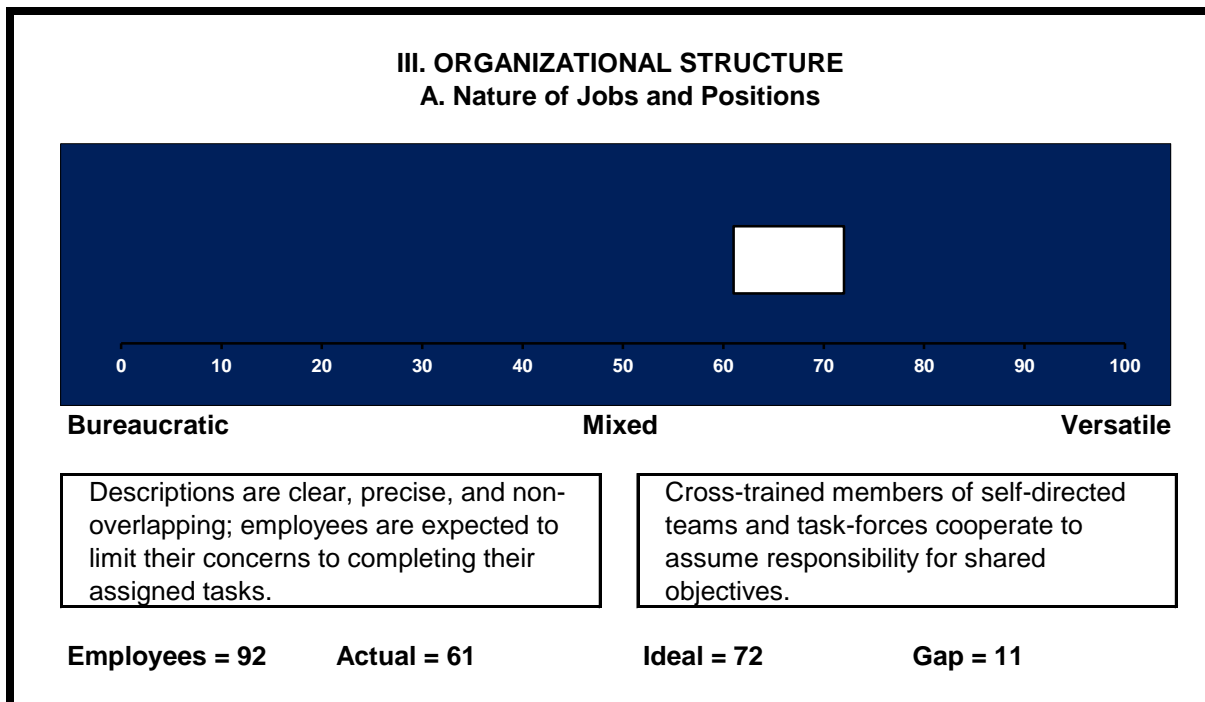
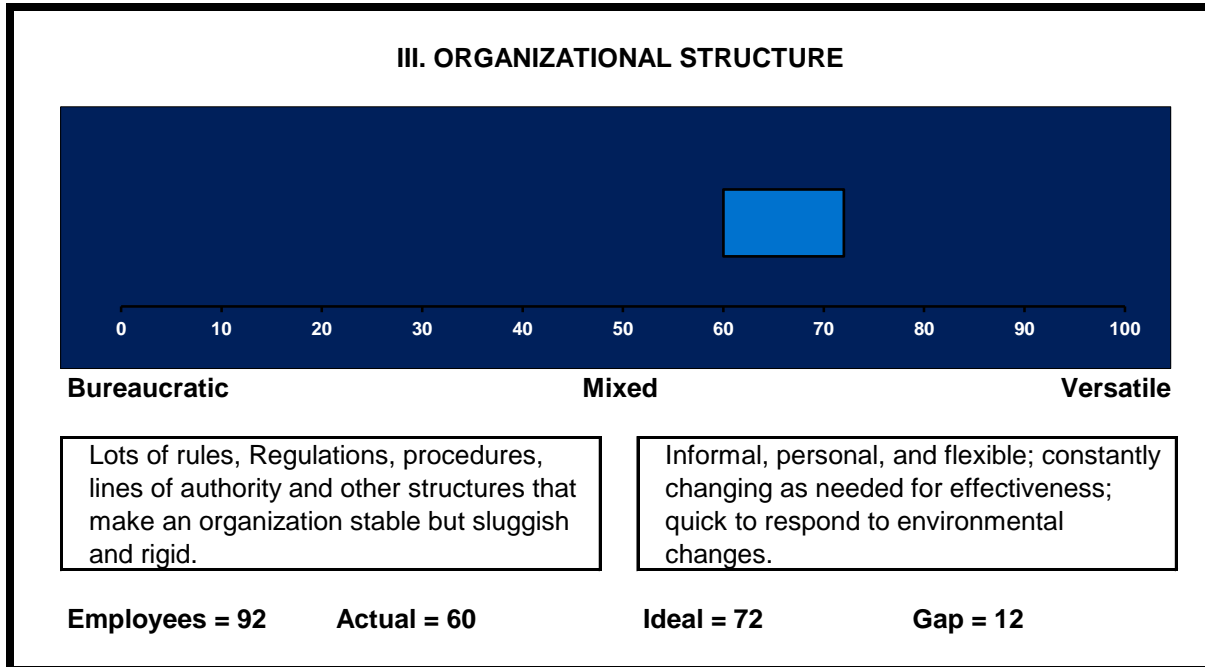
# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY



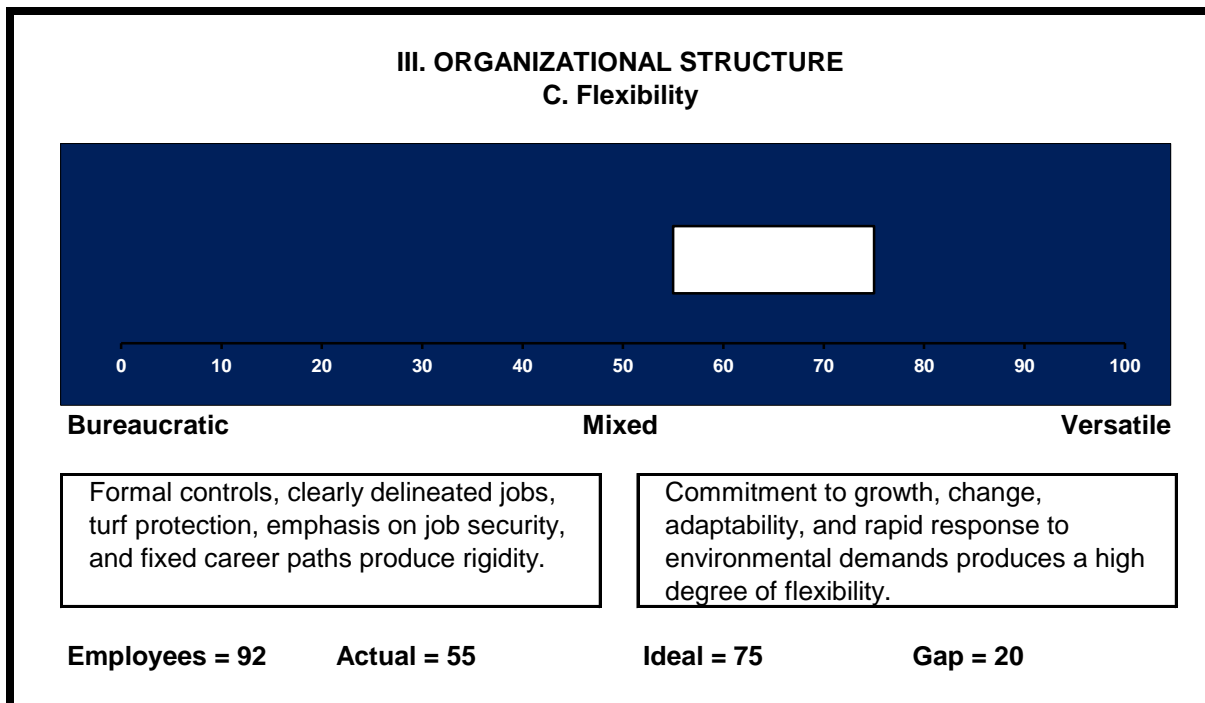
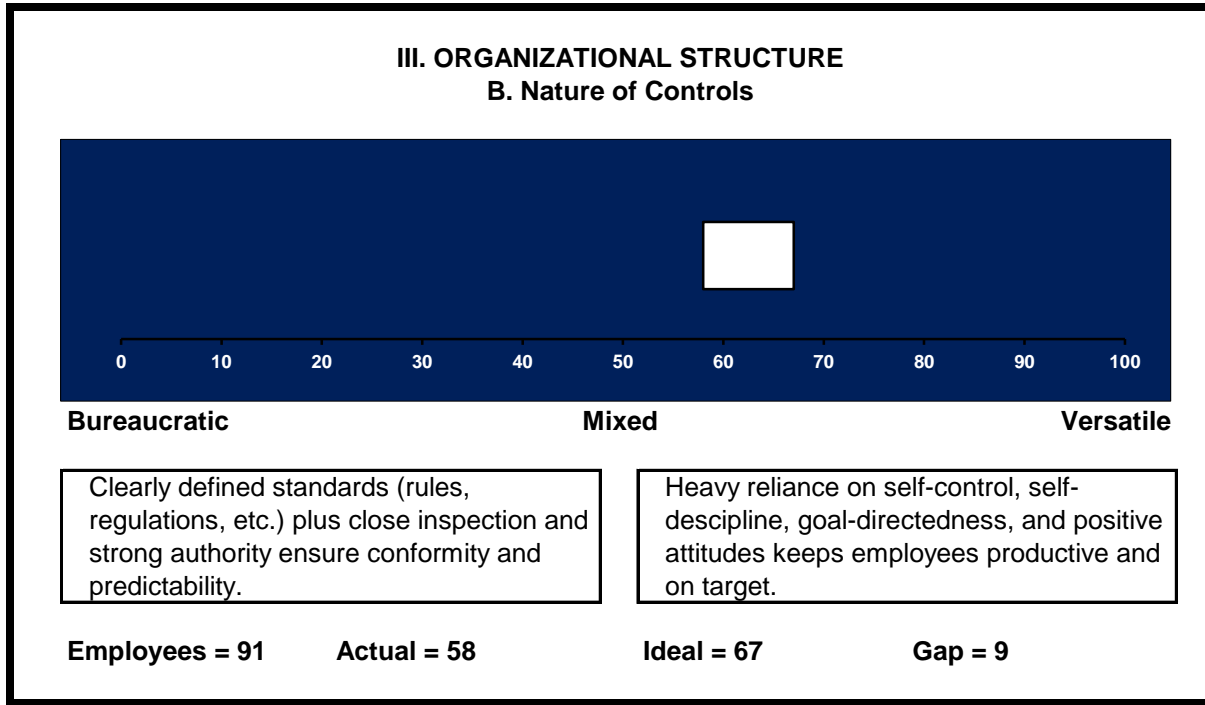
# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY



