



ORGANISATIONAL WELLNESS INSTRUMENT

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Organisational Wellness Instrument

Sustaining a happy, productive environment

The Organisational Wellness Instrument is one of a series of diagnostic instruments available from The Thinking Network™ and the Kobus Neethling Group.

The Kobus Neethling Group's Organisational Wellness Instrument provides you with an up to date and easy to read measure of the current 'state of play' in your organisation – or any part of it.

It is easy to use, easy to administer, quick to complete and very responsive in reporting results. Unlike conventional 'organisational climate' surveys, which are expensive and time-consuming and rarely current, the Organisational Wellness Instrument produces comprehensive reports within minutes of your employees completing the questionnaire on-line.

So for up-to-the-minute reports for your important meetings and to guide decision making – the Organisational Wellness Instrument has no rival!

Kobus Neethling and his creativity associates have carried out extensive research in recent years on various factors, which are critical to the wellbeing of a company or organisation.

They have identified TEN FACTORS, which have a significant impact on the workplace environment that supports and sustains happiness and productivity.

These factors include trust, energy, fun and the language people use (positive versus negative). The research results regarding the effect of these factors are unambiguous; if any of the factors start moving below a critical point, they begin to affect parts of the organisation, or in severe cases, the whole organisation.



We can measure the degree to which each of these factors can contribute –or take away – from the ‘wellness’ of your organisation.

Each of the ten factors is plotted as ‘above the line’ (positive) or ‘below the line’ (negative). Above the line factors contribute to the ‘wellness’ and creative environment. Below the line factors can destroy the organisation if left unchecked!

Why should we measure Organisational Wellness?

If you are about to make decisions which will impact on the future wellbeing of your organisation it is critical that you have a VERY clear understanding of what the organisation is like RIGHT NOW!

It may be better to delay any change management plans until the real issues are better understood.

Your plans for any organisational change are bound to work more effectively if your starting point is clear. Remember too, that not all departments in your organisation will have the same levels of ‘wellness’ – so tailoring your strategy to meet specific needs of each location will be possible with the results from the Organisational Wellness Instrument.

So with the extra data available to you your investment on changes will be better spent – and you will be able to measure the results of your investment!



How does it work?

You choose the number of people to include in the survey process. You can choose the entire company or select a sample. We can help you with sample selection to ensure you obtain meaningful results from the survey.

We work with you to set up the participant database so that we can provide you with a comprehensive selection of reports in whichever way you choose. Reports can be put together for the whole company, or split by department, division, location or level. Any permutation or combination is possible – but we must set up the database first to allow this to happen.

Staff complete the questionnaire on line at a time prescribed by you. The results are available immediately the profiles have been completed. We can print and deliver or we can arrange for the profiles to be printed at your own office if required.

When should we complete the Organisational Wellness Instrument?

Any time you want to know how the organisation is feeling! This is especially important just prior to adopting any 'change management' strategy. And of course after the process has been completed! Then you can get a very clear measure of the changes that have been felt in the workplace.

The Organisational Wellness Instrument should be updated regularly, in just the same way that a responsible person will ensure a regular, personal health check!

Even if the first check-up suggests everything is OK it's important to keep monitoring what is happening in your organisation – especially after significant changes, such as mergers, acquisitions, redundancy or any other organisational change.



Add your own factors!

As a result of ongoing research and a focus on product development, we can now add your own company specific questions to the end of the questionnaire - up to 5 factors of 4 questions each.

This means that we can work with you to tailor the Organisational Wellness Instrument to plot results directly relevant to your particular concerns.

What do we do with the results?

We can work with you to manage the results or show you how to manage them yourself. We are of course happy to work with other consultants you may have engaged to bring about change. The Organisational Wellness Instrument will measure their effectiveness in achieving your desired results.

In particular the Organisational Wellness Instrument is very helpful in:

- Identifying the critical wellness factors
- Spotting below the line thinking and behaviour (degrees of dying!)
- Spotting above the line thinking and behaviour (degrees of growing!)
- Establishing the specific causes
- Creating a flowing organisation versus a stopping organisation
- Regaining organisational wellness
- Putting wellness strategies in place
- Monitoring the sustainable passion and energy of the organisation
- Measuring changes by company, department, level, division or location



How are the results presented?

