

# ABC Corporation

## Interpretive Report - Assessing the Work Climate - 2008

---

### **“We are the sum of our experiences.”**

Each person in a work setting forms an image of the workplace from his or her experiences in it and perceptions of it. These perceptions may or may not be accurate.

The survey was compiled from 56 staff responses, and 8 management responses.

Although in general, we noted a continuous, and positive forward movement in the Organization we found some areas of concern with regard to the management team. Although not high in severity, certain issues need to be addressed.

Sr. Management appears to be excelling at Direction, Motivation, Clarity, and Controls.

The Management team is not advancing sufficiently in “Professionalism”.

Managers appear to be focused on “**duties**” rather than “**technique**” and in so doing are creating unnecessary stress for themselves. Some have not sufficiently made the transition (*in their minds*) from “Employee” to “Manager.”

Although they may be “**aware**” of advanced management techniques, there appears to be an inability, or reluctance to “**apply**” these techniques in the day-to-day work environment. “*It’s not me*” or “*It’s not my way of doing things*” may be preventing many highly qualified ABC managers in advancing from “Supervisors” to “Managers.”

Employees appear loyal to the company and their managers.

Most scales and subscales are **well above average** for companies of this size.

Most of the negative issues addressed in previous surveys by the employees appear to have been addressed; there is a high level of employee and management satisfaction with the organization.

Greatest training effort should be focused on the Management Team in:

- Expanding Professionalism in a Management Team

- Effective Meetings and Communication

- Application of “Emotional Intelligence” techniques to Managing People

- The Authority to Lead - The Leadership Inventory

# ABC Corporation

## Understanding the ABC Survey for 2008

The social climate is the "personality" of a work setting. In many ways each work setting has a unique social and interactive climate that gives it unity and coherence. Like some individuals, some work settings are friendlier than others; some are more task oriented and some are more controlling.

Each person in a work setting forms an image of the workplace from his or her experiences in it. For example, if employees take a personal interest in each other, are generally frank about how they feel, and often eat lunch together, then they will think the social climate is cohesive. Such everyday, real events contribute to people's judgements and impressions of their work climates.

Social climates can have a strong influence on people in a work setting. Clinicians and researchers have shown how social climate affects each person's behavior, feelings, and personal growth. Specifically it can have an impact on an individual's morale and well-being, job performance, receptiveness to automation, change, and so on. It can affect an employee's ability to cope successfully with work stressors. It can also be a factor in diminishing substance abuse, absenteeism, and assist the employee in creating a positive family environment.

The Survey in which ABC Corporation personnel have just participated measures the social environment of a variety of work settings. For the purposes of this survey, each scale and subscale is evaluated by sector as follows: Management Response, hereinafter "Management" All other employees hereinafter as "Staff." Overall Company Response hereinafter "Organization." Ratings are based on comparisons and statistics compiled from thousands of companies tested by Rudolf H. Moos and Paul N. Insel.

- Below average ratings indicate disapproval with the scale being measured.
- Average indicates acceptable or general approval
- Above Average indicates enthusiastic approval.

**Note:** *Each scale and subscale features different standards and ratings based on the statistical compilation input of more than one thousand organizations and thousands of departments who comprise the organizational whole.*

Recommended changes are based upon survey responses compiled from the Management and staff of ABC Corporation personnel, which when combined, encompass the ABC Corporation Group.

## Relationship Dimension Subscales:

The first three dimensions measured are the Relationship Dimensions, which assess how committed employees are to their jobs, how friendly the employees are, and how supportive they are of each other, and how supportive managers are of the employees.

## Involvement (I)

This subscale measures the extent to which employees are concerned about and committed to their jobs, for example: how challenging the work is, the pride people have in the organization, and the effort they put into what they do.