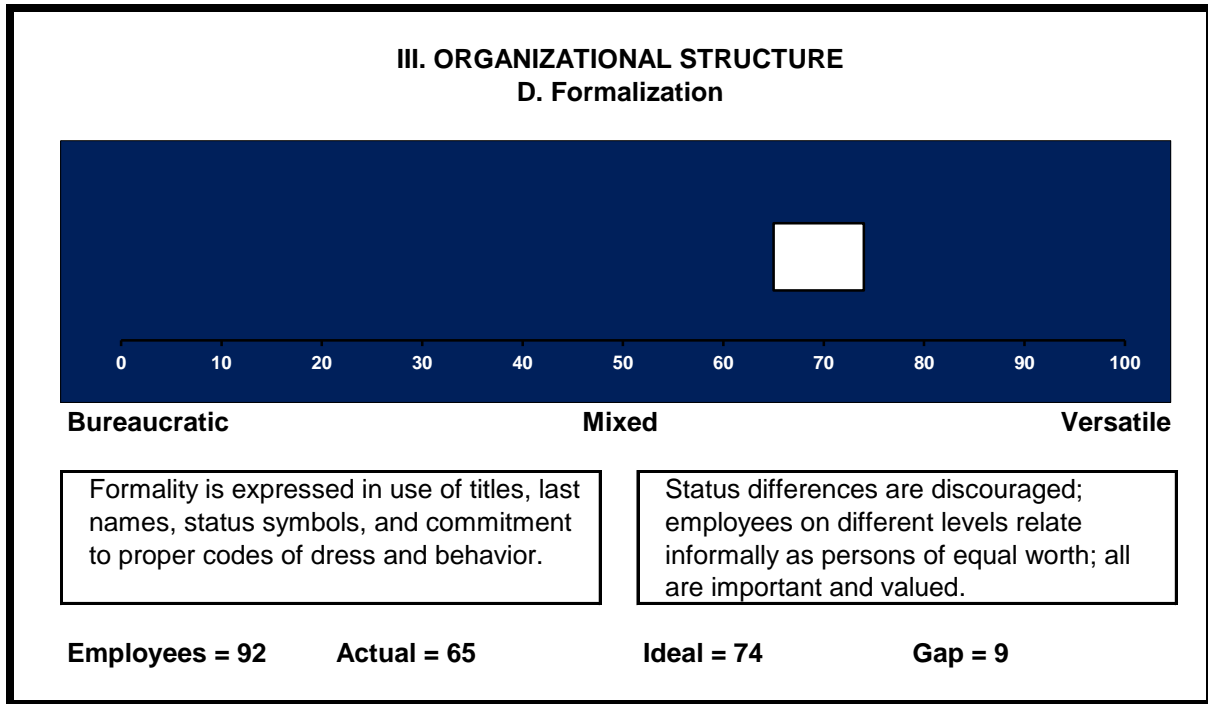
# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY



# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY



# ORGANIZATIONAL NEEDS INVENTORY

## Factor Scores by Group Identification

**Ajax Sample Co.**

August 28, 2020

Report Facilitated by  
**LMI / Sample LLC**

4567 Someplace Street  
Somewhere, TX 76777

800.555.2345  
[www.lmi-inc.com](http://www.lmi-inc.com)

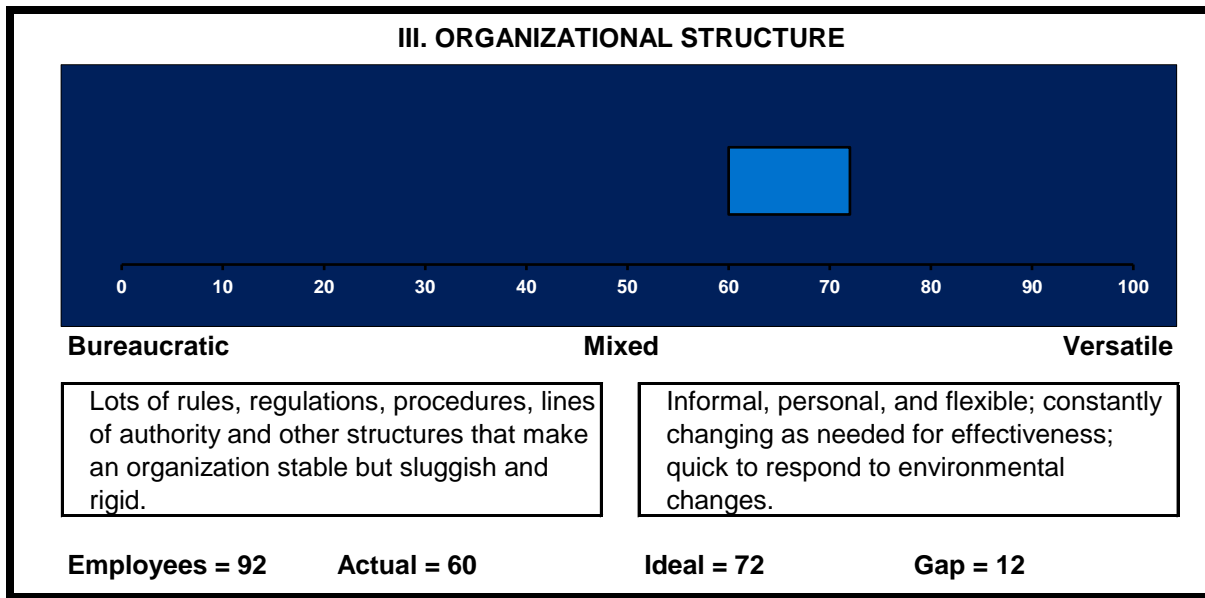


Report Prepared by  
Leadership Management<sup>®</sup> International Inc. • 4567 Lake Shore Drive • Waco, TX 76710 • [www.LMI-World.com](http://www.LMI-World.com)



# ORGANIZATIONAL NEEDS INVENTORY

## GROUP FACTOR SCORES



### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
<b>Number</b>	17	17	22	15	21
<b>Actual</b>	58	53	60	60	63
<b>Ideal</b>	67	67	72	70	70
<b>Gap</b>	9	14	12	10	7

### GENDER

	<u>Male</u>	<u>Female</u>
<b>Number</b>	19	64
<b>Actual</b>	58	58
<b>Ideal</b>	69	68
<b>Gap</b>	11	10

### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
<b>Number</b>	3	22	10	26	31
<b>Actual</b>	53	56	60	58	62
<b>Ideal</b>	62	65	71	70	72
<b>Gap</b>	9	9	11	12	10

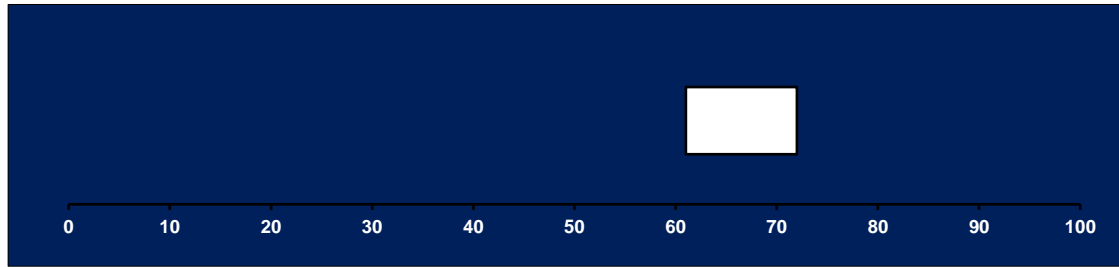
### POSITION

	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
<b>Number</b>	7	7	4	8	48	10	8
<b>Actual</b>	62	54	59	62	59	54	62
<b>Ideal</b>	71	72	74	73	68	66	68
<b>Gap</b>	9	18	15	11	9	12	6

### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
<b>Number</b>	44	15	22	8	0	0	0
<b>Actual</b>	57	62	60	58	NA	NA	NA
<b>Ideal</b>	70	66	69	71	NA	NA	NA
<b>Gap</b>	13	4	9	13	NA	NA	NA

**III. ORGANIZATIONAL STRUCTURE**  
**A. Nature of Jobs and Positions**



**Bureaucratic** **Mixed** **Versatile**

Descriptions are clear, precise, and non-overlapping; employees are expected to limit their concerns to completing their assigned tasks.

