



Organizational Scan Report

This report contains information related to the Organizational Scan run between 16 June and 16 September, 2021 for Example Client, Inc.. The Organizational Scan is an ORGANIC agility tool and has been designed and developed by agile42 with the help of Cognitive Edge, using their SenseMaker® patented technology.

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Introduction and general information

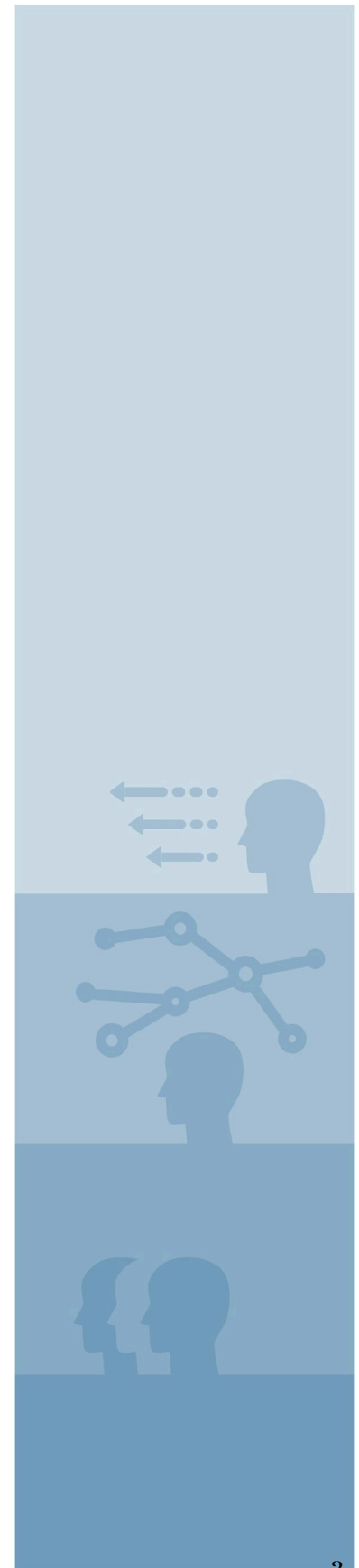
This report contains information about *decision making*, *leadership attitude*, *organizational culture* and *overall level of engagement* of the organization. This information has been captured through the ORGANIC agility® Organizational Scan which utilizes SenseMaker® technology, patented by Cognitive Edge, to allow individuals to capture their own narratives, and interpret them through a pre-defined framework of signifiers. This allows us to capture both data and metadata and interpret it using the existing culture and context, rather than having data interpreted by a machine. The advantage of such a process is that it allows to identify recurring social and interaction patterns between the different stories that can be clustered together to expose specific organizational dispositions.

The content of this report therefore is about facts as reported by the participants and aggregated into clusters for those patterns that matter the most to understand organizational dynamics and cultural dispositions. Each of the statistics will be presented in graphical form and will contain an explanation of what the charts represent to allow for a deeper understanding of what said patterns may represent.

This report does not contain suggestions for improvement nor follow up actions but rather suggests different perspectives on how the data that has been collected might be interpreted. It is left to the knowledge of the reader about the organizational context and mechanics to understand how these findings might provide insight into how to improve further.

How the report is structured

In this report, we present the results of specific data clusters, starting with the overall level of participation and engagement and some demographic statistics about the participants, their tenure, department and role within the organization. We then present statistics about how people perceive that decisions are made within the organization, and finally expose some of the metadata significance, by illustrating specific patterns within each signifier, and finally patterns across multiple signifiers together.

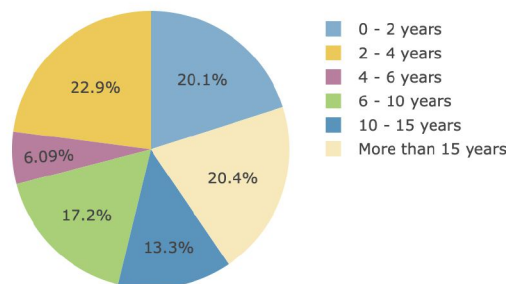


Overall participation and engagement

The following sections will display statistics related to the participation in the scan and the overall emotional response of the participants, aggregated by different dimensions.

Participation and organizational affinity

At a glance a total of **99** people have been invited to participate in the Organizational Scan and all have actively contributed. Every participant contributed an average of **2.82** stories about decisions that have impacted them positively or negatively at work.



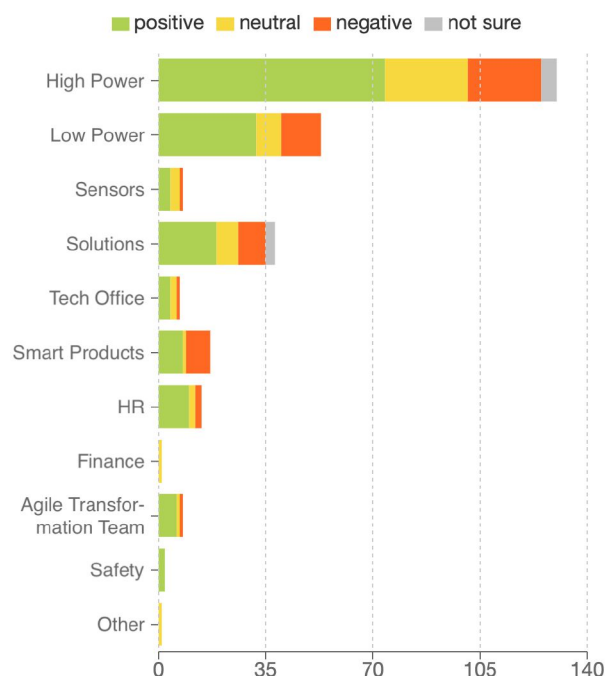
- The data set is well balanced with regard to tenure. The only under-represented category is employees with 4-6 years of tenure.

The chart above shows how the participants are distributed across different clusters based on their tenure (or the amount of time they have been working with the organization). The tenure clusters are important because they allow us to understand how the perception of what happens within the organization might be attributed to being newly employed as opposed to having been a member of the organization for a long time.

It is also an indication of the churn rate of the organization or possibly the amount of diversity in terms of acquisition of new talents that may enrich the organization, bringing in different ideas, challenging the status quo and contributing to evolution and continuous improvement.

- The dataset has low affinity with the organizational structure, only around 15%. The High Power and Solutions departments are over-represented compared to the actual number of employees, and Finance is severely under-represented.

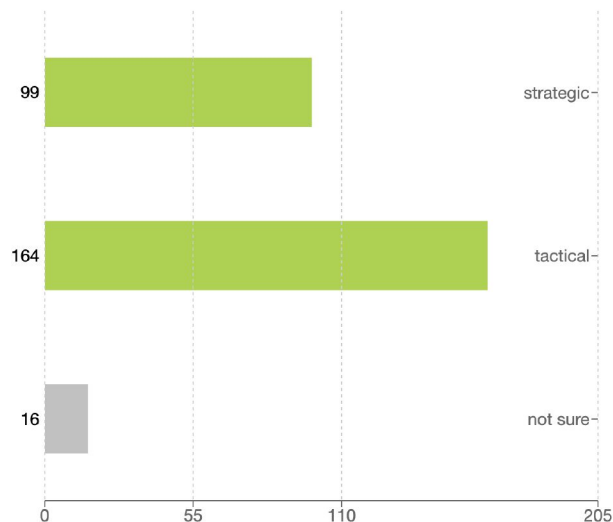
The next chart displays the participation in terms of different departments or groups within the organization and is a good indication of the organizational affinity of the results presented in this report. The chart shows the amount of decisions captured by department, alongside the amount of participants invited for each of those departments. The percentage of affinity is 15% and represents how close is the distribution of the decisions by department to the actual headcount, giving us an indication of how close the dataset captured through the scan may be representative of the whole organization. Any affinity above 90% would represent a relatively accurate image of the organization, in combination with at least 200 data entries.



Which type of decisions were reported and how often are they made

Now looking more into the details of which type of decisions were reported as "impactful" in relation to their frequency. This information is useful to understand the level in which people within the organization are aware of the

importance of certain decisions. Additionally, understanding how often certain decisions are made, or perceived as being made, may highlight the need to have more structured approaches to make such decisions as opposed to decisions which are made rarely and do not repeat themselves.



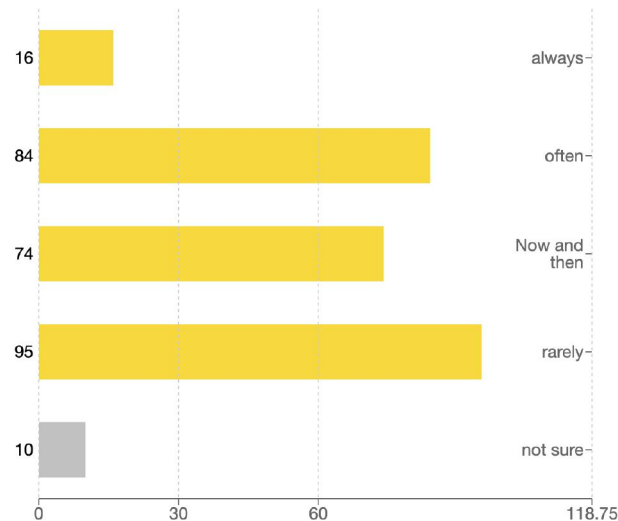
■ A suspiciously high number of decisions (35%) have been tagged as strategic. It may be that Example Client, Inc. doesn't have a good strategy, or the strategy has not been properly communicated. It's also possible that the term "strategic" has been used internally to promote everything that seems important, and has lost its meaning.

The chart above displays the types of decisions which have been reported, in terms of an *operational* or *strategic* level. Normally *strategic* decisions are decisions which impact the strategy of the organization and change it, while *operational* decisions are decisions which are made to implement such strategy. Often people tend to confuse the perceived importance of a decision with the fact that it may be *strategic* or *operational*. If the ratio between strategic and operational decisions seems to be off there may be a couple of reasons for this worth investigating, for example:

- Respondents are not very well informed about the organization's strategy and assign to a decision, the attribute strategic, based on their own agendas. In particular the amount of *Not Sure* should be an indicator of the difficulty of people to understand decisions
- Respondents may feel more impacted by a specific type of decision than another, which might mean there are some governance rules in place being challenged or there is no alignment between the direction the company is moving towards and the people's expectations
- There might be underlying communication issues related to decisions and the impact they have on strategy and/or operations

■ The data shows that a lot of decisions are made for the first time. At the same time, there's a lot of strategic decisions which are made often. This indicates poor processes and standardization inside the company, and supports our hypothesis of poor understanding of the strategy.

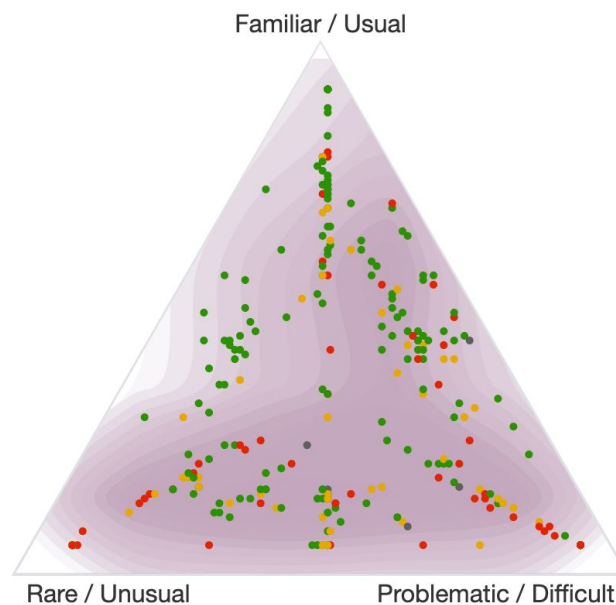
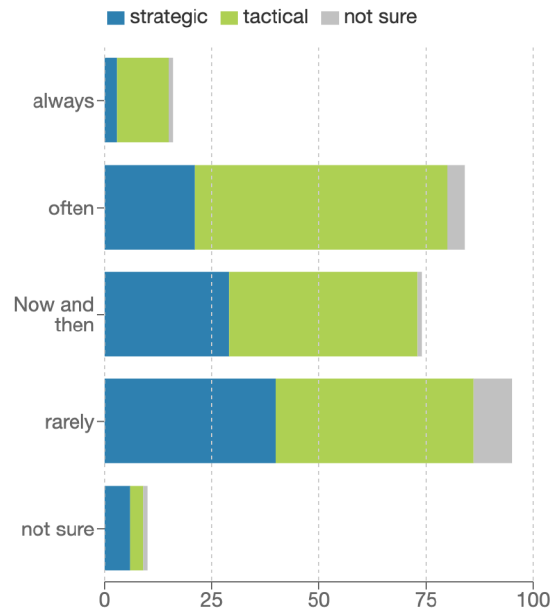
The perceived frequency about how often said decisions are made, might be an indication of the level of repetition happening within the organization. Does that reflect the actual market conditions? Are decisions really so repetitive or so rare? Answering these questions might help in understanding how in certain areas, different policies might improve the speed of decision making overall.



