



**Identity
Exploration**



CULTURE REVIEW

REPORT

Title: Report on a 'Culture Review' of Compressco

Provider: Identity Exploration

For: The Senior Management Team, Compressco

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INSIGHT THROUGH
IDENTITY EXPLORATION



CULTURE REVIEW

ABOUT THIS REPORT

This sample report is a mock-up that has been prepared to summarise the outputs from a survey of employees working in the mythical company, Compressco.

The report provides insight into the situation at Compressco using a series of measures which are specific to our approach. The measures themselves are derived from an approach known as Identity Structure Analysis (ISA) which has its roots in the study of individual and group 'identity'. We have taken an approach that was initially used to look at intra and inter-group issues in a community environment and developed it specifically to allow meaningful analysis of Cultures in an organisational environment.

This is a wholly new approach which provides a level of insight not previously available from typical employee survey approaches. It is fundamentally driven by the concept of organisational values as expressed by the employees' preferences across a set of defined behaviours. Our approach allows for the specific behaviours covered by the analysis to be defined at the outset so ensuring that the results are specific to the organisation under review.

In undertaking an ISA based analysis of an organisation, we are seeking answers to some very fundamental questions, including:

1. Is there agreement across the organisation as to what the most important behaviours are, i.e. is there a set of shared values in this organisation?
2. Can we rank these preferences in order of priority?
3. Can we indicate precisely where there are opposing viewpoints across the business (perhaps by level of seniority or function)?
4. To what extent do people feel that the behaviours seen around them in the organisation are consistent with their values, publicly stated or otherwise?
5. Can we specifically evaluate how leaders are felt to behave in the context of these values?
6. Do people really care? With what issues are they most engaged?
7. How do we prioritise actions? Where do we start with a development or change programme?

Some of the added value elements of an ISA based analysis include:

- It is driven by providing respondents with a series of choices as to which behaviours they feel are most desirable in their working environment. These choices are provided as behavioural opposites, not necessarily always universally recognised as 'right' or 'wrong' so allowing us to identify to what extent there are shared or opposing preferences across the organisation. An example would be 'people should get things done as part of a team' or 'people should focus on their own individual effort'. This contrasts with most employee surveys where respondents are asked to indicate to what extent behaviours which are universally recognised as positive are actually in place or not
- Our measurement approach allows us to prioritise issues both by the level of importance to the group or sub-group and by the extent to which there are felt to be gaps between aspired and experienced behaviours. We calculate these gaps by capturing both the respondents 'ideal' for a particular behaviour and also their views on the extent to which that behaviour is actually felt to be exhibited by the company and its leaders. Most employee surveys simply measure the level of agreement around the extent to which good practice behaviour is being exhibited and priorities are set based purely on low scores. There is no mechanism in these surveys to distinguish between important and less important behaviours – all are assumed to be necessary and so equally important
- By capturing and prioritising aspirations at an individual and group level, we can indicate the extent to which preferences are shared across the organisation. This allows us to confirm the 'Core Values' of the business and is an excellent mechanism for checking the extent to which the aspired Values of the organisation as set by Senior Management are actually shared across the workforce. We can also indicate specifically what differences there are in preferences between sub-groupings such as level of seniority, function or location
- As with the overall company, we can measure the extent to which different levels of management are thought to exhibit behaviours which are consistent with the overall values of the organisation and with the preferences of the people who report to them. This provides very specific feedback and can act as an important tool to prioritise leadership development programmes. Our approach not only provides a single measure of 'evaluation' but also indicates the specific behaviours which the leaders need to address
- Our approach includes a specific 'engagement' measure which is based upon the employees' degree of responsiveness to choices about the organisation and its leadership. Again, this is measured across different groupings in the organisation and can indicate whether employees are driven by, or are apathetic about, different aspects of their working environment
- We provide an overall measurement of 'Personal Satisfaction' and 'Openness to Change'. These are calculated for the overall company and the sub-groups and are based purely on the individuals evaluations of themselves in the work context
- Finally, we report on trends over time. Our analysis will indicate whether people feel that the organisation as a place to work is better or worse than two years ago and whether they feel it will become better or worse two years into the future.

I. INTRODUCTION

This Culture Review report provides a detailed insight into the underlying ‘people’ issues facing Compressco from the perspective of a cross-section of employees. This report is based upon the responses from specific groups as defined by the filtering criteria used.

I.1 Survey overview

The study was carried out in early July 2009 and a total of 172 employees responded fully to the survey. The breakdown of this by demographic grouping was as follows:

Figure 1: Survey demographics

Gender	Count	Department	Count
Male	137	Assembly	54
Female	35	Engineering (assembly)	7
Length of Service		Finance	8
Less than five years	54	HR	5
5-10 years	86	Logistics/Materials Handling	17
More than 10 years	32	Maintenance	14
		Quality	16
		Machining	42
		Other	9
Position in organisation	Count	Contract type	Count
Senior Manager	7	Salaried	129
Manager	3	Hourly paid	43
Team Leader	12		
Team Co-ordinator	36		
Team Member	114		

The information provided in this report has been produced using an advanced analytical tool that allows previously qualitative issues to be expressed in a quantitative manner. The measures used in this analysis may be unfamiliar to you but are described in some detail within the report.

N.B. The contents of this report are based on the results and analysis of an instrument that captures responses from individuals, which are then combined to provide a group analysis. This means that the report depends on each respondent's own appraisal of themselves, the organisation and others, which may include biases and misattributions. This in itself, however, can provide important information.

1.2 Survey content

Our underlying approach allows us to define the content of the survey tool around the specific needs of the organization being reviewed. It may be that the organisation already has a defined set of values which it wishes to test through this process or we may have identified key behavioural issues at the outset which need to be clarified.

As indicated above, our survey approach is driven by asking people to choose between two opposing behaviours in a range of contexts. For the purpose of this sample report we have used the following behaviours (the context 'Compressco is a place where people' is one example of those used):

Compressco is a place where people...

work with a high sense of urgency to get the job done	or..	are relaxed about deadlines
are encouraged to openly admit mistakes and seek solutions	or..	are reluctant to admit mistakes
deliver to promise	or..	don't always deliver to promise
are positive and enthusiastic about their job	or..	get on with their job and do the best they can
welcome challenge	or..	discourage challenge
can decide how best to do their job	or..	have strict procedures to follow to do their jobs
are clear about the future direction of the site	or..	are unsure where the site is going
behave consistently at all times	or..	behave differently depending on the circumstances
work closely as part of a team	or..	concentrate on doing their individual job well
are open, honest and frank	or..	hide their true thoughts and feelings to keep the peace
have good opportunities for training and development	or..	are thought to have the basic skills needed to do their jobs and so do not need further training and development
receive feedback both positive and negative	or..	never know whether they are winning or losing
are viewed as an asset and treated well	or..	are undervalued
learn of changes affecting their job in good time	or..	learn of changes at the last minute
feel that ideas about improvements should come from managers, supervisors or specialists	or..	feel that everyone is responsible for suggesting ideas for improvements
are always treated with dignity and respect	or..	are sometimes treated unfairly or unreasonably
are supported to achieve higher levels of performance	or..	are left to do their job
receive information mainly in writing, notices or e-mails	or..	receive information verbally
take time to discuss work matters with the team	or..	are under time pressure so focus on issuing clear instructions
avoid getting involved in things outside their own job	or..	are enthusiastic about new initiatives and wish to be involved
co-operate well with other shifts and departments	or..	compete with other shifts and departments
are motivated through pride at working at Compressco	or..	are motivated through pride in their own work
feel that meeting targets is the most important thing	or..	Feel that employee morale is of greatest importance

Respondents make their selections on a nine point scale which is presented via an on-line or PC based presentation. The choices provided above are presented in a range of contexts which are generally applicable to any workplace environment. The following were used for the survey on which this sample report is based.