Cross-trained members of self-directed teams and task-forces cooperate to assume responsibility for shared objectives.

**Employees = 92**

**Actual = 61** **Ideal = 72**

**Gap = 11**

**YEARS WITH THE COMPANY**

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
<b>Number</b>	17	17	22	15	21
<b>Actual</b>	60	57	62	64	63
<b>Ideal</b>	73	67	75	73	70
<b>Gap</b>	13	10	13	9	7

**GENDER**

	<u>Male</u>	<u>Female</u>
<b>Number</b>	19	64
<b>Actual</b>	61	59
<b>Ideal</b>	71	71
<b>Gap</b>	10	12

**AGE**

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
<b>Number</b>	3	22	10	26	31
<b>Actual</b>	51	60	60	58	65
<b>Ideal</b>	56	69	72	70	77
<b>Gap</b>	5	9	12	12	12

**POSITION**

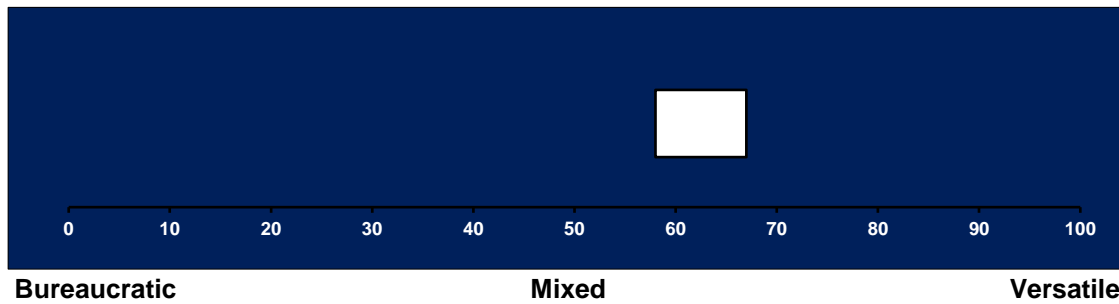
	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
<b>Number</b>	7	7	4	8	48	10	8
<b>Actual</b>	65	55	60	64	62	57	61
<b>Ideal</b>	72	71	72	74	73	65	71
<b>Gap</b>	7	16	12	10	11	8	10

**DIVISION**

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
<b>Number</b>	44	15	22	8	0	0	0
<b>Actual</b>	60	64	62	60	NA	NA	NA
<b>Ideal</b>	73	67	73	72	NA	NA	NA
<b>Gap</b>	13	3	11	12	NA	NA	NA

### III. ORGANIZATIONAL STRUCTURE

#### B. Nature of Controls



Clearly defined standards (rules, regulations, etc.) plus close inspection and strong authority ensure conformity and predictability.

Heavy reliance on self-control, self-discipline, goal-directedness, and positive attitudes keeps employees productive and on target.

Employees = 91

Actual = 58 Ideal = 67

Gap = 9

#### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	49	49	56	56	57
Ideal	51	54	58	57	58
Gap	2	5	2	1	1

#### GENDER

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	54	52
Ideal	58	54
Gap	4	2

#### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	39	50	54	53	58
Ideal	46	51	54	56	60
Gap	7	1	0	3	2

#### POSITION

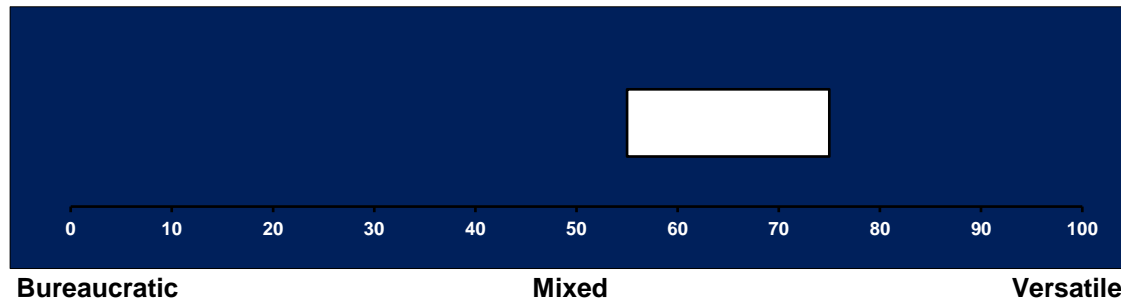
	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	58	53	60	61	52	50	55
Ideal	61	61	66	58	53	55	55
Gap	3	8	6	-3	1	5	0

#### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	53	55	52	57	NA	NA	NA
Ideal	58	53	53	57	NA	NA	NA
Gap	5	-2	1	0	NA	NA	NA

### III. ORGANIZATIONAL STRUCTURE

#### C. Flexibility



Formal controls, clearly delineated jobs, turf protection, emphasis on job security, and fixed career paths produce rigidity.

Commitment to growth, change, adaptability, and rapid response to environmental demands produces a high degree of flexibility.

Employees = 92

Actual = 55 Ideal = 75

Gap = 20

#### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	55	47	55	57	62
Ideal	71	73	77	76	76
Gap	16	26	22	19	14

#### GENDER

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	51	55
Ideal	73	75
Gap	22	20

#### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	62	53	54	54	58
Ideal	77	69	73	77	77
Gap	15	16	19	23	19

#### POSITION

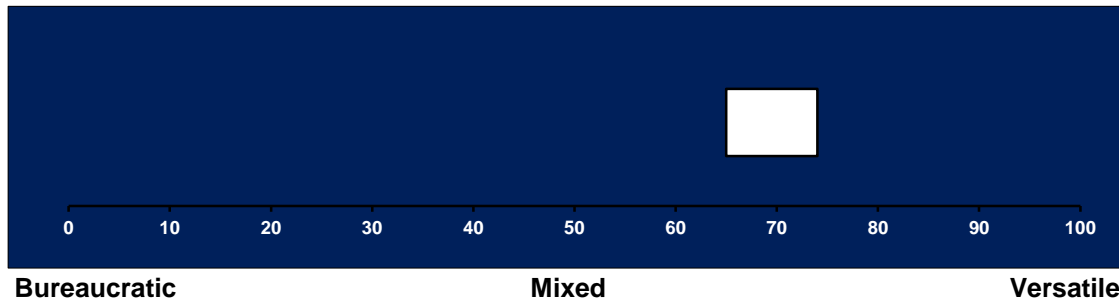
	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	50	45	52	57	57	53	61
Ideal	78	80	80	81	73	72	70
Gap	28	35	28	24	16	19	9

#### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	54	61	58	50	NA	NA	NA
Ideal	75	74	74	77	NA	NA	NA
Gap	21	13	16	27	NA	NA	NA

### III. ORGANIZATIONAL STRUCTURE

#### D. Formalization



Formality is expressed in use of titles, last names, status symbols, and commitment to proper codes of dress and behavior.

Status differences are discouraged; employees on different levels relate informally as persons of equal worth; all are important and valued.

Employees = 92

Actual = 65 Ideal = 74

Gap = 9

#### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	66	59	66	63	70
Ideal	74	72	76	72	75
Gap	8	13	10	9	5

#### GENDER

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	65	64
Ideal	72	73
Gap	7	9

#### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	58	62	70	65	67
Ideal	70	69	83	76	73
Gap	12	7	13	11	6

#### POSITION

	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	73	63	64	67	64	57	71
Ideal	73	75	77	77	73	73	77
Gap	0	12	13	10	9	16	6

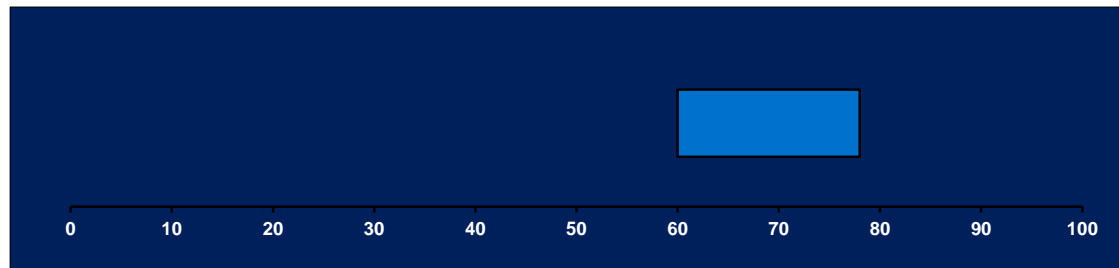
#### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	62	69	66	65	NA	NA	NA
Ideal	74	71	74	77	NA	NA	NA
Gap	12	2	8	12	NA	NA	NA

# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY

### I. PREDOMINANT LEADERSHIP STYLE



**Directive**

**Mixed**

**Participative**

Good leadership is the judicious use of authority; managers have a right to command and followers have an obligation to obey.

Followers are transformed into self-leaders as they internalize their leaders' vision, mission, values, attitudes, strategies, and goals.