It became clear long ago that creative actions could only take place within a creative environment. In the past measuring the creative environment was a long and cumbersome process, and one that was often neglected.

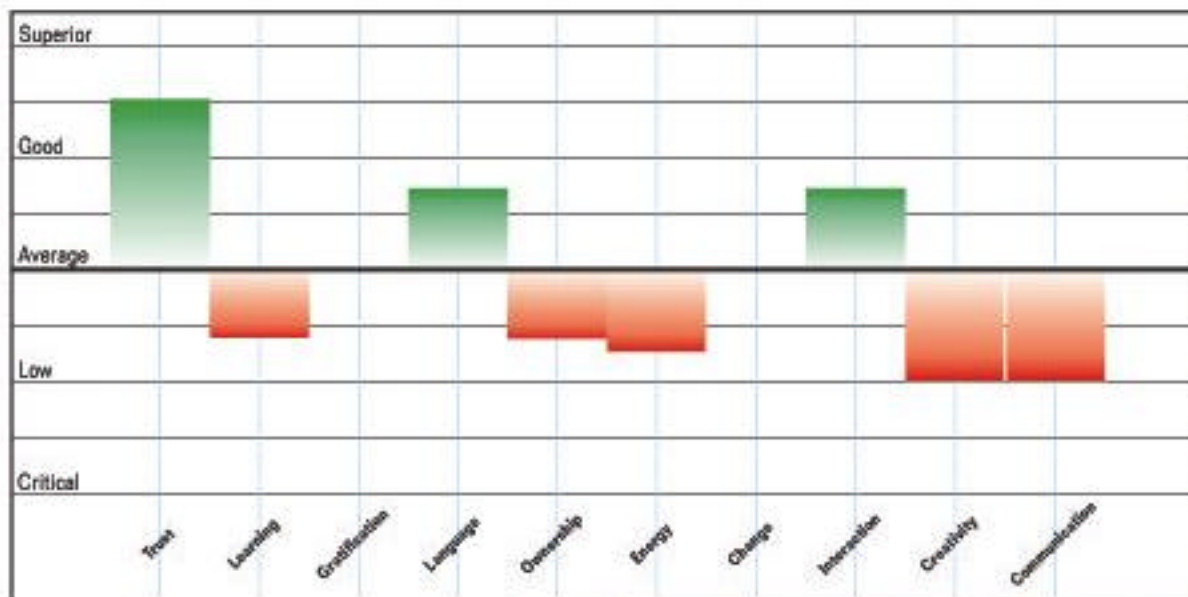
For a number of years Dr Kobus Neethling studied the most successful companies in the world and encapsulated the ten critical factors of the creative environment which are essential for success in the 21st Century. He used these factors to develop a model which focuses on the negative and positive aspects of the creative environment. The results are immediate and they act as the barometer indicating where the company is at the moment regarding each of these factors.

The instrument is therefore unique and important because

- It identifies which factors of the environment are seen as positive and which are negative at any given time.
- The information is available immediately and can be acted upon.
- Problem areas can be addressed as soon as they occur, before they slip below the line.
- It takes about ten minutes for an employee to fill in the questionnaire, so updates are available immediately.
- Departments and divisions where factors are below the line are identified immediately.



Example print of the results from the Organisational Wellness Instrument



Interpretation

The Ten Factors

1. Trust

Above the line

- Employees can be open about what they think/feel
- No fear of consequences when they differ
- Genuine support is experienced
- The company's sincerity is not questioned

Below the line

- Employees are afraid to express their opinions
- Employees doubt the sincerity of management
- They keep their ideas and opinions to themselves

2. Learning

Above the line

- Employees experience ongoing personal growth
- They feel they can initiate their own training
- Differences in learning styles are respected

Below the line

- Inadequate on-going self-empowerment programs
- Training and development is haphazard and sporadic
- Training is not available to everyone in the company

3. Gratification

Above the line

- The place of work is a fun place
- Employees are relaxed
- Humour is an integral part of the culture

Below the line

- Fun/laughter is not acceptable
- Work is a serious matter
- Socialising is not encouraged

4. Language

Above the line

- Positive language is the norm
- The language is that of encouragement and support
- Negative language is emphatically discouraged

