

## CULTURE

### Better Inc

Sales August 2022 USA

10 Nov 2023

With 17 respondents



**Better Inc.**

Technology Improving the World

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# Introduction

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

- talent is **RE**cognized;
- **A**gility is promoted in response to challenges; and,
- **CH**ange 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.

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 creating an engaged, adaptable and high performing workplace.

# Engagement Index

This section reflects the sentiment or engagement of the 17 respondents as a result of their employee experience.

The scores in the table below are a reflection of how people feel about their workplace which is commonly directly related to how the leaders execute the 4 key characteristics of a REACH Culture – the Who, Why, What and the How which is explored in the balance of this report.

Commonly by increasing the Culture REACH Quotient (see next page) the Engagement Indexes will improve.

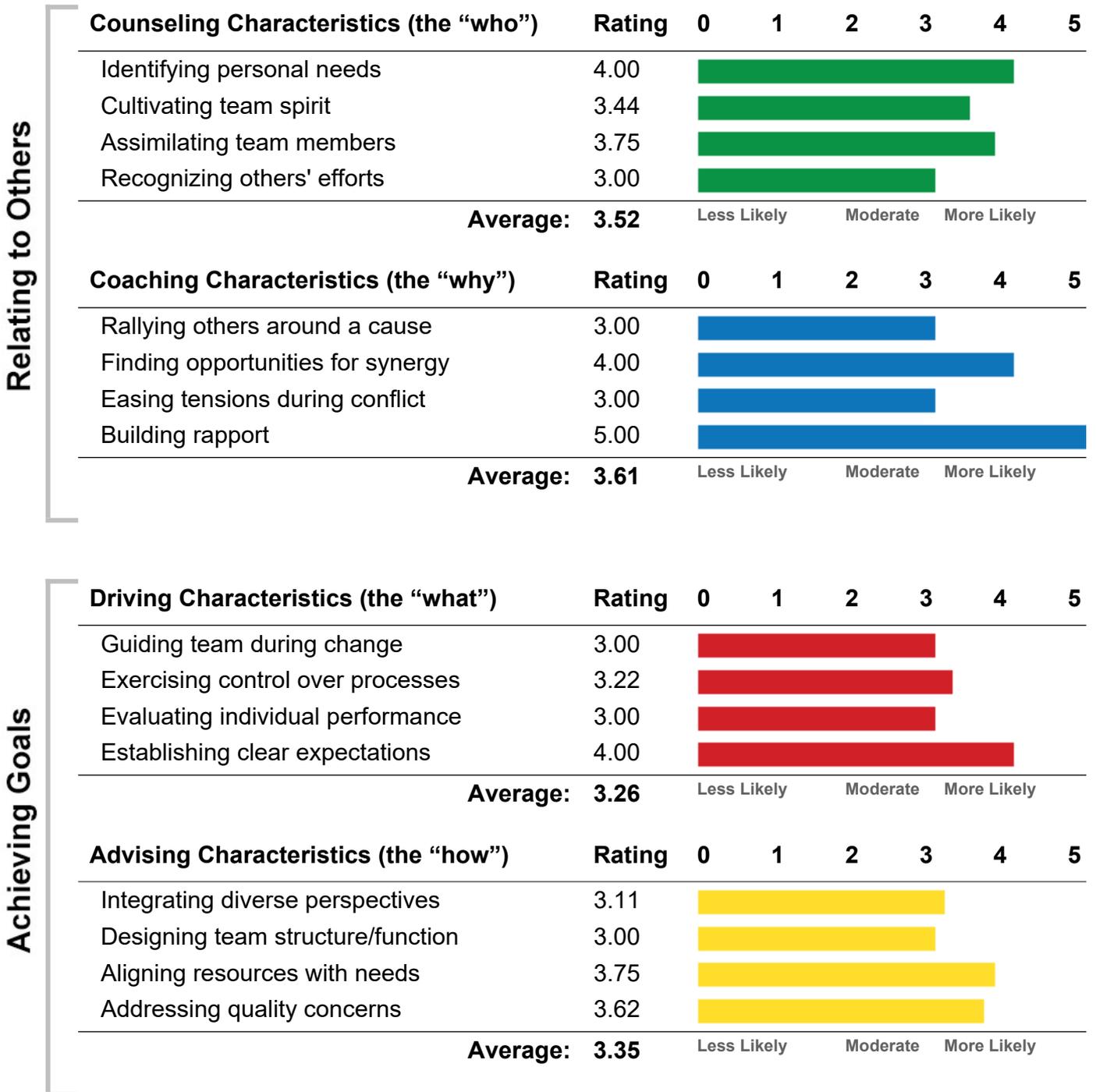
Characteristic	Rating	0	1	2	3	4	5	Hi	Lo
Team has a measurable impact	4.24						5	1	
Respect our team leaders	4.12						5	1	
Enjoy our work	4.56						5	1	
Recommend this organization	4.50						5	1	
Organization offers value	4.29						5	2	
We intend to remain here	4.47						5	2	
<b>Engagement Index: 4.36</b>		Less Likely		Moderate		More Likely			

## Key Findings

By comparing ‘strongly agree’ and ‘mostly agree’ responses to ‘strongly disagree’ and ‘mostly disagree’ responses, the following key findings emerged:

- 76% of participants indicated their team has a measurable impact on the success of the organisation, compared to 18% of participants who may not recognize such impact.
- 76% of participants indicated they respect their leaders, compared to 18% of participants who may not tend to have such respect for their leaders.
- 88% of participants indicated they find enjoyment in their work, compared to 12% of participants who may not find such enjoyment.
- 88% of participants indicated they are likely to recommend the organisation to colleagues and friends as a great place to work, compared to 12% of participants who may not offer a recommendation
- 76% of participants indicated the organisation offers a valuable product or service to its stakeholders, compared to 18% of participants who may not perceive such value.
- 82% of participants indicated they intend to remain in the position for the foreseeable future, compared to 18% of participants who may choose voluntary termination.

