Creation of the Return on Values Assessment Instrument

A dissertation submitted

by
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to
Benedictine University

in partial fulfillment of
the requirements for the
degree of

Doctor of Business Administration
in
Values-Driven Leadership

This dissertation has been
accepted for the faculty of
Benedictine University.

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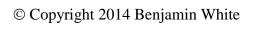Michael R. Manning, Ph.D.   May 2014
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Abstract

The Return on Values Assessment (ROVA) is a venture between the Small Giants Community (SGC), the Center for Values-Driven Leadership (CVDL) at Benedictine University, and the Center for Positive Organizations at the University of Michigan. The venture is an attempt to discover if organizations that conduct business in a values-driven way outperform organizations that do not. The objective of this study is to develop a pilot assessment instrument to independently measure variables of organizational culture and performance, with the ultimate objective of using the analysis from this pilot to develop an assessment instrument to determine if there is a relationship or correlation between the two variables. We describe organizational culture with 21 dimensions: Core Values, Dignity and Respect, Support, Caring, Meaning, Inspiration, Forgiveness, Fun and Camaraderie, Pride and Recognition, Training and Development, Employee Engagement, Hiring and Firing, Customer Orientation, Contribution to the Community, Environmental Responsibility, Quality and Productivity, Performance Management, Financial Management, Dominant Characteristics, Criteria of Success, and Leadership. These dimensions and subsequent questionnaire items were established based on the analysis of current survey studies and the opinion of experts in the field who were also part of the ROV project. The survey operationalizes scales for these 21 dimensions of organizational culture and for top and bottom-line performance. The study describes in detail the development of this assessment tool that will benefit both practitioners and scholars in understanding how organizational culture strengthens organizational performance

Dedication

The author would like to thank various family members, friends, and CVDL Cohort One, who provided continuous support and encouragement during the completion of this project. Special thanks goes to my wife Kim for her everlasting patience and tremendous dedication to our family. To my son BJ for his words of wisdom and for setting a great example of self-discipline. To my lovely daughter Logan, who became my driving force to see this to the end so that we could share our graduation experience together—a father's dream.

A special thanks to my committee, Mike Manning, Kevin Lynch, and Jim Ludema, for your excellent counsel and scholarly knowledge that assisted me in this journey.

Finally, to my dear friend Dr. Cheryl Richardson. It was your encouragement and faith in me that got me started on this amazing journey. My only regret is that you are not here to share this with me. You will be sorely missed.

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Chapter 1: Project Overview

Objective

Words such as *values*, *virtues*, *ethics*, and *compassion* have always been viewed as positive qualities that most individuals desire and admire in others. These and other attributes are typically thought of in the context of a social environment that includes family, friends, and close colleagues.

In business, these attributes are habitually thought of as added benefits in conducting business-to-business transactions, dealing with customers, addressing social responsibility, and managing employee relations. They are desired in order to make it easy or more enjoyable to conduct business, but they are not necessary in order for a business to profit.

They are also instrumental in determining the culture of an organization, whether it be a social organization or a professional one; a for-profit or not-for-profit business. Many scholars and practitioners agree that a positive work environment, from a cultural perspective, is instrumental in the success of any business. However, none have been able to provide quantifiable evidence that this is true.

The objective of this project is to develop an instrument to independently measure culture and performance. Ultimately, the results and analysis employed in this initial research will be instrumental in creating a final survey to be used to assess a

correlation between dimensions of organizational culture (the independent variable)

and organizational performance (the dependent variable). Developing a reliable and

valid instrument that effectively measures culture and performance is critical to

understanding the relationship between these two variables.

Motivation for Project[1]

In April 2012, members of the SGC approached the Center for Values-Driven

Leadership (CVDL) at Benedictine University to discuss the possibility of conducting

research to determine if there is a relationship between values and performance. The

SGC is a global membership organization whose members define their success by

more than just their financial bottom lines, but also by their contributions to their

communities, dedication to great customer service, and the creation and preservation

of workplace cultures of excellence (Inc. Leadership Forum, 2014). They are focused

on the promotion, implementation, and advancement of running a successful values-

driven business (Small Giants Community, Inc., 2014).

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[1] Several individuals were instrumental in developing this study. Paul Spiegelman, CEO and founder of the Small Giants Community, set the vision for the project. Dr. James Ludema, Dr. Kevin Lynch, and Dr. Michael Manning from the CVDL led the research effort. Dr. Kim Cameron and Dr. Carlos Mora from the University of Michigan's Center for Positive Organizations provided consultation and research models that guided the research effort. Sherry Slade was our expert in survey design and administration, and Tom Walter played a key role in advising the team and assisting with question development. Several doctoral candidates at Benedictine's Center for the Center for Values Driven Leadership assisted in conducting qualitative research developing survey questions: Anna Amato, Shannon Brown, Basil Chen, Barb Fahey, Lee Murphy, Dave Smith, and Jackie Woodard.

Through continued conversation, an agreement that included funding from the Small

Giants was reached for the CVDL to conduct research focused on the three domains:

employee engagement, customer loyalty, and impact on the community. The CVDL

research team would develop measures of these independent variables to determine if

they were related to firm financial performance. The parties decided to name the

research initiative Return on Values Project (ROV).

A secondary benefit of the research was to generate both practitioner and

academically-oriented products such as journal articles, books, videos, teaching tools,

case studies, and other items that practicing managers, entrepreneurs, and academic

researchers can use.

To achieve the overall research objective of the project, the research team established

a two-prong approach. First, in an extensive qualitative investigation with a select

group of "Small-Giant-like" organizations, researchers engaged in qualitative deep

dives into several organizations. All interviews were videotaped and transcripts were

created in order to conduct further analysis that would suggest the critical themes and

dimensions of culture that might be related to financial performance. The results of

these deep dives would be then used to inform the development of the survey

instrument on an organization's culture.