With respect to the type of decision and their frequency, the chart below displays the overlap of the information, highlighting for each of the decision types their perceived frequency. Depending on the understanding of *strategic* and *operational*, it should be expected to have higher frequency in the latter and a lower frequency in the former. A reported high frequency in *strategic* decision making might highlight an unclear understanding of the strategy and its boundaries, as well as a way for the respondents to call for better communication and a clearer understanding of the common direction and how to get there. It may also indicate a willingness to feel important by attributing *strategic* to decisions made by or impacting the individuals.

The frequency and repetition of certain decisions is connected with the understanding of the context in which they are made, in particular the situation. To understand how stable is the perceived organizational work life we can look at the next chart.

■ In a smoothly operating organization, the most frequent decisions would be Familiar/Usual and Tactical. Conversely, we expect Strategic decisions to be Unusual and less frequent. In this case however, the decisions captured are strongly skewed towards the Rare/Unusual and Problematic/Difficult, with fewer on the Familiar/Usual. This can indicate a situation of distress and big change, or possibly a lack of skills and experience.



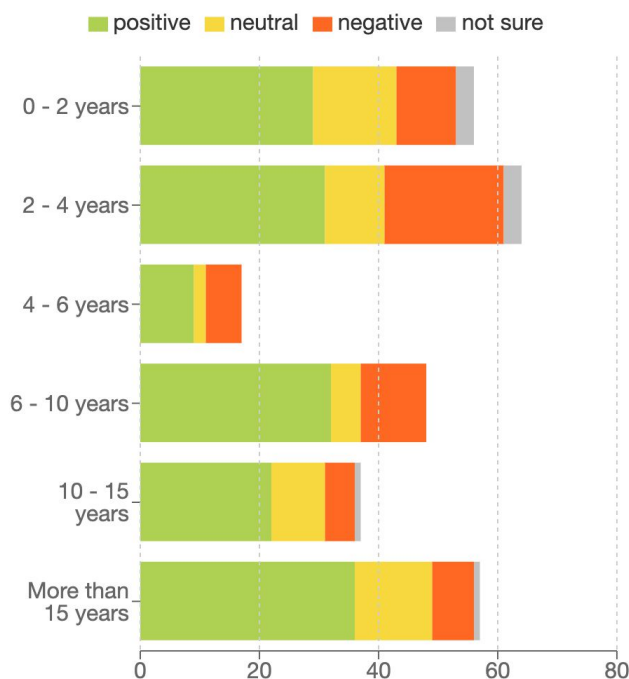
This chart displays how the respondents interpreted the situation in which the decision was made, and a high amount of *familiar/usual* situations would identify a relatively stable and repetitive business, leading to a not too stressed work life. A high amount of *Rare/Unusual* situations would indicate a shifting environment, perhaps even the feeling of uncertainty of the people. It might even be connected to the lack of competency in specific situations making them overly complicated to handle. A high amount of *Problematic/Difficult* situations

would definitely point in the direction of a more stressful work environment, in which people feel uncomfortable about decision making most of the time. The relationship to the frequency of decision making should be somewhat mirrored into this chart: a high level of familiarity with the situation would lead to more decisions repairing themselves — probably with well understood policies in place — while a low level of familiarity should be reflected in very limited repetitions.

Overall emotional response of the participants

- The most positive tenure groups are the long-time employees (10+ years), followed by those recruited after the last merger (0-2 years). The most negative ones are those between 2-10 years.

The emotional response highlights the overall feeling and engagement of the participants within the organization as well as their buy-in on the decisions that have been made and how they have been made. Notice that it is not strictly related to the fact that people consider a decision made a good or a bad one, but rather about how they felt about that decision, which often has more to do with the way they have been involved with it, or the way it has been communicated. Other times the emotional response is just a reaction to unmet expectations or fear of losing control or making mistakes. It is important to notice that if people are engaged they are more likely to adapt quicker to changes and care about results and customers, than if they aren't.



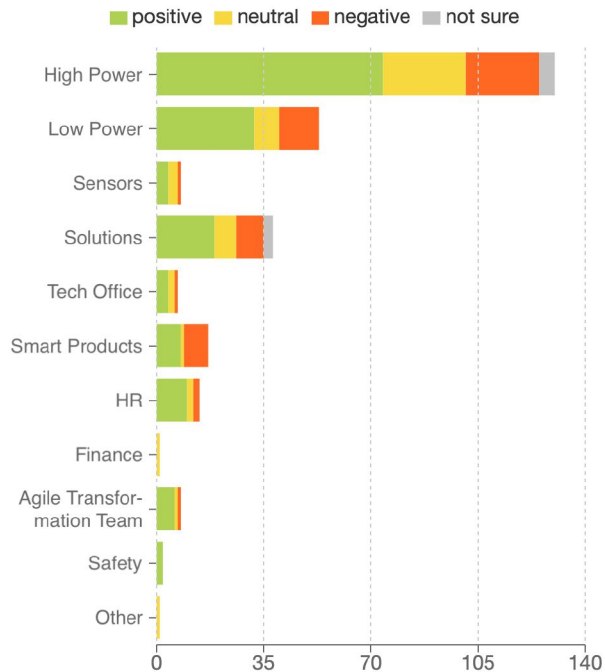
On the chart to the left, you can see how the *Tenure* is related to the emotional response of the participants. By comparing the distribution of positive, negative and neutral responses across different *Tenure* groups you might be able to recognize specific patterns, such as:

- If newly hired people are more neutral or negative than other categories, this might hint of a poor onboarding experience
- People with a longer *Tenure* tend to be more balanced than others, as they have often experienced more changes within the organization. There is also a certain amount of self-selection, in that people with negative experiences are less likely to stay. If their emotional response tends towards the negative side, it is probably a sign of disengagement and disbelief in what the

organization is trying to achieve (i.e. they have heard it many times, but nothing really changes)

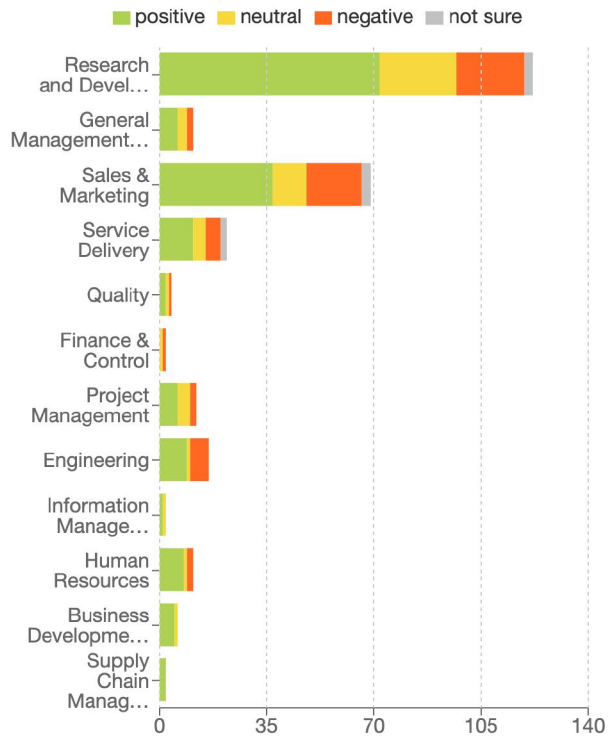
Ideally for all *Tenure* groups there should be balanced reactions and a comparable distribution, if it isn't the case for a specific group, there might be a reason worth investigating.

■ The emotional response seems to be very balanced across different departments and roles, with a solid 50% positive against 25% negative, the rest mostly neutral with a sprinkling of not sure. The exception is Smart Products with almost 50% negative responses. We know that Example Client, Inc. is still working to incorporate IoT and AI/ML technologies in their products, and the Smart Products department has struggled to deliver anything amidst several reorganizations over the last few years.



Looking at the emotional response by department instead, can reveal something about the cultural context within each of those departments and perhaps indicate in which direction to take action. It is normal to expect that different departments will have different needs and therefore the way they might perceive urgency and importance can vary. In particular, the different missions that different groups might have can drive decision making in different directions with different value drivers.

Is there any department or group which appears to have an excessive amount of positive or negative emotional response? Was that department or group exposed to particular stress or recently achieved a very important goal and was rewarded for it? Asking such questions could help identify what might be the reasons behind the different emotional response of a specific group. The last dimension to consider is the emotional response across different *Roles* within the organization. This can reveal particular stress conditions on a *Role* which might be caused by the current defined system of work (i.e. processes overloading specific roles) or even by unbalanced responsibilities and/or capability to execute.



- The emotional response also seems very balanced across different functional roles. There no role that would present any particular deviation from the average. The average pattern is the same as above: roughly 50% positive and 25% negative, the remainder neutral and a few not sure.

The chart to the above is displaying how the emotional response differs based on the Role that a person is fulfilling within an organization. Is there any particular role which has a marked *negative* or *positive* emotional response when compared with others? How long does that *Role* exist within the organization? Did something related to that *Role* change recently (e.g., compensation; responsibilities; ...)?

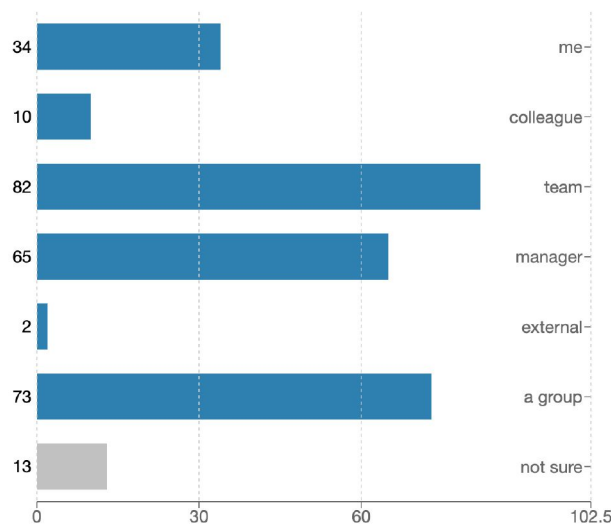
Answering these questions could help understand the difference between the emotional responses across the Roles. Cross-checking the emotional response charts with each other could reveal specific patterns between *Tenure*, *Department/Group* and *Role*.

A deeper look at the decision making processes

This section will illustrate the deeper relationship between all of the collected metadata, in respect to decision making processes. By relating different charts it is possible to recognize specific recurring patterns which might reinforce behaviors that the organization wants more of, as well as behaviors that the organization desires less.

Who made or influenced most of the decisions...

The following two charts are related to who made most of the decisions according to the respondent and who contributed to influence those decisions the most.



The chart to the left is showing who made most of the decisions according to the respondents. If most of the decisions have been made by the individual (*Me*) who reported the decisions, it might signify that the organization has a high level of autonomy where every individual is empowered to make decisions. It might also signify a certain level of anarchy and disconnect from the whole. Instead if they are mostly made by *The Team* it might be a sign of empowerment and delegation, as well as compartmentalization (i.e., teams work on completely separate matters and never really share work with each other). It also depends on the meaning that the respondent put to the word *Team*, as within each organization this surely takes on different connotations.

If there are very few decisions made by *Advisors/Experts* it might signify that the organization doesn't rely much on consulting others' opinion, especially outside of the specific cohort boundaries (e.g., outside of a team or department). If on the other hand there are too many, it might be a sign that the organization is very collaborative whilst relying heavily on the expertise of individuals rather than focusing on growing everybody's competence. This information is interesting when analyzed in relation to the organizational culture profile which is presented later in this report.

Looking at the chart shown below, it displays the distribution of the factors

- There is a high level of empowerment, as evidenced by a large number of decisions being made by teams (line reports) and groups (across lines, or ad hoc). Managers and leaders make up a third large cluster. Individuals make very few decisions, highlighting a certain lack of autonomy or fear of taking responsibility. Additionally the organization seems to be reluctant to take external advice.

which mostly influenced the decision making process. There are three dimensions: *External Advisors*, *Market* and *Peers*.



The darker areas identify the highest density of responses, while the shape of the colors identify the combination of the three factors. The closer the decisions were signified towards one of the three corners, the higher the influence of that factor in the captured decision (to learn more about how to read triad results, have a look at).

