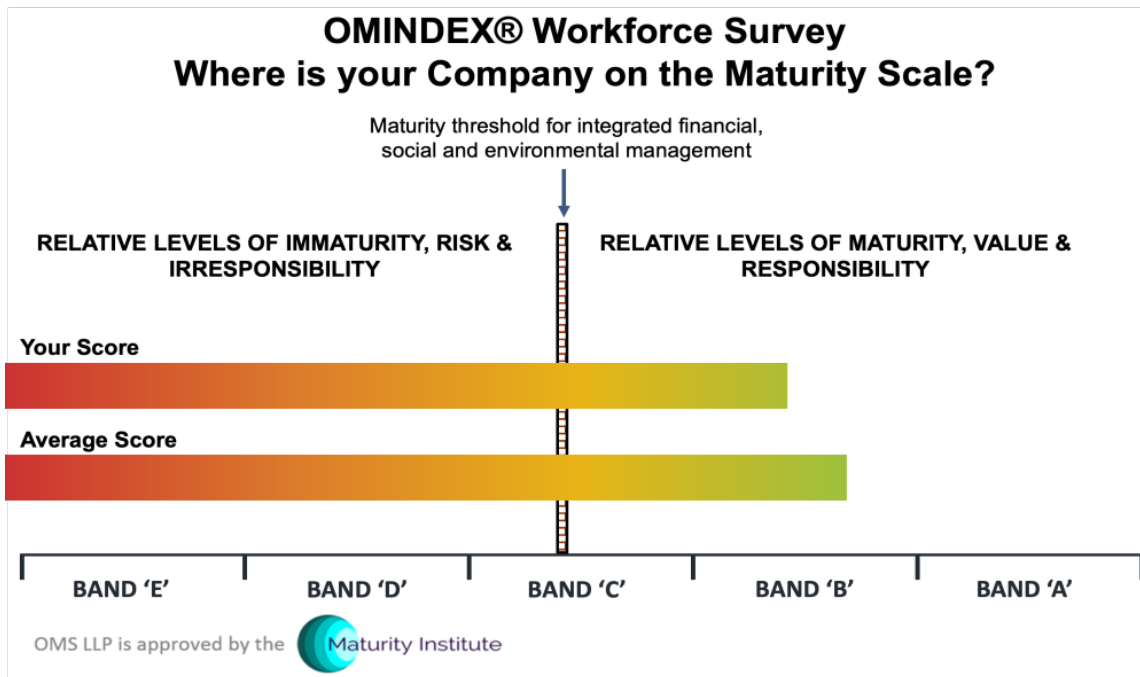




# **OMINDEX® Workforce - Connecting Purpose, Values and Performance**

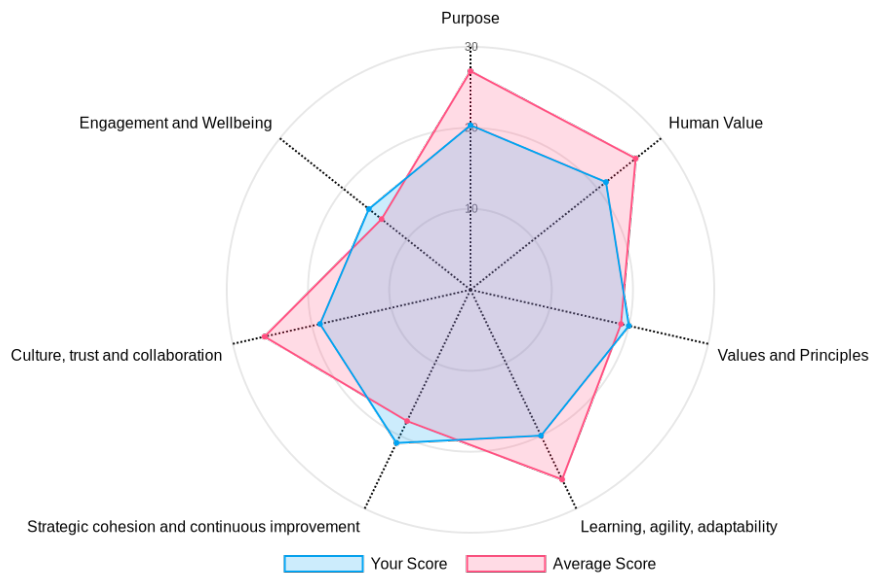
<b>Aggregated Report For:</b>	Test Company
<b>Responses from Staff Person</b>	45
<b>Responses from Manager or supervisor</b>	12
<b>Responses from Business Leader</b>	9
<b>Responses from Senior Executive or Board Member</b>	6
<b>Total Number of Responses</b>	72