The second prong of research activities was the development of a quantitative survey instrument that would assess critical dimensions of culture and performance. Ultimately our research objective was to establish a relationship among these two dynamics—the culture of an organization and its performance, particularly financial performance. We made the initial decision that our targeted population would be defined by small to midsized US companies. The companies did not have to be "Small-Giant-like" (in relation to values and business practices) in order to obtain a robust sample and achieve variance in our measures.

To determine if a relationship exists between culture and performance, we realized we had to first create a valid and reliable instrument that effectively measured the two variables. Therefore, the research aim for this project is to perform a pilot study to develop a valid and reliable survey that effectively measures culture and performance. The outcome of such a study will be a final survey that can be used to objectively test a relationship between the culture and performance

Dissertation Layout

In this thesis, I discuss the project background in Chapter 2, with particular attention to how the survey portion of the ROV was initiated—the conceptual logic for the survey. I review what other researchers have accomplished, other measures of culture and performance, and in particular the thinking that went into the initial instrument and the scales we used to measure culture and performance.

Chapter 3 includes a discussion of the project plan and design. I discuss the steps that

were undertaken to pilot the survey. This chapter reveals how the scales of the

questionnaire were operationalized and the items chosen, the procedure for selecting

survey participants, and how the surveys were administered. The chapter clearly

defines the questionnaire that was employed in our pilot testing.

The final design of the pilot is discussed in Chapter 4. I will discuss the aesthetics of

the pilot questionnaire by examining portions of the questionnaire and the specific

influences of other members of the ROV team on survey design. The result of this

chapter will be a revised survey that will be used in future research on organizational

culture and financial performance.

In Chapter 5, I offer implications for practice and learning. I specifically discuss

lessons learned, next steps, how the survey can be used in the future, and insights that

can be gained for future practitioners.

Chapter 2: Project Background

This chapter discusses project background. In it I present how the survey portion of the ROV was initiated and the conceptual logic for the survey. This chapter also notes the valuable work of other researchers in the field and reviews other measures of culture and performance. Finally, I examine the thinking that went into the initial instrument and the scales that the ROV team decided to measure.

Other Surveys and Accomplishments by Other Researchers

To imbed our work within the literature, we examined how our conceptualizations fit with other measures of culture. Jung et al. (2007, 2009) explored a systematic process of finding and determining the relevance of culture instruments. They ultimately selected 70 instruments for consideration, 48 of which provided information necessary to submit for psychometric analysis.

This analysis discovered an extensive variation in the manner and use of the instruments, noting that most were constructed to measure a specific facet of culture, but not necessarily culture as a whole. In addition, some are better suited for a specific purpose——investigating culture simply to better understand it, to diagnose a specific issue, or to understand a particular cultural-related phenomenon. Generally these instruments are used ultimately to change culture (Jung et al., 2009, p. 1090). For example, Thomas' Professional Accounting Sub-Culture Questionnaire focuses primarily measuring organizational culture specific to accounting (Jung et al., 2007)

while the Hospital Culture Scale assesses the unique culture of hospital organizations, specifically assumptions and beliefs about collaborative versus noncollaborative cultures that guide health care providers' behaviors towards one another (Jung et al., 2007). The School Work Culture Profile obtains a quantitative measure of a school's work patterns (Jung et al., 2007). Based on the nature of the ROV project, I concentrated my analysis on those instruments designated as diagnostic, because the objective of the ROV project is to uncover specific behaviors that contribute to cultures of excellence and a corresponding relationship to firm performance.

Of the group of 40 subjected to psychometric validity, Jung et al. (2007, 2009) created a table that showed each instrument's performance in the various areas of testing psychometric attributes. These attributes are outlined below:

- Internal consistency

- Test-retest reliability

- Aggregation

- Association with descriptive characteristics

- Association with outcomes

- Association with measures of culture

- Dimensional structure

- Responsiveness (sensitivity to change)

(Jung et al., 2007, pp. 64–66)

Competing Values Framework

The Competing Values Framework (CVF) was constructed by Quinn and Rohrbaugh

(1983) to streamline the list of 39 points of measuring organizational effectiveness

developed by Campbell, Brownas, Peterson, and Dunnette (1974), as cited in

Cameron and Quinn (2011). There were 82 results found in a peer-reviewed search

for "competing values framework" as a subject term or abstract within a Business

Source Elite + Complete and Sage search. However, there are a number of additional

references in book publications not captured in the database search.

The CVF condensed the 39 original measures of organizational effectiveness into

four main dimensions that can be used to classify organizations and their culture:

- Flexibility and discretion versus stability and control

- Internal focus and integration versus external focus and differentiation (Cameron

  & Quinn, 2011, p. 39).

These dimensions break down into four separate "types" of cultures that denote

clusters of the original thirty-nine items. The major culture types are:

- Hierarchy/Control culture—an organization where there are formal rules and

  associated structures to support them and where "stability, predictability and

  efficiency" (Cameron & Quinn, 2011, p. 42) are valued.

- Market/Compete culture—an organization focused on transactions with external

  constituents. The organization is competitively and transactionally focused on

sales and other partners that can create competitive advantage (Cameron & Quinn, 2011, p. 44).

- Clan/Collaborative culture—where organizations function like a family and where team performance and contribution are valued (Cameron & Quinn, 2011, p. 46).

- Adhocracy/Create culture—where innovation and creativity are valued, organizational structure is minimal and change happens frequently to support the necessary innovation (Cameron & Quinn, 2011, p. 50).

