

IMPROVE YOUR ORGANIZATION

Procedures for the discussion

- 1 Discuss the desirable state of the group before you start reading the report
- 2 Read the report individually. Write down "your first impression" or "particular parts in the report that attracted your attention."
- 3 Discuss the report. Explore "what is happening" and "possible reasons behind the results."
- 4 Determine actions to be taken. Find ways to improve the organization together. Also create steps that you can take as individuals.

Discussion Tips

It is important to start the discussion by keeping in mind the daily experiences and feelings of the organization members, as well as the current status of the organization itself. Based on those points, it may be good to ponder additional questions such as: "What specific actions would we like to take going forward?" and "What can we do to get closer to our ideal state?"

During the discussion, it would be ideal to openly share your ideas as well as the basis of those ideas. Additionally, it would be good to keep your mind open to other people's ideas, and not jump to conclusions without properly listening to their explanations.

For each organization, the ideal future may be different, and the organization itself may change over time. Thus, there is no universal standard for what constitutes a "good" organization based on the numerical results of this report. When reading the report, it may be better to do so imagining how you would like to be as an organization going forward, and not be too distracted by the minute details of the property descriptions or by analyzing the exact reasons for the results of the current report.

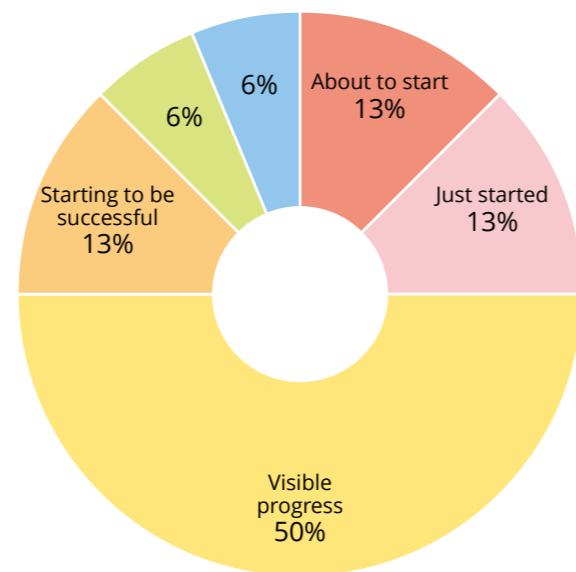
* You can download the "Guide for Discussion" and "PowerPoint slides for discussion" for further details on the Resources page (<https://ocapi.jp/resources.html>).

The graphs show how group members perceive "Progress of Workplace Improvement", "Quality of Results" and "Engagement". The figures in the graph show the percentage of the group members that selected each choice.

Evaluations on Progress of Workplace Improvement

Q Which option do you feel best describes efforts to improve your workplace environment?

- About to start 13%
- Just started 13%
- Visible progress 50%
- Starting to be successful 13%
- Many successes 6%
- Almost ready to move on to the next stage 0%
- Slow progress 6%
- No visible change 0%



* As percentages have been rounded, totals may not add up to 100%

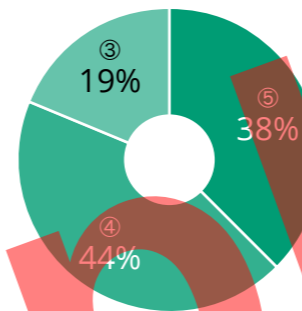
Organization Name	研究開発部 (サンプル)		
Number of Respondents	16	Assessment No.	0052
Response Timeframe	Oct 31, 2013 to Nov 07, 2013		

Quality of Results

Creating People Value

Q People in the workplace continue to learn, develop identity, and achieve a more meaningful life

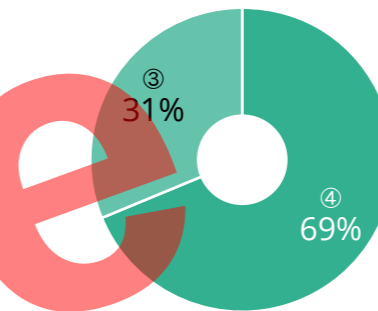
Average ▶ **4.19**



Creating Enterprise Value

Q The workplace continuously achieves higher performance through constant innovation and improvement