A healthy triad would normally display an almost even distribution of the significance across all of the three dimensions. In case there is a marked skewing of the results towards one specific corner (or dimension), it might be worth investigating if within the organization some of the dimensions aren't available as options, probably because of filtering factors or non explicit communication. The three dimensions are balancing between internal and external aspects that might influence the decision making processes. A too strong focus towards external factors such as *Market* or *External Advisors* may indicate that the organization is too much driven by last minute decisions and do not build on the acquired internal knowledge and expertise. Sometimes this might be a sign of lack of trust and transparency within the ranks of the organization, sometimes it is just a matter of accessibility of the information. A stronger focus on the *Peers* dimension, would indicate, on the contrary, a strong internal focus, potentially omitting important *Market* related information, and possibly auto-referencing behaviors which resist to change as opposed to adapting to them.

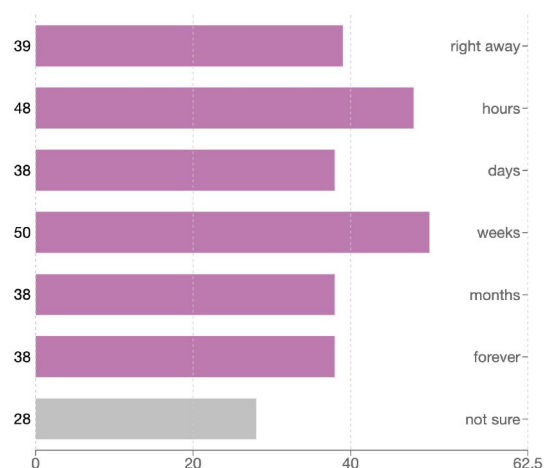
Too much focus on *External Advisors* might indicate an organization which is still very young and inexperienced, or an organization which is currently navigating particularly difficult and uncharted waters.

Decision making speed and risk assessment

One of the factors that can be considered a good proxy of organization agility and resilience is the speed at which decisions are made. There is a strong correlation between the speed at which an organization can make decisions and their ability to adapt quickly to change, or even recover fast from failure. The speed is of course not the only factor, as decisions might be made with a clear understanding about the consequences that might occur if the decisions turn out to be wrong, or not well thought through. Additionally, another indication for resilience is the level of distribution of such decisions which we have discussed in the previous section. If decisions are centralized and made mostly by *Leaders/Managers* in a speedy fashion, there is a chance this will not lead to higher organizational resilience.

The following chart displays the perceived speed of decision making reported by the respondent during the organizational scan.

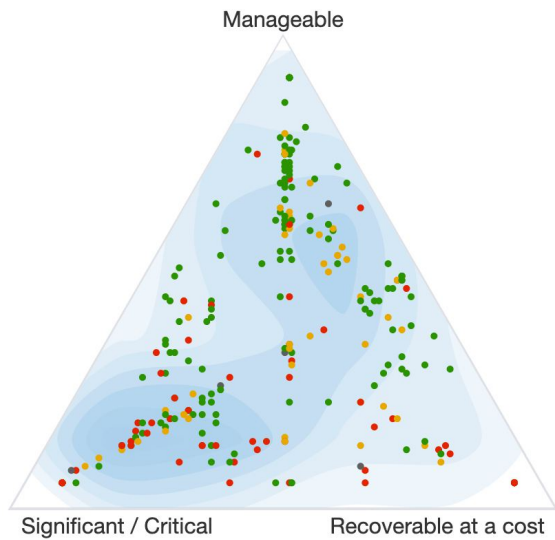
The faster the speed, normally the better, provided that the overall emotional response is more positive than negative (see previous section on).



If there is a high number of "not sure" responses, indicating that people don't know how long it took to make a decision that affected their work performance, it is probably worth investigating the communication of decision making throughout the organization. Sometimes poor communication of decisions can be a critical factor to employee engagement and participation.

Decision making speed alone isn't all that it takes to increase the way an organization performs within uncertain environments. Making decisions which are sustainable and can be recovered from relatively easily in case they turn out to be wrong, is also a very important aspect of decision making. Very often organizations find themselves in the position to have to repeat, or reconsider certain decisions, and that is of course increasing the responsiveness of the organization to new threats and changes.

So fast is good, but also safe and recoverable are very important characteristics.

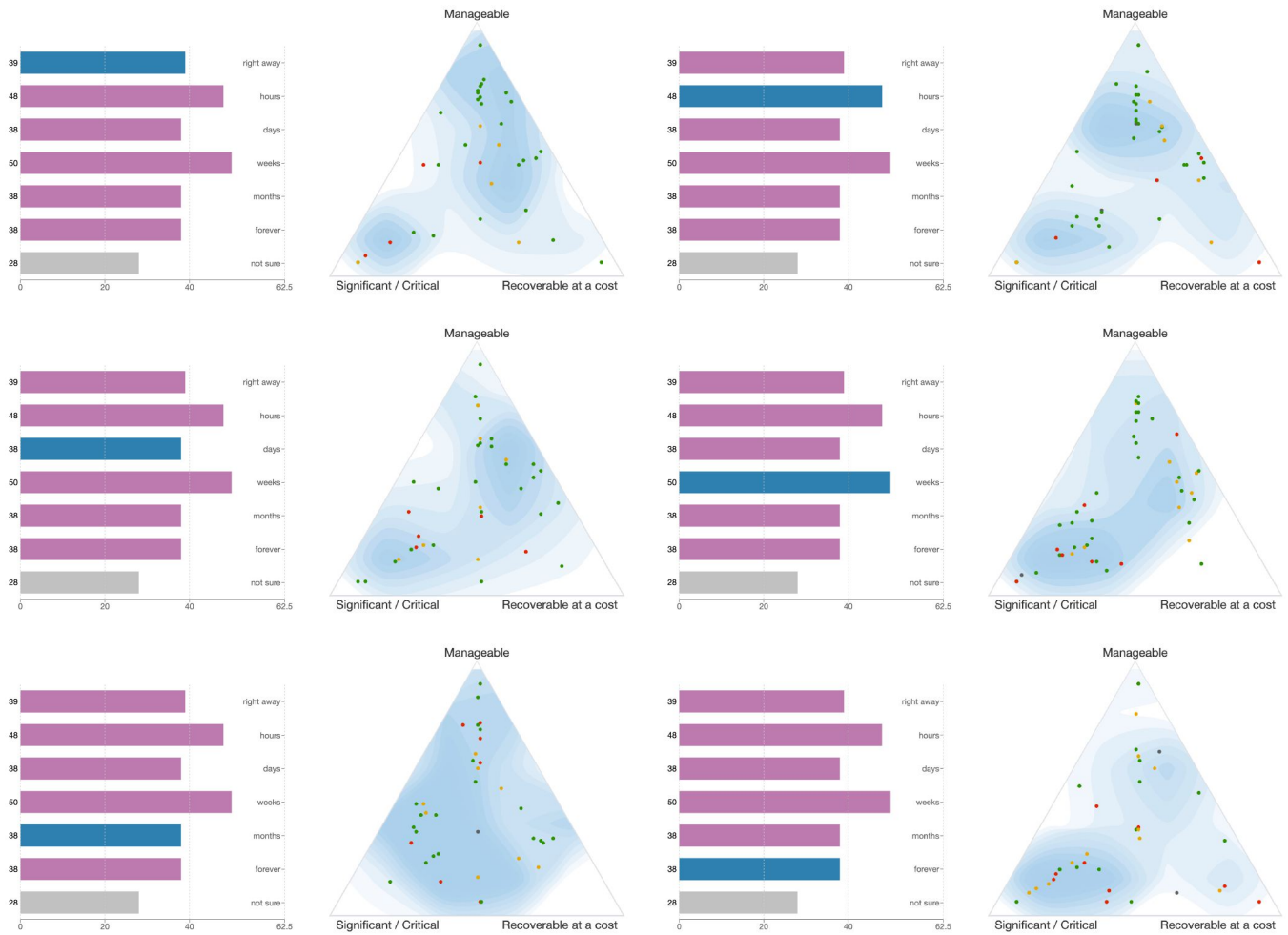


The chart on the left is comparing the awareness about the consequences of the decision with the three dimensions: *Manageable*, *Recoverable at a cost* and *Significant/Critical*. This triad allows the respondent to share their awareness about how much clarity has been shared related to the consequences of a decision. This relates to risk management, and how forward looking and considerate the decisions were made. Notice that this is again the perception of the respondents, and as such needs to be taken into account that it might be representing their knowledge at the moment the decision was made, not exactly what was considered, if the respondent wasn't part of the decision process. Still if there is a strong skewing towards the *Significant/Critical* corner it is worth digging deeper into the overall risk management and awareness about the consequences of decisions. Sometimes declaring decisions with *Critical/Significant* consequences is a way to get attention

and priority against other competing decisions (sometimes on budget and resources).

■ The decisions are almost evenly distributed between the categories. We would expect to see a larger number of quick decisions, and a smaller number of slow decisions. In terms of risk awareness, it seems most of the decisions were skewed either around the manageable or around the significant or critical corners. Do people have a structured approach to risk evaluation and management?

This is of course a potential cultural connotation to be analyzed. Later the culture profile should allow us to cross-check this information. In particular, if the culture profile is strongly unbalanced towards the *Competing* corner, there is a high probability that the criticality isn't as high as it seems. Hopefully the distribution of this chart is more towards the *Manageable* and/or the *Recoverable at a cost* dimension. A too strong density of decisions signified towards the *Manageable* would indicate a very linear and repeatable business and work environment, with very low risk and variations. Too little focus on *Recoverable at a cost*, on the other hand, might be an indication that the organization is taking too few risks and doesn't explore enough new and diverse opportunities. If this were the case, it could be interpreted as a strong factor against growing resilience. Following the same two charts just explained, in a filtered format, highlighting which type of risk took longer to be assessed and the related decision to be made.

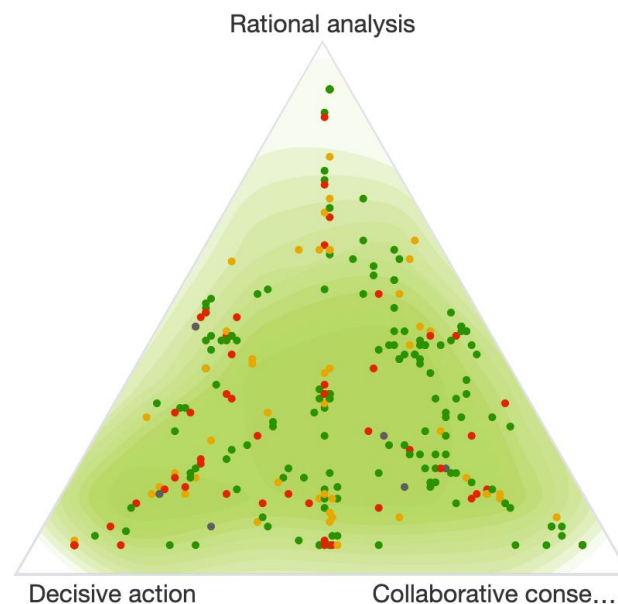


Decision making speed and what was needed to make a decision

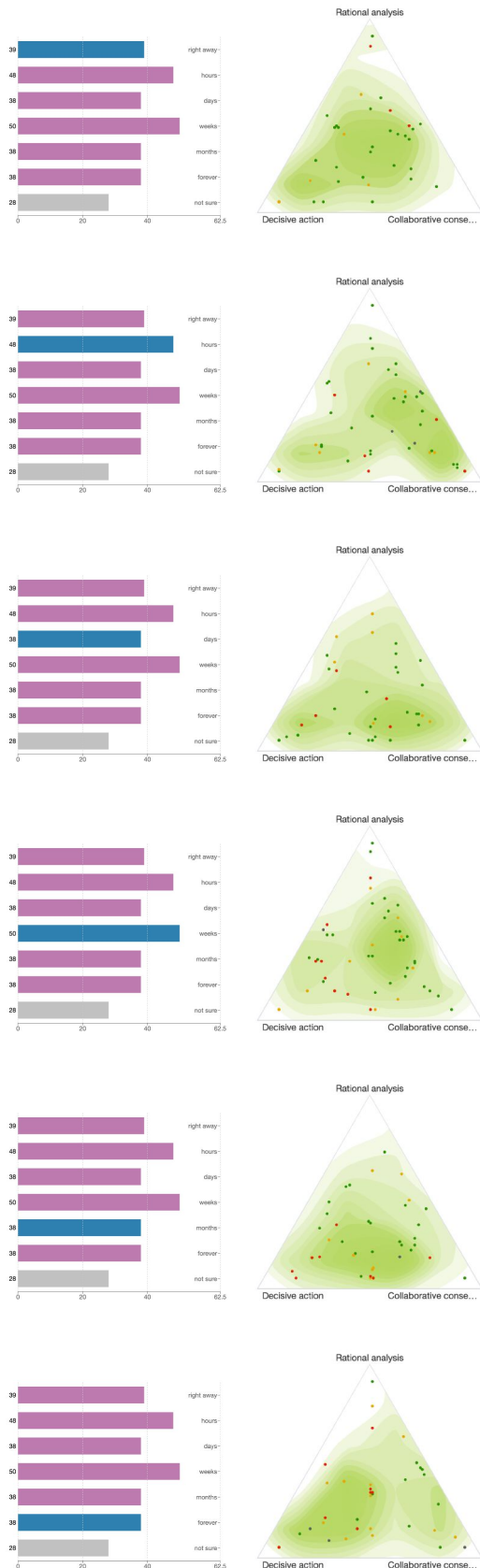
The speed of decision making is often related to the way the decision is made. In case of repeatable decisions, it is likely that organizations develop rules, policies, processes or rituals, which allow them to make the decisions more effectively under known circumstances.