## Your Average Rating - Band B

Band 'B' is clearly distinguishable from Bands 'E', 'D' because the company is now viewing its business/financial challenges (and measures of performance) through your eyes and those of other stakeholders. Band 'C' is the transitional stage where this begins to occur. This is a significant step forward in management maturity, starting to see the longer-term possibilities and necessities in the way the company manages its social responsibilities and its employees. Your workforce is now expected, encouraged and enabled to have their voice heard; whether in terms of ideas, concerns and any risks that have been recognised. This is real employee engagement – where everyone is working to a common purpose, using common management methods that produce evidence of results.

## Your Average Organisational Health Indicators



## Organisation Health Indicator Descriptors

**Purpose** - a clearly defined and articulated corporate purpose provides both the 'why' the organisation exists and the starting point from which it can galvanise its human potential. Organisations that can embed an authentically higher purpose of truly serving society can unleash significant value compared to their peers.

**Human Value** – the underlying ethos that people are value creators, not costs, drives how people are managed across an organisation and marks a critical tipping point; where the prevalence of a cost-reducing mind-set brings unnecessary risk and potential harm. A value mind-set increasingly realises opportunities, growth and development.

**Values & Principles** – capturing the best of humanity to bring a corporate purpose to life. Where they are effectively designed-in, and integrated into strategy and operations, they should act as a powerful, circulatory system which helps to guide, inform and unify the actions and behaviours of a workforce.

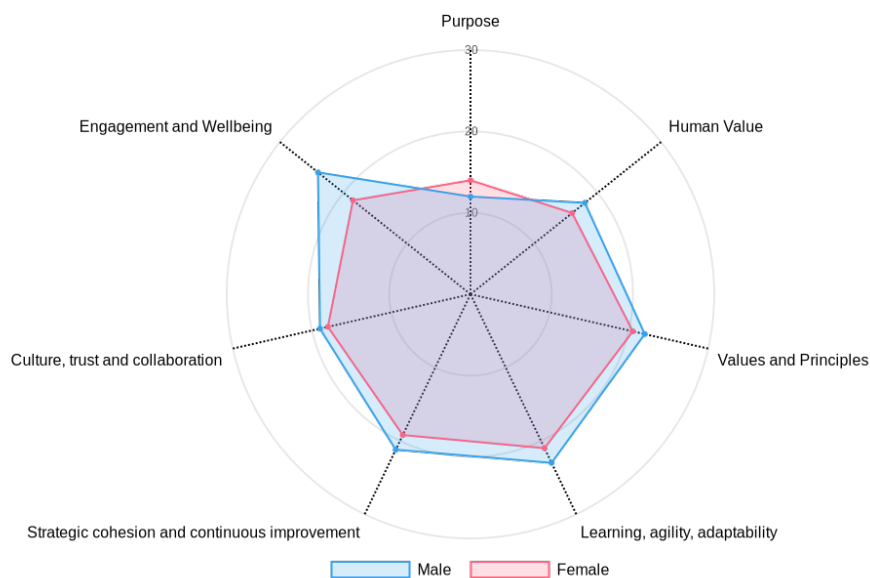
**Learning, agility, adaptability** - how an organisation acquires, shares and utilises knowledge; the life-blood of innovation and improvement. Where everyone is encouraged to play their part, it forms the foundation for long-term differentiation. Where organisations fail to learn, the underlying risks become significant.

**Culture, trust, and collaboration** - work environments that facilitate high trust and collaboration require less direction and control. They also become more efficient, improve quality, and empower individuals to build excellence in order to succeed.

**Strategic cohesion and continuous improvement** - a high functioning, whole system, organisation with clear and accountable leadership, creating strong, strategic cohesion. Everyone knows the objectives to be achieved. Combined with an underlying culture that drives continuous improvement, it provides fundamental fuel to enhance and sustain intrinsic value.

**Engagement and wellbeing** – the causal connection between engagement with work, and physical and mental wellbeing, to be able to carry it out effectively. True engagement connects people with their job and organisation in a powerful way, while wellbeing is fundamental to both sustaining and maximising people’s contribution to organisational value.