1. Me, as I would like to be...
2. Me, as I would not like to be...
3. Me, as I was two years ago at work...
4. Me, currently at work...
5. Me, in two years time...
6. My department is a place where people...
7. Two years ago Compressco was a place where people...
8. At the moment, Compressco is a place where people...
9. In an ideal world my organisation would be a place where people...
10. In two years time Compressco will be a place where people...
11. The senior manager who leads my department...
12. My immediate line manager...
13. Someone I would not work well with...
14. My closest colleagues...
15. A poor manager is someone who...

This mix of contexts allows us to build a detailed picture of the underlying culture and development needs of the organisation from multiple perspectives. Note that the context above a randomised in the actual survey presentation.

The results have been analysed initially for all respondents and then in more detail using the demographic information captured as part of the survey. The sub-groupings analysed were on the basis of:

1. Level of Seniority
2. Department
3. Length of service
4. Type of contract (salaried or hourly paid, permanent or contract, etc)

A similar structure of analysis has been used to report on these groupings. This sample report contains the analysis for the overall company and by Level of Seniority

2. OVERALL ANALYSIS OF THE ORGANISATION

2.1 Shared and contrasting values across the organisation

Our analysis allows us to indicate the overall behavioural preferences of the employees taken as one large group. We can also show the extent to which people agree that these are the preferred behaviours and these can then be ranked by the strength of conviction. The strength of conviction is taken as the lead measure here since it is the one that most drives individual or group behaviour on the ground.

Figure 2: Organisational values and consensus

Preferred behaviour	Consensus	Strength of conviction
will deliver to promise	93%	62.94
welcomes challenge	91%	61.92
treated with dignity and respect	92%	58.10
ideas should come from everyone	88%	56.84
receives feedback	91%	56.05
openly admit mistakes	91%	56.00
viewed as an asset	87%	53.26
is open, honest and frank	92%	52.50
cooperates with others	88%	52.29
wishes to be involved	85%	50.99
sense of urgency	78%	49.70
learns of changes in good time	89%	46.04
good opportunities for development	83%	45.88
clear future direction	84%	43.15
is supported to achieve	81%	39.64
works as part of a team	79%	39.63
behaves consistently at all times	74%	39.54
takes time to discuss	83%	36.95
is positive and enthusiastic	83%	36.07
employee morale is key	69%	25.36
pride in Compressco	61%	17.01
can decide how best to do the job	65%	14.44
information mainly in writing	47%	3.40

Note that the analysis at this stage makes no attempt to indicate whether people feel that the actual behaviour being exhibited on the ground is consistent with these values or not. This is simply a picture of organisation-wide preferences and levels of shared thinking.

Note also that there may be levels of consensus below 50%. Where this is the case there will have been some responses that simply did not indicate a preference for one behaviour or the other.

The data above is, by necessity, averaged and this hides significant differences that exist at sub-group level. These sub-groups can be classified by level of seniority, function, location, length of service, etc and we have included an analysis by level of seniority in the section 3 to indicate the kind of interesting variations that emerge.

2.2 Priorities for change – where is the organisation not living up to its values?

In this analysis we build on the values analysis above but also indicate where behaviours are felt to fall short of aspired values in the working environment. To prioritise these issues we have created an index which reflects both the strength of conviction on a particular behaviour and the degree to which the employees feel there is a gap between aspired and actual behaviours.

Figure 3: Ranked priorities for change

Preferred behaviour	Strength of Conviction	Perceived Gap in Behaviours	Index
cooperates with others	52.29	2.9	153
treated with dignity and respect	58.10	2.5	143
is open, honest and frank	52.50	2.7	142
openly admit mistakes	56.00	2.5	141
learns of changes in good time	46.04	2.9	133
viewed as asset	53.26	2.4	129
will deliver to promise	62.94	1.9	119
receives feedback	56.05	2.0	112
clear future direction	43.15	2.6	113
is positive and enthusiastic	36.07	2.6	94
wishes to be involved	50.99	1.7	87
welcomes challenge	61.92	1.1	66
behaves consistently at all times	39.54	2.0	77
good opportunities for development	45.88	1.6	73
takes time to discuss	36.95	2.1	78
employee morale is key	25.36	2.7	68
ideas should come from everyone	56.84	0.9	52
is supported to achieve	39.64	1.4	55
works as part of a team	39.63	1.2	46
can decide	14.44	2.1	30
sense of urgency	49.70	0.3	14
pride in Compressco	17.01	1.1	19
information mainly in writing	3.40	0.3	1

Please refer to Appendix I for a chart which shows the actual scores from which the gaps in behaviours are calculated.

Simple cut off points of 100 and 50 have been used to set priorities between problem areas, areas of concern and areas that not in need of attention.

In the above chart, the priorities at the overall company level are to increase the levels of:

- Cooperation with others
- Treatment seen to promote dignity and respect
- Openness, honesty and frankness
- Encouragement to admit mistakes
- Prior notice of changes
- Viewing people as an asset
- Delivering to promise
- Receiving feedback, good and bad
- Clarity around the future direction of the site

Further analysis that has been carried out on a similar basis but relates specifically to sub-groups is available later in the report. There are important differences to be seen between the priorities set by different sub-groups, for example, Leaders versus everyone else.

2.3 How do people rate their Leaders and why?

In the response mechanism, people were asked to provide a specific appraisal of the senior manager of their department and their immediate line manager or supervisor. The table below provides an overall score for these two types of leaders and indicates the extent to which they exhibit the desired behaviours.

Figure 4: Evaluation of leaders and areas for development

Preferred behaviour	Strength of conviction	Perceived gap between actual and aspired behaviours	
		Dept Senior Mgr	Line Mgr
will deliver to promise	62.9	↓	↓
welcomes challenge	61.9	✓	✓
treats people with dignity and respect	58.1	✗	↓
ideas should come from everyone	56.8	✓	✓
provides feedback, good and bad	56.0	↓	↓
openly admits mistakes	56.0	✗	✗
viewed people as an asset	53.3	✗	↓
is open, honest and frank	52.5	↓	↓
cooperates with others	52.3	↓	↓
wishes to be involved	51.0	↓	↓
works with a sense of urgency	49.7	✓	✓
provides notice of changes in good time	46.0	✗	✗
provides opportunities for development	45.9	✗	↓
gives clear future direction	43.1	↓	↓
supports people to achieve	39.6	↓	↓
works as part of a team	39.6	✓	✓
behaves consistently at all times	39.5	↓	↓
takes time to discuss	36.9	✗	↓
is positive and enthusiastic	36.1	↓	↓
sees employee morale as key	25.4	✗	✗
pride in Compressco	17.0	✓	✓
let's people decide how best to do their job	14.4	✗	↓
provides information mainly in writing	3.4	✓	✓
Overall evaluation score (max 1.0)		0.27	0.33

This graph shows generally low levels of evaluation of both types of leader, although the evaluations are never negative. As will be demonstrated later, this data conceals a wide variation of evaluation between levels in the organisation, with some providing much lower evaluations and others rather higher.