ABC Management	= 8.8	Considerably above average
ABC Staff	= 6.7	Average - for this subscale

**TOTAL ORGANIZATION: = 7.8 WELL ABOVE AVERAGE -**

### Analysis:

The responses from management and staff of ABC indicate a high degree of involvement and interaction between management and staff with a strong interest in the job and well above average motivation and interest in the job.

There appears to be pride in the organization, more so with management personnel. The amount of effort people put into what they do is above average. This subscale can be heightened by implementing "Praise Management" techniques and increased coaching, on an individual basis as needed.

### Recommendations:

Managers should continue to function as "Coaches," Most employees at ABC see themselves as "professionals" and appreciate being treated as such. There is a general appreciation toward management and the company. Guard against the formation of cliques and gossiping to maintain this current positive focus. Managers should take their teams to lunch or buy lunch occasionally (quarterly) to enhance the communication link between manager/employee.

### Priority: LOW

**Action required : COACHING, PRAISE MANAGEMENT AND OCCASIONAL SOCIAL EVENT**

**Timetable: When appropriate**

## Peer Cohesion (PC)

The Peer Cohesion Subscale taps the extent to which employees are friendly and supportive of one another, for example: the effort people make to help a new employee feel comfortable, the interest they have in each other, and how frank they are about their feelings.

ABC Management = 8.8 Considerably above average  
ABC Staff = 7.2 Well above average - for this subscale

**TOTAL ORGANIZATION: = 8.0 CONSIDERABLY ABOVE AVERAGE**

Analysis: - The organization ranks in the Average to marginal range in this subscale,

### **Recommendations:**

None

**Priority: None**

**Action required : NONE**

## Supervisor Support (SS)

The Supervisor Support Subscale assesses the extent to which management is supportive of employees and encourages them to be supportive of one another, for example: how often supervisors compliment an employee who does something well, how often they give full credit to ideas contributed by employees, and whether employees feel free to ask for a deserved raise, bring up difficult or controversial issues, or offer suggestions for change.

ABC Management = 7.8 Well above average  
ABC Staff = 6.2 Average - for this subscale

**TOTAL ORGANIZATION: = 7.0 WELL ABOVE AVERAGE**

### Analysis:

We see differences between the opinions of management r.e. their support from senior management as opposed to the staff. The management group considers themselves to be effective managers, good at coaching and counseling and supervising. This is not necessarily the opinion of those they supervise or manage as follows:

The staff does not consider supervisors to be as effective in their role as they could. Staff members do not consider management as either receptive to ideas or as effective in solving problems as they could be. This may be a perception issue and not actual fact. There may be some communication difficulties that exist here that are clouded by personal friendships.

### Recommendations:

Senior Management would do well to pass along their techniques to Jr. Management. Managers should hold a Monday morning 5 minute meeting every week. Praise what went "Right" and mention things that need improvement.

**Priority: Average**

**Action required : Monday Morning Department meeting**

**SR. MANAGEMENT DISSEMINATING MANAGEMENT TECHNIQUES  
TO JUNIOR MANAGERS.**

**Timetable: ASAP**

## Total Relationship Dimension Scale Includes:

- How committed employees are to their jobs
- How friendly the employees are to each other
- How supportive employees are of each other
- How supportive managers are of the employees.

ABC Management = 8.5 Considerably Above Average for this scale  
ABC Staff = 6.7 Above average - for this scale

**TOTAL ORGANIZATION: = 7.6 WELL ABOVE AVERAGE - for Relationships**

Analysis - Relationship scales:

ABC Corporation:  
Well above average relationship exists between management and staff

Refer to individual subscale pages for specific details.



## Goal Orientation and Personal Growth Dimensions:

These subscales focus on the work environment's emphasis on independence, empowerment, getting the job done, and job demands and challenges. The following dimensions contribute to a description of the work setting's goal orientation and tap personal growth dimensions as well.