## Average Male vs Female Organisational Health Indicators





## Results in Detail




This diagnostic report details typical observations arising from each question for companies scoring within each range. It is a high level, non-exhaustive diagnostic report. A full OMINDEX® rating would be necessary to validate findings and provide deeper diagnostic insights.




For each OMINDEX® Workforce factor the term “OCRQE value” is defined as follows:




- **Output** - current levels of product or service volume, or market share.
- **Revenue** - current levels of revenue from products and services (or by business unit, brand or geography)
- **Cost** - current levels of operational cost
- **Quality** - current product or service quality measured in terms of reliability, defects, customer service/experience or company reputation
- **External impact** - current levels of environmental impact and any adverse human harm

## Breakdown Per Question




OMINDEX Workforce Questions	Average Rating	Commentary
Q1 My company has a clear purpose that seeks to benefit society and makes it easier for me to understand how to carry out my own role.		<p>Purpose may be unclear or be well articulated but has an inconsistent impact on workforce performance.</p> <p>The company will not have embedded its purpose across all company operations (e.g. functions, products, geographies, suppliers etc.).</p> <p>The company is likely to need to review how purpose interacts and informs all relevant company policies, processes (e.g. codes of conduct) and systems.</p>
Q2 I feel energetic and capable when I’m working or going to work for my company		<p>The company is likely to recognize the importance of staff wellbeing. However, this may be overridden by underlying cultural factors driven by performance management that has not wholly integrated it. The trade-off between people and profit is still likely to exist, at least in part.</p>




OMINDEX Workforce Questions	Average Rating	Commentary
Q3 My company encourages and enables me to make every effort to reduce our environmental impact (e.g. climate change) and improve the amount of social benefits we bring (e.g. improving human rights and inequality).		<p>The company is likely to be attempting to transition from profit maximizing to a stakeholder value focused model.</p> <p>There will be some understanding that the organisation and its whole system is, at its essence, a human one. Realising value potential and serving human needs may be understood, but enabling everyone to play their part is likely to be work in progress.</p>
Q4 I am expected to serve all our stakeholders (e.g. colleagues, customers, suppliers, local communities) as well as I can, whenever I can.		<p>The company is serving multiple stakeholders but is likely to be making trade-offs between them.</p> <p>The company is likely to be shifting its approach in managing its responsibilities to stakeholders, from designing business strategy through to corporate reporting.</p> <p>Management systems should be in the process of being re-designed to generate value for different stakeholder groups.</p>
Q5 I understand that value in our company is defined as providing the best quality products and services we can, as efficiently as possible, while doing everything possible to eliminate any risk of harm to people or planet.		<p>Value may be defined as a balanced set or 'system' of five variables – Output, Cost, Revenue, Quality, External impact.</p> <p>However, value may not be fully embedded such that it helps to clarify and inform all job roles.</p> <p>The company may need to review how value is messaged and embedded across key systems, especially workforce reward and performance management.</p>


OMINDEX Workforce Questions	Average Rating	Commentary
Q6 We have to be adaptable to the changing needs of customers and society at large, so my employer has created an environment for continuous learning, constant innovation and improvement.		<p>The company's business model will be providing a constant check and self-balancing mechanism to ensure that stakeholder value is optimized, without tradeoff.</p> <p>The company is likely to have an embedded learning system as a key foundation upon which they operate. All effective systems will include feedback loops to enable constant learning and innovation.</p>
Q7 I absolutely trust our leadership and senior management.		<p>Trust is likely to be implicit or explicitly espoused within the company's purpose, values and principles.</p> <p>Trust and autonomy may be a source of competitive advantage but it is likely to unclear whether the company devolves responsibility to all job roles to increase autonomy, efficiency and adaptability.</p> <p>For trust to arise and be maintained it is important that corporate policies and practices are perceived to be fair and equitable. It is unlikely to be clear whether the company ensures that trust arises from all management practices.</p>
Q8 We are an organisation with very clear values and principles and these provide the moral compass for how we behave, act and do business.		<p>Values and principles are likely to be articulated and meaningful such that they are understandable by all stakeholders.</p> <p>Values and principles should set the tone for expected and desired actions and behaviours. It is unlikely that the values and principles work effectively enough to fully inform people's actions and behaviours.</p> <p>Clear and credible values and principles may not be sufficiently embedded within management policy and practice.</p>