- All approaches to decision making seem to be used independently of the situation at hand and of the urgency or risk, with perhaps slightly less Rational analysis than expected. There is no overall pattern in terms of approach and speed.

In critical situations sometimes it is needed to make decisions without waiting too long, as making no decision is more costly than making a wrong decision. In cases where uncertainty is very high, it is necessary to find a consensus and have everyone's support for whatever decision has been made. Each of these approaches may naturally take differing times to complete, with some depending on the size of the organization whilst others not.



The triad above shows three different dimensions: *Rational analysis*, *Collaboration/Consensus building* and *Decisive action*. These represent three of the most common approaches to decision making and the combination of the three is providing enough flexibility to cover most of the cases.



Also in this case a healthy triad would display a good distribution across the whole triangle, indicating that the organization is capable of using different approaches to decision making. The relationship between this chart and the previously shown histogram about decision making speed, needs to make sense within the organizational context. For example if there are a lot of decisions which require:

- *Decisive Action*, you might expect that there are many situations which are volatile and critical and that decision making speed is quite fast.
- *Collaboration/Consensus* building, you would expect a much slower speed in decision making, as well as many more decisions which have consequences - Recoverable at a cost.
- *Rational Analysis* then you should expect a decision time probably of at least one day if not longer, but shouldn't exceed one week. In order to visualize better the timing with the approach to decision making, on the side you can find some comparative charts similar to the one in the previous section.

Cultural profile and impact on decision making

In this section of the report we introduce the organization cultural profile, and besides describing its connotations and natural disposition, we are going to put it into relation with the decision making process as well as the level of engagement of the respondents.

Overall organization cultural profile

- The profiles show a very fragmented culture. The outcome is not surprising, as we know that Example Client, Inc. has acquired half a dozen companies over the last few years. Despite the large influx of new values and cultures, little has been done much to assimilate or resolve the differences. We should also note that the leadership attitude is spread across all four quadrants, while the value drivers primarily reside on the bottom part. This surely creates internal conflicts.

In addition to the information about the speed of decision making, the evaluation of the risk involved and possible consequences, let us now analyze the emotional response and the engagement of the respondents. Engagement is very important when it comes to resilience of the organization as a whole, as engaged people who care about the outcomes that they deliver, are also more likely to adapt to changes and recover from failure autonomously, rather than waiting for someone else's intervention.

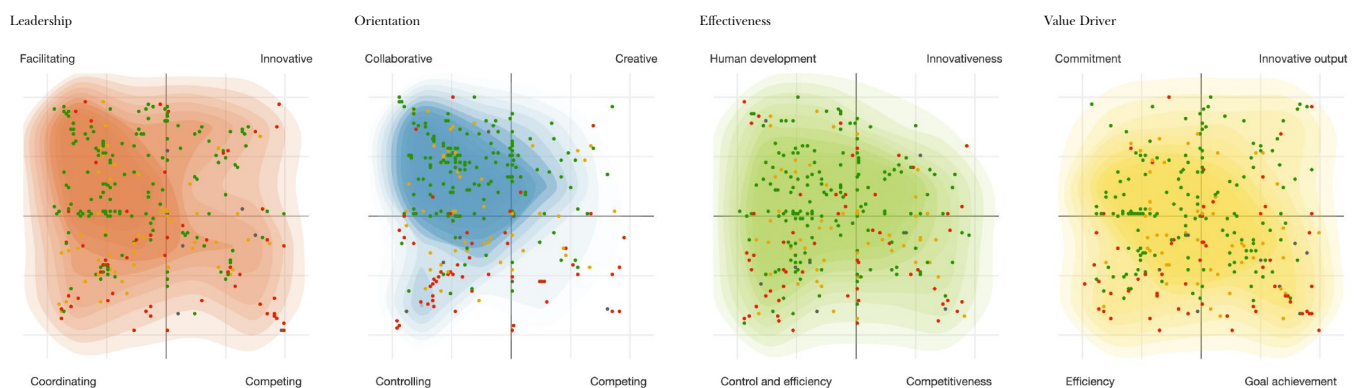
The decision making processes revealed also the overall organizational culture profile represented in the picture below.



The diagram represented is showing the organization culture using competing dimensions¹

- On the vertical dimension the competition is between cultures which have the need to *centralize* and *standardize* (at the bottom) and cultures which have the need to *diversify* and *value individuals* (at the top)
- On the horizontal dimension the competition is between cultures which are focusing more on *internal* aspects of the business, so the *organization* (on the left side) and cultures which are focusing more on the *external* aspects of the business, meaning the *market* and customers (on the right side)

Both dimensions are combined and create four quadrants, each of which exposes specific characteristics, and natural dispositions. Organizational culture is measured across multiple characteristics, the most used ones are the following:



1. Leadership:

also called Leader Type or Leadership Attitude, indicates the way leadership is lived within an organization. It is referring to leadership as a capability as opposed to a role

2. Orientation

also called Quality Strategies or Work Attitude, indicates the way people approach work within an organization, and how work is defined, assigned, and executed

3. Effectiveness

also called Theory of Effectiveness or Theory of Success, indicates the

¹This model is based on the Competing Values Framework (CVF) created by Robert Quinn and Kim Cameron from the university of Michigan in the late '90s. The model has been used successfully to represent organizational culture in different environments and branches, and has proven to be valuable to support the conversation and increase the awareness about the culture of an organization.

aspiration of an organization towards success. It represents the way people within an organization believe that the organization will be successful

4. Value Drivers

also called Motivators are indicating what are the values driving people to do work and come to work. What is the priority when doing work, what is more important and what is less important should appear within this characteristic

Every quadrant is then characterized by specific connotations or natural dispositions which can be expressed using these four characteristics. Generally, organizations tend to have profiles which are spanning across all four quadrants, but there tends to be one quadrant which is dominant for each of the four characteristics. When for all four characteristics the dominant quadrant is the same, the organizational culture is defined as *coherent*, while if there are differences, then the culture is defined as *incoherent*². The degree of coherence, of course, varies based on the distance from the highest density areas of each culture characteristic: the further apart the centers of each of the characteristics are, the more the culture should be incoherent, the closer they are the more the culture should be coherent.

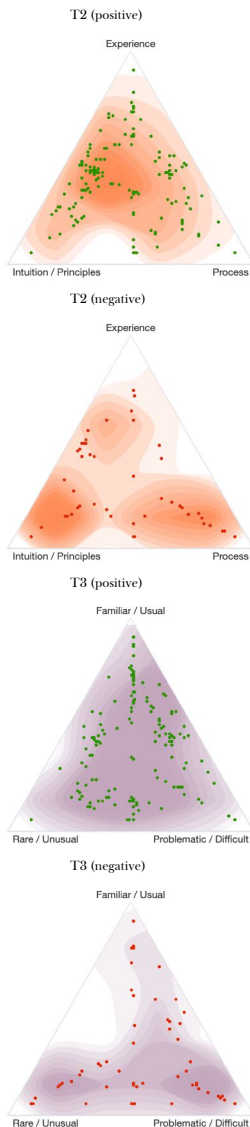
Employees engagement with decision making processes

- Most of the positive emotional responses are related to decisions based on principles, intuition and experience. There is a negative connotation in following processes, despite many decisions being made in familiar situations. Have the existing processes been updated following the company mergers? Are common activities done ad hoc nowadays?

Within a specific cultural context, expectations about how to do things and what to value the most are driven by one of the four cultural characteristics presented in the previous section: *Value Drivers*. It represents the value system of the majority of the employees, and with it the way in which employees will filter information and interpret it. For this reason the emotional response and the engagement can't be taken out of the cultural context.

The charts on the left are showing the elements that contributed mostly to the emotional response in a positive or negative way³.

The charts display the difference in significance between the *positive* and the *negative* response of the participants. If there are factors that contribute particularly to the negative or positive responses, it is worth investigating them in the context of your organization's system of work. For example if there are



economical, technological or infrastructural implications in choosing one option over another that could trigger the emotional responses (i.e.: employees are forced to choose one option even if they think another would be better, or the constraints imposed aren't useful).

By looking at all the factors that contribute particularly to the emotional response, is there any recognizable pattern? Are they connected to one another by means of any existing structure (e.g.: process, policy, role/ responsibility ...). As mentioned at the beginning, consider reading the data within the cultural context and not isolated as single data points, as the individual charts might not reveal the whole story.

A *positive* or *negative* response might also be associated with who made certain types of decisions, depending on the underlying culture, and might be a manifestation of agreement or disagreement in that sense. In order to help understand this perspective as well, the heat map in the following page should provide an overview of the way certain types of decisions have been made and by whom.

The first two rows are showing the type of decision, while the columns are highlighting who made decisions (*category*) according to the person documenting them. In general terms if people understand the difference between *Strategic* and *Operational* decisions according to what has been explained in the introductory chapter, there should be a distribution of *strategic* and *operational* decisions which reflects your organizational operating mode.

²Notice that in case of an ongoing cultural transition, the characteristics might be misaligned by design, as you start working on some factors which might influence specific changes on one of them.

³The charts that are displayed are the ones that had the highest variability caused by the different emotional responses, showing the highest differences in significations based on the positive or negative response.

	Me	Colleague	Team	Manager	External	A Group	Not Sure
Strategic	6	1	22	33		1	33
Tactical	26	6	59	29		1	37
T3 Familiar / Usual	6	3	17	10		0	12
T3 Rare / Unusual	8	3	8	13		1	6
T3 Problematic / Diffic...	3	0	7	13		0	11
T3 Need A Balance	3	0	3	4		0	2
T4 Manageable	11	0	13	6		0	17
T4 Significant / Critic...	4	2	11	16		1	13
T4 Recoverable At A Cos...	3	5	12	10		0	9
T4 Need A Balance	13	2	42	31		1	32
T5 Rational Analysis	3	2	5	6		2	5
T5 Decisive Action	8	4	37	14		0	28
T5 Collaborative Consen...	6	2	12	15		0	13
T5 Need A Balance	12	1	28	26		0	26
T3 Familiar Difficult	7	2	22	8		0	11
T3 Rare Problematic	5	0	12	14		1	23
T3 Moderately Familiar	2	2	10	3		0	8
T4 Right	1	0	1	0		0	0
T4 Bottom	0	0	1	1		0	0

Rows from three to six are showing the triad, "To make the decision, was needed..." and highlight: *Rational Analysis, Decisive Action, Collaboration/Consensus building* and *Need a balance*. The latter is showing how many decisions needed a balance of all three other elements, and there was no clearly prevalent factor. If the number of such decisions is particularly high for a category, it might be a sign of lack of clarity, as it might indicate that people

- Groups or committees make decisions especially when the consequences of a decisions could be critical. On the other hand, teams seem to make a lot of decisions in familiar situations but do still require a lot of consensus building which is time consuming.

who capture the decisions are unaware of what was actually needed to make such decisions.

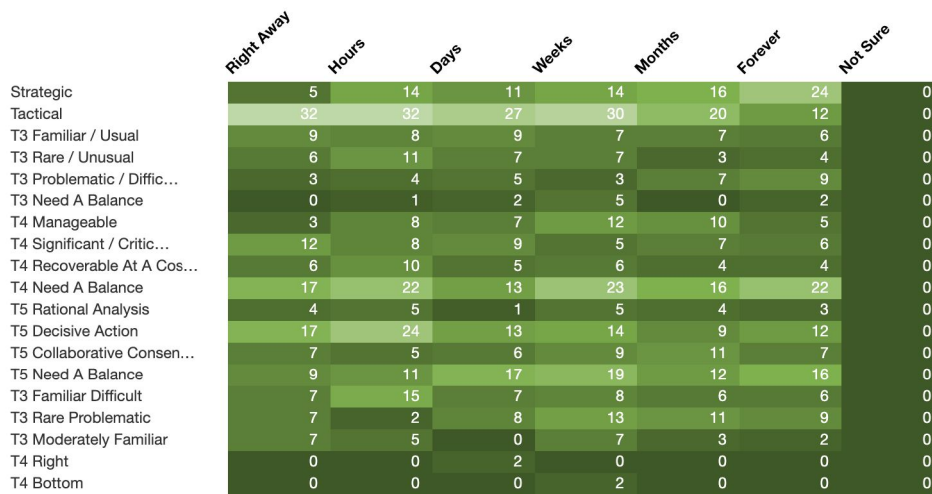
In row seven, a bit separated and well highlighted, are the decisions which were reported to be made in *Critical* situations. If any *category* appears to have too high a number of such decisions, it might be a sign of poor risk assessment capabilities, as well as poor support in terms of structures and constraints to make decisions. When associated with a *positive* emotional response, it might indicate the need to demonstrate value and promote a specific *category*.