Again, Appendix I has detailed charts showing the actual scores on which these gap calculations are based.

It is encouraging that both types of leader are thought to exhibit some key behaviours, particularly:

- Welcoming challenge
- Believing that ideas should come from everyone

There are, however, many behaviours where people do not feel that leaders are ‘living the values’ and this appears more the case for senior management than for line management.

The development priorities for senior management are:

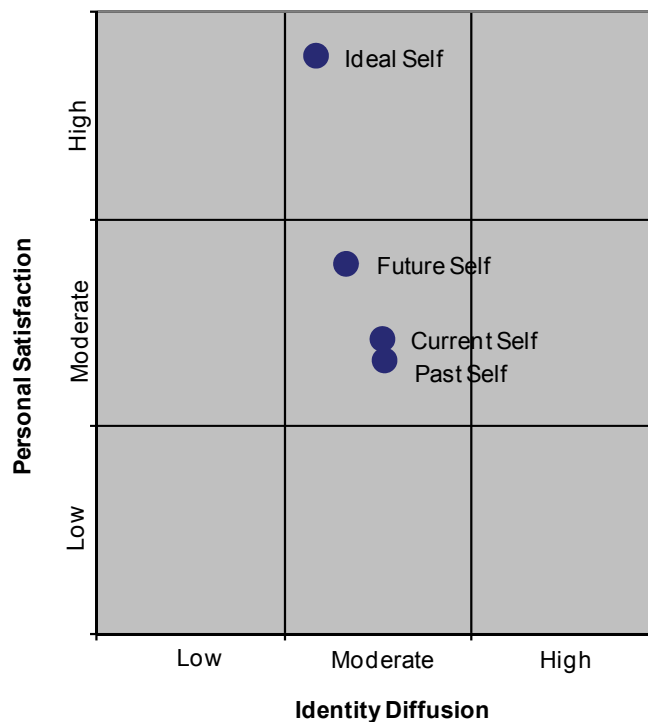
- Treating people with dignity and respect
- Providing feedback, both good and bad
- Encouraging people to openly admit mistakes and seek solutions
- Viewing people as an asset and treating them well
- Providing notice of changes in good time
- Providing clarity about the future direction of the site
- Taking time to discuss work matters with the team
- Prioritising employee morale over targets
- Giving people more freedom to decide how best to do the job

To a lesser extent, these are also the priorities for line management. It would be expected that positive change among leaders would eventually result in improvements in the overall working environment. See Appendix I for more detail on Leaders.

2.4 How satisfied are people with their own circumstances?

In the graph below, the vertical scale is the measure of Personal Satisfaction. This is essentially a measure of the extent to which individuals in the business feel that they are able to operate in line with their preferred behaviours / values. The horizontal scale is 'identity diffusion'. This is a measure of the extent to which people are fixed or flexible in their opinions of how things should be. The analysis includes different facets of 'self'. The survey sought to understand how people feel they are changing over time in the context of their aspirations (as denoted by 'Ideal Self') and therefore shows their responses as linked to different periods.

Figure 5: Personal Satisfaction and Identity Diffusion for all employees



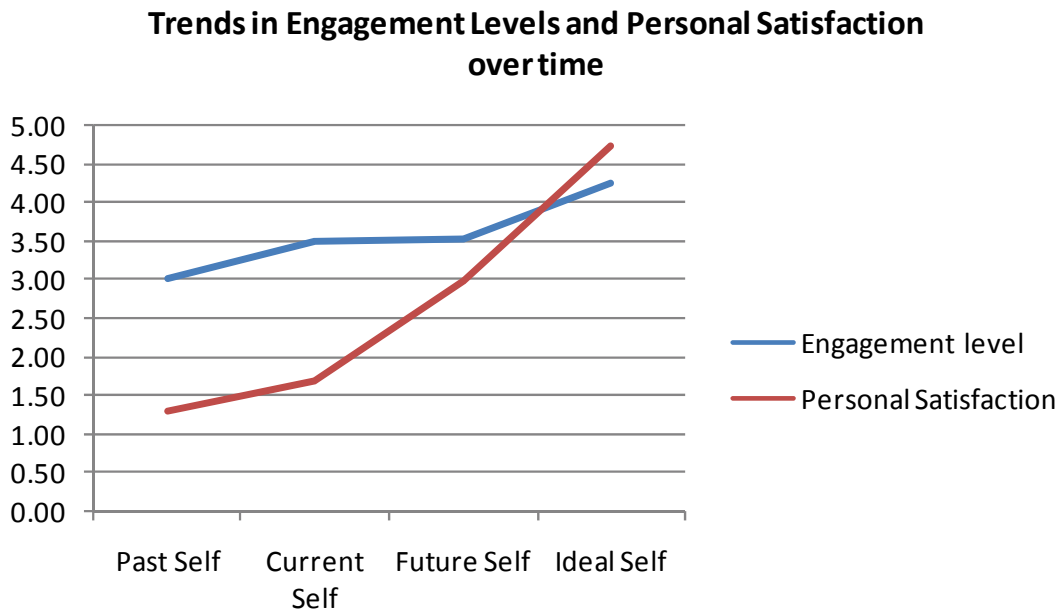
This chart is showing that, on average, employees at Compressco evaluate themselves moderately well. They feel that their current situation is better than two years ago but also have positive expectations that things will be significantly better in two years time. As is the case in any group analysis, these results will hide a range of opinions from much more positive to much more negative and the more detailed analysis of sub-groups provided later in this report will indicate how Personal Satisfaction changes between groups.

The Identity Diffusion results show a moderate level of diffusion. This is a healthy level of diffusion that suggests that people are not overly fixed in their opinions, will appreciate alternative viewpoints and be able to deal with change fairly well. Combined with a moderate Self-Evaluation, the overall summary is a company where people are not unhappy but do see plenty of room for things to get better and are open to positive change.

2.5 Are people looking to the future positively?

Respondents were asked to make choices in the context of the past, present and future. Our approach not only allows us to indicate whether people expect things to be better in the future (see Figure 5 in section 2.4) but also the degree to which they are psychologically engaged with the future versus the current and the past. The graph below plots this engagement over time for the whole Compressco workforce. Data on Personal Satisfaction is also included for comparison.

Figure 6: Engagement with past, current and future against Self-Evaluation



The results from this analysis suggest that, overall, employees at Compressco are not thinking any more about the future than they are about the present. They are certainly not looking backwards.

This is a positive picture, with the employees indicating that they are operating more in line with their personal preferences now than in the past, albeit a marginal improvement. There is, however, an expectation that things will improve significantly in the future.