CVF general applicability

The framework is considered to be applicable to organizations in a variety of ways, including leadership development, determining and driving for specific measures of organizational effectiveness, determining and enforcing quality, human resources, aligning mission and visions to the organizational culture and, ultimately, changing cultures (Cameron & Quinn, 2011). In addition, it has served as a foundational component to several other measures or frameworks, which suggests general applicability.

Organizational Culture Assessment Instrument

The Organizational Culture Assessment Instrument (OCAI) is used by more than 12,000 companies as a means of quantifying organizational culture (Suderman, 2012). It was developed by Cameron and Quinn and it is closely related to the CVF. It takes the four competing values of the CVF and compares them with the four types of organizational culture of the CVF. With the OCAI, the respondent takes a 100-point test, split among the four different culture types, to help determine the mixture of the

four culture types that dominate the current organizational culture. The respondents

take the test a second time, answering the questions thinking about how they would

prefer their organization to be. The difference in the scores indicates the desire for

organizational culture change.

The respondents assess six key characteristics of their organizational culture:

- Dominant characteristics

- Organizational leadership

- Management of employees

- Organization glue

- Strategic emphases

- Criteria of success

The average of all individual OCAI scores determines the organization's combined

organization profile (OCAI, 2010).

Organizational Culture Inventory

The Organizational Culture Inventory (OCI) was created by Cooke and Lafferty in

1989 as a process for assessing "normative beliefs and shared behavioral expectations

within organizations" (Cooke & Szumal, 1993). Because of the generic name of the

instrument, it was challenging to find search criteria that would accurately indicate

the number of peer-reviewed articles that have analyzed the OCI.

The OCI seeks to discover the common patterns and expectations that impact the

behavior of the organization's members. These patterns are defined in terms of

intensity (more of one than another) in twelve dimensions, or styles:

- Humanistic/helpful

- Affiliative

- Approval

- Conventional

- Dependent

- Avoidance

- Oppositional

- Power

- Competitive

- Competence/perfectionist

- Achievement

- Self-actualizing

In addition, the initial intention of the instrument was to provide these measurements

for comparisons both within and between organizations, as well as to provide

analytical information for organizational change programs (Jung et al, 2007, p. 252).

<u>OCI general applicability</u>
The OCI framework is considered to be applicable to any type of organization, and it

can be used to diagnose the current culture, to identify and capture the desired culture,

and to help design specific steps to change the culture from the current to the desired

state. Kwantes and Boglarsky (2007) found that the instrument has been used with a

variety of different national cultures and therefore is expected to have applicability

outside of the United States as well.

The Organizational Culture Profile

The Organizational Culture Profile was initially developed by O'Reilly, Chatman and

Caldwell as a mechanism to measure and analyze "person-organization fit" (O'Reilly,

Chatman & Caldwell, 1991). Extending prior research (O'Reilly, 1989), the measure

is built on the idea that when the values of the individual more closely match the

espoused and underlying values of the organization, the "fit" will be better. There is a

host of positive outcomes associated with positive person-organization fit, such as

lower turnover, higher commitment, and higher job satisfaction (O'Reilly et al., 1991,

p. 493).

The measure was created through the assessment of the existing literature on culture.

The authors coded for values that were relevant to both organizations and individuals

and that were related to culture. Once the values were recognized, the researchers

developed a set of 50 statements, and the initial study respondents used Q-sort to

prioritize the items. The authors were able to uncover organizational values as well as

the significance of the individual values by asking the respondents to sort first on

their perceptions of the organization's values and then their personal values (O'Reilly

et al., 1991, p. 494).

The original study ultimately exposed eight distinctive aspects of culture (O'Reilly, et al., 1991, p. 502):

- Innovation and risk taking

- Attention to detail

- Orientation toward outcomes or results

- Aggressiveness and competitiveness

- Supportiveness

- Emphasis on growth and rewards

- A collaborative or team orientation

- Decisiveness

Essentially, the priority or importance of each dimension exposes the degree to which an employee values organizational behaviors that represent each of these factors.

Organizational Culture Profile general applicability

Although I could find no specific literature discussing its general applicability, the Organizational Culture Profile has been used in a variety of ways, including to compare organizational culture within and across industries (Chatman & Jehn, 1994), to analyze the relationship between culture and retention in a variety of industries (Sheridan, 1992), and to analyze selection practices and correlation between the Big 5 Personality Traits (Judge & Cable, 1997), suggesting broad applicability.

The Positive Practices Survey

The Positive Practices Survey represents a more recent cultural assessment tool (Cameron, Mora, Leutscher, & Calarco, 2011). Although this instrument has limited

supporting research, it does meet the criteria of being behaviorally focused and seeking to link specific behaviors to firm performance.

Because no instrument had been developed that specifically focused on measuring "positively deviant, affirming and virtuous practices at the organizational level of analysis" (Cameron et al., 2011, p. 270), the researchers acknowledged that a tool was required. Therefore, they developed a significant list of positive behaviors that had emerged in prior research and writing on the subject. The instrument produced six stable dimensions of positive practices (Cameron et al., 2011, p. 271):

- Caring: People care for, are interested in and maintain responsibility for one another as friends.

- Compassionate support: People provide support for one another, including kindness and compassion when others are struggling.

- Forgiveness: People avoid blame and forgive mistakes.

- Inspiration: People inspire one another at work.

- Meaning: The meaningfulness of the work is emphasized, and people are elevated and renewed by the work.

- Respect, integrity and gratitude: People treat one another with respect and express appreciation for one another. They trust one another and maintain integrity.

The questions originated from these dimensions asked organization employees to specifically answer the questions related to behaviors as opposed to attitudes. The

researchers then used replies to the positive practices items to predict financial

performance a year later through the assessment of established measures of firm

performance such as employee turnover and financial data (Cameron et al., 2011).