### Autonomy (A)

The Autonomy subscale measures the extent to which employees are encouraged to be self-sufficient and to make their own decisions, for example: how much freedom employees have to do as they like with regard to their approach to the job, how employees are encouraged to find new ways to do the job, how much they are encouraged to make their own decisions, and whether people can use their own initiative to do things.

ABC Management = 8.6 Considerably above average - for this subscale  
ABC Staff = 6.8 Above average - for this subscale

**TOTAL ORGANIZATION:** = 7.7 Considerably above average - for this subscale

Analysis and Recommendations:

ABC Corporation

**Priority: None**

**Action required : None**

## Task Orientation (TO)

The task orientation subscale taps the degree of emphasis on good planning, efficiency, and getting the job done, for example: how much attention people pay to getting the work done (on time), how often things get "put off until tomorrow" and how efficient and task-oriented the workplace is.

ABC Management = 8.6 Considerably above average - for this subscale  
ABC Staff = 7.5 Well above average - for this subscale

**TOTAL ORGANIZATION:** = 8.1 Considerably above average - for this subscale

Analysis and Recommendations:

ABC Corporation

Employees should be asked to offer solutions to reduce paperwork and duplication of effort. More needs to be done in this area. Recurring opinion that paperwork is locked in a procedural malaise. Review with determination. Eliminate any duplication of effort.

**Priority: MODERATE**

**Action required : INPUT FROM EMPLOYEES AND IMPLEMENTATION OF LABOR SAVING IDEAS.**

**Timetable: ASAP**

---

## Work Pressure (WP)

This subscale assesses the degree to which the pressure of work and time urgency and pressures in the work environment dominate the job milieu. for example: How much pressure is there to keep working, how often there seems to be an urgency about everything, and whether people can afford to relax.

ABC Management = 5.4 Average - for this subscale  
ABC Staff = 4.7 Low average - for this subscale

**TOTAL ORGANIZATION:** =5.1 Average - for this subscale

### Analysis:

Work pressures are a part of any Management, Sales, Customer Service, and Accounting position.

Survey indicates strong work pressures and performance pressures.

### Recommendation:

Acknowledge the job involves heavy workloads. Acknowledge there is, of necessity, pressure to perform but at the same time express appreciation for everyone's effort and offer incentives for superior performance.

### Comment:

The organization is not doing as well in this area as others. It is a major cause of stress and job dissatisfaction..

**Priority: Moderate**

**Action required : REVIEW METHODS AND SYSTEMS**

**Timetable: Immediate**

## **Total Goal Orientation and Personal Growth Dimension Includes:**

- **The work environment's emphasis on independence**
- **Empowerment**
- **Getting the job done**
- **Job demands and challenges**
- **Work setting's goal orientation**
- **Personal growth dimensions.**

ABC Management = 7.5 Considerably above average  
ABC Staff = 6.3 Well above average - for this scale

**TOTAL ORGANIZATION: = 6.9 WELL ABOVE AVERAGE**

Analysis:

ABC Corporation  
Refer to individual subscale pages for specific details.

## Organizational (system) Maintenance and Change Dimensions:

The following subscales assess the work setting's emphasis on rules and policies; variety and innovation. They also tap the pleasantness of the physical setting.

### Clarity ©

The clarity subscale taps the extent to which employees know what to expect in their daily routine and how clearly and explicitly rules and policies are communicated, for example: how well activities are planned, how clearly the responsibilities of supervisors are defined, and how well the details of assigned jobs are explained to employees.

ABC Management = 8.0 Considerably above average - for this subscale  
ABC Staff = 4.7 Below average - for this subscale

**TOTAL ORGANIZATION: = 6.4 AVERAGE - for this subscale**

Analysis:

Staff is generally displeased with their supervisors in this subscale.

Staff considers management/supervisors to be unclear and at times arbitrary. There is a dichotomy of opinion between this survey and the essay survey. The difference here is opinion of managers as "management" as opposed to a more positive view of managers as "people."