From rows eight to the end, are showing the familiarity or not of the situation in which decisions were made.

Remember, that the data captured reflects the opinion of the people who participated and are not necessarily the ones who were involved in the decision making process, so their perspective might be incomplete, however, their emotional response is signifying an overall sense of agreement and satisfaction, or an overall sense of disagreement and dissatisfaction. As commented earlier in this report, it might be related to the way a decision was communicated as much as about how it was practically made.

Another factor influencing the emotional response and the engagement is undoubtedly the time it takes to make a decision. Depending on people's expectations their *positive* or *negative* emotional response might be bound to the *time* it took to make a decision. Overall the time factor should impact less people with a longer *Tenure* (more experience within the organization, and more balanced and realistic expectations about timing), than people who have had a shorter time with the organization. The following chart shows how people's

perception about the time it took to make decisions might have impacted their engagement.



The first two rows show the difference between *operational* and *strategic* decisions, and in terms of timing you might expect strategic decisions to take longer and perhaps be more skewed towards the right side of the heat map, while *operational* decisions might be distributed all over the spectrum with a tendency towards the left side. A large amount of *operational* decisions in the first two columns would indicate that the overall business situa-

tion is probably quite familiar and you would expect people to be able to act quickly on such decisions.

- Strategic decisions are expected to take longer than operational ones, as they tend to have a larger impact on the organization. However there seems to be a lot of strategic decisions taking "forever" to resolve.

Rows three to six, displayed like in the previous chart, what was needed to make decisions. In this case it is interesting to observe which patterns emerge when moving from left to right, or from fast decisions making towards more timely ones. You may expect more of "need a balance" when decisions take some time to be made as that is a sign of more reflection and consideration towards the best solution, while faster decisions would probably rely more on individual factors. Typically *Collaborative/Consensus building* decisions require longer to be made, and often are common in *problematic situations* when people involved in the decision making process don't feel like taking responsibility nor risk, even if it is inevitable. Sometimes these are the situations that lead to the need of *Decisive action* on *Critical* situations, because of procrastination in rapidly changing circumstances.

Row seven is again dedicated to the *Critical* situation, which should describe the amount of decisions needed to be made in situations potentially Critical, and therefore were probably made fast, and like decisions which were made in *Critical* circumstances on the right side of the heat map, if that were the case, they would highlight the incapacity of the organization to make hard calls and live with the consequences, or better put, the fear to make mistakes, and not being able to recover (very low resilience).

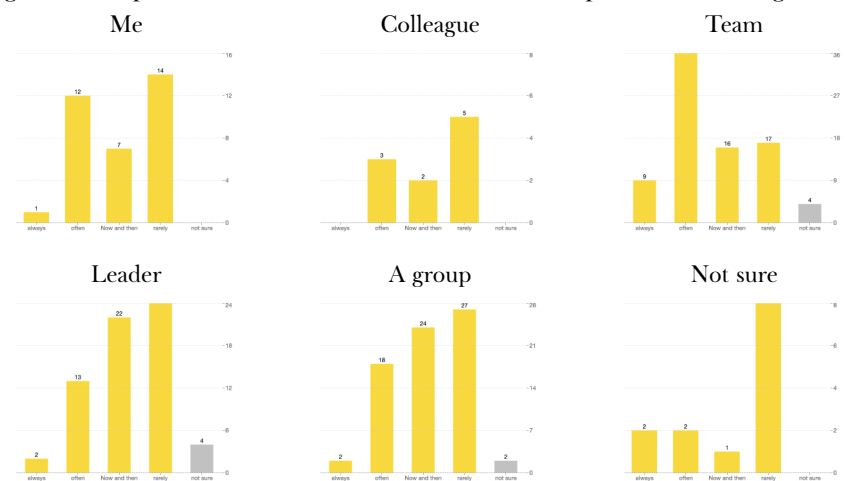
From row eight till the end, you should expect the number of decisions to move from the bottom left where familiar situations are and decisions are probably

- There are also a lot of potentially critical decisions which took forever. There seems to be a disconnect between the delay and how people understand the consequences, which indicates a lack of accountability.

made faster, towards the middle of the heat map where situations are rare and problematic and the time to make decisions would be longer. An excessive amount of decisions in the balanced area could be an indication of poor capability to assess the situation which might require further investigation.

Decision making speed based on who made the decision

Another perspective to consider is how respondents perceived the decision making process based on who made the decision. The chart below shows how the respondents have qualified decision Depending on the decision maker you might notice specific distributions of decisions with respect to the timing.



- Individuals and teams seem to be able to make decisions much faster than managers or groups. While groups meet less frequently and generally have more internal friction than teams, it's surprising that leaders are almost as slow as the groups. There could be a misalignment in the decision making processes.

For example if the decision maker category, Me, has a significant amount of decisions which take longer than one day, it might be an indication of an overwhelming load or procrastinating attitude. In case of the Team you would probably expect a high density of decisions within the *Within the hour* and the *Within the day* options, probably fewer in the Right away as team decisions require normally collaborative conversations. It is important to pay attention to any distribution which might not reflect the expected "norm" as it might be an indication of some hidden impediments. Consider also the other side of the spectrum: if decisions are taking too short a time to be made, it might mean that they aren't properly prepared and reflected, as well as that risk management isn't done properly.

Unmade decisions inventory

Based on the distribution of the decision captured, their frequency, and the time it takes to make them on an average, the following charts are displaying

- We see evidence of fast decision-making, especially in the “Now and then” category. There is however quite a high number of “Forever” decisions, indicating a potentially growing inventory and long waiting times, and there’s a real risk that they simply default.

the potential inventory of unmade decisions which is contributing to slowing down the organization, and reducing its resilience.

The decision dynamics chart displays the amount of unmade decisions that might be laying on someone’s desk based on the speed at which decisions are made and reported, together with their duration. The darker the color becomes for a specific cell in the heat map, the more decisions might be waiting to be made in that specific category.

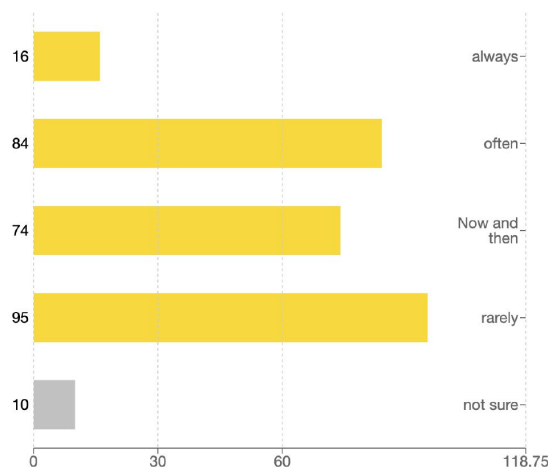
As the frequency plays an important role as well, the darker towards the bottom right corner would signify a potentially very high number of decisions, which take a very long time to be made, waiting for something to happen. In general if decisions are appearing *Often* or *All the times* it is to be expected that their time to decide is shorter than a week. The reason for this is that common recurring decisions should have been somewhat regulated with procedures and policies, making them faster than others. If this isn’t the case, it might indicate a low level of standardization, given the amount of repetitions. This might require further investigations to understand how to support repeating decision making processes more effectively, or eventually reviewing and improving existing policies.

Often if repeating decisions are taking longer than expected to be made, it can be due to limited empowerment and delegation of authority which cause them to end up on the same queue with more important decisions, waiting for the decision maker to go through them.

The following chart displays how many decisions for each of the available frequency options

have been captured in an average week during the scan period. It provides an indication of how quickly the inventory of unmade decisions might grow, slowing down the whole organization.

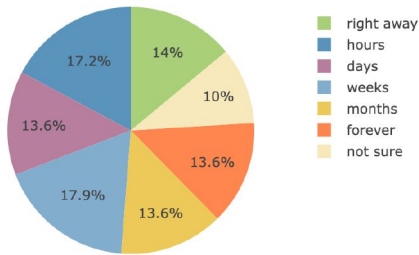
	Right Away	Hours	Days	Weeks	Months	Forever	Not Sure
Always	1	4	4	1	1	3	0
Often	16	17	12	16	10	7	0
Now And Then	14	13	11	9	7	14	0
Rarely	7	13	11	20	18	14	0



The chart displays the average weekly count for each of the decision's frequency intervals defined. Putting this in relation to the previous chart, should allow to understand how many decisions with a high frequency are taking longer than one week to be made.

The chart below shows instead the overall percentage of decisions which have been made *Within a Day*, *Up to a Week* and *More than a week* providing a quick overview of how fast is the organization in making decisions.

More agile and resilient organizations tend to respond rapidly to inquiry and make decisions faster than the average organization also because the approach to decision making is more tolerant in terms of failures.



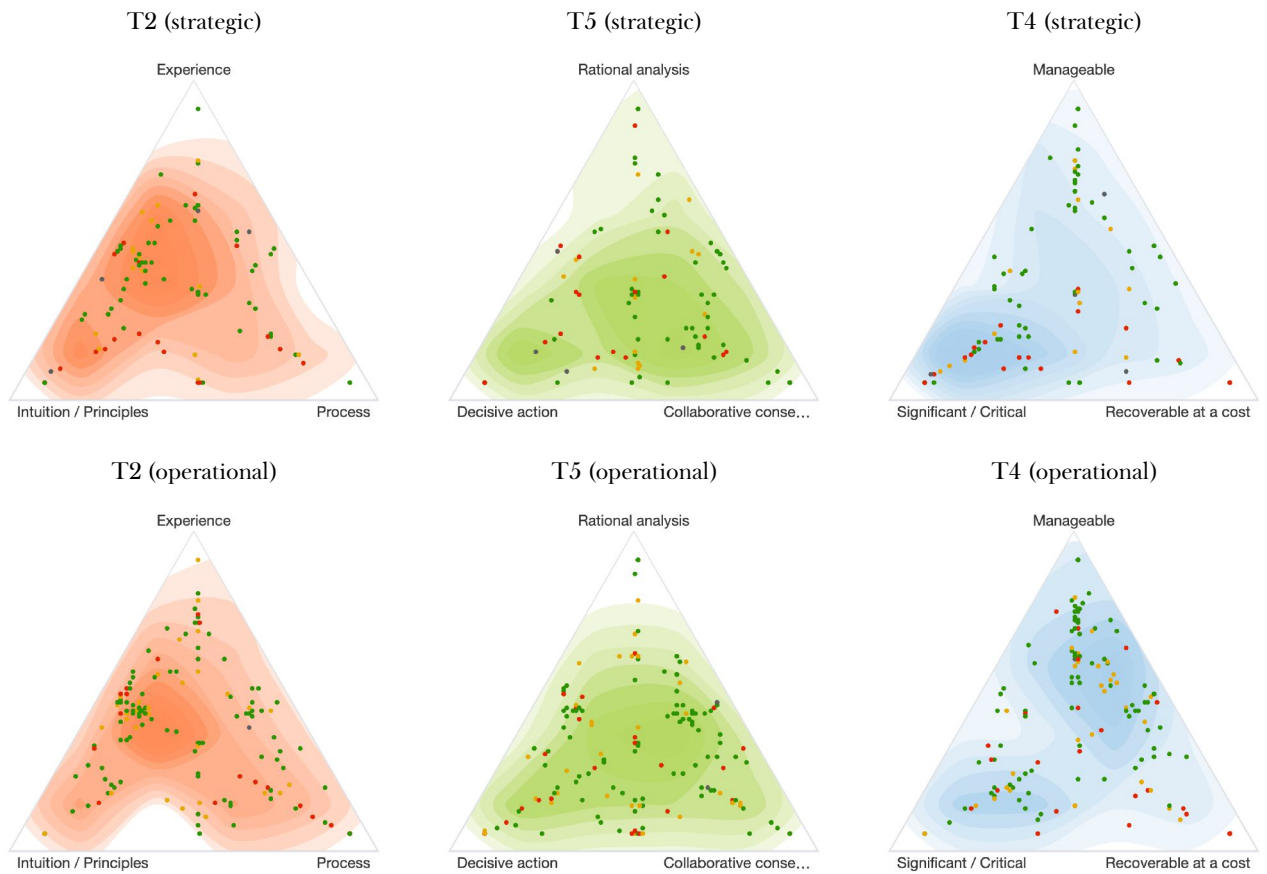
A more agile approach suggests that people should *Inspect & Adapt* rather than trying to make the right decisions the first time around, therefore starting with the mindset that decisions aren't meant to be forever allows both to make decisions faster and probably more often too. This is why it is extremely important to codify the way repeating decisions need to be made, as these decisions will occur multiple times and more or less *standardized* approaches provide normally faster response times and less overall effort. As previously mentioned it is important to relate the overall speed of decision making to the assessment of the situation (*Familiar/Usual, Rare/Unusual, Problematic/Critical*) and the assessment of the risk, represented by the awareness of the potential consequences of a decision (*Manageable, Recoverable at a cost, Significant/Critical*).