**Employees = 92**

**Actual = 60**

**Ideal = 78**

**Gap = 18**

### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
<b>Number</b>	17	17	22	15	21
<b>Actual</b>	66	51	60	58	65
<b>Ideal</b>	78	74	78	76	79
<b>Gap</b>	12	23	18	18	14

### GENDER

	<u>Male</u>	<u>Female</u>
<b>Number</b>	19	64
<b>Actual</b>	57	60
<b>Ideal</b>	75	77
<b>Gap</b>	18	17

### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
<b>Number</b>	3	22	10	26	31
<b>Actual</b>	65	58	60	59	62
<b>Ideal</b>	81	73	78	79	79
<b>Gap</b>	16	15	18	20	17

### POSITION

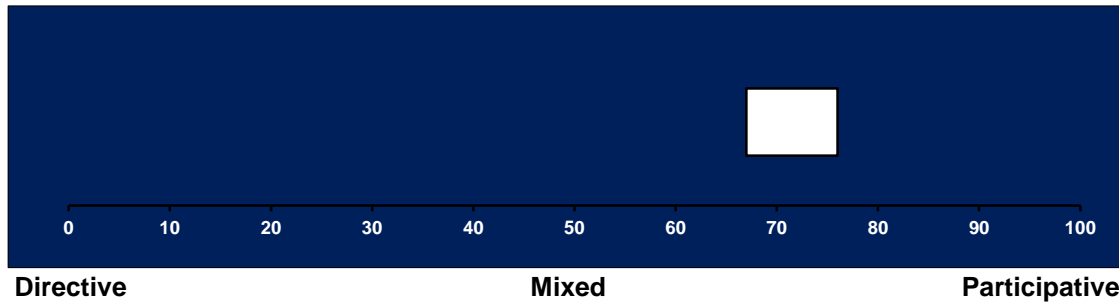
	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
<b>Number</b>	7	7	4	8	48	10	8
<b>Actual</b>	63	53	57	61	62	55	61
<b>Ideal</b>	78	80	87	79	76	77	74
<b>Gap</b>	15	27	30	18	14	22	13

### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
<b>Number</b>	44	15	22	8	0	0	0
<b>Actual</b>	58	63	65	57	NA	NA	NA
<b>Ideal</b>	77	76	79	79	NA	NA	NA
<b>Gap</b>	19	13	14	22	NA	NA	NA

# I. PREDOMINANT LEADERSHIP STYLE

## A. View of Human Nature



Employees tend to be lazy and to avoid work and responsibility; they must be told what to do and monitored closely.

Employees prefer to be productive and responsible; under good leadership they work independently and creatively solve problems.

Employees = 92

Actual = 67    Ideal = 76

Gap = 9

### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	70	59	68	67	71
Ideal	77	72	77	77	77
Gap	7	13	9	10	6

### GENDER

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	66	67
Ideal	75	76
Gap	9	9

### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	73	65	65	68	68
Ideal	88	72	75	76	78
Gap	15	7	10	8	10

### POSITION

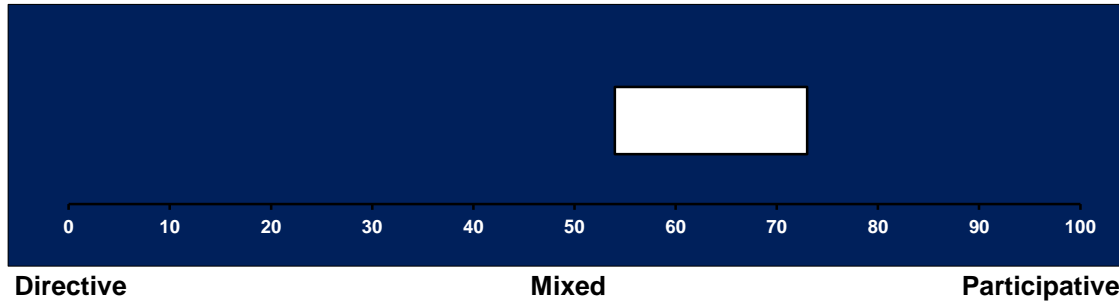
	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	74	64	68	71	67	62	68
Ideal	82	75	84	76	75	75	76
Gap	8	11	16	5	8	13	8

### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	66	69	70	63	NA	NA	NA
Ideal	75	75	78	75	NA	NA	NA
Gap	9	6	8	12	NA	NA	NA

# I. PREDOMINANT LEADERSHIP STYLE

## B. Authority Orientation



Authority is delegated to enable managers to get their work done through others; authority would be liberally used for that purpose.

Position authority is necessary but authority of competence would often carry more weight than authority of position.

Employees = 92

Actual = 54 Ideal = 73

Gap = 19

### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	56	44	55	54	59
Ideal	71	69	76	73	75
Gap	15	25	21	19	16

### GENDER

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	53	53
Ideal	75	72
Gap	22	19

### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	49	50	55	55	56
Ideal	69	66	74	75	76
Gap	20	16	19	20	20

### POSITION

	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	59	46	51	57	55	49	55
Ideal	75	81	81	74	72	69	70
Gap	16	35	30	17	17	20	15

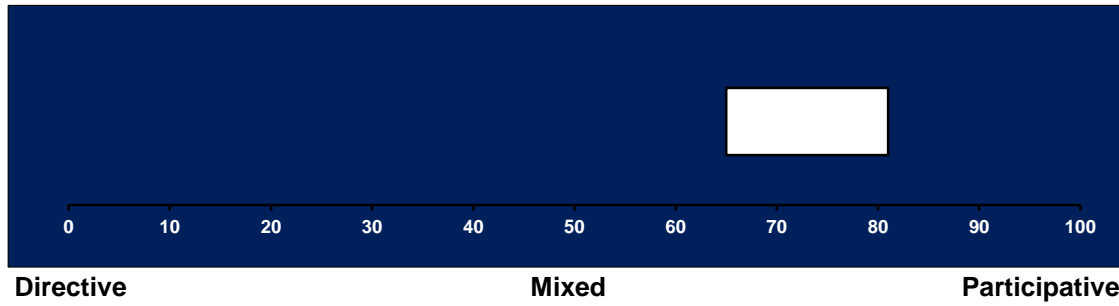
### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	52	59	55	49	NA	NA	NA
Ideal	74	73	72	73	NA	NA	NA
Gap	22	14	17	24	NA	NA	NA



# I. PREDOMINANT LEADERSHIP STYLE

## C. Team Orientation



As often as not, groups undermine both motivation and efficiency. Only individuals can be held accountable for results.

Properly trained teams maintain a uniquely high level of self-discipline, self-motivation, productivity, and quality.

Employees = 92

Actual = 65 Ideal = 81

Gap = 16

### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	73	56	63	62	70
Ideal	83	77	82	78	85
Gap	10	21	19	16	15

### GENDER

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	60	65
Ideal	78	82
Gap	18	17

### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	72	63	65	63	67
Ideal	86	77	82	83	82
Gap	14	14	17	20	15

### POSITION

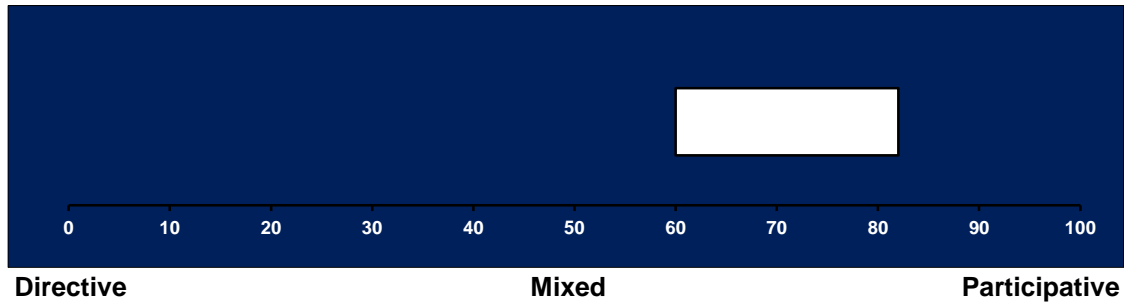
	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	65	55	62	64	68	59	65
Ideal	81	80	90	83	81	82	80
Gap	16	25	28	19	13	23	15

### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	63	65	70	62	NA	NA	NA
Ideal	81	79	83	83	NA	NA	NA
Gap	18	14	13	21	NA	NA	NA

# I. PREDOMINANT LEADERSHIP STYLE

## D. Motivational Style



Motivation is based on a transaction (compensation exchanged for productive effort) between employee and employer.

Going beyond a transaction, highest motivation results from a sense of ownership – shared values, goals, and responsibility.

Employees = 92

Actual = 60 Ideal = 82

Gap = 22

### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	66	49	58	55	61
Ideal	80	76	79	78	80
Gap	14	27	21	23	19

### GENDER

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	52	59
Ideal	75	79
Gap	23	20

### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	68	57	55	57	60
Ideal	87	75	77	80	81
Gap	19	18	22	23	21

### POSITION

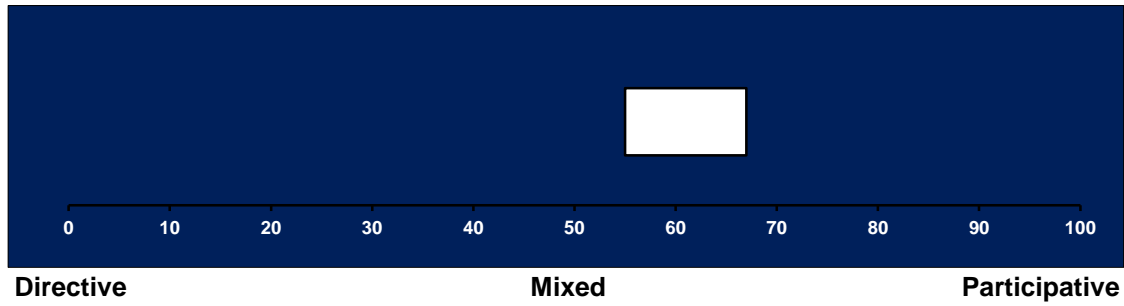
	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	57	50	55	60	60	55	58
Ideal	78	78	88	80	78	80	74
Gap	21	28	33	20	18	25	16

### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	56	60	63	56	NA	NA	NA
Ideal	78	77	81	84	NA	NA	NA
Gap	22	17	18	28	NA	NA	NA

# I. PREDOMINANT LEADERSHIP STYLE

## E. Nature of Supervision



Close supervision is necessary to ensure high motivation and maximum productivity; when the cat's away the mice will play.