**Priority: HIGH**

**Action required :** CLEAR JOB DESCRIPTIONS AND BENCHMARKS FOR EACH JOB  
Clearly defined STANDARDS AND ACCOUNTABILITY

**Timetable: ASAP**

## Controls (Ct)

The control subscale assesses the extent to which management uses rules and pressures to keep the employees functioning within acceptable boundaries and controls, for example: how intensely following policies and regulations is emphasized, whether people are expected to follow set rules and procedures in doing their work, and how closely supervisors monitor employees activities.

ABC Management = 4.0 Below average - for this subscale  
ABC Staff = 4.8 Average - for this subscale

**TOTAL ORGANIZATION: = 4.4 Below average - for this subscale**

### Analysis:

There is a slight variable in opinion with regard to this subscale between management and the employees. Indications of strong pressure to follow and adapt to new procedures. The sales centric initiative may be part of the issue here.

ABC Management excels at getting the message out but department managers may require training to function as “coaches and sales managers,” Since this is a major initiative and a relatively new one, some stress is normal.

Continue to stress the importance of the Sales Centric initiative.

**Priority: Average**

**Action required : SALES MANAGEMENT TRAINING**

**Timetable: ASAP**

## Innovation (Inn)

The innovation subscale measures the degree of emphasis on variety, change, and new approaches, for example: whether doing things in a different way is valued, are new and different ideas accepted and tried out, and is the workplace at ABC the first to try out a new idea, is there a forum to express new ideas.

ABC Management = 8.0 Considerably above average - for this subscale  
ABC Staff = 6.0 Above average - for this subscale

**TOTAL ORGANIZATION: = 7.0 CONSIDERABLY ABOVE AVERAGE - for this subscale**

Analysis:

ABC Corporation

Management and staff consider the company to be innovative and receptive to new ideas. Staff is more reserved in this subscale, considering supervisors to be not as receptive as Sr. Management.

**Priority: LOW**

**Action required : ENCOURAGEMENT**

**Timetable: When High priority issues are addressed**

## Physical Comfort (Com)

This subscale measures the extent to which physical surroundings contribute to a pleasant work environment, for example: how good the lighting is, is there a clean and attractive lunch area, are the restrooms clean and well maintained, and how functional and modern the place appears, and if the colors and decorations within the facility create a warm and cheerful and pleasant place in which to work.

ABC Management = 8.0 Considerably above average - for this subscale  
ABC Staff = 6.0 Above average - for this subscale

**TOTAL ORGANIZATION: = 7.0 Considerably Above Average - for this subscale**

Analysis:

Management and staff agree the physical plant (facility) is comfortable.  
Staff opinion is more reserved but still above average. Examine if ventilation is an issue.

**Priority: VERY LOW**

**Action required : REVIEW**

**Timetable: After most other issues are addressed**

## Organizational (system) Maintenance and Change Dimensions includes:

- **Operational procedures**
- **The work setting's emphasis on rules and policies**
- **Attitudes toward variety and innovation**
- **Pleasantness of the physical setting.**

ABC Management = 7.0 Considerably above average - for this scale

ABC Staff = 5.4 Average - for this scale

**TOTAL ORGANIZATION: = 6.2 ABOVE AVERAGE - for this scale**

### Analysis:

There are differences of opinion between management and staff in this area.

Problems exist within individual subscales. Refer to subscale pages for details.



# Statistical Relevance of the Social Climate Scales to ABC Corporation.

---

Social climate can have a strong influence on people in a setting. Clinicians and researches have shown how it affects each person's behavior, feelings, and growth. Specifically, it can have an impact on an individual's morale' and well being, aspirations and achievements, self-understanding, and impulse control. An understanding of the social life can provide insight into people's actions and feelings, and can be a resource for helping people improve their lives. The social climate dimensions are related to outcome criteria, such as morale', self esteem, physical and mental health, adaptation to transitions and crisis, recovery or relapse when exposed to stressors, and the effect the work environment has on the personal environment, home life, and general feelings of happiness or discontent.