3. ANALYSIS OF THE COMPANY BY LEVEL

The survey defined five different levels of seniority in this organisation and the same analysis can be done on each of these levels as is presented above for the whole company. Rather than do this in isolation, our analysis seeks to look at the similarities and differences in perspectives across these different levels.




3.1 Shared and contrasting values across levels

There is a generally high level of consensus between levels on most issues, but not all. The chart below uses a colour scale for ease of differentiation between different strengths of conviction and also indicates where preferences are contrary to the general consensus.

Figure 7: Shared and contrasting values across levels

	All	Senior Manager	Middle Manager	Team Leader	Team Coordinator	Team member	
will deliver to promise	Green	Green	Green	Yellow	Green	Green	does not always deliver to promise
welcomes challenge	Green	Green	Green	Green	Yellow	Green	discourages challenge
treated with dignity and respect	Yellow	Green	Green	Yellow	Yellow	Green	sometimes treated unreasonably
ideas should come from everyone	Yellow	Green	Green	Green	Yellow	Yellow	ideas should come from leaders
receives feedback	Yellow	Green	Green	Green	Yellow	Yellow	never knows
openly admit mistakes	Yellow	Green	Green	Yellow	Green	Yellow	reluctant to admit mistakes
viewed as an asset	Yellow	Green	Green	Yellow	Yellow	Yellow	is undervalued
is open, honest and frank	Yellow	Yellow	Green	Green	Yellow	Yellow	hides true thoughts
cooperates with others	Yellow	Green	Green	Yellow	Yellow	Yellow	competes with others
wishes to be involved	Yellow	Green	Green	Yellow	Yellow	Yellow	avoids getting involved
sense of urgency	Yellow	Green	Green	Green	Yellow	Yellow	relaxed about deadlines
learns of changes in good time	Yellow	Green	Green	Yellow	Yellow	Yellow	learns of changes at last minute
good opportunities for development	Yellow	Green	Green	Yellow	Yellow	Yellow	thought not to need development
clear future direction	Yellow	Green	Green	Yellow	Yellow	Yellow	unsure where site is going
is supported to achieve	Yellow	Yellow	Green	Yellow	Yellow	Yellow	is left to do their job
works as part of a team	Yellow	Yellow	Green	Yellow	Yellow	Yellow	concentrates on individual job
behaves consistently at all times	Yellow	Yellow →	Yellow	Yellow	Yellow	Yellow	behaves differently depending
takes time to discuss	Yellow	Yellow	Red	Yellow	Yellow	Yellow	no discussion, just clear instructions
is positive and enthusiastic	Yellow	Green	Green	Yellow	Yellow	Yellow	gets on with the job
employee morale is key	Yellow	Yellow	Yellow	Red	Yellow	Red	meeting targets is key
pride in Compressco	Red	Red	Yellow	Red	Red	Red	pride in own contribution
can decide	Red	Yellow	Red →	Red	Red	Red	strict procedures
information mainly in writing	Red	Red →	Yellow →	Yellow	Red	Red	receives information verbally

The strength of conviction has been classified in the following manner

 High – above one standard deviation from the mean
 Medium – between one standard deviation above and below the mean
 Low – below one standard deviation from the mean

There are a number of immediate observations that can be made from the table above.

1. Senior and middle managers hold their views with greater conviction than the other levels
2. Senior management feel that it is appropriate to alter their behaviour depending upon the circumstances whereas everyone else in the company support consistent behaviour at all times
3. Both senior and middle management believe that verbal communication is best while all others favour written communication
4. Middle managers feel that people should follow strict procedures whereas other feel that it is better to be able to have some leeway in deciding how best one should do the job

3.2 Priorities for change across Levels

For Compressco management to be able to act on these results, it is critical to understand on what issues employees are satisfied or dissatisfied.

The graph below uses a similar index to that in figure 3, section 2.2 but focuses on the differences between the levels in the company.

Figure 8: Priorities for change across levels

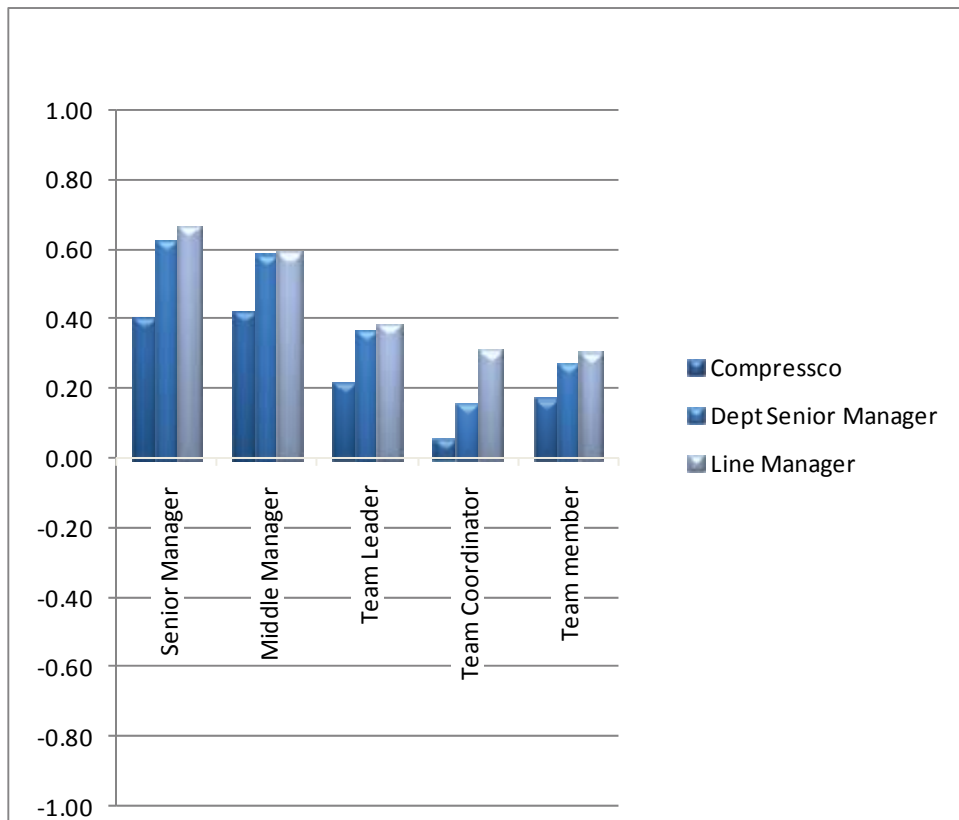
	All	Senior Manager	Middle Manager	Team Leader	Team Coordinator	Team member
cooperates with others	✗	✗	✗	✗	✗	✗
treated with dignity and respect	✗	✗	✗	✗	✗	✗
is open, honest and frank	✗	✗	✗	✗	✗	✗
openly admit mistakes	✗	✗	✗	✗	✗	✗
learns of changes in good time	✗	✗	✗	✗	✗	✗
viewed as asset	✗	✗	✗	✗	✗	✗
will deliver to promise	✗	✗	✗	⚠	✗	✗
receives feedback	✗	✗	✗	⚠	✗	✗
clear future direction	✗	✗	✗	⚠	✗	✗
is positive and enthusiastic	⚠	⚠	✗	⚠	✗	⚠
wishes to be involved	⚠	⚠	✗	⚠	✗	⚠
welcomes challenge	⚠	⚠	✗	⚠	✗	⚠
behaves consistently at all times	⚠	⚠	⚠	⚠	✗	⚠
good opportunities for development	⚠	⚠	⚠	⚠	✗	⚠
takes time to discuss	⚠	⚠	⚠	⚠	⚠	⚠
employee morale is key	⚠	✓	⚠	⚠	⚠	⚠
ideas should come from everyone	⚠	✓	⚠	✓	⚠	✓
is supported to achieve	⚠	✓	⚠	✓	⚠	✓
works as part of a team	✓	✓	⚠	✓	⚠	✓
can decide	✓	✓	✓	✓	✓	✓
sense of urgency	✓	✓	✓	✓	✓	✓
pride in Compressco	✓	✓	✓	✓	✓	✓
information mainly in writing	✓	✓	✓	✓	✓	✓