Where employees share their leaders' goals and values, close supervision may decrease motivation and sense of responsibility.

Employees = 91

Actual = 55 Ideal = 67

Gap = 12

### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	60	47	56	51	59
Ideal	68	62	66	67	70
Gap	8	15	10	16	11

### GENDER

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	55	54
Ideal	64	67
Gap	9	13

### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	49	56	54	54	56
Ideal	60	63	68	68	68
Gap	11	7	14	14	12

### POSITION

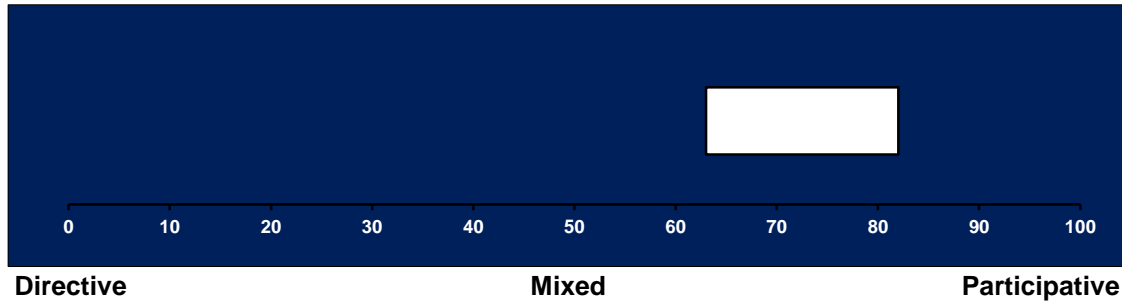
	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	63	55	47	53	56	48	56
Ideal	70	73	80	70	65	63	65
Gap	7	18	33	17	9	15	9

### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	53	56	58	55	NA	NA	NA
Ideal	67	65	68	70	NA	NA	NA
Gap	14	9	10	15	NA	NA	NA

## I. PREDOMINANT LEADERSHIP STYLE

### F. Empowerment



Authority-based power is a manager's primary resource for influencing employees. Giving them more power undermines that influence.

Good leaders provide a sense of direction and then do everything possible to provide the resources employees need to perform.

Employees = 92

Actual = 63 Ideal = 82

Gap = 19

#### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	70	53	63	56	68
Ideal	84	81	84	79	83
Gap	14	28	21	23	15

#### GENDER

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	57	63
Ideal	80	83
Gap	23	20

#### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	77	59	66	61	64
Ideal	91	78	85	83	83
Gap	14	19	19	22	19

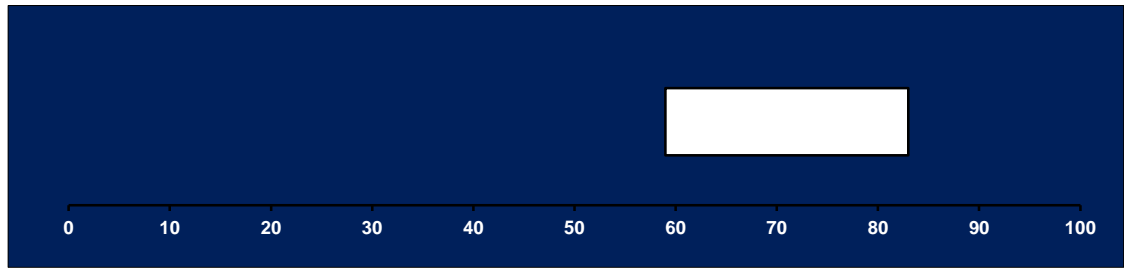
#### POSITION

	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	62	53	57	58	67	57	60
Ideal	80	87	90	84	81	85	78
Gap	18	34	33	26	14	28	18

#### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	60	64	70	56	NA	NA	NA
Ideal	83	80	85	83	NA	NA	NA
Gap	23	16	15	27	NA	NA	NA

**I. PREDOMINANT LEADERSHIP STYLE**  
**G. Communication Style**



**Directive** **Mixed** **Participative**

Information is dispensed on a need-to-know basis. Too much information causes employees to meddle in others' areas.

A free flow of information is necessary for participative decision making, team building, shared goals and mutual support.

**Employees = 92** **Actual = 59** **Ideal = 83** **Gap = 24**

**YEARS WITH THE COMPANY**

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
<b>Number</b>	17	17	22	15	21
<b>Actual</b>	66	50	58	58	65
<b>Ideal</b>	81	83	83	82	84
<b>Gap</b>	15	33	25	24	19

**GENDER**

	<u>Male</u>	<u>Female</u>
<b>Number</b>	19	64
<b>Actual</b>	54	59
<b>Ideal</b>	80	83
<b>Gap</b>	26	24

**AGE**

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
<b>Number</b>	3	22	10	26	31
<b>Actual</b>	68	57	60	58	60
<b>Ideal</b>	89	78	84	86	83
<b>Gap</b>	21	21	24	28	23

**POSITION**

	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
<b>Number</b>	7	7	4	8	48	10	8
<b>Actual</b>	60	49	60	63	61	53	62
<b>Ideal</b>	83	86	95	84	82	83	78
<b>Gap</b>	23	37	35	21	21	30	16

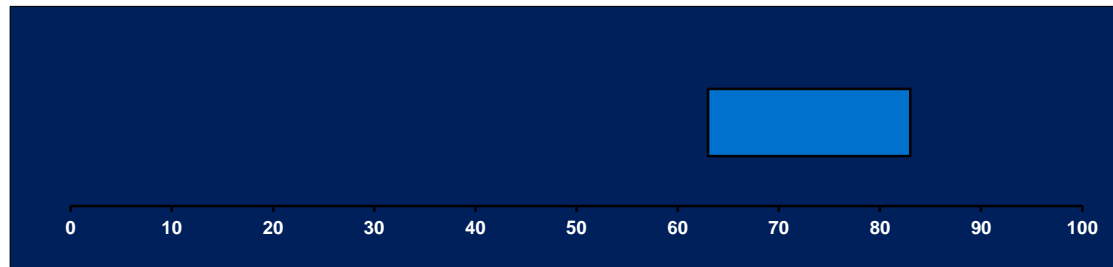
**DIVISION**

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
<b>Number</b>	44	15	22	8	0	0	0
<b>Actual</b>	53	67	67	58	NA	NA	NA
<b>Ideal</b>	82	82	83	87	NA	NA	NA
<b>Gap</b>	29	15	16	29	NA	NA	NA

# ORGANIZATIONAL NEEDS INVENTORY

## EXECUTIVE SUMMARY

### II. ORGANIZATIONAL CULTURE



**Competitive**

**Mixed**

**Supportive**

Competition among employees, highly valued as a motivator, often reduces concern for cooperation and for the organization as a whole.

Members' mutual dependency, shared goals, and trust encourage cooperation and mutual empowerment.

**Employees = 92**

**Actual = 63    Ideal = 83**

**Gap = 20**

### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
<b>Number</b>	17	17	22	15	21
<b>Actual</b>	70	52	62	63	68
<b>Ideal</b>	84	79	83	82	85
<b>Gap</b>	14	27	21	19	17

### GENDER

	<u>Male</u>	<u>Female</u>
<b>Number</b>	19	64
<b>Actual</b>	58	64
<b>Ideal</b>	81	83
<b>Gap</b>	23	19

### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
<b>Number</b>	3	22	10	26	31
<b>Actual</b>	68	59	64	63	65
<b>Ideal</b>	88	79	83	83	84
<b>Gap</b>	20	20	19	20	19

### POSITION

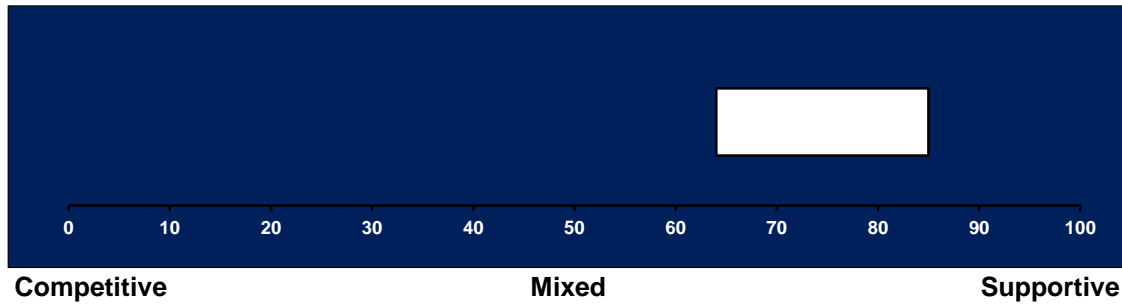
	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
<b>Number</b>	7	7	4	8	48	10	8
<b>Actual</b>	63	55	62	66	65	56	66
<b>Ideal</b>	83	81	93	85	82	82	81
<b>Gap</b>	20	26	31	19	17	26	15

### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
<b>Number</b>	44	15	22	8	0	0	0
<b>Actual</b>	61	66	68	60	NA	NA	NA
<b>Ideal</b>	82	81	85	85	NA	NA	NA
<b>Gap</b>	21	15	17	25	NA	NA	NA

## II. ORGANIZATIONAL CULTURE

### A. Shared Values and Beliefs



Shared attitudes and values are of minimal importance; the name of the game is authority, power, and productivity.