Approach for strategic decisions and operational decisions

Depending on the established internal procedures and rituals, you might expect different approaches when making *strategic decisions* vs *operational decisions*. In particular the awareness of the impact that such decisions might have can play a significant role in how people experience the process of decision making. The following charts visualize the major differences between *strategic* and *operational* decisions.

The charts in the above row are displaying the overall approach towards *strategic* decision making, while the ones below are showing the approach towards *operational* decision making. Are the differences represented significant? Are there specific organizational constraints or guidelines which are influencing the way different decisions are made? In general you would expect less Decisive Action and Process based decisions at a *strategic* level, and possibly more decisions helped by *Intuition/Principles*.

- There is no difference in approach between strategic and operational decisions, which denotes a very poor understanding of strategic impact. As mentioned previously, Example Client, Inc. may have a problem with their strategy or with how it's communicated, or the term "strategic" may simply be misused.

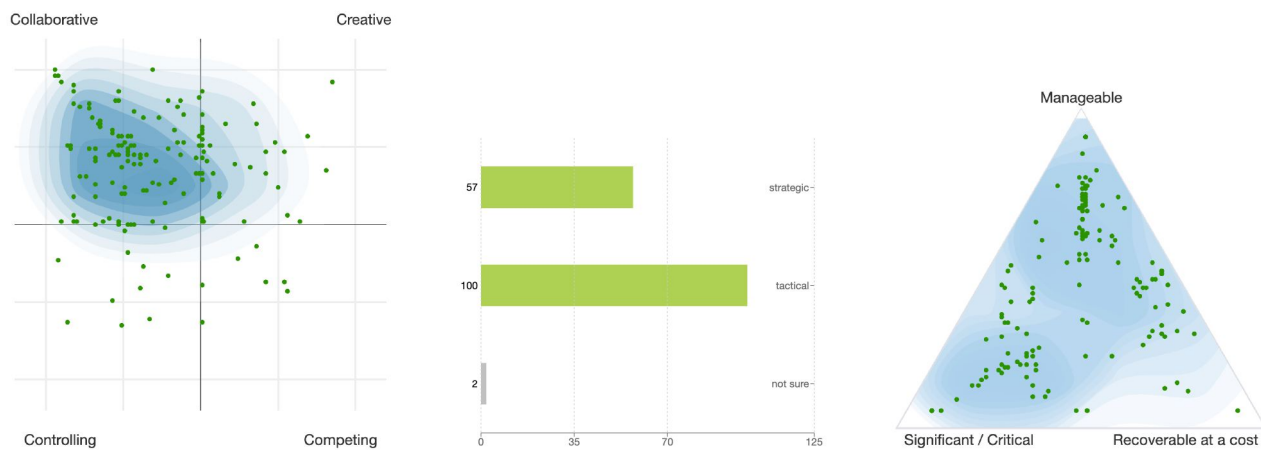


Factors that influence engagement

The following sections you will find some of the patterns that emerged during the analysis of your organization and affected the emotional response of the responders, and potentially the overall employee engagement

The three most influencing factors

Focusing now on the factors that mostly contributed to a positive emotional response, the following charts help with identifying patterns which could strengthen such response and therefore increase employees engagement.

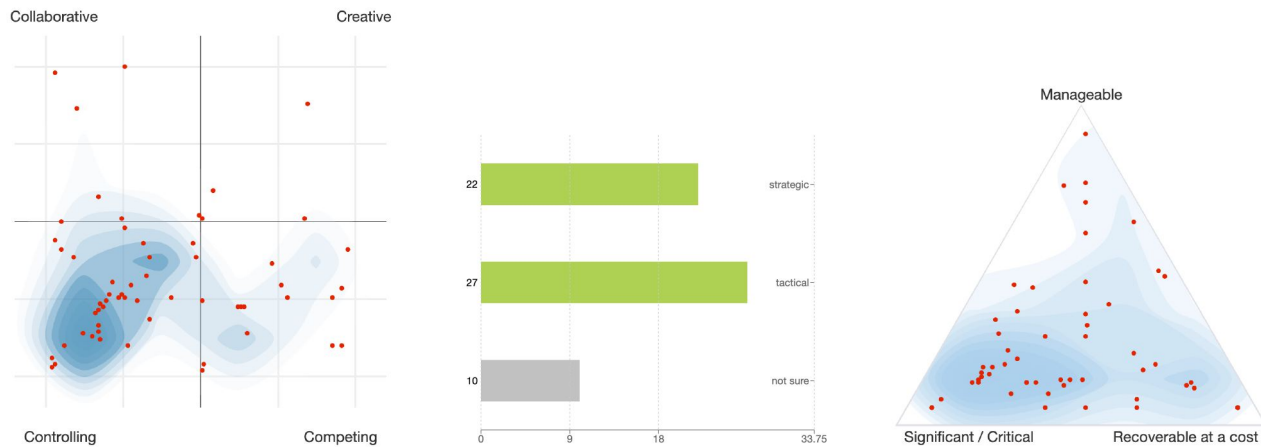


Based on these charts you can see than a positive emotional response is mostly triggered by:

- A collaborative attitude towards work, including colleagues and trying to figure out together how to solve problems. This approach can leverage the wisdom of the many, and surely provides more safety to the individuals.
- Decisions with manageable consequences or those which have significant or critical ones. It might be because of the risk involved and the feeling of importance, or it might be that assessing decisions with higher risk makes people feel more accomplishment.
- A collaborative or consensus building approach creates most of the positive response. While this approach might create more safety and a shared

sense of responsibility can also be very slow and require a lot of compromising.

On the opposite side, let us have a look at how these factors contributed to negative emotional responses and potentially also to lower the overall employee engagement.

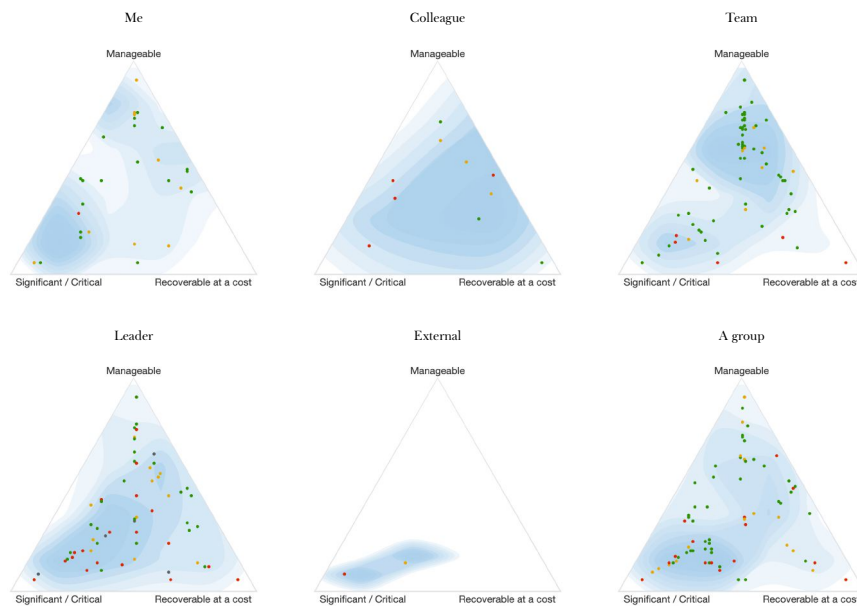


Also in this case, comparing the charts from left to right, can provide significant insights on how to reduce negative impact to emotional responses and employee engagement. You can appreciate that:

- A more directive and controlling or competing approach to work creates mostly negative emotional response. It might be related to the feeling of being micromanaged or to get overruled. Competition can be a motivator but when pushed too much further can affect the morale of the people.
- significant and recoverable at a cost consequences are mostly generating a negative emotional response. Definitely though nobody seems to like recoverable at a cost consequences, as if the control over budget and expenditure would be the most important thing overall, even compared to complete shutdown of the organization.
- Partially decisive actions. This might be the consequence of decisions which took too long to be made, and towards the end someone had to make a hard call, without considering the already committed effort of others. This is often one of the major causes of disengagement.

Emotional response towards different risks

One of the aspects affecting the emotional response is often the perception or evaluation of potential consequences,

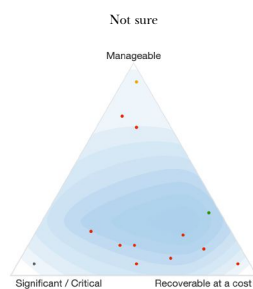


in a word the risk assessment. Depending on the organizational culture there might be different attitudes towards risk management and making mistakes, which can significantly influence the way employees engage with taking ownership and responsibility for actions.

In terms of *organizational resilience*, factors such as autonomy and diversity play a very important role, together with the *interconnectedness* of the organizational culture, therefore creating an environment in which it is "safe to fail" it is very important to foster experimentation and innovation. Additionally there might be different approaches to risk assessment or even risk awareness depending on the role that is making such assessments, the following charts compare the risk assessment for the different decision making roles.

Emotional response and engagement in relation to compromise

Another dimension that can often create confusion and affect emotional response is the one of the compromises. These are almost a natural step in every decision or negotiation, as the perfect solution is rarely available. People might find themselves often in the condition of having to make compromises which they don't like. Other times, someone else is making decisions and goes to compromises which are not acceptable or hard to sustain. Both sit-



uation can create a *negative* emotional response and be responsible for lower engagement in work activities.

- There is a strong tendency to compromising on resources against time, and also on resources, relationships and time together. This indicates that Example Client, Inc. pays more attention to cost of delivery (the cost of doing something) than cost of delay (the cost of not doing it, a.k.a. opportunity cost). This focus might be appropriate for the targeted markets, but is definitely an impediment when it comes to innovation.

	Relationship	Relationship Vs. Resource	Relationship Vs. Time	Resources	Resources Vs. Time	Time	Trade Off All Three
Strategic	30	26	16	14	30	14	0
Tactical	58	39	35	30	60	30	0
T3 Familiar / Usual	30	17	15	18	26	14	0
T3 Rare / Unusual	14	9	12	5	12	7	0
T3 Problematic / Diffic...	8	13	4	5	10	3	0
T3 Need A Balance	4	2	2	1	5	1	0
T4 Manageable	6	7	5	3	9	3	0
T4 Significant / Critic...	12	8	9	4	23	10	0
T4 Recoverable At A Cos...	16	10	10	10	14	6	0
T4 Need A Balance	58	37	31	27	47	27	0
T5 Rational Analysis	8	6	5	2	7	4	0
T5 Decisive Action	34	22	21	15	32	17	0
T5 Collaborative Consen...	10	9	9	9	21	5	0
T5 Need A Balance	38	27	20	18	35	20	0
T3 Rare Problematic	8	8	6	4	12	8	0
T3 Familiar Difficult	12	10	9	5	20	7	0
T3 Moderately Familiar	14	7	7	6	10	6	0
T4 Right	0	2	0	0	0	0	0

This heat map is displaying the different types of compromises which were reported, against the two main triads: Decision Needed...(Rational Analysis, Decisive Action, Consensus Building), The situation was...(Familiar, Critical, Problematic) and the split between *strategic* and *operational* decisions which is reported in the first two rows. If there is a high amount of compromises on *Resources vs. Time* it might indicate that people feel more pressured to deliver on time than to save on resources, which might be by design if the organization is optimizing for effectiveness and not so much for efficiency. As long as that is a clear policy there shouldn't be any problem, otherwise it might be one of the reason for conflict and low levels of engagement as people feel pushed to finish on time, even if they would not think it realistic. A high amount of decisions with compromises on *Relationships* could indicate that people are focusing on the goals, and they are willing to compromise personal relationships and political capital to achieve those goals. Too many of these might be a sign of a highly competitive culture in which some people are willing to do everything necessary to advance in their career, and to attain more power (in this case the culture diagrams should be skewed towards the bottom right corner: *Competing*). On the other hand, too few of such compromises would probably hint towards the opposite direction where many people are playing politics and try to make sure their relationships are never compromised, at least explicitly (in this case the culture diagrams should be skewed towards the bottom left corner: *Controlling*). This could be also a sign of very strong collegial culture, where everyone supports everyone else and the relationship capital is considered a very important part of the personal development. It has been discussed and accepted that between 50% and 70% of the personal development in organi-

zations happens through informal networks⁴ or frameworks and not through institutional learning, especially with adults (in this case the culture diagrams should be skewed towards the upper left corner: *Collaborating*).