The Spiegelman Culture IQ

The Spiegelman IQ test was created by Paul Spiegelman. It is a simple, three-minute

survey that consists of 10 questions designed to determine the extent to which the

respondent has institutionalized a culture of engagement. It also establishes a baseline

for moving forward and creates a strategic plan for employee engagement.

Respondents answer the questions based on a scale of 1 to 10. Specifically, the test

assesses the respondent's relationship with their organization in terms of:

- Core values

- Fun

- Caring

- Hire for fit

- Firing

- Community service

- Employee engagement

- Training

- Purpose and meaning

The survey is meant to be non-threatening and encourages the respondents to share

their results with their peers (Spiegelman, 2014).

Survey Design

It is important to consider the different aspects of survey design in order to get accurate, responsive, reliable, valid data that will independently measure culture and performance. Couper, Traugott, and Lamias (2001) state that the design of the instrument is important in obtaining unbiased answers from respondents. For example, the visual aspects of the look of the survey can have an effect on how a respondent answers the survey. Schwartz suggested that without an interviewer to provide motivation and answer questions, the respondent will seek information from the survey itself (Schwartz, 1995, 1996; Schwartz, Strack, & Mai, 1991).

The physical layout of the survey is also important. Smith (1995) demonstrates several examples of unintentional layout changes producing differences in both self-administered and interviewer-administered surveys. Others, such as Dillman, Redline, and Carley-Baxter (1999), describe how skip errors are affected by the design of a paper questionnaire.

Web surveys offer the advantage of ease, speed, and responsiveness. In traditional mail surveys, it is difficult to find out why individuals do not return their surveys. Web surveys have the advantage in helping researchers understand the point at which a survey was abandoned, and progress indicators can let respondents know where they are in the survey progression (Couper, Traugott, & Lamias, 2001). Couper et al. (2001) also discuss the importance of combining items on a single screen verses

having a single item on a screen, and scrollable surveys verses interactive surveys. In both cases, there was only a small level of statistical significance between the different types.

Researchers such as McClendon and O'Brien (1988) discovered that answering a specific question may influence the responses given to a subsequent general question. Schwarz et al. (1991) concluded that answering a specific question increases the accessibility of relevant information, and this information is more likely to be used when making a subsequent general judgment to which it may be relevant. They also noted that the effects are more pronounced when the survey presents only one specific question or several questions regarding the same issue, rather than when the survey presents several specific questions on different issues.

Burton and Blair (1991) conducted research that involved answering frequency questions about autobiographical events. This is relevant because it assists survey designers in developing questions that generate valid measureable responses. They noted that respondents consider four basic processes when answering these types of surveys. First, respondents use episode enumeration in which they recall episodes from relevant time frames and count them. Second, respondents use rule-based estimation, in which they recall or construct an occurrence rule and apply it to the relevant time frame. Third, they use an availability heuristic, in which frequency is estimated according to the ease of redialing sample episodes. Fourth, respondents use

automatic estimation, in which estimates are drawn from some innate sense of relative or absolute frequency.

Russo and Dosher, (1983) discovered that respondents are likely to balance effort and accuracy in selecting response formulation processes. Anything that makes a particular process seem more or less effortful and/or more or less accurate will influence the probability that respondents use that process. As an example, Blair and Burton (1987) demonstrated that longer time frames on frequency questions lead respondents to vacate episode enumeration because more distant events are harder to remember and increased numbers of events are more difficult to retrieve.

Development of the ROV Survey

We began the ROV survey effort by initially approaching Benedictine University CVDL doctoral students who were in the process of conducting the Qualification Two portion of their degree. The Qualification Two process consists of a literature review that potentially is used to develop dissertation research. Students were given the opportunity to review the literature to identify surveys focusing on three areas: employee engagement, customer loyalty, and community involvement.

From the efforts of Benedictine University CVDL doctoral students and the program's lead professors, we identified several instruments that were particularly applicable to this project. Those initial instruments were Cameron's Positive Practice Survey (Cameron et al., 2011), Gallup Q12 (Harter, Schmidt, Killham, & Agrawal,

2009), Turker's CSR Scale (Turker, 2009), and Cai's Customer Focus Survey (Cai, 2009).

We examined the questionnaire items from these surveys to determine their relevancy to our objectives. The initial step started with Kim Cameron's and Carlos Mora's Positive Practice Survey, and identification of the scales in their inventory: dignity, respect, caring support, inspiration, forgiveness, and meaning. Our project objective was to measure those dimensions of organizational culture that are related to top- and bottom-line performance.

Conceptual logic for the survey

Although Cameron's Positive Practices Survey offered several applicable categories, our team discovered there were potentially other dimensions that we should measure that did not fall into any of the Cameron categories. As a result, we needed to identify and measure several other additional variables. In the end, we identified twelve additional dimensions that we felt were pertinent to rounding out the survey's objective:

- Customer orientation

- Community orientation

- Core values

- Engagement expectations

- Quality and productivity

- Hiring and firing

- Engagement 0pportunity

- Sustainability

- Engagement quality

- Engagement resources

- Financial management

- Vendor orientation

We discovered additional questions, primarily in employee engagement surveys, Corporate Social Responsibility (CSR)/Sustainability surveys, Spiegelman's Culture IQ, and customer service surveys. Originally we were going to use the Organizational Values Inventory (The CVDL Leadership Blog, 2014), an informal survey instrument that has been used at Benedictine in the past, but we chose not to use that partly in an effort to develop an original product. Additionally, further discussions at the University of Michigan yielded additional questions that revolved around customers and community.

At this point in the research, our questions became a compilation of all of the surveys, and those questions covered at least one of the major categories. Several of the questions overlapped different survey types. For example, *Caring* is covered in culture type surveys and also in sustainability/CSR type surveys (Appendix A). Initially, then, it was important to understand exactly what we had when looking at the various questions from all of the surveys.

