



REACH
CULTURE

ACTIONABLE INSIGHTS TO REACH
AND ENGAGE YOUR PEOPLE

YumYum Dairy

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Introduction

The most productive people tend to be those who collaborate within a healthy organizational culture, in which:

- talent is REcognized;
- Agility is promoted in response to challenges; and,
- CHange is positioned as a source of advantage.

Together, these characteristics promote what leadership experts refer to as a REACH culture. While a number of factors contribute in shaping a REACH culture, at least four elements are essential:

The *who*: Leaders offer support for team members, creating a warm and inviting environment where all feel included and appreciated.

The *why*: Leaders inspire team members to work together toward a compelling vision that is worthy of their best efforts.

The *what*: Leaders direct team members with clear expectations, promoting confidence through times of change.

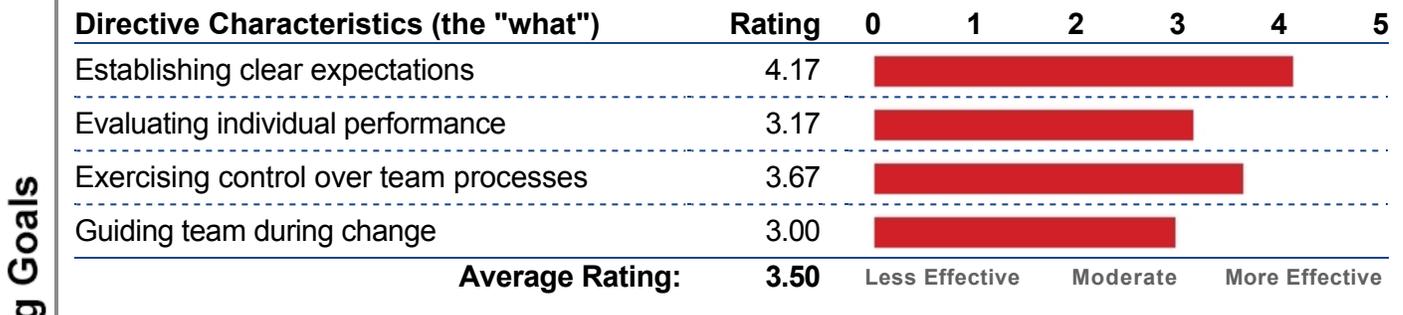
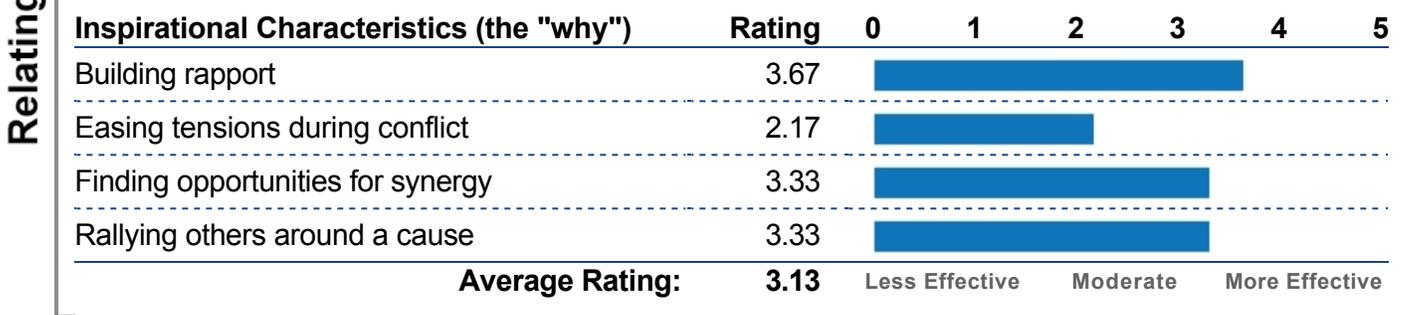
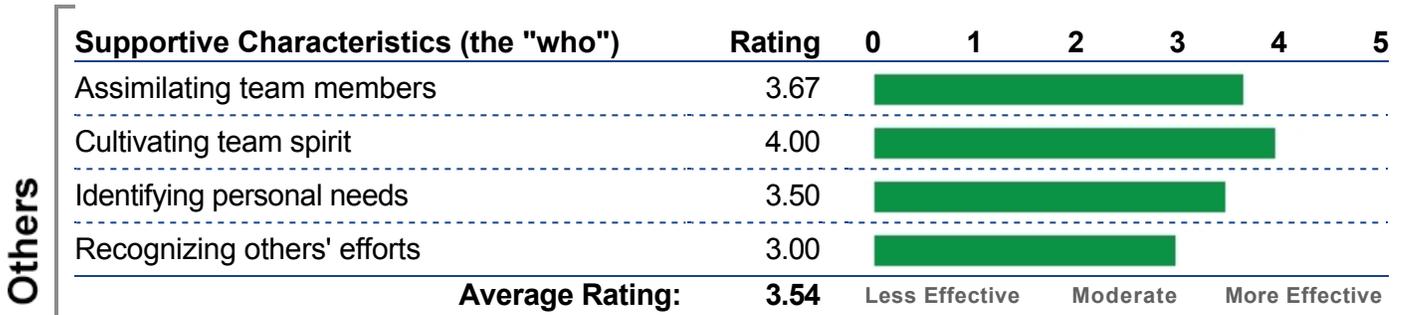
The *how*: Leaders consult with team members to ensure they are equipped with the structure and resources needed for an efficient workflow.