The individual scales and subscales give clinicians and consultants an insider's view of the characteristics of a setting, in this case, the ABC Corporation company work environments. They report on how people who work in a particular setting, people who spend many hours there and have the opportunity to form accurate impressions. Each person has a unique view of an environment. When combined, individual views provide a picture of the overall social climate that affects everyone in that setting.

---

## **REAL and IDEAL**

The survey is an accurate report on the "REAL" environment at ABC Corporation. It is an accurate indicator of where we are now.

At a future time, when the issues addressed in this report have been mostly resolved, we can re-administer the survey in essay form to focus on the "IDEAL" environment. This will tell us about what the management and staff see as their ideal work environment and what changes should be implemented to achieve that goal.

A comparison of the two will show the differences between where we are now and where we should be to achieve the highest levels of job satisfaction while maintaining focus on consistently high performance and efficiency.

---

## **CONTRASTING ENVIRONMENTS:**

The survey clearly showed differences between Management and Staff opinions. The results were reported showing contrasts to isolate organizational paucities and identify change procedures. Keep in mind that as the organization grows in size, social environment treatment programs tend to become less cohesive.

**PERSONAL DETERMINANTS OF ENVIRONMENTAL PERCEPTIONS:**

People differ on how they see the same setting. Might not their responses to the survey reflect individual background and personal characteristics in addition to, or instead of, attributes of the environment?

Our research confirms that in general, sociodemographic and other personal attributes are only minimally related to people's responses to the social environment scales. Although the characteristics that people bring to an environment do not strongly affect their reports of it, the way they adapt in the setting may.

Specifically people with more responsibility may perform better in a setting they see more positively than those who have less responsibility or control or who perform poorly. We do not understand all the processes involved, but people who see an environment more positively tend to function better in it and to show better long-term adaptation. The more heterogeneous or uncertain a setting is, the more people vary in their perceptions of it. This is the determining factor in perceptions of the ABC staff. When uncertainty is high, or expectations unclear, or when people have little dependable information, personal perceptions may give way to group thinking. This can be detrimental to the organization as those with a more positive attitude succumb to negative opinions or group malaise.

The social climate of a setting can remain very stable over time and the stability itself becomes accepted as it is also a detriment to change. Work environments are particularly long-lasting often existing for 10 years or more unless analysis and intervention precipitate change. Every work setting is organized around a set of goals that are integral to a complete picture of the work environment.

**GROWTH PRODUCING AND GROWTH INHIBITING EFFECTS:**

Relationship and goal orientation dimensions appear to be growth producing because they help to maintain and enhance personal and social development.

The system maintenance dimension of control sometimes inhibits personal growth because it may be associated with tension and alienation by management; some people react positively to control, and some social and work environments need control to function well.

Cohesion when over applied can create dependency and restrict change whereas emphasis on competition can increase dropout and absentee rates in task-oriented, non-competitive individuals.

**EXPECTATIONS OF WORK SETTINGS:**

Individuals' expectations may be quite discrepant from the actual characteristics of work settings; these expectations may help predict job morale; and performance. Refer to the ALC "Ideal Work Environment" page for a guide to individual application.

#### EXAMPLE:

- Emphasis on independence fosters aspirations and achievement but detracts from group effort in task oriented environments, the same is not true for sales environments.
- Emphasis on intellectuality encourages free thinking and analysis, a positive effect in management personnel but counter productive when applied to staff in a work or task oriented environment.
- Cohesion and support efforts by management must be applied on an individual basis as they can assist one person in overcoming personal or work related crisis or engender conformity to subgroup norms that restrict another worker's independence, or cause another worker to feel isolated and alone. In addition most changes can reflect either an increase or decrease in personal maturity.
- Sociability may be related to warmer, more spontaneous relationships with a small group of peers or to dependence on a peer group with superficial interactions with a large group of people.