In follow-up meetings we realized that the CVF could also be another framework for our work. The CVF consists of four quadrants: (Hierarchy/Control, Market/Compete, Clan/Collaborative culture, and Adhocracy/Create culture) and we decided to expand the work by analyzing our questions to determine how and if the questions matched the quadrants in the CVF.

We believed we needed to develop more questions to ensure we had a comprehensive approach to reaching our research objective. The decision was made to send an email to 75–100 SGC CEOs to ask them "what are the three to five most important things your company does to drive sustainable top- and bottom-line growth, be an exceptionally people-centered culture, create high levels of customer loyalty, and contribute to your community?" A personal question to the CEO specifically asked "what are the most important things you personally focus on as CEO to drive sustainable top- and bottom-line growth?" (Appendix B).

From those responses (Appendix C), we were able to develop more questions for our survey. At this point we had completed a literature review and brainstormed with our research team as well as with some of the SGC leaders. We also realized we had 24 questions from the CVF that we could also use. The research team decided to take all of the questions we identified, sort them into the four quadrants of the CVF, and include six questions for each quadrant. We then took the 19 keywords/variables we had and associated each item with the four quadrants of the CVF. Next, we examined

questions associated with the 21 keywords/variables to formally sort questions by

quadrant, with the ultimate goal of reducing the overall survey to 50–55 questions,

which would enhance the survey participation rate.

Summary

The concept for the ROV project was the vision of our research team that included

the SGC, the CVDL at Benedictine University, and the University of Michigan's

Center for Positive Organizations. The project leaders conducted a great deal of

research exploring the available and popular survey instruments that measure culture

and organizational effectiveness as well as some of the more influential authors in the

field.

In the next chapter, I will discuss how the scales of the questionnaire were

operationalized and how the items were chosen. I will also describe the procedures

we used for selecting our survey participants, and how the surveys were administered.

Finally, I will define the final questionnaire that was employed in our pilot testing.

Chapter 3: Project Plan

In this chapter, I discuss the steps that were undertaken to pilot the survey. This chapter reveals how the scales of the questionnaire were operationalized and the items chosen, the procedure for selecting survey participants, and how the surveys were administered. Finally, this chapter clearly defines the questionnaire that was employed in our pilot testing.

Operationalization of the Questions and Scales

Our test construction efforts produced 214 possible questions to include in the pilot survey, excluding demographic and dependent variable questions. Thus, there was a gradual shift from focusing on the quadrants to focusing more on the keywords or dimensions.

We next decided to pre-pilot the questions by having members of the ROV team along with the CVDL Doctorate Cohort review each of the questionnaire items and provide comments. Members of the research team also provided feedback that allowed us to dismiss certain questions and combined others where appropriate.

Although the team leadership realized that 214 questions was too many, and that many of the questions were overlapping, we decided to make our first attempt at putting the survey together. We initially used the demographic information as well as the 24 questions from the CVF. We next took a look at the five to six core focus areas

of the SGC and their organization mission, part of which is to create a practitioner-driven learning experience and community, establish a body of knowledge to support and develop adopters, and influence the business community through media, thought leaders and academia (Small Giants, 2014). We took a look at similar questions and began to combine them to reduce the number of questions. We took a look at the 21 keywords/dimensions to see how they matched up with SGC's core focus areas. We took more of a qualitative approach as if we were coding the questions and grouping them into categorical themes.

Members of our team next took our questionnaire items to the University of Michigan to work with the Center for Positive Organizations in an effort to reduce, refine, and enhance the questionnaire items.

We then reviewed all items again to determine if we had a good representation among items of all the categories and to see if too many of the questions came from one or two specific sources. We were pleased to find that we had a broad representation of different sources represented in the survey.

We discovered that we had several amalgamations; some of the questions were used in multiple categories because the design of the questions covered more than one area. We felt we did a decent job of pulling in questions from across the board to create a unique, original survey.

We also wanted to determine if the questions were widely spread out among SGC leadership's critical areas of leadership, community, relationships, culture, passion, and profit, as well as among the initial categories that we developed. As a result, the initial survey shown in Appendix D was created.

In examining culture for the ROV project and for the purpose of the pilot survey, the ROV team looked at several different dimensions of organizational culture based on the current literature. The 90 questions for the pilot were selected based on a great deal of research, and they were categorically placed into one of the 21 dimensions that reflect culture and performance. Those dimensions include:

- Core values

- Dignity and respect

- Support

- Caring

- Meaning

- Inspiration

- Forgiveness

- Fun and camaraderie

- Pride and recognition

- Training and development

- Employee engagement

- Hiring and firing

- Customer orientation

- Contribution to the community

- Environmental responsibility

- Quality and productivity

- Performance management

- Financial management

- Dominant characteristics

- Criteria of success

- Leadership

Core values

Hunt states that values help define people's core thinking: what they love, hate, or are just indifferent to (Hunt, Wood, & Chonko, 1989). In most organizations, values function to express a sense of identity to the organization's members, enrich the stability of its social system, guide managers' attention to critical issues, guide follow-on decisions by managers, and assist in the commitment to something larger than the self (Deal & Kennedy, 1982). The following questions were chosen to address core values. The list includes a parenthetical reference to where each question originated (Appendix D).

- Question 1. Our core values are deeply ingrained into our decision-making process (Spiegelman Culture IQ Test).

- Question 21. We clearly and visibly communicate our values (ROV Research Team).

- Question 45. We provide training and development on our values (ROV Research Team).

- Question 53. We reward and recognize behavior consistent with our values (Tom Walter).