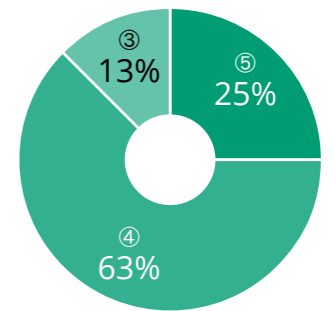
Average ▶ **3.69**



Creating Shared Value

Q The workplace continues to create value for the community it belongs to

Average ▶ **4.13**



5 Strongly Agree 4 Agree 3 Neither 2 Disagree 1 Strongly Disagree

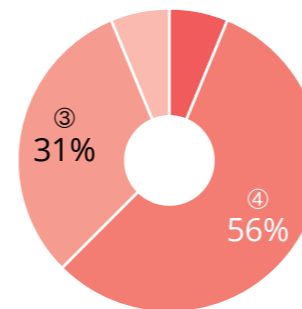
* Labels do not appear on the graph when their value is 8% or less

Engagement

Contribution

Q I feel that my actions contribute to the people around me and to the success of this organization.

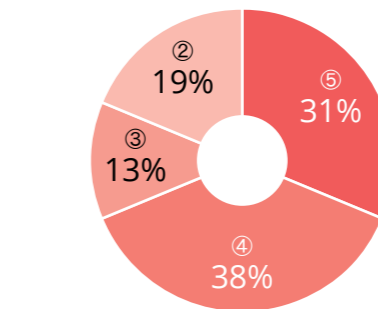
Average ▶ **3.63**



Fit

Q The ambience of this workplace allows me to be me.

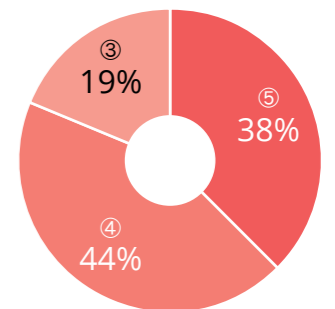
Average ▶ **3.81**



Camaraderie

Q I would remain friends with members of this workplace even if I were to leave.

Average ▶ **4.19**



5 Strongly Agree 4 Agree 3 Neither 2 Disagree 1 Strongly Disagree

* Labels do not appear on the graph when their value is 8% or less

Average Values for Quality of Relationships / Thinking / Actions

Quality of Relationships

Level	Property	Description	Property Average	Level Average
1	a	Greetings Degree to which people sincerely greet each other	4.56	4.69
	b	Courtesy Degree to which everybody has pleasant conversation with others	4.81	
2	c	Comfortable atmosphere Degree to which people don't hesitate to talk to others	3.88	4.13
	d	Communication Amount of conversations in the workplace	4.38	
3	e	Thanks Degree to which people naturally express appreciation to others	4.44	4.17
	f	Activity Degree to which workplace is pleasant and lively	4.13	
	g	Diversity Degree to which people treat others with respect, regardless of position or experience	3.94	
4	h	Awareness Degree to which people are aware of each other's workload, progress, problems, or worries	3.50	3.71
	i	Openness Degree to which people are open to sharing their thoughts and feelings	3.56	
	j	Boundary-less Degree to which people meet and communicate with others who are in different roles and divisions	4.06	
5	k	Connectedness Degree to which people share personal visions and their aspirations toward their profession	3.81	3.55
	l	Joint action Degree to which cooperation transcends job role and position	3.81	
	m	Trust Degree of mutual trust and mutual acceptance	3.44	
	n	Expansion Degree to which people expand their areas of activities and interact with people outside the organization to talk about their visions	3.13	

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Quality of Collective Thinking