	Relationship	Relationship Vs. Resource	Relationship Vs. Time	Resources	Resources Vs. Time	Time	Trade Off All Three
Me	10	9	6	5	18	7	0
Colleague	2	1	3	0	4	0	0
Team	34	17	20	16	31	18	0
Manager	20	16	10	14	20	10	0
A Group	26	20	16	11	23	11	0
Service Delivery	20	14	10	7	11	7	0
Sales & Marketing	26	15	13	13	17	13	0
Project Management	8	4	4	4	6	4	0
Research And Development...	26	24	23	15	48	17	0
Engineering	8	4	4	4	8	4	0
Business Development	2	1	1	1	1	1	0
General Management & Ad...	2	3	1	1	1	1	0
Human Resources	2	3	1	1	5	1	0

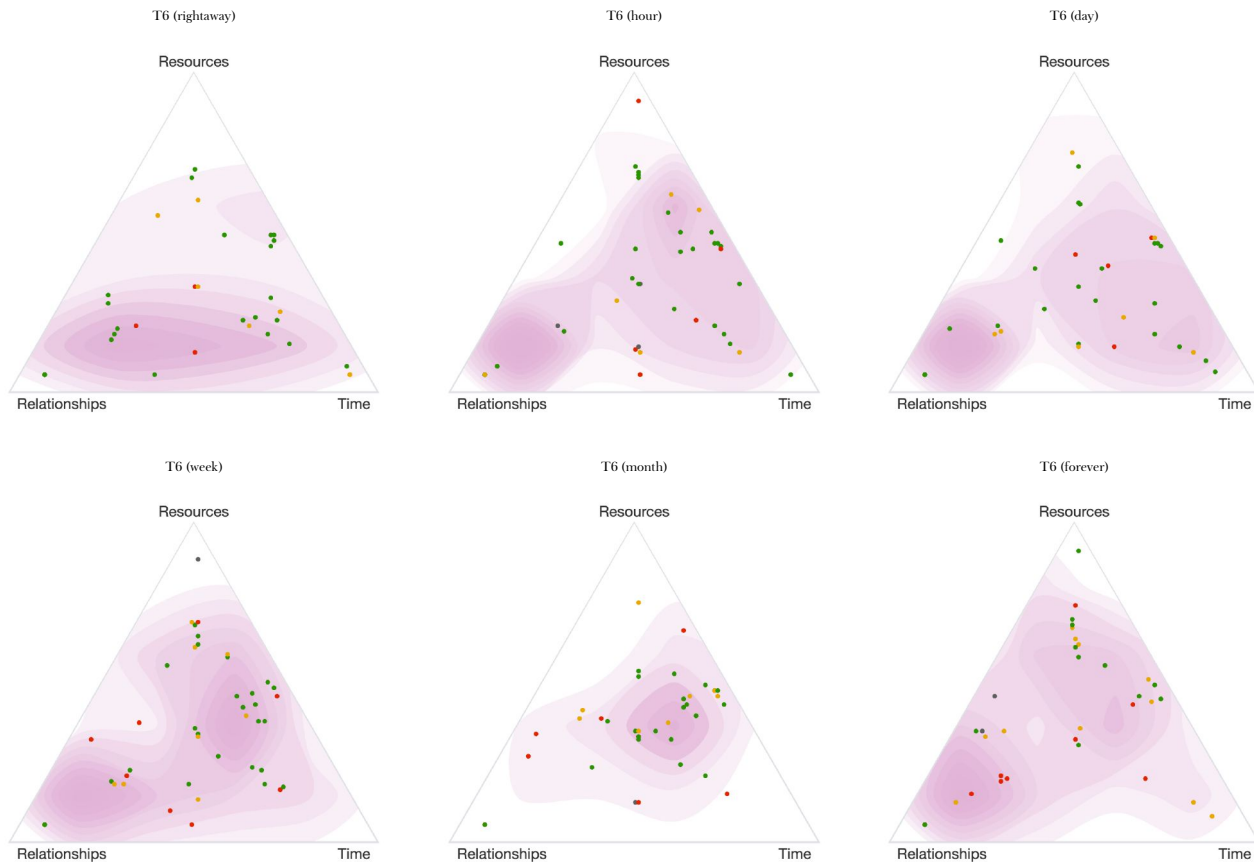
Another interesting perspective is offered by looking at the way different decision making roles, and different reporting roles have seen compromises made in the decisions that affected them. The next chart shows exactly that comparison. Each row starting from the top contains an organizational role as described in the demographics for your organization, while the bottom rows (after the white line) are displaying the differences in the perception of the respondents, who declared who they thought made the decision. You can compare your organizational roles and check if there are specific roles who are more inclined in making compromises in one direction rather than another.

- It seems that Research and Development has been highly affected by compromising on resources vs. time, more than any other function within the organization. This might be an indication of poor project management and lack of understanding of the end-to-end value stream.

As a final dimension it is interesting to look at how compromises have differed based on the time it took to make a decision. As explained in previous sections there is a correlation between engagement and the time it takes to make decisions, as people tend to wait for so long, and then they move on with alternatives. If this attitude becomes the norm, then people would completely stop to pursue the more appropriate solution they would then focus on what they can get done under their own sphere of control, leading to things getting done in a suboptimal way, and possibly missing opportunities for synergies and integration with different initiatives.

The charts displayed below are representing how the way people made compromises might have been affected by the time it took to make the decision.

⁴According to the Complex Acts of Knowing published here <https://www.researchgate.net/publication/241660493> the knowledge and learning acquired through informal networks exceeds by far the one acquired through formal learning structures. In some cases even for a factor 1:60 as even by assigning people challenging tasks, they will actually be triggered to access knowledge outside of their existing networks, therefore leveraging their personal connections, or even social media sometimes.



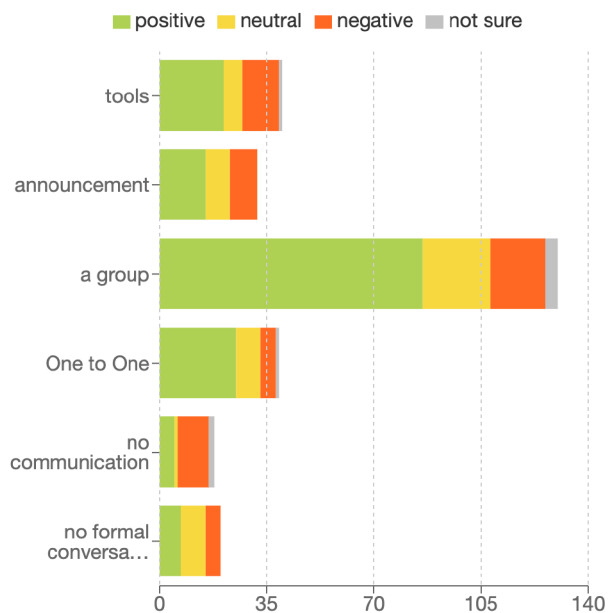
quick, while more balanced responses when decisions would take a day or longer. It is interesting to notice how the compromises on *Relationships* are taking place. If there is a lot of time needed to reflect on compromising on the personal relational level, it might indicate that people are generally careful in non compromising those relationship, therefore the need more time to make those types of decisions...is that time justified? Or are people trying to act as collegially as possible and fear to upset colleagues even when that would mean misalignment with the company goals? These are just some reflection points that could help you understand how relationship management within your organization works, remember to look also at the wider cultural connotation of the organization.

How decisions are communicated affects emotional response

- A full half of the decisions are communicated through group conversation, and this approach is considered overall positive. This reinforces our earlier concern over missing processes for common work. Unsurprisingly, people don't like it when decisions are not communicated at all.

Although often the understanding of the context or the acceptance of decisions which have been made is the major cause of positive or negative emotional response at the end what also has a big impact on those factors is the way decisions are communicated...or not communicated at all.

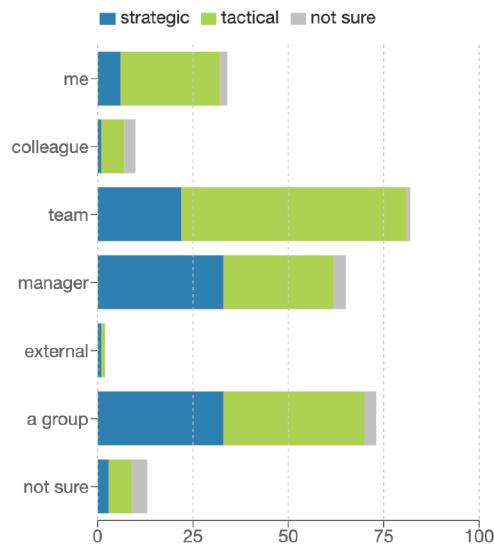
The following chart displays the emotional responses of the respondents with relation to the way or means in which decisions have been communicated, if at all.



It is important to observe the media or channel that has mostly negative response and investigate if the negativity resides in the media itself or in the way it is being used within your organization. There are also cultural connotations that should be taken into account when choosing how to communicate or better involve people with decision making processes.

Leadership attitude and impact

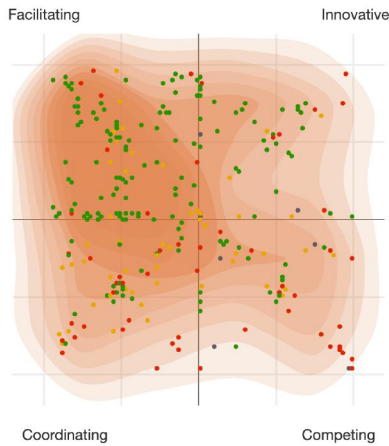
One of the factors that we have introduced as an indicator of the organizational culture is the *Leadership Type* which highlights the way leadership is lived within an organization, independently of how it is institutionally defined and implemented. Interestingly enough, the leadership component of the culture is one of those that can be influenced and used to nurture a more coherent culture. In terms of culture it is interesting to observe how the leadership attitude compares to the decision making roles within the organization.



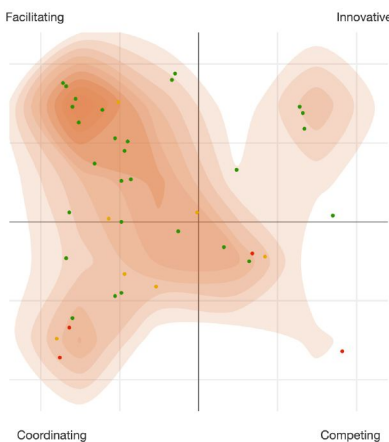
The chart on the left is summarizing again the decision making spread across the different roles, while the chart below is visualizing the organization cultural profile for the *Leadership Type* characteristic.

Is the *Leadership Type* reflecting the decision making patterns? If *The Team* has most of the decisions, it would indicate that there is a strong collaborative behavior within the organization and there is an attempt to create more autonomy within groups rather than individuals, encouraging distribution of control. If that were the case, the *Leadership Type* should highlight a profile skewed towards the upper left corner. In case most of the decisions were done by the individuals, *Me*, then we might expect a culture profile more skewed towards the right of the chart. In fact this would be quite typical for culture of Innovation and Competition as well and possibly the difference between the two would be visible by looking at the amount of decision made by a *Manager/Leader* in combination with the ones taken

by the individuals. The latter would indicate that while there is autonomy, there is also control, or supervision, placing the core of the culture more towards the bottom quadrant.

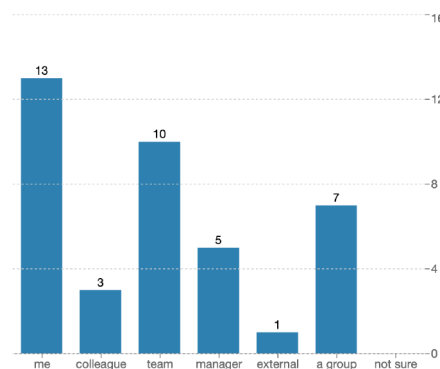


■ As noted previously, the leadership attitude is widely spread, even if biased towards Facilitating and also towards Coordinating. This indicates very high levels of incoherence and fragmentation. Again, this may be due to the many mergers.