OMINDEX Workforce Questions	Average Rating	Commentary
Q9 My company does everything it can to help me achieve my potential so that I can make the best possible contribution to our total value.		<p>There is likely to be evidence of a company's strategic clarity and conscious causality in linking human capital and management practice. The company should understand at some levels that realising human potential links to maximising value.</p> <p>Management practices and people systems will, to some extent, be designed as having causal connections to value but are likely to need improvement.</p> <p>We would expect to see the workforce specifically being managed beyond just an "attract and retain" remit but the HR function is unlikely to be set up as a whole system, human capital value driver.</p>
Q10 Our leadership have communicated a very clear vision of where we need to be within the next 10 years		<p>The company shows at least some understanding of the importance and impact of long term planning and how it helps to drive adaptability and improvement.</p> <p>The company is likely to be able to better demonstrate how long term planning informs strategy design.</p> <p>To some extent management practices and systems will be geared to long term thinking and vision but are likely to require improvement.</p>
Q11 My job inspires me and I am proud of the work I do at my company		<p>The company will see the importance of providing and designing meaningful work. However, it is unlikely to be fully connecting an individual's contribution to total value potential. Corporate purpose is either not aimed to achieve this, or is disconnected here.</p>



OMINDEX Workforce Questions	Average Rating	Commentary
Q12 Our business strategy is very clear, well communicated, understood by everyone and drives our performance every day.		<p>There will be some clarity and a line of sight between purpose, values, principles and strategic goals.</p> <p>There will be some evidence that strategic goals are properly in place and communicated: probably contained in, or linked to, the mission statement or its KPIs.</p> <p>Within the workforce, people should be reasonably aligned to the achievement of corporate goals, and these should be reflected in day-to-day performance management.</p>
Q13 Our senior leadership and management take full accountability for their decisions and actions.		<p>The company will exhibit at least some leadership accountability (or at least responsibility) for value creation; expressed across OCRQE factors.</p> <p>Failure to achieve agreed value outcomes will require some accountability in terms of reward impact, retrogression or ability to continue in-role.</p>
Q14 We have a very distinct culture based on mutual respect, cooperation and knowledge sharing that is continuously reinforced on a daily basis through open communication and feedback.		<p>The company is likely to have at least some fundamental understanding that culture represents a highly significant intangible factor that drives value and risk.</p> <p>There should be a number of key, causal cultural factors that are linked to OCRQE value and managed operationally e.g. purpose/values, learning/innovation, decision-making, communication, performance management, and trust/engagement/cooperation.</p>

OMINDEX Workforce Questions	Average Rating	Commentary
<p>Q15 I know exactly where I contribute towards our current business plan and my performance is assessed against clear measures of productivity, efficiency, revenue and quality.</p>		<p>Business and Human Capital Management (HCM) planning will encompass some value (and risk) factors with respect to the OCRQE framework e.g.</p> <p>Output - what volume, market share gains, or productivity improvements will arise from HCM improvements?</p> <p>Costs - what efficiency gains will arise from HCM programmes or culture shifts?</p> <p>Revenue – how does premium pricing relate to improved HCM?</p> <p>Quality - what quality improvements arise from HCM effectiveness?</p> <p>External harm – how does better HCM help to reduce environmental and human harm?</p> <p>Employee objectives will not be fully linked to the OCRQE value framework. Every individual will know at least to some extent what is expected and how this translates to business value creation.</p>
<p>Q16 We are all part of one, whole system. Our management systems and processes are designed to enable us all to work together seamlessly.</p>		<p>The company is likely to be thinking about itself as a whole system with a unifying purpose.</p> <p>The company will have at least a basic set of systems; including financial, quality assurance, and human.</p> <p>The company systems are unlikely to work totally seamlessly to complement, support or work symbiotically with each other.</p>
<p>Q17 My career goals are being fully met by my company</p>		<p>The company is likely to rely on external hires for many job roles and will not have built an effective internal system to proactively manage all career needs. It still does not fully recognise the value of internal career development and may have systems that conflict with such outcomes.</p>

OMINDEX Workforce Questions	Average Rating	Commentary
<p>Q18 We identify, assess and manage all business risks arising from individual human actions and behaviours. I am encouraged and empowered to immediately raise any risk issues I have identified.</p>		<p>Specific human capital risk will be recognised, and framed as such e.g. failure to attract and retain talent, poor diversity &amp; inclusion.</p> <p>The company will be collecting at least some qualitative and quantitative data to enable effective HC risk analysis but may not capture sufficient evidence to assess and manage full HC risk.</p> <p>Company reporting is unlikely to include all material HC risk, and how mitigation is being addressed.</p> <p>The company is unlikely to be a true learning organization where everyone is able to raise ideas, issues and concerns.</p>