Shared attitudes and values are the basis for teamwork, cooperation, and willingness to sacrifice for the common good.

Employees = 92

Actual = 64 Ideal = 85

Gap = 21

#### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	70	51	64	65	68
Ideal	85	81	85	85	87
Gap	15	30	21	20	19

#### GENDER

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	60	64
Ideal	84	85
Gap	24	21

#### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	65	60	63	64	67
Ideal	89	81	82	85	87
Gap	24	21	19	21	20

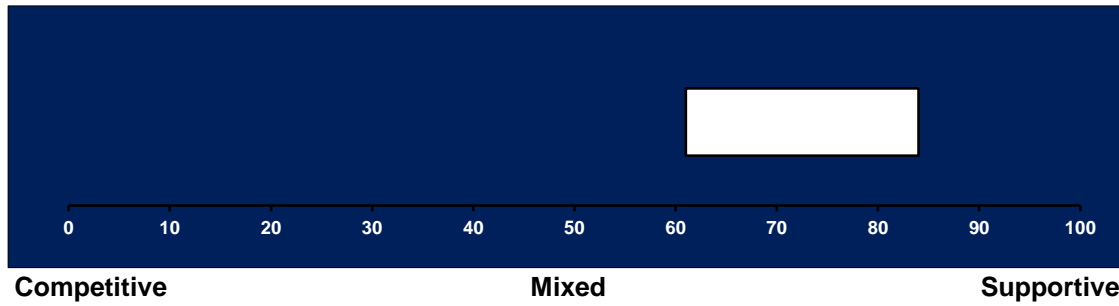
#### POSITION

	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	67	57	63	65	66	56	64
Ideal	83	86	95	87	84	86	82
Gap	16	29	32	22	18	30	18

#### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	62	66	69	60	NA	NA	NA
Ideal	83	84	87	88	NA	NA	NA
Gap	21	18	18	28	NA	NA	NA

**II. ORGANIZATIONAL CULTURE**  
**B. Identification With The Organization**



The value of identification with the organization is totally over-shadowed in importance by self-interests (opportunity for power, pay, position).

Members who strongly identify with their organization feel a sense of oneness with it. To support the organization is to support themselves.

Employees = 92

Actual = 61    Ideal = 84

Gap = 23

**YEARS WITH THE COMPANY**

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	67	52	60	60	67
Ideal	86	78	86	83	87
Gap	19	26	26	23	20

**GENDER**

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	53	63
Ideal	80	85
Gap	27	22

**AGE**

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	73	56	63	63	62
Ideal	96	79	83	86	85
Gap	23	23	20	23	23

**POSITION**

	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	62	56	63	62	63	53	67
Ideal	87	76	98	90	84	84	80
Gap	25	20	35	28	21	31	13

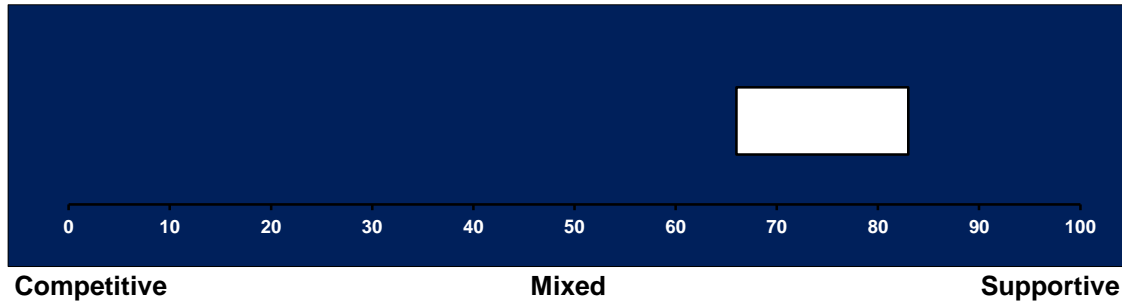
**DIVISION**

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	58	63	67	66	NA	NA	NA
Ideal	82	82	87	92	NA	NA	NA
Gap	24	19	20	26	NA	NA	NA



## II. ORGANIZATIONAL CULTURE

### C. Trust



Trust can be valuable but is often less so than a good contract. It is of little importance where agreements are clear and authority is strong.

Trust is highly valued – the basis for sound, cooperative, mutually empowering relationships upon which leadership is based.

Employees = 92

Actual = 66 Ideal = 83

Gap = 17

#### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	73	55	66	64	68
Ideal	84	82	83	84	84
Gap	11	27	17	20	16

#### GENDER

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	62	66
Ideal	82	83
Gap	20	17

#### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	70	62	67	64	68
Ideal	88	80	87	84	84
Gap	18	18	20	20	16

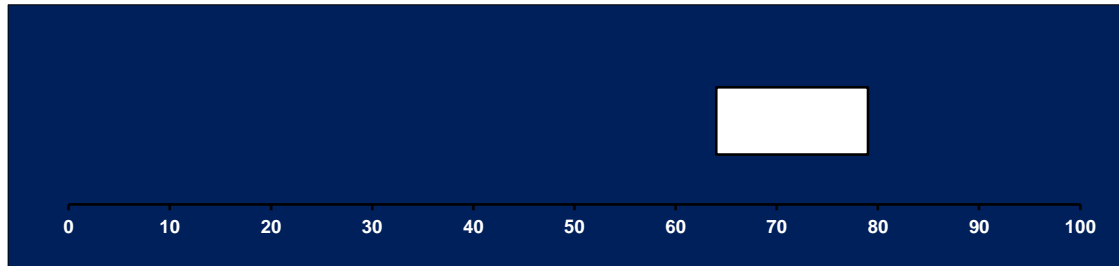
#### POSITION

	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	66	62	63	66	67	59	69
Ideal	83	85	90	84	82	84	83
Gap	17	23	27	18	15	25	14

#### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	62	69	72	62	NA	NA	NA
Ideal	82	83	85	87	NA	NA	NA
Gap	20	14	13	25	NA	NA	NA

**II. ORGANIZATIONAL CULTURE  
D. Within-Company Cooperation**



**Competitive** **Mixed** **Supportive**

Individual self-interest (competition for pay, power, and position) produces cooperation when it is needed to achieve an objective.

Cooperation, based on trust and shared self-interests, is necessary for maximum productivity and work satisfaction.

**Employees = 92** **Actual = 64** **Ideal = 79** **Gap = 15**

**YEARS WITH THE COMPANY**

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
<b>Number</b>	17	17	22	15	21
<b>Actual</b>	73	52	62	63	69
<b>Ideal</b>	82	75	77	77	84
<b>Gap</b>	9	23	15	14	15

**GENDER**

	<u>Male</u>	<u>Female</u>
<b>Number</b>	19	64
<b>Actual</b>	61	64
<b>Ideal</b>	80	79
<b>Gap</b>	19	15

**AGE**

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
<b>Number</b>	3	22	10	26	31
<b>Actual</b>	71	61	63	63	66
<b>Ideal</b>	81	78	75	79	81
<b>Gap</b>	10	17	12	16	15

**POSITION**

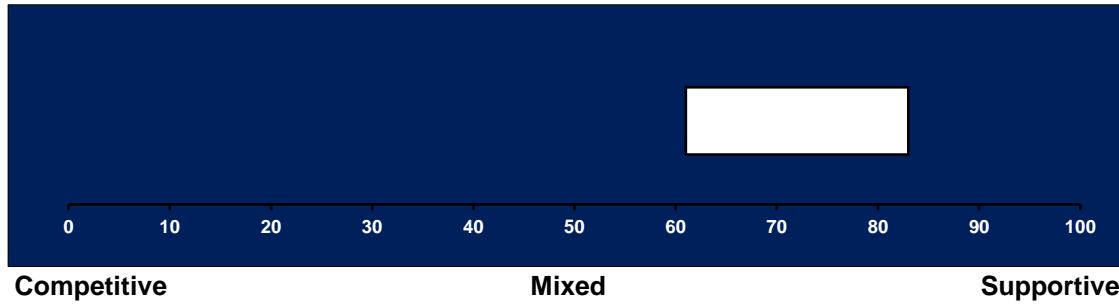
	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
<b>Number</b>	7	7	4	8	48	10	8
<b>Actual</b>	65	54	62	65	66	57	67
<b>Ideal</b>	82	75	89	77	79	79	81
<b>Gap</b>	17	21	27	12	13	22	14

**DIVISION**

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
<b>Number</b>	44	15	22	8	0	0	0
<b>Actual</b>	62	65	68	60	NA	NA	NA
<b>Ideal</b>	79	78	81	78	NA	NA	NA
<b>Gap</b>	17	13	13	18	NA	NA	NA

## II. ORGANIZATIONAL CULTURE

### E. Innovation



Specialists in research, design, advertising, etc. are paid to be innovators; others should stick to their assigned tasks.

Every member has the potential to be creative and innovative; each should be freed, motivated, and empowered to actualize that potential.