Below the line

- Negative language is the norm
- The language is that of doom and gloom
- Positive language is not encouraged nor supported



5. Ownership

Above the line

- Every employee feels it is his/her company
- Employees form an integral part of goals and strategy
- Each employee assumes responsibility for own job performance

Below the line

- The dominant mentality is one of US and THEM
- Employees feel they have no, or virtually no, say in the management of the company
- This is just A company, not MY company

6. Energy

Above the line

- The atmosphere is dynamic and energetic
- Employees are passionate about their work
- They are essentially motivated to work and produce

Below the line

- Employees are lethargic
- They have little interest in the future
- There is apathy and a lack of involvement

7. Change

Above the line

- Change is seen as an opportunity, not a threat
- Change and challenges are not viewed with suspicion, but as the norm for sustained progress
- Employees are prepared to adapt their thinking and actions so as to accommodate new ideas and methods

Below the line

- Change is opposed
- Employees feel 'the way things have always been done' is totally acceptable - no need for change
- Employees feel threatened by change



8. Interaction

Above the line

- Employees show genuine interest in one another
- Ideas and initiatives are supported and encouraged
- They do not fear one another or management and show willingness to support or differ as the situation requires

Below the line

- To criticise and condemn others has become the norm
- Very little support and understanding among staff
- Fault-finding, animosity and destructive criticism are the order of the day

9. Creativity and Innovation

Above the line

- Challenging old-fashioned rules and regulations are encouraged
- To ask, investigate and enquire are integral components of the company culture
- There is a receptiveness to new ideas and to discovering new ways of doing things

Below the line

- Questioning old-fashioned rules is not permitted
- New ideas are discouraged
- Employees who do not stick to regulations are criticised and condemned
- Employees are not allowed to make mistakes



10. Communication

Above the line

- Communication is open and stimulating among all
- No obstacles to vertical and horizontal communication
- Employees listen to one another and are sensitive to situations

Below the line

- Employees do not listen to one another
- Communication is characterised by anger, animosity and an obvious disapproval of one another
- They are afraid of voicing their opinions
- Negative communication has become the norm

The Questionnaire

The Organisational Wellness questionnaire consists of 60 statements. Participants are asked to read the statement and then decide how to respond. The alternatives are:

- Strongly disagree
- Disagree
- Not sure
- Agree
- Strongly agree

The questionnaire asks participants to remember that there are no right or wrong answers. The instrument measures 10 aspects of the creative environment and places answers either above the line (positive) or below the line (negative). This information helps the organisation to identify areas needing attention.

The questionnaire typically takes from 10-15 minutes to complete.



How much does it cost?

It depends on the complexity of the organisation and the sample size.

There is a small charge for setting up the system and the database with organisation specific information. Then there is a charge for each use of the questionnaire.

We think you will find the price very competitive – and given the potential benefits certainly very worthwhile!

What do I do next?

Just tell us about your interest – and leave the rest to us! We will show you in more detail how the process works and tell you how much it will cost.



The Thinking Network™

The Thinking Network™ is a consulting, learning and development organisation. We specialise in the areas of Communication, Business Innovation and Personal Creativity.

We aim to provide the very best consulting and coaching services, programs and workshops in Communication Skills, Creative Thinking and Innovation – researching, designing, piloting and sourcing the best product and expertise from around the World.

- **Researching** – we spend a significant portion of our revenue on research into new methods, new materials and new ideas to keep The Thinking Network at the forefront in learning and development.
- **Designing** – We regularly add new programs and new materials to our range to make sure we can meet the ever-changing needs of our clients.
- **Piloting** – We run pilot workshops with all our new programs to make sure that when we finally publish them they really work well.
- **Sourcing** – We don't want to re-invent the wheel! So when we find an outstanding program we negotiate with the provider to add their material to our portfolio.

The **Thinking Network™** approach to business means we can:

- Offer regional support for our programs – from New Zealand to Japan, Australia to Europe – and in different languages!
- Support your regional meetings and International conferences
- Provide the most suitable Thinking Network facilitator or consultant for your assignment.

Please ask us – we have an extensive range of innovative learning and development workshops and coaching and consulting services.

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