Again, as in figure 3, this analysis provides insight into how people feel things really are in the organisation. There is full consensus that the top six behaviours require urgent improvement attention and 80% consensus on the next three behaviours. Below that, there are clearly many more things that the middle managers and team coordinators would like to see change. It is noteworthy that senior management are one of the most positive groups in the organisation.

3.3 How do people rate their the company and their Leaders

In the response mechanism, people were asked to provide an appraisal of Compressco as a place to work along with their Immediate Line Manager and their Department Senior Manager. The results split by level are provided in the following chart.

Figure 9: Evaluation of Company and Leadership by Level

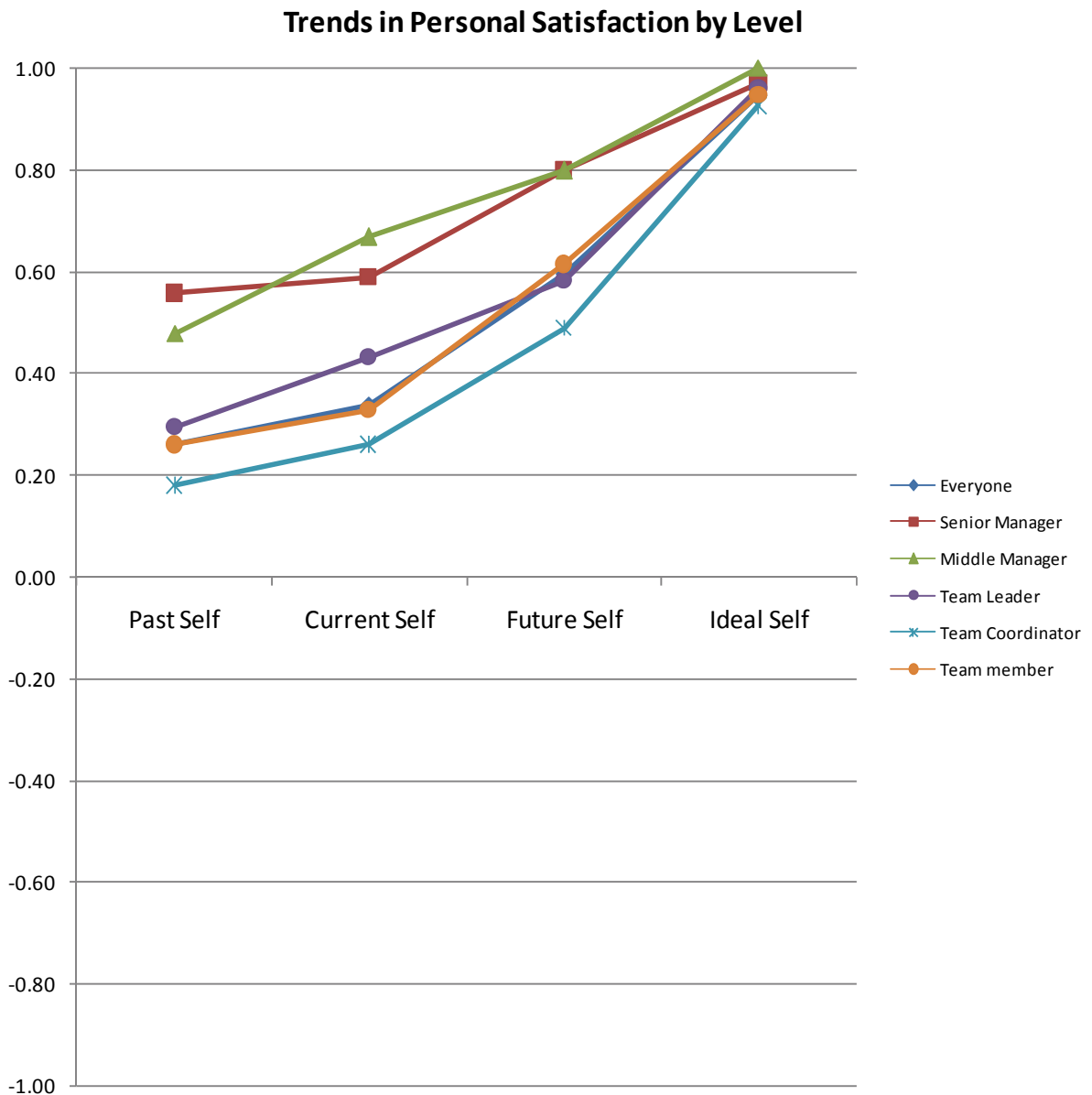


As can be seen, there is a wide variation in the evaluation results, with some level's lowest evaluations being above others highest evaluation. The Team Co-ordinators in particular are clearly less positive about their surroundings than others and there is some link between this and their overall evaluation of themselves currently. Their evaluation of the company overall and their Department Senior Manager is particularly poor.

3.4 Trends in Personal Satisfaction over time

The graph below provides an overview of how people at different levels in the company feel about themselves in three different time periods covering past, current and future. The data here relates to the extent to which people believe that they are acting in line with their aspirations as currently stated – termed the 'Ideal Self'.