Employees = 92

Actual = 61 Ideal = 83

Gap = 22

#### YEARS WITH THE COMPANY

	<u>Below 2</u>	<u>2-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20+ Years</u>
Number	17	17	22	15	21
Actual	66	48	59	62	68
Ideal	83	79	85	81	85
Gap	17	31	26	19	17

#### GENDER

	<u>Male</u>	<u>Female</u>
Number	19	64
Actual	52	63
Ideal	80	83
Gap	28	20

#### AGE

	<u>Below 20</u>	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50+ Years</u>
Number	3	22	10	26	31
Actual	60	57	62	61	62
Ideal	85	77	88	82	85
Gap	25	20	26	21	23

#### POSITION

	<u>Upper Mgmt</u>	<u>Mid Mgmt</u>	<u>F.L. Mgmt</u>	<u>T.Ldr/Super</u>	<u>Team Mbr.</u>	<u>General</u>	<u>Other</u>
Number	7	7	4	8	48	10	8
Actual	53	47	60	70	63	55	65
Ideal	82	84	95	87	82	79	81
Gap	29	37	35	17	19	24	16

#### DIVISION

	<u>Plant</u>	<u>Office</u>	<u>Distribution</u>	<u>Marketing</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number	44	15	22	8	0	0	0
Actual	59	65	65	52	NA	NA	NA
Ideal	82	80	85	82	NA	NA	NA
Gap	23	15	20	30	NA	NA	NA

# ORGANIZATIONAL NEEDS INVENTORY

## Item Scores

**Ajax Sample Co.**

August 28, 2020

Report Facilitated by  
**The Management Connection, Inc.**

4444 Carter Creek Parkway, Ste. 110  
Bryan, TX 77802

979.846.4481  
[www.profacilitator.com](http://www.profacilitator.com)



Report Prepared by  
Leadership Management<sup>®</sup> International Inc. • 4567 Lake Shore Drive • Waco, TX 76710 • [www.LMI-World.com](http://www.LMI-World.com)

# ORGANIZATIONAL NEEDS INVENTORY

## ITEM SCORES

### I. Predominant Leadership Style

The items presented below are in descending order by gap.

Gap	Actual	Ideal	Emp.	Item #	Item
0.3	45.1	44.8	91	61	Status symbols are an important means of showing who, in the organization, has authority and power.
0.8	45.6	44.8	91	73	To maintain control, management relies heavily on rules and regulations, backed by strong authority.
0.8	45.7	46.5	92	103	Management seems to assume that most members of the organization prefer to be emotionally involved in their work.
1.3	39.6	40.9	91	51	The leadership style of our managers is more participative than autocratic.
2.2	95.7	93.5	92	75	Members of the organization often call their supervisors by their first names.
4.7	15.0	10.3	92	76	The person to whom I report seems to view me more as a cost of doing business than as a human being.
5.5	58.0	63.5	91	25	Competition among organization members seldom, if ever, works against the best interests of the organization.
5.7	14.9	9.2	92	111	Management assumes that because people are inherently lazy, they do their best work only under threat.
6.0	69.3	75.3	92	37	Management assumes that members want to support the organization's goals and work to fulfill its mission.
6.1	54.9	61.0	91	50	The organization's structure is informal and personal.
7.1	37.8	30.7	92	7	Too much red tape makes it difficult for organization members to get their work done.
8.0	70.6	78.6	91	39	The organization respects the needs of its suppliers as well as its own needs for superior quality and service.
8.2	33.5	25.3	91	36	To avoid offending their immediate supervisors, members are very careful to communicate through formal channels.
8.4	26.6	18.2	92	23	Management assumes that most people would rather be told what to do than be left to think and make decisions for themselves.
8.9	29.6	20.7	92	120	Competition for career advancement reduces the cooperation needed to achieve organizational goals.
9.2	25.0	15.8	92	52	Our managers alienate their employees by giving orders when a friendly suggestion would be sufficient.
9.6	30.2	39.8	91	48	To maintain order and control, the organization makes sure that very few employees report to a given manager.
10.4	33.2	22.8	92	92	Primarily concerned with pay, our employees must always be on guard to make sure they are treated fairly.
10.6	39.4	50.0	90	112	Management delegates decisions to the lowest level at which they can be made effectively.
10.7	39.0	49.7	91	11	Very close supervision of employees is discouraged in our organization.
10.9	77.7	88.6	92	89	The person to whom I report has genuine interest in me as an individual.
11.7	56.8	68.5	92	78	Strongly committed to teamwork, our managers seldom place their own department's needs above the organization's.
12.0	66.3	78.3	92	77	Management is less concerned with who has authority than with who is an authority (who "has good solutions").
12.2	70.7	82.9	92	97	Management appears to believe that most employees want to assume responsibility for the quality of their work.

Gap	Actual	Ideal	Emp.	Item #	Item
13.6	68.5	82.1	92	40	One of the organization's strengths lies in its strong commitment to doing the right thing because it is the right thing.
13.7	58.0	71.7	91	107	Our managers empower their employees rather than keep them weak as a means of control.
13.8	54.9	68.7	91	122	Our managers tend to supervise very closely.
14.4	39.1	24.7	92	34	Organization traditions and "going by the book" often interfere with clear thinking and effective decision-making.
14.4	61.4	75.8	92	126	A high level of trust makes close supervision unnecessary in the organization.
14.8	43.1	28.3	91	65	Competent, ambitious individualists often get promoted here even though they are not good team players.
15.3	60.2	75.5	91	98	The organization places faith in its members by giving them a high degree of freedom to act.
15.5	38.3	22.8	92	38	Management too often falls back on rules and power rather than reasoning with and teaching their employees.
15.8	35.1	19.3	92	106	Like most others, our organization is a machine that operates solely for the benefit of top management and stockholders.
15.8	53.8	69.6	92	93	Our managers are more likely to praise than criticize.
16.0	70.1	86.1	92	118	Management expects high performance from everyone, including initiative to identify and solve problems.
16.3	44.8	28.5	92	119	Decision-making in this organization is typically authoritarian and arbitrary.
16.5	51.4	67.9	91	124	Management assumes some responsibility rather than just labeling low performers as lazy and incompetent.
16.6	70.9	87.5	92	26	Our managers tend to have strong confidence in the integrity and ability of their employees.
17.1	69.3	86.4	92	5	The organization gives members maximum freedom to think and use their best judgment.
18.0	64.1	82.1	92	64	Managers try to place their employees in work in which their employees are interested.
18.1	61.9	80.0	90	117	Most organization members are inspired by their awareness of the organization's history and its vision for the future.
18.5	64.9	83.4	92	121	Members of the organization are quality-conscious and committed to improving the quality of their own work.
18.7	69.3	88.0	92	27	Status differences within the organization are not a barrier to open and honest communication.
19.0	64.7	83.7	92	113	Cooperation within the organization is highly valued and rewarded.
19.0	57.4	76.4	91	35	The organization assumes that its members will welcome opportunities to grow and develop new skills.
19.1	64.9	84.0	92	80	Constant training helps members of the organization do their roles well.
19.3	60.3	79.6	92	24	In our organization's meetings, managers usually seek member participation.
19.5	68.8	88.3	92	91	Our managers tend to be outstanding delegators.
19.8	66.3	86.1	92	53	Members of the organization's work units usually function effectively as a team.
19.8	67.4	87.2	92	100	Organization members always have access to resources they need to perform effectively.
20.1	64.4	84.5	92	12	Management gets extensive input from the persons who will be affected by a given decision.

Gap	Actual	Ideal	Emp.	Item #	Item
20.4	63.3	83.7	92	41	Our employees tend to think of themselves as team members rather than closely supervised employees.
20.7	31.8	11.1	92	108	The left hand does not know what the right hand is doing in this organization.
20.9	66.6	87.5	92	66	Because of favorable attitudes toward the organization, its members strive to be cooperative and productive.
21.20	43.50	22.30	92	82	Management tends to elevate the consciousness of employees, inspiring new heights of achievement and growth.
21.2	60.6	81.8	92	81	Management welcomes new ideas--even ideas that differ from their own.
21.4	65.8	87.2	92	68	Our managers are good listeners.
21.7	63.9	85.6	92	116	Organization members are confident that top executives will fulfill their commitments.
21.8	58.4	80.2	92	63	Our leaders encourage their followers to believe in their own potential.
22.5	48.3	70.8	90	114	Most members will sacrifice to ensure the organization's long-term success.
22.8	62.5	85.3	92	4	Organization leaders try to relate personally to everyone and to minimize status differences among members.
22.8	62.5	85.3	92	56	The organization has highly effective lateral communication. (Lateral refers to people who are on the same level.)
22.8	38.0	15.2	92	101	Management seems to assume that the less you know about what is going on throughout the organization the better.
23.4	65.5	88.9	92	105	A spirit of teamwork is strongly encouraged and practiced within the organization.
23.4	66.3	89.7	92	55	Our managers do everything possible to help their employees be effective.
24.1	62.0	86.1	92	71	Our employees feel a strong obligation to other employees to do their own roles well.
24.7	64.7	89.4	92	9	The organization has a deep concern for all of its stakeholders: its stockholders, employees, customers, and others.
25.0	59.0	84.0	92	96	By their actions, our managers express great faith in their employees.
25.8	62.5	88.3	92	67	Employees know that management is genuinely concerned about their well-being.
26.3	59.0	85.3	92	6	The organization's high standards and productivity expectations are enthusiastically supported by most of its members.
28.5	55.2	83.7	92	115	Management involves employees in planning and decision-making where appropriate.
28.6	55.4	84.0	92	54	Management does an excellent job of communicating the organization's vision.
28.8	58.7	87.5	92	28	Employees at all levels feel free to communicate openly and honestly with senior management.
29.8	45.7	75.5	92	104	The organization makes good use of task forces and committees to encourage teamwork.
30.4	56.3	86.7	92	79	Members' excitement about the organization and their work stimulates their creativity and productivity.
30.5	55.8	86.3	91	94	Practicing open communication, management keeps members informed unless confidentiality is clearly an issue.
31.2	49.5	80.7	92	8	Open communication throughout the organization empowers members to make informed decisions.
31.2	56.8	88.0	92	10	Good upward communication tends to be left to chance.