Thus, powerful settings can produce growth and at the same time cause distress. Depending on application, specific settings or elements in the work environment can often produce both positive and negative changes. To counteract this dichotomy managers and supervisors should carefully apply Progressive Discipline techniques combined with Praise Management.

In addition managers should read the following pages in the ALC performance appraisal reports for each of their downline:

- Keys to Managing
- Keys to Motivating

We find the ideal and more friendly interaction between manager and employee in work environments where employees see their managers as high in support, coaching, and training. However, the manager's control was not related to use of "authority statements"; such statements must of necessity be infrequent and their very intensity may compensate for their relative infrequency.

#### **GOALS AND PROCESS:**

Obviously for the greatest degree of job satisfaction management must assume the role of matching individuals to the work environment. With existing employees, management must plan interventions focused on improving either the work environment or the perception of the work environment. To do this the management team should:

- Understand the results of the survey.
- Develop an overview of the change program
- Interpret the assessment results
- Give feedback to participants
- Implement the change program
- Reassess to measure progress

## RECOMMENDED APPLICATION OF THIS REPORT:

- Share the report with Management & Supervisory personnel, ask for their comments & opinions.
- Read pages 1 through 15 so details and concepts are clearly understood by the management team.
- Upon receipt of this report post summary in a public area (Lunchroom) or distribute via E-mail and ask each supervisor to refer their staff members to the posting.
- **Schedule a survey discussion and ask for input and recommendations at the next staff meeting. Ask employees for their opinion and suggestions for implementation. Encourage use of suggestion box for those who do not wish to make their suggestions public.**
- Pages 1 through 15 are intended for Supervisory staff, Managers, and Sr. Management and are not intended to be disseminated to employees although managers may discuss, and refer to, the recommendations contained within.
- ***Abovementioned priorities are rated and assigned according to the Impact upon the organization of that particular subscale. The intensity of the percentile rating is determined by Statistical relevance of ABC to an average of more than 1000 other organizations in the US and Canada.***

NOTE: This sample is atypical. In most "First-time" surveys employee responses and job satisfaction is far below this representation. This survey is an excellent beginning toward organizational development.

---

### Additional Resources and References:

Becker J. & A. Kleinman - Psychosocial aspects of depression  
Coulton, C. J. - Person-environment congruence.  
Harpin, P. - Relevance of Social Climate  
Maton, K. J. - Social support, organizational characteristics and psychological well being.  
Moos, R. - Stress and coping theory and evaluation research: An integrated perspective.  
Moos, R. - Life stressors, social resources, and the treatment of depression.  
Whalen, J.P. - Work stress, family stress, and depression in professional and managerial staff.  
Repetti R.L. - Linkages between work and family roles.  
Whalen, J. P. - Jung and Jobs, Applications of behavioral models to the work environment.  
Yarne, S.K. - Burnout, Interrelationship of organizational climate and personal values  
Young, D.J. - Exploratory study between organizational climate and self directed learning.  
End

# ABC Corporation

## Overall Opinion Survey of the Organization

---

### RELATIONSHIP DIMENSIONS:

Staff Copy

- **Involvement**

This subscale measures the extent to which employees are concerned about and committed to their jobs, for example: how challenging the work is, the pride people have in the organization, and the effort they put into what they do.

= 7.8 Well Above Average - Positive

- **Peer Cohesion**

The Peer Cohesion Subscale taps the extent to which employees are friendly and supportive of one another, for example: the effort people make to help a new employee feel comfortable, the interest they have in each other, and how frank they are about their feelings.

= 8.0 Considerably Above Average - Highly positive

- **Supervisor Support**

The Supervisor Support Subscale assesses the extent to which management is supportive of employees and encourages them to be supportive of one another, for example: how often supervisors compliment an employee who does something well, how often they give full credit to ideas contributed by employees, and whether employees feel free to ask for a deserved raise, bring up difficult or controversial issues, or offer suggestions for change.