Figure 10: Personal Satisfaction over time - by level

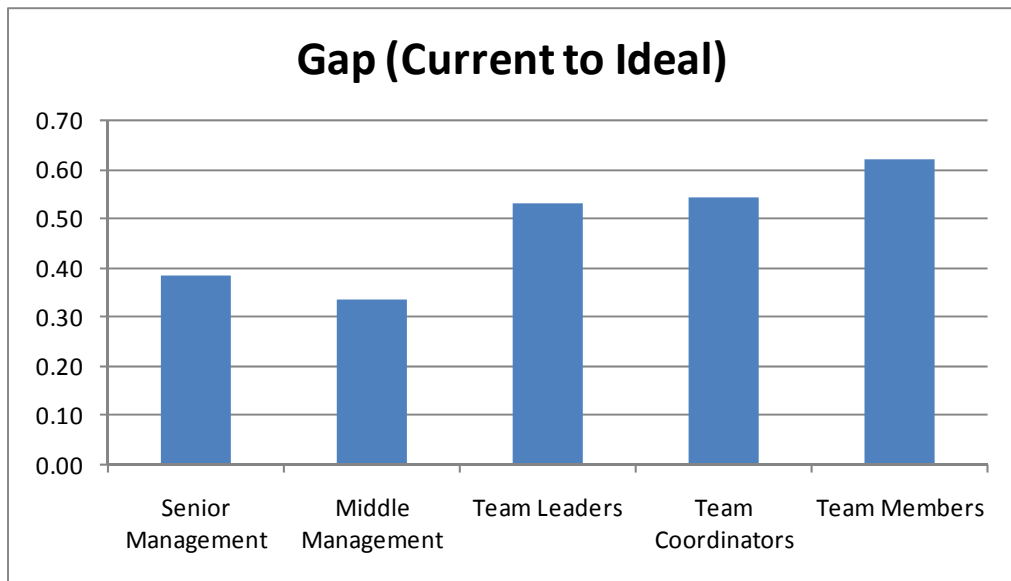


The graph shows all levels with a progressive, forward looking approach whereby things are getting better over time. Nevertheless, there is a significant variation in self-appraisal with Team Co-ordinators and Team Members appraising their situation more poorly than any other group.

Middle management clearly feel that their situation has improved significantly over the last two years while, conversely, the Senior Management team do not feel that things have changed much.

If we restate this data in terms of the gaps between the current and ideal situation for the different levels, we can gauge the task in hand. This data is displayed on the following graph.

Figure 11 Current to Ideal - Gaps by Level of Seniority



4. SUMMARY AND CONCLUSIONS

The overall results of the survey are rather typical of any large, production based organisation with a high proportion of employees working in a shop-floor environment on relatively repetitive tasks. There is a marked difference in evaluations between employees working in general operative roles in the shop-floor environment and those in more senior roles, with the former being much less positive than the latter.

It will no doubt be a concern that the first line Team Co-ordinators are among the least positive employees in the business both in terms of their self-evaluation and their evaluation of the general working environment. Specific attention must be paid to those factors which have been specifically highlighted as areas where these employees see gaps between actual and desired behaviours.

The results are not, of course, all negative. There are many things that Compressco are doing well and that have not been highlighted as areas for concern by the survey. Specifically, these include:

- Ideas coming from everyone rather than a select few
- Being supported to achieve higher levels of performance
- Working as part of a team
- Having some say in how best to do the job
- Working with a sense of urgency
- Being motivated by a sense of pride in Compressco
- communicating mainly in writing

There are some minor exceptions to the above but these are specific to one or two groups only.

The more concerning results of the survey emerge where particular behaviours are classified as highly important but are not felt to be happening on the ground. Two behaviours in particular have emerged as an overriding problem and that is the sense that people are not cooperating with each other or being treated with Dignity and Respect. This perception is shared among many levels of the business, and not just among shop-floor employees. While it is a rather perceptual issue, there is clearly the need for urgent management attention to reverse this perception.

Aside from these issues, a range of other themes have emerged consistently as needing management attention. These include harder issues relating to how things are done at Compressco and also softer issues, some of which may improve if the harder issues are tackled. Recurring themes include employees:

- being open, honest and frank
- being encouraged to openly admit mistakes and seek solutions
- learning of changes affecting their job with more notice
- being viewed as an asset and treated well
- delivering to promise
- Receiving feedback, both negative and positive
- having a clearer sense of the future of the plant

Despite having pride in the company, the overall working environment has been given a poor evaluation by the majority of the employees and there is clearly work to be done to improve the employees overall perceptions of the company they work for.

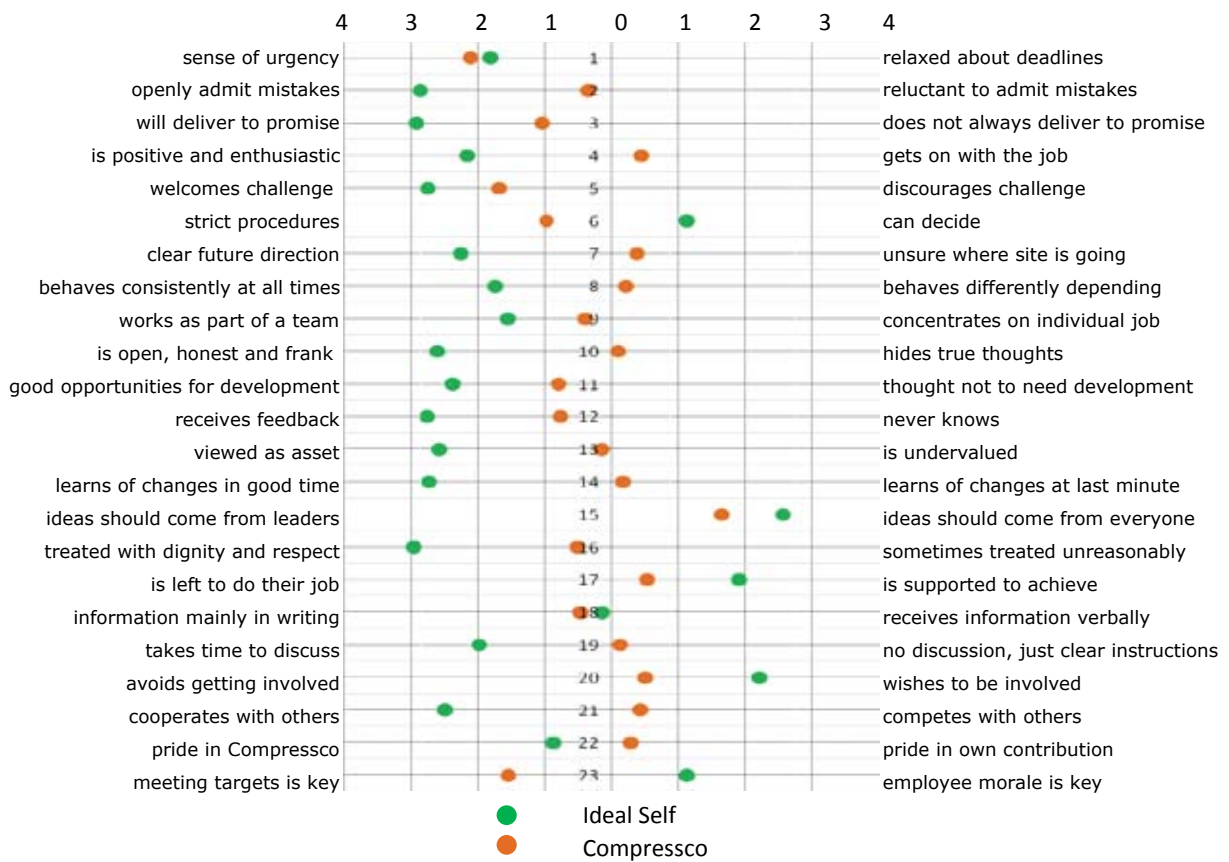
Leaders have generally been appraised more positively than the overall company. Team coordinators have appraised their Line Management/Team Leader markedly better than the Departmental Senior Manager and this would warrant further investigation.