Gap	Actual	Ideal	Emp.	Item #	Item
32.8	57.1	89.9	92	13	Management achieves control primarily through the positive attitudes and values of the organization members.
32.8	51.4	84.2	92	42	Free and open communication across department or divisional lines is encouraged and is highly effective.
40.2	34.8	75.0	92	90	Members of the organization feel included in the decision-making process.



# ORGANIZATIONAL NEEDS INVENTORY

## ITEM SCORES

### II. Organizational Culture

The items presented below are in descending order by gap.

Gap	Actual	Ideal	Emp.	Item #	Item
1.0	13.9	14.9	92	22	Since "familiarity breeds contempt," friendships between members at different organization levels are discouraged.
5.5	58.0	63.5	91	25	Competition among organization members seldom, if ever, works against the best interests of the organization.
7.3	30.7	23.4	92	18	The organization misses opportunities because management is unresponsive to its external environment.
8.9	29.6	20.7	92	120	Competition for career advancement reduces the cooperation needed to achieve organizational goals.
9.0	32.1	23.1	91	125	Organization members have little time to think about being creative and innovative.
9.8	34.8	25.0	92	43	Management may have a clear vision of the organization's future, but it has no positive influence at the lower levels.
10.4	33.2	22.8	92	92	Primarily concerned with pay, our employees must always be on guard to make sure they are treated fairly.
12.9	72.5	85.4	91	84	As it grows, the organization maintains commitment to certain values and traditions that give it a very special identity.
13.3	72.8	86.1	92	58	Organization members feel secure in their roles so long as they do their best and are honest in dealing with others.
13.6	68.5	82.1	92	40	One of the organization's strengths lies in its strong commitment to doing the right thing because it is the right thing.
13.7	58.0	71.7	91	107	Our managers empower their employees rather than keep them weak as a means of control.
14.4	61.4	75.8	92	126	A high level of trust makes close supervision unnecessary in the organization.
14.8	43.1	28.3	91	65	Competent, ambitious individualists often get promoted here even though they are not good team players.
15.0	64.9	79.9	92	14	Management will go to any length to meet the needs of every customer.
15.0	78.5	93.5	92	3	The organization places high value on maintaining relationships of trust.
15.3	26.6	11.3	91	45	Considerable conflict and distrust exists within management.
15.3	60.2	75.5	91	98	The organization places faith in its members by giving them a high degree of freedom to act.
15.8	35.1	19.3	92	106	Like most others, our organization is a machine that operates solely for the benefit of top management and stockholders.
16.5	78.3	94.8	92	57	Most members of the organization have a deep commitment to customer service.
16.6	70.9	87.5	92	26	Our managers tend to have strong confidence in the integrity and ability of their employees.
16.8	65.5	82.3	92	85	Relationships within the organization are free from suspicion and questioning of others' motives.
17.9	69.3	87.2	92	95	When not at work, members take great pride in being identified with the organization.
18.1	61.9	80.0	90	117	Management achieves control primarily through the positive attitudes and values of the organization members.
18.5	64.9	83.4	92	121	Because of favorable attitudes toward the organization, its members strive to be cooperative and productive.
18.7	67.7	86.4	92	17	The organization's ability to compete is greatly influenced by the cooperative spirit of its members.

Gap	Actual	Ideal	Emp.	Item #	Item
19.0	64.7	83.7	92	113	Cooperation within the organization is highly valued and rewarded.
19.0	57.4	76.4	91	35	The organization gives members maximum freedom to think and use their best judgment.
19.1	64.9	84.0	92	80	Our employees feel a strong obligation to other employees to do their own roles well.
19.6	71.7	91.3	92	32	The organization constantly and deliberately seeks ways to improve itself.
20.1	64.4	84.5	92	12	By their actions, our managers express great faith in their employees.
20.4	63.0	83.4	92	15	There is a very real sense in which members of our organization are a family.
20.9	66.6	87.5	92	66	Members of the organization are quality-conscious and committed to improving the quality of their own work.
21.5	64.1	85.6	92	69	The organization is committed to fairness in all its dealings.
21.7	63.9	85.6	92	116	Organization members are confident that top executives will fulfill their commitments.
22.5	48.3	70.8	90	114	Most members will sacrifice to ensure the organization's long-term success.
22.6	47.3	24.7	92	70	Because rapid change is occurring, organization members are becoming increasingly insecure.
22.8	62.5	85.3	92	4	Organization leaders try to relate personally to everyone and to minimize status differences among members.
23.4	65.5	88.9	92	105	A spirit of teamwork is strongly encouraged and practiced within the organization.
24.7	64.7	89.4	92	9	The organization has a deep concern for all of its stakeholders: its stockholders, employees, customers, and others.
25.5	58.2	83.7	92	99	The organization is an industry leader in applying new technologies and services.
25.6	55.4	81.0	92	62	The organization responds rapidly to the market and other changes in its external environment.
26.1	57.1	83.2	92	59	Members of the organization see innovation as an important part of their roles.
26.4	58.4	84.8	92	46	The organization is highly innovative.
26.9	64.9	91.8	92	30	Our employees have a strong sense of pride and organization ownership.
28.5	60.9	89.4	92	31	Workers know management is doing all it can to protect their roles and ensure their long-term employment.
28.6	55.4	84.0	92	54	Most organization members are inspired by their awareness of the organization's history and its vision for the future.
28.8	57.9	86.7	92	16	Employees at all levels have a high degree of trust in one another.
29.9	55.7	85.6	92	44	Members identify with and support the organization as if it belonged to them.
29.9	60.6	90.5	92	29	Most employees share top management's view that the organization is outstanding and has a brilliant future.
33.8	48.9	82.7	91	83	Members share responsibility and receive a fair share of the organization's rewards.

# ORGANIZATIONAL NEEDS INVENTORY

## ITEM SCORES

### III. Organizational Structure

The items presented below are in descending order by gap.

Gap	Actual	Ideal	Emp.	Item #	Item
0.3	45.1	44.8	91	61	To avoid offending their immediate supervisors, members are very careful to communicate through formal channels.
0.8	45.6	44.8	91	73	To maintain control, management relies heavily on rules and regulations, backed by strong authority.
1.0	13.9	14.9	92	22	Since "familiarity breeds contempt," friendships between members at different organization levels are discouraged.
2.2	95.7	93.5	92	75	Members of the organization often call their supervisors by their first names.
3.2	59.8	63.0	92	21	Red tape seldom interferes with productivity and quality of work.
4.3	30.4	26.1	92	47	Members are encouraged to do their own roles and avoid concern for work that is not in their job descriptions.
5.2	39.4	34.2	90	60	The organization makes clear distinctions and permits little movement between front line managers - who have direct responsibility for getting the work of the organization done, and staff managers - who support front line managers with services, advice, etc.
6.1	54.9	61.0	91	50	The organization's structure is informal and personal.
6.1	36.5	42.6	91	110	Management operates with as few strictly enforced rules and regulations as possible.
6.6	55.2	48.6	91	102	In this organization, job descriptions are very stable; they change little over time.
8.2	33.5	25.3	91	36	Status symbols are an important means of showing who, in the organization, has authority and power.
9.1	38.2	29.1	91	72	The organization is top-heavy with management and support staff.
9.2	39.4	30.2	92	20	Management is more concerned that everyone follow the rules than that they achieve meaningful goals.
9.6	30.2	39.8	91	48	To maintain order and control, the organization makes sure that very few employees report to a given manager.
11.2	31.5	42.7	92	33	The organization simplifies its roles so employees can be easily trained and, if necessary, easily replaced.
12.8	33.7	20.9	92	109	Since specialists design our roles, members of the organization seldom attempt to improve the designs of their own roles.
12.8	51.6	64.4	92	87	Management values the freedom of members to be creative more than it values the benefits of tight controls.
13.0	31.5	18.5	92	49	The organization's commitment to preserving its traditions makes it slow to adapt.

Gap	Actual	Ideal	Emp.	Item #	Item
13.0	27.4	14.4	92	123	Because it is heavily loaded with bureaucracy, our organization is stable but sluggish.
14.4	39.1	24.7	92	34	Organization traditions and "going by the book" often interfere with clear thinking and effective decision-making.
15.0	78.5	93.5	92	3	The organization places high value on maintaining relationships of trust.
18.1	61.9	80.0	90	117	Management achieves control primarily through the positive attitudes and values of the organization members.
19.0	57.4	76.4	91	35	The organization gives members maximum freedom to think and use their best judgment.
19.2	45.7	64.9	92	74	Low resistance to change enables the organization to adapt rapidly to changes in market conditions.
20.8	69.0	89.8	91	1	The organization is highly committed to being progressive and on the cutting-edge in its industry.
21.8	35.1	13.3	92	19	Organization managers jealously protect their turf and resent others' concern about the units they manage.
21.8	58.4	80.2	92	63	Status differences within the organization are not a barrier to open and honest communication.
22.8	62.5	85.3	92	4	Organization leaders try to relate personally to everyone and to minimize status differences among members.
25.0	59.0	84.0	92	96	The organization makes good use of task forces and committees to encourage teamwork.
25.6	55.4	81.0	92	62	The organization responds rapidly to the market and other changes in its external environment.
25.8	58.7	32.9	92	86	Most employees see their roles in terms of performing certain activities rather than achieving organizational goals.
25.8	55.2	81.0	92	88	The organization is highly flexible and adaptive when change is called for.
28.5	57.6	86.1	92	2	The organization values its specialists, but it also values cross-training so that members develop a variety of skills.