When leaders demonstrate these REACH elements, the organization can enjoy a competitive edge - known as a *productive people advantage*.

This report reveals the extent to which a REACH culture is promoted within the organization. Team members were asked to evaluate each cultural element by rating specific competencies that could be demonstrated by team leaders. Each competency was rated on a 5-point scale, with scores provided on the pages that follow. Additionally, team members were encouraged to provide optional comments to describe how they perceive leaders' effectiveness in promoting specific elements of a REACH culture.

Within the REACH framework, higher ratings are indicative of a workplace where team members are more fully engaged and better positioned to achieve higher performance outcomes. Where a particular cultural element is rated as less effective, leaders should be encouraged to initiate candid conversations regarding opportunities for improvement. Through ongoing training, development, and coaching, any organization can cultivate a REACH culture - while gaining the "productive people advantage" to thrive in today's workplace.

REACH Quotient: 3.33 out of 5.00



REACHing with a Supportive Culture

Focus: "Do team members feel cared for and supported?"

Participants were asked to evaluate the extent to which the organization provides a supportive and caring environment. A supportive culture is most recognized for encouraging a welcoming and nurturing climate in which team members show care and concern for each other's interests. When the organization encourages this cultural characteristic effectively, its leaders focus on answering the "who" questions to ensure that team members feel appreciated and supported.

Participants were asked to evaluate the extent to which the following characteristics, often associated with a supportive team environment, are demonstrated within the organizational culture.

Characteristic	Rating	0	1	2	3	4	5	Hi	Lo	
Assimilating team members	3.67								5	2
Cultivating team spirit	4.00								5	3
Identifying personal needs	3.50								4	2
Recognizing others' efforts	3.00								5	2
Average Rating:	3.54	Less Effective		Moderate		More Effective				

Comments

- More recognition for effort is needed

REACHing with an Inspirational Culture

Focus: "Are team members inspired to pursue the organization's mission and vision?"

Participants were asked to evaluate the extent to which the organization provides an inspirational and exciting environment. An inspirational culture is most recognized for inspiring team members through an emotional appeal to face challenges with urgency and passion. When the organization encourages this cultural characteristic effectively, its leaders focus on answering the "why" questions to ensure that team members are emotionally engaged in fulfilling a shared purpose.

Participants were asked to evaluate the extent to which the following characteristics, often associated with an inspirational team environment, are demonstrated within the organizational culture.