In terms of the company's response to these results, further work is required with Compressco's management team to disseminate these results, agree solutions and prioritise actions. Some of the issues are more easily dealt with than others, for example processes for timely communication and feedback can all be dealt with using cross-functional project teams to develop specific solutions. Issues around lack of cooperation and internal competition may well be a direct result of the policy of setting targets for individual shifts or simply the leadership style encouraging 'silo' thinking. More personalised perceptions of not being treated with Dignity and Respect, not being open, honest and frank and not openly admitting mistakes are harder to tackle but practical steps involving training in leadership skills can be implemented relatively easily. A wider programme of communicating corporate values which encompass Dignity and Respect may also assist although this will not be effective if it is perceived by the workforce as being a short-lived initiative that does not result in changes in behaviour on the ground.

APPENDIX I

GAPS BETWEEN PREFERRED AND EXPERIENCED BEHAVIOURS

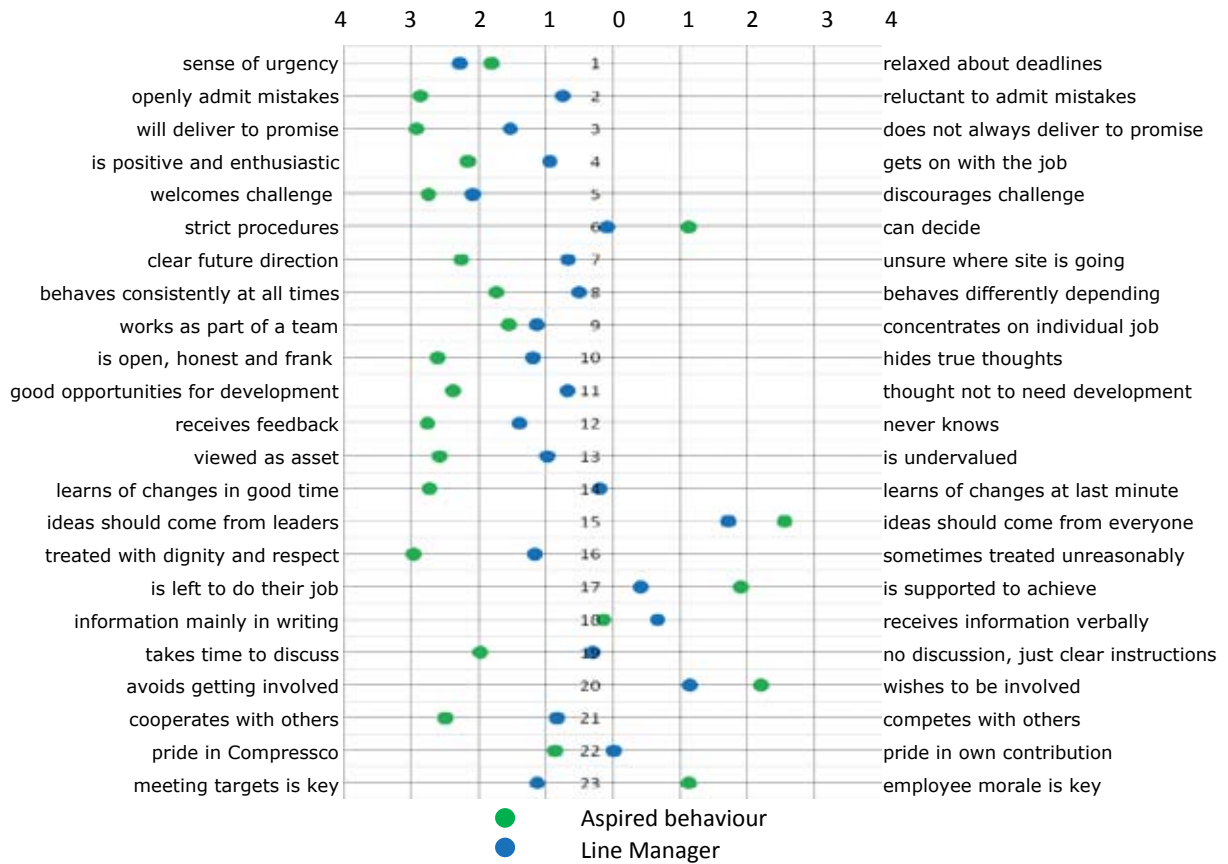
Comparison of Compressco with Aspired behaviours



From the above analysis, we can see that the employees of Compressco feel that many of the behaviours exhibited or experienced in the overall company leave much room for improvement. The priorities are:

- Being treated with dignity and respect
- Receiving feedback, both good and bad
- Being encouraged to openly admit mistakes and seek solutions
- Being viewed as an asset and treated well
- Being open, honest and frank
- Co-operating rather than competing with other shifts or department
- Learning of changes in good time
- Being clear about the future direction of the site
- Taking time to discuss work matters with the team
- Being positive and enthusiastic rather than just getting on with the job
- Prioritising employee morale over targets
- Being able to decide how best to do the job

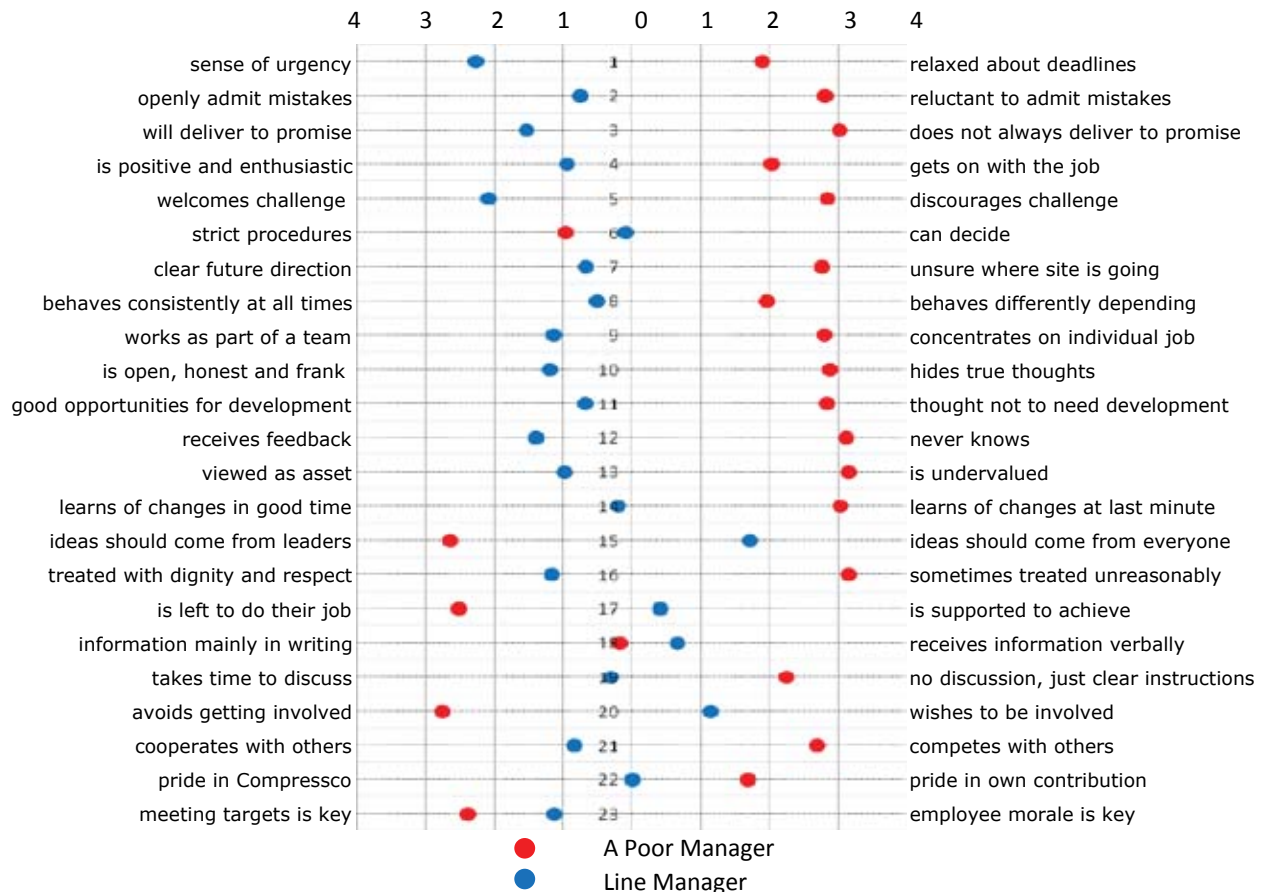
Comparison of Immediate Line Manager/Team Leader with Aspired Behaviours