Dignity and respect

Most people would intuitively agree that dignity and respect are foundational for virtuous organizations, and indeed these virtues and related exemplars appear often in leadership and POS literature. The following questions were chosen to address dignity and respect:

- Question 2. We treat each other with respect (Positive Practices Survey).

- Question 22. We trust one another (Positive Practices Survey).

- Question 46. We show appreciation for one another (Positive Practices Survey).

- Question 54. We express gratitude to each other (Positive Practices Survey).

Support

Mutual support and compassion, under various labels, are commonly associated with virtuous organizations and virtuous leadership. The following questions were chosen to address support:

- Question 3. We help fellow employees who are facing difficulty (Positive Practices Survey).

- Question 23. We provide emotional support for each other (Positive Practices Survey).

- Question 47. We honor one another's talents (Positive Practices Survey).

- Question 55. We build strong interpersonal relationships (Positive Practices Survey).

Caring

The caring and concern cluster includes virtues of beneficence, humanity, and love. Caring as described in the literature is an exemplar of ethical, spiritual, servant, transformational leadership, and POS. The following questions were chosen to address caring:

- Question 4. We think of each other as friends (Positive Practices Survey).

- Question 24. We genuinely care about each other (Positive Practices Survey).

- Question 56. We are responsive to each other (Positive Practices Survey).

- Question 59. We have a system in place to show that we care about the personal lives of our employees (Spiegelman Culture IQ Test).

Meaning

Finding meaning and purpose in organizational life has become a popular topic in the context of the financial and political events of recent years. The virtues clustered under this heading include purpose and transcendence. Meaningfulness at work (membership) is encouraged through building cultures, ideologies, identities; visionary, charismatic or transformational leadership; and building charismatic or

leadership communities (Pratt & Ashforth, 2003). The following questions were

chosen to address meaning:

- Question 5. We feel that our work has profound meaning (Positive Practice

  Survey).

- Question 25. We find our work motivating (Positive Practice Survey).

- Question 60. We are being renewed by what we do (Positive Practice Survey).

- Question 66. Our employees feel like they are here for a purpose beyond just their

  job (Spiegelman Culture IQ Test).

Inspiration

The inspiration and positivity cluster of virtues includes courage, hope, optimism,

zest, and transcendence. Inspirational motivation "provides followers with challenges

and meaning for engaging in shared goals and undertakings….[and]…tend[s] to focus

on the best in people—on harmony, charity and good works" (Bass & Steidlmeier,

1999, p. 188). The following questions were chosen to address inspiration:

- Question 6. We inspire each other (Positive Practices Survey).

- Question 28. We communicate the good we see in one another (Positive Practices

  Survey).

- Question 67. We are positively energized by our work (ROV Research Team).

Forgiveness

Forgiveness in organizations involves both change within the wronged party, and

change in relationship between the parties (Cameron & Caza, 2002, p. 38). The

following questions were chosen to address forgiveness:

- Question 7. We avoid blaming one another when mistakes are made (Positive

  Practices Survey).

- Question 29. We correct errors without placing blame (Positive Practices Survey).

- Question 68. We forgive mistakes (Positive Practices Survey).

Fun and camaraderie

Friendship and camaraderie facilitate the allowance of the short-term inequity

necessary in order for social exchange to occur (Bowler & Brass, 2006). The

following questions were chosen to address fun and camaraderie:

- Question 8. We have fun at work (ROV Research Team).

- Question 30. We foster camaraderie among employees through various events and

  activities (ROV Research Team).

- Question 69. We work well together as a team (ROV Research Team).

Pride and recognition

Pride holds a strong motivational power, stimulating the deployment of strong effort

toward goal accomplishment, inducing determination on socially valued tasks, and

invigorating individuals to acquire and demonstrate skills that increase one's

prominence and appreciation from others (Williams & DeSteno, 2008).

The following questions were chosen to address pride and recognition:

- Question 9. We feel pride in our company (ROV Research Team).

- Question 31. We are recognized by others as a great place to work (ROV Research Team).

Training and development

In a study on career development at McDonalds, Rasins and Franze (2007) noted that managers must see development as an important responsibility that includes career growth, ongoing learning, and building a broad skills portfolio. They also discovered that employees wish to have meaningful conversations, examine relevant data, and see both the personal and business perspectives of development. Harris and Cole (2007) say that "the extent to which a person feels they have developmental needs directly corresponds to their pre-contemplation and contemplation sentiments regarding a developmental opportunity." The following questions were chosen to address training and development:

- Question 10. We demonstrate our commitment to growing and training our employees (ROV Research Team).

- Question 32. We have many opportunities to learn and grow at work (ROV Research Team).

- Question 70. Our employees receive regular and useful performance feedback (ROV Research Team).

Employee engagement

An organization's employees are major stakeholders in the success of the

organization. Therefore, how the organization treats its employees will go a long way

toward encouraging its employees to work to the best of their ability. There is also a

direct correlation between satisfied employees and customer relations—a correlation

that leads to positive profit margins, especially when those employees deal directly

with customers. Liao and Chuang (2004) specifically state that front-line employees

play an essential role in establishing and building customer relations.

Sirota, Mischkind, and Meltzer (2005) identify three main goals that most employees

long for that are instrumental in the employer-employee relationship. First, they state

that employees want equity. They want to be treated justly especially in the areas of

pay, benefits, job security, and respectful treatment. Second, employees want to have

pride in what they have accomplished by doing things that matter, and having those

accomplishments recognized by the organization. Third, employees desire

camaraderie by having cooperative relationships with others in the organization. The

following questions were chosen to address employee engagement:

- Question 11. We measure employee engagement (Spiegelman Culture IQ Test).

- Question 26. We have good communication throughout the organization (ROV

  Research Team).