Characteristic	Rating	0	1	2	3	4	5	Hi	Lo	
Building rapport	3.67								5	2
Easing tensions during conflict	2.17							4	1	
Finding opportunities for synergy	3.33							5	3	
Rallying others around a cause	3.33							5	3	
Average Rating:		3.13	Less Effective	Moderate	More Effective					

Comments

- There is too much conflict in some teams
- We need to do more work on resolving conflict
- Senior leaders could do more in rallying others

REACHing with a Directive Culture

Focus: "Are team members focused on meeting and exceeding expectations?"

Participants were asked to evaluate the extent to which the organization provides a focused and directive environment. A directive culture is most recognized for driving team members to comply with expectations and meet timely performance goals. When the organization encourages this cultural characteristic effectively, its leaders focus on answering the "what" questions to ensure that team members are focused and accountable in pursuing desired outcomes.

Participants were asked to evaluate the extent to which the following characteristics, often associated with a directive team environment, are demonstrated within the organizational culture.

Characteristic	Rating	0	1	2	3	4	5	Hi	Lo	
Establishing clear expectations	4.17								5	3
Evaluating individual performance	3.17								5	2
Exercising control over team processes	3.67								5	3
Guiding team during change	3.00								5	1
Average Rating:		3.50	Less Effective		Moderate	More Effective				

Comments

- We are not good at doing change
- Not enough feedback from leaders

REACHing with a Consultative Culture

Focus: "Are team members consulted on maintaining an efficient and effective workplace?"

Participants were asked to evaluate the extent to which the organization provides an efficient and safe working environment based on input from its internal stakeholders. A consultative culture is most recognized for maintaining a stable and structured work process in which resources are used to maximize team members' efficiency. When the organization encourages this cultural characteristic effectively, its leaders focus on answering the "how" questions to ensure the team operates in an orderly and consistent manner.

Participants were asked to evaluate the extent to which the following characteristics, often associated with a consultative team environment, are demonstrated within the organizational culture.

Characteristic	Rating	0	1	2	3	4	5	Hi	Lo	
Addressing quality concerns	3.83								5	3
Aligning resources with needs	3.50								5	2
Designing team structure/function	2.17								4	1
Integrating diverse perspectives	3.17								4	2
Average Rating:	3.17	Less Effective		Moderate		More Effective				

Comments

- Could do more to leverage the strengths of individuals in the company
- The work/life balance is not being taken seriously for those who are not workaholics
- Staff are expected to take on too much
- Better planning needed as sometimes not enough staff to complete the work

Outlook

Focus: "How might most team members describe their outlook for the organization?"

Participants were asked to select the response that best describes their perception of how team members view the work environment.

Characteristic	Rating	0	1	2	3	4	5	Hi	Lo	
Recommend this organization	2.50								5	1
Enjoy our work	2.50								5	1
Respect our team leaders	2.67								4	2
Team has a measurable impact	4.20								5	4
Organization offers value	4.67								5	4
We intend to remain here	2.67								5	1
Average Rating:		3.17	Less Likely		Moderate		More Likely			

Comments

- YumYum Dairy remains a great place to work
- There are a lot of disgruntled employees at the moment who are too afraid of saying anything because they want to keep their jobs

Contact Information

For more information regarding the REACH suite of products and services available to help you develop and coach high performers, please contact your LPS Affiliate:



Important Note

The information contained herein describes certain behavioral preferences and tendencies derived from the participants' self-reporting. While such patterns of behavior tend to be consistent over time, these can change based on circumstances beyond the scope of what has been measured by this survey. Therefore, this information does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of future behavior. No part of this information is intended to convey a psychological, medical, or psychiatric evaluation, and in no way is this information intended to convey an evaluation of employability. This information is intended to provide insight that is useful in coaching, team-building, and other aspects of professional development and training. No employment decision should be made based, in whole or in part, on the results contained herein, and no indication of suitability for employment should be inferred or implied based on the REACH Culture Survey.