= 7.0 Well Above Average - Positive

- **Autonomy**

The Autonomy subscale measures the extent to which employees are encouraged to be self-sufficient and to make their own decisions, for example: how much freedom employees have to do as they like with regard to their approach to the job, how employees are encouraged to find new ways to do the job, how much they are encouraged to make their own decisions, and whether people can use their own initiative to do things.

= 7.7 Considerably Above Average - Highly Positive

- **Task Orientation**

The task orientation subscale taps the degree of emphasis on good planning, efficiency, and getting the job done, for example: how much attention people pay to getting the work done (on time), how often things get "put off until tomorrow" and how efficient and task-oriented the workplace is.

= 8.1 Considerably Above Average - Highly Positive

- **Work Pressure**

This subscale assesses the degree to which the pressure of work and time urgency and pressures in the work environment dominate the job milieu. for example: How much pressure is there to keep working, how often there seems to be an urgency about everything, and whether people can afford to relax.

= 5.1 Average - Low Positive

- **Clarity**

The clarity subscale taps the extent to which employees know what to expect in their daily routine and how clearly and explicitly rules and policies are communicated, for example: how well activities are planned, how clearly the responsibilities of supervisors are defined, and how well the details of assigned jobs are explained to employees.

= 6.4 Average - Positive

- **Controls**

The control subscale assesses the extent to which management uses rules and pressures to keep the employees functioning within acceptable boundaries and controls, for example: how intensely following policies and regulations is emphasized, whether people are expected to follow set rules and procedures in doing their work, and how closely supervisors monitor employees activities.

= 4.4 Below Average - Negative

- **Innovation**

The innovation subscale measures the degree of emphasis on variety, change, and new approaches, for example: whether doing things in a different way is valued, are new and different ideas accepted and tried out, and is the workplace at ABC the first to try out a new idea, is there a forum to express new ideas.

= 7.0 Considerably Above Average - Highly Positive

- **Physical Comfort (surroundings)**

This subscale measures the extent to which physical surroundings contribute to a pleasant work environment, for example: how good the lighting is, is there a clean and attractive lunch area, are the restrooms clean and well maintained, and how functional and modern the place appears, and if the colors and decorations within the facility create a warm and cheerful and pleasant place in which to work.

= 7.0 Considerably Above Average - Highly Positive

**OVERALL OPINION OF THE ORGANIZATION:**

**= 6.9 Well Above Average - Positive**

## ABC Corporation Statistical Survey

### **RECOMMENDATIONS 2008:**

- Less tolerance for poor performance and greater recognition for extra effort.
- Additional manager training in Coaching techniques.
- Briefer and more effective meetings.
- Acknowledge that work pressures exist.
- Selling skill assessment and training for customer service/sales support staff..
- Review of methods and systems.
- Additional data will be forthcoming after Management review of the essay survey.

### **ANALYST COMMENTS:**

**THE OVERALL STAFF OPINION OF THE ABC WORK ENVIRONMENT IS ABOVE AVERAGE.**

---

---

### **Additional Resources and References:**

- Becker J. & A. Kleinman - Psychosocial aspects of depression  
Coulton, C. J. - Person-environment congruence.  
Harpin, P. - Relevance of Social Climate  
Maton, K. J. - Social support, organizational characteristics and psychological well being.  
Moos, R. - Stress and coping theory and evaluation research: An integrated perspective.  
Moos, R. - Life stressors, social resources, and the treatment of depression.  
Whalen, J.P. - Work stress, family stress, and depression in professional and managerial staff.  
Repetti R.L. - Linkages between work and family roles.  
Whalen, J. P. - Jung and Jobs, Applications of behavioral models to the work environment.  
Yarne, S.K. - Burnout, Interrelationship of organizational climate and personal values  
Young, D.J. - Exploratory study between organizational climate and self directed learning.
-