- Question 33. We take action on employee engagement scores (Spiegelman

  Culture IQ Test).

- Question 48. Our company recognizes employees with meaningful reward program (ROV Research Team).

- Question 61. We have the opportunity to use our strengths at work every day (ROV Research Team).

- Question 65. Our employees are praised and recognized for doing good work at every level of the organization (ROV Research Team).

- Question 72. We recognize employee participation and involvement (ROV Research Team).

- Question 79. We have excellent compensation and benefits (ROV Research Team).

Hiring and firing

If we take the proposition that trained and reliable employees positively affect company performance, then it is imperative for the organization to attract and retain these types of employees. The following questions (as well as where the questions originated) were chosen to address hiring and firing:

- Question 12. We provide special programs for socializing new employees into our culture (ROV Research Team).

- Question 35. We hire for fit in addition to skill (Spiegelman Culture IQ Test).

- Question 73. We quickly and appropriately move the wrong people out of the organization (Spiegelman Culture IQ Test).

Customer orientation

Johnson & Fornell (1991) define customer satisfaction as a customer's overall

(cumulative) experience to date with a product or service provider. Although there is

a lack of consensus on the definition of customer satisfaction, there are some common

themes seen throughout the literature (Anderson, Fornell, & Lehmann, 1994;

Anderson, Fornell, & Mazvancheryl, 2004):

- Customer satisfaction represents a long-term perspective, or attitude, of a

  customer's perceptions of a provider over time.

- It includes a consideration of value, as determined by price comparisons, although

  price emerges as less important than quality in most studies.

- Customer satisfaction has been linked with customer loyalty.

- Customer satisfaction has been linked with performance or profitability.

The following questions were chosen to address customer orientation:

- Question 13. We do whatever it takes to delight our customers (ROV Research

  Team).

- Question 36. We develop personal relationships with our customers (ROV

  Research Team).

- Question 49. We go the extra mile to understand our target customers (Cai's

  Customer Focus Survey).

- Question 64. We deliver on what we promise to our customers (ROV Research

  Team).

- Question 74. We provide extensive customer service training to our employees (ROV Research Team).

- Question 80. We use social media to interact with our customers (ROV Research Team).

Contribution to the community

One of the primary ways for business to have an impact on the community is through philanthropic endeavors (Carroll, 1979). Merriam Webster defines philanthropy as a desire to improve the material, social, and spiritual welfare of humanity, especially through charitable aid or donations. Chester and Lawrence (2008) go on to state that philanthropic acts include charitable donations, the allowance of volunteer participation of the business' employees, and active participation in community projects. The following questions were chosen to address contribution to the community:

- Question 14. We provide financial support for employees to participate in community service activities of their choice (ROV Research Team).

- Question 37. Our company donates to organizations that promote the well-being of society (Turker CSR Scale).

- Question 50. Our people are active in a variety of community service organizations. (Spiegelman Culture IQ Test).

- Question 76. We intentionally employ people from our local community (ROV Research Team).

- Question 89. We work hard at being a model citizen in all of our business practices (ROV Research Team).

Environmental responsibility

Environmental responsibility covers activities geared towards the reduction of the environmental impact of their operations, including such things as reducing waste and the consumption of natural resources, recycling, putting in place environmental management systems, and the like (Vives, 2005). The following questions were chosen to address environmental responsibility:

- Question 15. We participate in activities to protect and improve the natural environment (Turker CSR Scale).

- Question 38. We measure our impact on the natural environment (ROV Research Team).

Quality and productivity

Pritchard (1992) defines productivity as how effectively an organization uses its resources to achieve its goals. The following questions were chosen to address quality and productivity:

- Question 39. We communicate that quality is important to us (ROV Research Team).

- Question 62. We do unusually high-quality work (ROV Research Team).

- Question 77. We are a highly reliable and consistent organization (ROV Research Team).

- Question 85. We use clearly defined processes for ensuring quality (ROV Research Team).

Performance management

Richard et al.(2009) defines organizational performance in three specific areas:

- Financial performance (profits, return on assets, return on investment, etc.)

- Product market performance (sales, market share, etc.)

- Shareholder return (total shareholder return, economic value added, etc.).

The following questions were chosen to address performance management:

- Question 16. We have the resources necessary to get the job done at every level of the organization (ROV Research Team).

- Question 40. We measure performance of all key operational activities (ROV Research Team).

Financial management

There are several different ways to measure financial performance for companies. The most popular measures are financial market-based measures—most dominantly shareholder return. The following questions were chosen to address financial management:

- Question 17. We engage in detailed budgeting (ROV Research Team).

- Question 51. We share company financial information with employees (ROV Research Team).

- Question 83. We invest in the long-term financial vitality of the firm not just short-term profit (ROV Research Team).

- Question 86. We strive to maintain financial independence (ROV Research Team).

Dominant characteristics

The following questions were chosen to address dominant characteristics:

- Question 18. Our company is like an extended family where people seem to share a lot of themselves (OCAI).

- Question 42. Our company is a dynamic and entrepreneurial place where people are willing to stick their necks out and take risks (OCAI).

- Question 82. Our company is very results-oriented, and our people are highly competitive and achievement-oriented (OCAI).

- Question 87. Our company is a very controlled and structured place where formal procedures generally govern what people do (OCAI).

Criteria of success

The following questions were chosen to address criteria of success:

- Question 19. We define success primarily on the basis of the development of human resources, teamwork, employee engagement and concern for people (OCAI).

- Question 43. We are an industry leader and innovator that defines success primarily on the basis of having unique or the newest products and services (OCAI).

- Question 58. We define success primarily on the basis of winning in the marketplace and outpacing the competition (OCAI).

- Question 88. We define success primarily on the basis of efficiency, dependable delivery and smooth scheduling (OCAI).