The priorities from this comparison are:

- Encouraging people to openly admit mistakes
- Providing notice of changes in good time
- Putting employee morale ahead of meeting targets

Comparison of Immediate Line Manager/Team Leader and a Poor Manager



The analysis above, and on the next page, compares managers with the negative entity 'A Poor Manager'. This entity has proved to be important in the study since it elicited a strong reaction from respondents. In any analysis where someone is being compared with a clearly negative entity note that a 'good' result is one where the person being compared with the negative entity is seen as being different from this entity. So, in the above analysis, greater distance between points is 'good' and proximity between points is a cause for concern. This contrasts with earlier charts where a 'good' result required points to be closer together.

From the above analysis, we can see that employees of Compressco feel that their Immediate Line Manager / Team leader exhibits several characteristics which they would feel to be similar to their definition of a 'poor manager'.

This comparison suggests that Line Managers/Supervisors should:

- Not prioritise meeting targets over employee morale
- Have pride in Compressco as well as their own contribution
- Not be too focused on strict procedures - employee would prefer to have some say in how best to do the job
- Communicate information verbally as well as in writing

Comparison of Departmental Senior Manager and A Poor Manager

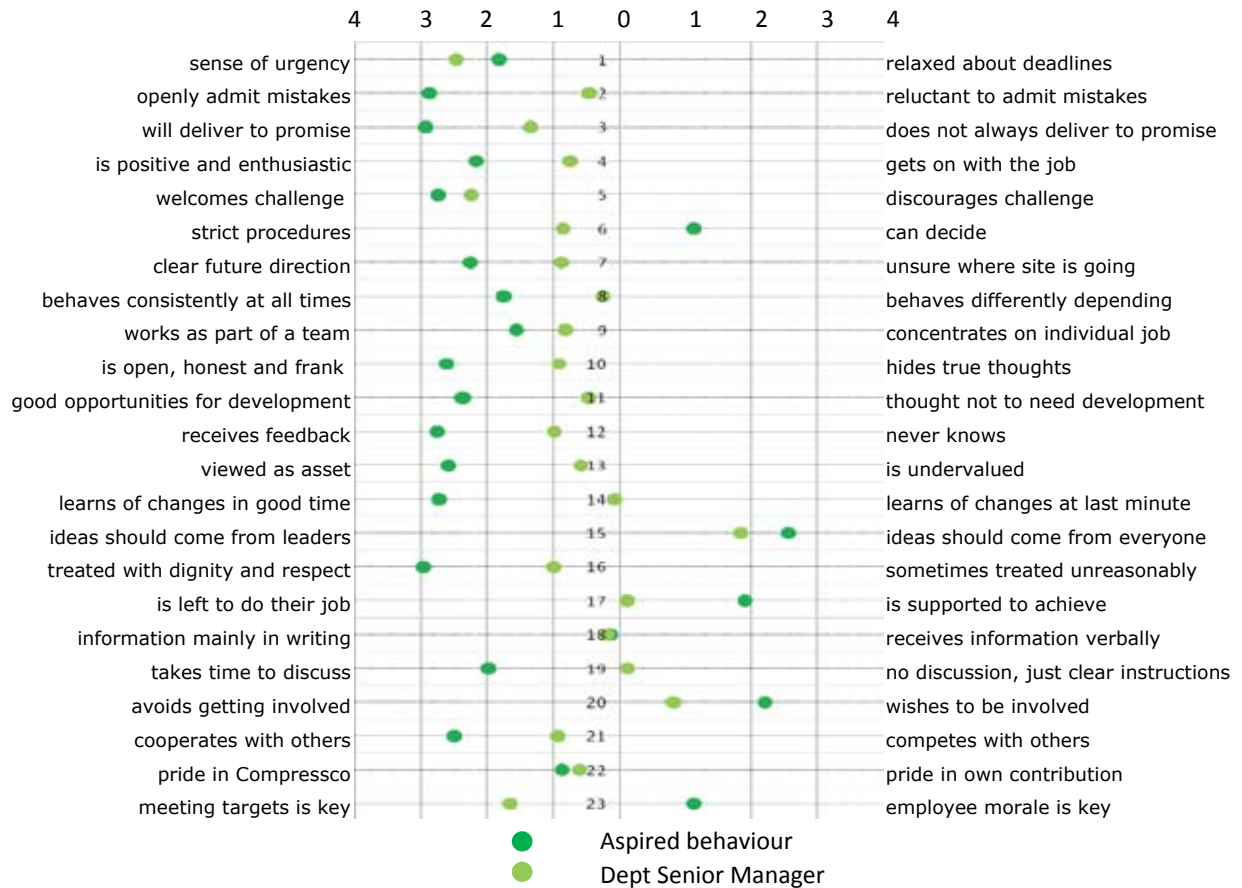


As with the chart for Line Manager, this analysis is against the negative entity, 'A Poor Manager' and we are therefore most concerned with those characteristics which the respondents feels that senior manager shares with this comparator.

This comparison suggests that employees at Compressco feel that their Department Senior Manager should:

- Not be too focused on strict procedures - employees would prefer to have some say in how best to do the job
- Not prioritise meeting targets over employee morale

Comparison of Departmental Senior Manager and with Aspired Behaviours



The priorities from this comparison are:

- Treating people with dignity and respect
- Encouraging people to openly admit mistakes and seek solutions
- Viewing people as an asset and treated them well
- Providing notice of changes in good time
- Taking time to discuss work matters with the team
- Placing employee morale ahead of meeting targets
- Giving people more freedom to decide how best to do the job



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