As explained previously, each of the different cultural stems have been classified based on observable characteristics, including: *Leadership Type*, *Orientation*, *Theory of Effectiveness* and *Value Drivers*. In this section we are only contemplating the first one of those in relation to the amount and type of decision made by each of the decision making roles. In terms of organizational resilience the level of distribution of decision making and the *Leadership Type* are very important. If there is a strong leadership attitude towards control, the culture would be mostly skewed towards the bottom of the diagram, and that would indicate that many decisions are either made or reviewed by a *Manager/Leader* possibly implying that it will on an average take longer to make decisions.

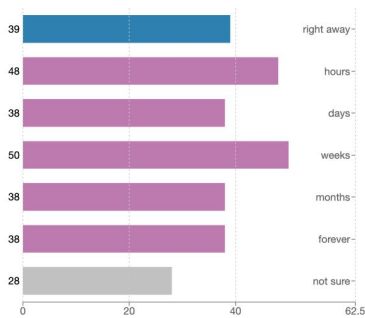
The cultural connotation suggests also that people would be waiting for their *Leaders* to confirm or make decisions, introducing delays in the system. Till everything works smoothly as usual, this might not have a big impact, especially if the market your organization is operating in, isn't demanding for too much *effectiveness* (fast delivery of value) and short time to market. On the other hand though, when things get volatile and more unpredictable, fixed structures are more prone to break and in some circumstances to render an organization inoperable.



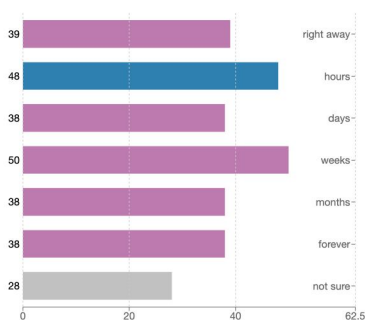
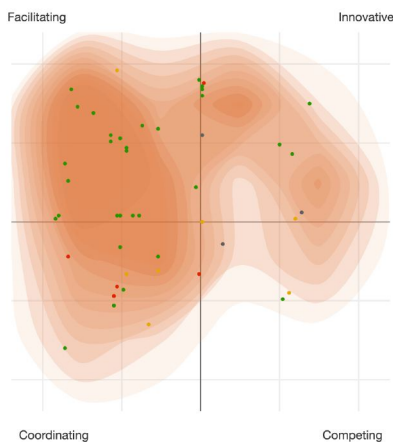
Resilience for in the context of an organization is referring to the capability to recover fast from failure and adapt quick to changes. These capabilities can't be designed, but need to be nurtured over time to increase every individual mental capability to react promptly to unexpected changes. This requires

distribution of decision making into groups, which needs to be empowered to operate more autonomously. Additionally a certain amount of cognitive diversity should be in place to avoid premature convergence of thinking leading to suboptimal solutions. For all of these characteristics the organization *cultural profile* could provide significant help acting as a leading indicators in many circumstances.

To have a glimpse on this last point, the following charts are comparing the speed at which decision were made, with who made them in relation to the *Leadership Type* cultural profile. Starting with decisions which were made *Right*

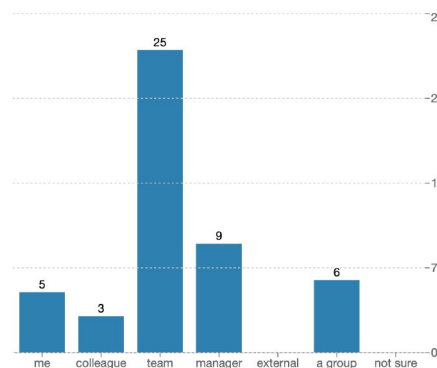


■ Individuals and teams tend to decide much faster than groups and managers. The overall leadership attitude is spread over all four cultural quadrants, inherently introducing conflicts and possibly the need for building consensus and making compromises, both of which are time consuming.



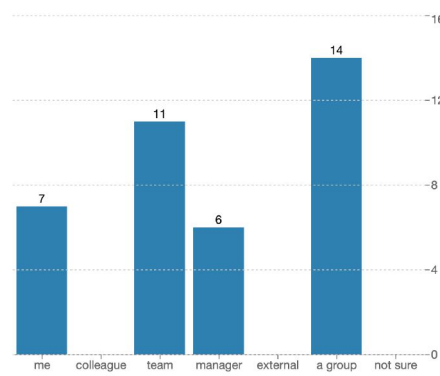
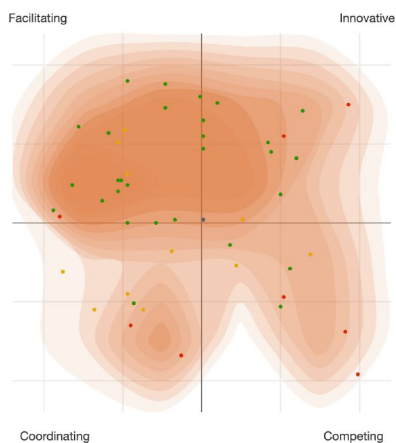
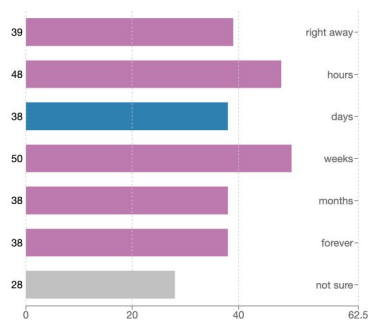
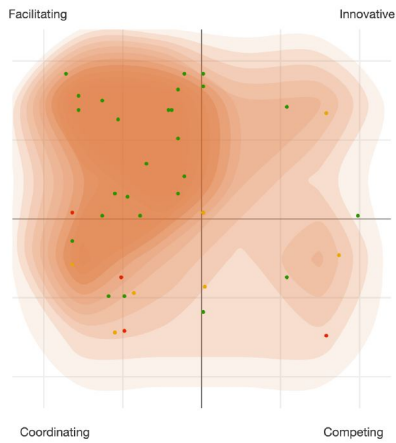
Away and moving on with decisions who took longer, observe how the culture profile and the decision makers change, to have a better understanding of your organizational culture.

When decisions are made really fast it is to be expected that there is a strong percentage on the Me: individual level as it doesn't require collaboration, and surely not consensus building. Still people might consider asking colleagues for confirmation and validation as a *collaborative* approach. In this cases the *Leadership Type* might look neutral around the center of the diagram or slightly skewed in one or another direction.



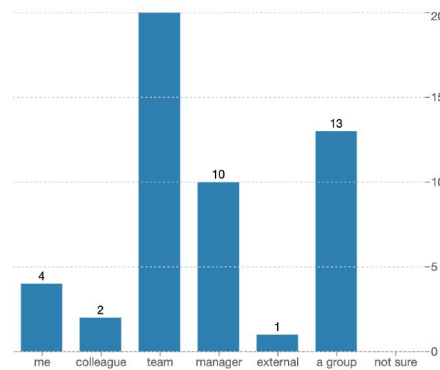
When looking at decisions which were made *Within the hour* you should probably expect more *collaboration* meaning more involvement of colleagues and therefore a higher percentage of decisions for The Team as a decision making role. As a consequence the culture profile should appear more

markedly skewed towards the top left corner, displaying a leadership attitude towards *facilitation*. It isn't after all so unexpected to see more people involved when decisions take longer to be made, but you should be aware that this isn't a general rule and with good practices in place even group decisions when properly focused can be executed fast.



component of *collaboration* or potentially rather *involvement* should still be high, and what causes the delay in these cases might be the situation⁵ or even the lack of proper rituals to support such decision making processes. Sometimes it is just very difficult to get all actors together and decisions are delayed and often rediscussed instead of committed⁶.

Moving towards the decision which were made *Within the day* you might see more uncertainty emerging, both on the roles involved in make the decision and in the culture profile, which will be probably moving more towards different but extreme places. The compo-

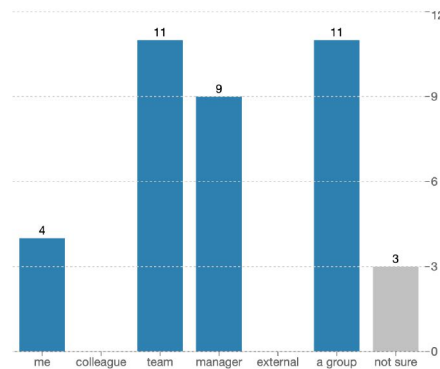
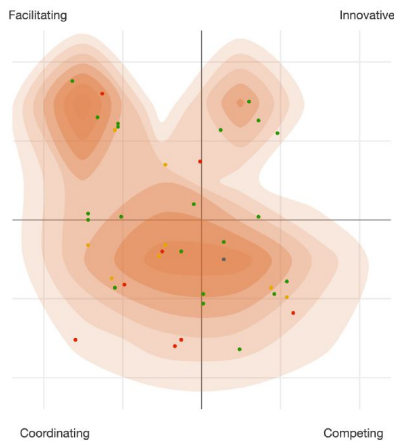
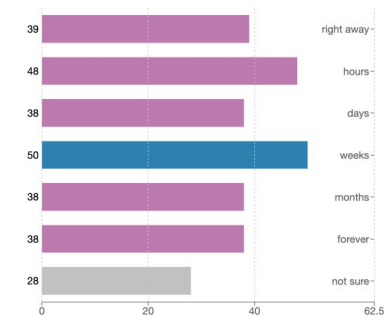


Moving on to decision made *Within the week* you should probably notice a lot more of uncertainty. This would be noticeable by no real dominant decision making role, and possibly a very high number of *N/A* indicating that the respondent were unsure about who made such decisions. This is interest-

ing because it can be taken as an indication that the *ownership* of some of those decision making process was unclear, or that they have been poorly communicated. Either way the fact that they took nearly a week it is worth investigating. The culture profile might highlight a different type of culture from the one that enables people to make decision faster, indicating a possible sense of discomfort in making decision within a different *value system*.

⁵Remember to check the distribution of the situations introduced on page 7. If there is a large number falling into the Rare/Unusual or even Problematic/Difficult it could be reflected here.

⁶Remember to check this against the expected consequences of a decision, introduced with the topic of risk management on page 15.



The last two cases with decision making time which took over one week, are hopefully quantitatively irrelevant. On the other hand they can serve as extreme examples strengthening the hypotheses formulated above. The level of uncertainty should be definitely very high and the amount of *N/A* should

reflect the same lack of ownership expressed before of the lack of communication and involvement of all the constituencies.

Hopefully understanding all of these patterns and how they are reinforcing each other in some situations will help you understand better how your organization operates, and possibly provide valuable insights on what to experiment in order to improve the flow of work and increase your overall organizational resilience. Normally it is a good thing to start with *engagement* as if that is missing it will be very difficult to sustain change without a continuous injection of energy and time.

Appendix A: Methodology

SenseMaker® provides "near real-time" mapping of individual opinions, attitudes, perceptions and motivations that allow for both adaptive project management and knowledge generation for effective organizational change and policy formation.

"Naturalizing Sense-making" is an approach developed by Cognitive Edge (Dave Snowden). The sense-making method draws on self-signified micro-narratives to understand the evolutionary potential of the present in order to provide stimulus to those behaviors that are beneficial and to modify those that are unfavorable. A self-signified micro-narrative is a short personal story that a respondent tells as an answer to a prompting question - a question related to the issue being analyzed. The story is then categorized by the respondents themselves by locating their story within triangles (or other shapes, or sliding scales) consisting of broad variables (for example, with relation to law: revenge; deterrence; and restorative/reconciliation).

Gathering a large number of these micro-narratives and running them through the SenseMaker® software enables the creation of a map of clusters of common narratives. Through the examination of these clusters, insight can be gained into the specific attitudes, perceptions, or motivations concerning the question being analyzed. Most importantly, it is able to detect "weak signals" (small clusters or outliers) and allows for examination of these specific narratives for identifying if there are nascent potentials that need to be stimulated i.e. farmer-led innovations for contending with climate change.

This tool thus allows for both an examination of dominant behaviors and emerging trends.

Based on the analysis of the clusters, organizations are not only able to assess the quantitative data but also the qualitative data through a direct sampling of the narratives. This is proving to be a powerful tool for aiding decision-making in complex working environments. The next few pages depict the format that the questions take i.e. story prompt, triads, sliding scales or "dyads", and stones.

Appendix B: Analysis of the significance

Following some guidance on how to read and interpret the signified data, which are represented in this report in various graphical formats.

Triad Signifiers

Triads are designed to provide a space for the respondent to indicate a higher level meaning to the story they have told, by considering how their story sits in the balance/tension between three concepts.

You will see how people have indicated their experiences sit across the concepts - each "dot" indicates one person's story. When analyzing these signifiers, it's just as important to look at the gaps and the "outlier" responses, as much as the dominant clusterings as these can represent spaces for innovation of adaptations in practice.

In the Pulse-specific handbooks you will find dedicated analysis sections on each triad featured in the Pulse, along with suggestions for what different patterns might mean and what further questions might be useful to ask.