Unacceptable



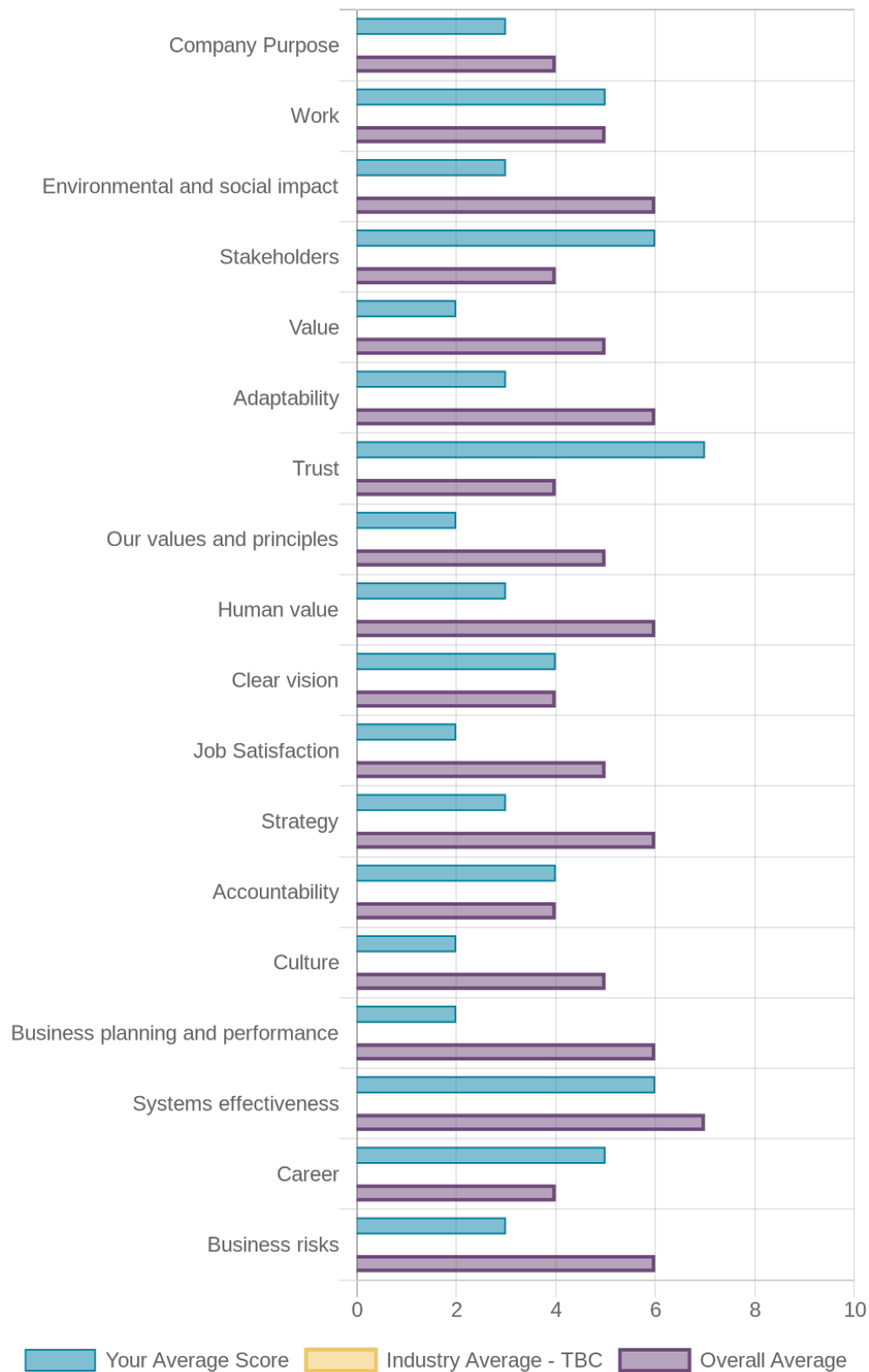
Acceptable



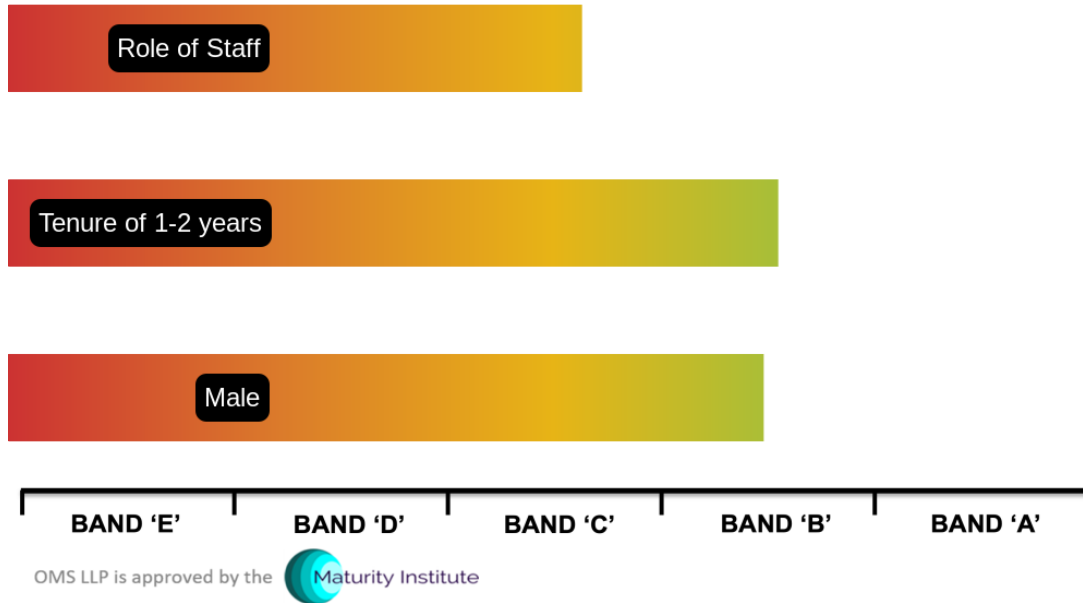
Exceptional

## External Benchmarking: Company, Sector and Overall averages

How do your average scores across the company compare to all of our data.



## Demographic Gap Analysis



The Gap Analysis chart above highlights three demographic categories that can be used to indicate how aligned your workforce is across captured demographic data. We can produce multi-demographic data for each of the 18 individual factors and OHIs. For example, whether men and women at leadership level have differing perspectives on how the company manages human risk (Q18). Or whether a company's purpose (Q1) is informing people's actions and behaviours evenly across seniority, gender, and those with longer job tenure. Additional reports are available through our Premium and Unlimited packages.

## Further Information

The discipline and practice of Organisational Maturity focuses on developing the necessary understanding and capability to realise the full potential value of people that comprise an organisation's whole, human system of stakeholders. Leadership and management standards have been developed by The Maturity Institute (MI), who also oversee the training of maturity practitioners and the quality assurance of professional practice thereon (see <http://www.maturityinstitute.com/>).