# REACH Quotient: 3.43 out of 5.00



# Supportive Culture Characteristics

## REACHing with a Counseling Style

### 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
Identifying personal needs	4.00							5	2
Cultivating team spirit	3.44							5	1
Assimilating team members	3.75							5	1
Recognizing others' efforts	3.00							5	1
<b>Average: 3.52</b>		Less Likely		Moderate		More Likely			

### Comments

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# Inspirational Culture Characteristics

## REACHing with a Coaching Style

**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	
Rallying others around a cause	3.00								5	1
Finding opportunities for synergy	4.00								5	1
Easing tensions during conflict	3.00								5	1
Building rapport	5.00								5	5
<b>Average: 3.61</b>		Less Likely		Moderate		More Likely				

### Comments

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# Directive Culture Characteristics

## REACHing with a Driving Style

### 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	
Guiding team during change	3.00								5	1
Exercising control over processes	3.22								5	1
Evaluating individual performance	3.00								5	1
Establishing clear expectations	4.00								5	2
<b>Average: 3.26</b>		Less Likely		Moderate		More Likely				

### Comments

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# Consultative Culture Characteristics

## REACHing with an Advising Style

**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	
Integrating diverse perspectives	3.11								5	1
Designing team structure/function	3.00								5	1
Aligning resources with needs	3.75								5	1
Addressing quality concerns	3.62								5	1
<b>Average:</b>	<b>3.35</b>	Less Likely		Moderate		More Likely				

### Comments

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# All Respondent Comments

## Part 4: Benchmarking – giving context to our current REACH scores

***REACH measures agility to adapt to different people, tasks and situations.***

When assessing REACH Culture, we are analyzing how well the leaders are creating an engaging employee experience that meets the needs of different people, supports them to carry out different tasks and provides an environment that engages them with a sense of purpose.

### **Where do you currently sit on the global benchmark?**

After assessing and benchmarking over 1,000 workplace cultures worldwide, the next page shows how you currently stack up against the global benchmark.



#### **Clarity to grow**

Your current score is just that - your *current* score.

Research shows that improving the 16 REACH characteristics will result in improved engagement.

The REACH ecosystem provides the clarity and resources to improve your REACH Culture *and* subsequently your engagement.

**REACH Score Global Percentile**

5	3.6%	<b>Top 10% of Cultures</b>
4.9	3.7%	
4.8	5.9%	
4.7	6.8%	
4.6	9.9%	
4.5	11.1%	
4.4	15.1%	
4.3	19.2%	
4.2	21.4%	
4.1	26.1%	
4	29.2%	
3.9	37.0%	
3.8	44.8%	
3.7	48.9%	<b>Global REACH Culture Average 3.64</b>
3.6	55.1%	
3.5	59.0%	
3.4	65.3%	
3.3	70.8%	
3.2	74.0%	
3.1	76.8%	
3	79.4%	
2.9	83.1%	
2.8	87.5%	
2.7	89.6%	
2.6	91.1%	
2.5	92.7%	
2.4	94.3%	
2.3	95.4%	
2.2	96.2%	
2.1	97.1%	
2	97.8%	
1.9	98.3%	
1.8	98.5%	
1.7	98.7%	
1.6	98.9%	
1.5	99.3%	
1.4	99.5%	
1.3	99.6%	
1.2	99.6%	
1.1	99.6%	
1	99.8%	

**Your current  
Engagement is 4.36**

**Your Culture's  
current REACH is:  
3.43**

**Growing your Culture's  
REACH is a targeted  
way to improve your  
Engagement.**

# Part 5: What next - The Roadmap Forward

1. The *Training Needs Analysis (TNA)* can already be produced without any additional surveys and provide guidance for growing the REACH of your leaders.
2. Data shows that as you develop leaders self-assessed REACH scores and their 360 REACH scores there will usually be a corresponding uplift in your Culture scores. Decide within your own organisation whether you will prioritise focusing on leadership development or a broader combination of options such as reward and recognition programs, improving onboarding, or other team building approaches.



## Conversation Starters

- Looking over the comments, do you see any trends that are positive or concerning?
- In the engagement index, are there any scores that are a surprise?
  - Why do you think they are higher or lower than expected?
- Looking at the 'Recommend this Organization' is this score as expected?
- Looking specifically at the 'We intend to remain here' this indicates people's intent to be in the same role in 6 months-time, is this score as expected?
- Looking at the other Engagement Index scores, is there anything that stands out to you as being higher or lower than expected?
  - Why do you think this is higher or lower than expected?
- Considering all of the Engagement scores, are there any that are a surprise and/or concern?
- Reviewing the REACH Culture scores, what stands out as the priority to address? Whilst culture starts at the top, is there any specific areas, teams or leaders that stand out for development focus?
- Sometimes using the REACH Culture survey in narrower segments or broader segments of the organization can bring extra information to light – especially where the average scores reported are a surprise – would it make sense to run this again with different scope?
- The REACH Ecosystem provides Training Recommendations for the organization to help improve the Culture REACH Quotient, if you were to use those recommendations or take other proactive action, what time frame will make sense to re-run this survey to see improvements?

We hope this has provided valuable and actionable insights.



## Important Note

The information contained herein describes certain behavioural preferences and tendencies derived from the participants' self-reporting. While such patterns of behaviour 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.