Level	Property	Description	Property Average	Level Average
1	a	Broad view Degree to which people are interested in the intentions of others' comments and the background of what is happening	4.06	4.19
	b	Thinking together Degree to which people discuss and consider ideas with others	4.31	
2	c	Acceptance Degree to which people accept the situation and are prepared to try difficult or unproven paths	3.69	3.83
	d	Positive thinking Degree to which people focus on the positive aspects and opportunities of the situation	3.75	
	e	Initiative Degree of willingness to take action, focusing on possibilities	4.06	
3	f	Envisioning Degree to which people acknowledge each other's future hopes and visions on a daily basis	3.56	3.59
	g	Involvement Degree to which people feel personally invested in the situation of the organization's circumstances	3.25	
	h	Systems thinking Degree to which people are flexible and comfortable with complexity	4.00	
	i	Self-reflection Degree to which people review and improve their behavior, reasoning, and motives	3.25	
4	j	Creativity Degree to which people develop innovative methods and ideas	3.88	3.76
	k	Ongoing quest Degree to which people continuously explore their purpose	3.81	
	l	Confidence Degree to which people believe that present circumstances have positive influences on the future and the future will take a turn for the better	3.75	
	m	Reciprocity Degree to which people believe that their personal development and the organization's development are interlinked	3.78	
5	n	Viewpoint Degree to which people consider all the angles and take a broad, long-term view of their influence on the world	3.69	3.69
	o	Purposeful existence Degree to which people create a more desirable vision for people and society, and continue to evolve the purpose of the organization through work	3.69	

Total Scores for Quality of Relationships / Thinking / Actions

Improvements in the quality of relationships, quality of collective thinking, and quality of actions result in improvements in the quality of results.

The total scores help you grasp the maturity of each quality. The scores enable you to see the progress of the organization through the continual use of Ocapi.

* The scores are not averages but normalized values, calculated based on samples from the United States. A grade of 10 represents a perfect score. "Core Theory of Success"

Source: Daniel H. Kim (2002), Organizing for Learning, Singapore: Cobee Trading Company.

Quality of Actions

Level	Property	Description	Property Average	Level Average
1	a	Smiles Degree to which natural smiles are seen	4.50	4.53
	b	Friendly Degree to which the workplace environment is cheerful, open-minded, and comfortable	4.56	
2	c	Agility Degree to which people promptly share and discuss ideas, and quickly take actions	3.81	3.73
	d	Change Degree of people's willingness to change their habits and way of thinking	3.44	
	e	Support Degree to which everybody takes action to support others	3.94	
3	f	New customs Degree to which people challenge themselves to transcend existing frameworks and customs	3.47	3.53
	g	Ownership Degree to which everybody finds something they can do to contribute to a desirable future	3.38	
	h	Wholeheartedness Degree to which everybody wholeheartedly works on the task at hand	3.75	
4	i	Volunteer teams Degree to which teams form naturally to engage in quality discussions and voluntarily take action for a desirable future	3.75	3.59
	j	Attention to detail Degree to which everybody understands the impact of small things and behaves thoughtfully	3.44	
5	k	Self-organization Degree to which successful initiatives by voluntary teams become an important part of organizational strategy	3.69	3.47
	l	Co-creation Degree to which knowledge, experience, and ideas of the whole group are integrated to create completely new things	3.25	

- The table above shows the average values of all responses to each property in quality of relationships, collective thinking, and actions as well as the average values of each level. A smiley icon ☺ appears when level averages are 4.0 or higher. There is not necessarily just one question per property, and questions do not correspond exactly with the description attached to the properties.
- The respondents rated each question as "5. Strongly Agree," "4. Agree," "3. Neither," "2. Disagree," or "1. Strongly Disagree."
- You may find how the quality of relationships affects the quality of collective thinking, and how the quality of collective thinking affects the quality of actions.
- Various events and initiatives may greatly improve the score of some of the properties temporarily. Some of those effects tend to last for only a few weeks, but those that remain may indicate lasting improvement.