The MI handbook for business leaders, managers and maturity professionals: The Mature Corporation - a Model of Responsible Capitalism (Cambridge Scholars Publishing, 2019), can be purchased via this link: <https://www.cambridgescholars.com/product/978-1-5275-6350-6/>

The full OMINDEX® diagnostic used by boards, senior executive teams, investment professionals and advisors is explained and available through OMS LLP (<http://www.omservices.org/>). The OMINDEX® methodology is wholly owned by OMS LLP. The IP inherent in the concept, creation and design of the OMINDEX® methodology is the property of [OMS LLP](#). OMS LLP, as an MI-approved provider of OMINDEX®, operates in accordance with MI's goal of maximising Total Stakeholder Value (TSV).

### Interactive and Automated Assessments - Powered by Simple and Engaging

We were born from the frustration of how businesses can stumble into paying huge amounts for technologies that are not right-sized for their processes or are labour intensive and wasteful.

Interactive content is a hugely impactful way to engage your prospects but the barriers to entry have always been too huge – we went out and found a far cheaper way to achieve the same result. Utilising a range of secure, cloud-based platforms to capture data, add your expertise to produce some key insights and then hyper-personalise a PDF report is now available to businesses of all sizes.

We have the expertise to help you bring your maturity assessment, report generation, sales quiz, interactive quiz or something similar to life, in an affordable way. Head to <https://www.simpleandengaging.com/interactive-content/> for more information.