Leadership

Leaders are role models who set visions of the desired future state and then act in ways that either support or detract from attainment of the vision. They directly and indirectly affect organizational culture and virtue (Bass & Avolio, 1993; Hartnell & Walumbwa, 2011; Schein, 2010; Toor & Ofori, 2009; Wilderom, 2011). The interrelationship between leaders and organizational culture can be seen in other leadership scholarship: Cameron (2011) maintains that responsible leadership is virtuous leadership; Bass and Avolio (1993) declare that leaders develop culture and culture effects leadership development. The following questions were chosen to address leadership:

- Question 20. Our senior leaders are honest (ROV Research Team).

- Question 27. Our senior leaders are coordinators, organizers or efficiency experts (OCAI).

- Question 34. Our senior leaders are hard-drivers, producers or competitors (ROV Research Team).

- Question 44. Our senior leaders are competent (ROV Research Team).

- Question 45. Our senior leaders' behavior is consistent with our values (ROV Research Team).

- Question 63. Our senior leaders communicate the vision, values, and strategic

  direction of our company effectively (ROV Research Team).

- Question 75. Our senior leaders take time to build relationships with people at

  every level of the organization (ROV Research Team).

- Question 78. Our senior leaders are avid learners who continually seek out new

  ideas in order to benefit the company (ROV Research Team).

- Question 81. Our senior leaders are positive energizers (ROV Research Team).

- Question 84. Our senior leaders are entrepreneurs, innovators, or risk takers

  (OCAI).

- Question 90. Our senior leaders are mentors, facilitators, or parent figures (ROV

  Research Team).

Selection of Participants

One of our initial challenges was trying to determine a population of companies to

send the survey to. We examined the types of companies we wanted to research. In a

discussion with the research team, we determined that we wanted the companies to be

privately held, small to midsize, US based companies. Soon after, we discovered the

Inc. 5000 list contained several such companies, and we decided it would be a good

source. Initially, we felt about 1000 companies would be a good starting point to

survey. However, administrative issues (primarily funding) made it extremely

challenging to get access to those companies, so we decided to get the data by other

means.

We made the decision to send the pilot survey to approximately 90 CEOs who are

members of the SGC. Because of their interest level in the ROV project, we believed

that selecting these CEOs would facilitate the ease of responsiveness to the survey;

which in turn would positively influence our ability to collect the survey data. There

was some initial concern that this would bias our data, but we realized we were not

looking for correlations between dependent and independent variables for the pilot.

Instead, we wanted to see if our survey questions were reliably measuring the

independent variables (keywords/dimensions) that our questions represented. Each of

the CEOs would then request the questionnaire be sent to at least five employees in

their firm, creating a possible sample of 450 (90 × 5).

There was an understanding that we needed a sample of ten individuals per question

for survey validation, so we were confident there would be no issues from a

validation standpoint in having enough responses to our questions. Furthermore,

correlation between the dependent and independent variables would be a concern for

the final survey in which a broader range of our participants would be crucial from a

reliability/validity standpoint for that portion of the ROV project.

We emailed the survey to the various SGC CEOs along with the request that they

send us the names of at least five individuals in their company/organization to whom

we could send a survey. Note that the survey sent to these individuals was slightly

different from the survey sent to the CEOs in that it did not include CEO-specific

questions that addressed finances, profits, and day-to-day CEO challenges.

Everything else would be the same. We drafted a very structured email (Appendix E)

for CEOs of each company, with an individualized link to the electronic survey. We

promised to send an aggregate summation of the results of the survey data to the

CEOs as a sort of give and take, when this data is available. The CEOs would be able

to see how their organization compares to a cumulative collection of other

organizations who also took the survey.

After we got the names of the five individuals, we sent them a link to the survey

(minus the financial portion) to those individuals, with their CEO's endorsement.

The primary objective of the pilot study is to conduct statistical analysis to uncover

the inter-correlation among questionnaire items, factor structures, and internal

consistency of scales. Also, we hope to reduce the number of questions to 50-60 for

the final survey. The Center for Positive Organizations will lead in this analysis.

Summary

This chapter has attempted to provide a clear understanding of the process that led to

the development of the pilot survey— the steps that we took to determine the scales

of the survey and choose the specific questions for each dimension. The chapter

describes how the survey participants were chosen and how we moved from an initial

inclination to use companies from the well-known Inc. 5000 to a more simplified

process of using the companies who were familiar with the ROV—members of the

SGC (companies that share many of the same values)—without compromising the integrity of the data.

In the next chapter I discuss the aesthetics of the pilot questionnaire by examining the portions of the questionnaire that led to the general layout of the survey questionnaire.

Chapter 4: Survey Design

In this chapter I discuss the final design of the pilot survey. I briefly discuss the
endorsement of the ROV survey and provide a discussion on the aesthetics of the
pilot questionnaire by examining each portions of the questionnaire. The results of
this chapter give a clear understanding of how the survey was physically organized
and presented to the respondents.

Version One of the survey (Appendix D) was formatted by the Center for Positive
Organizations. It consists of 90 questions. Page 1 of the ROV questionnaire provides
instructions. As mentioned in Chapter 3, a letter about the survey (Appendix E) from
the CEO of the SGC was sent to the CEO of each company and a separate letter
(Appendix F) was sent to employees who were recommended by the company CEO.
This letter explained the importance of the survey and the role the employees would
play in participating in the survey. Although the letters were drafted by members of
the ROV team, we used the SGC CEO's signature, primarily as a means of endorsing
the process for the respondents but also because of his role as the co-founder and
head of the organization.

Instructions

The instructions page addresses the survey sponsors and purpose. The instructions
also explain to the CEO respondents that the ROV team will give them feedback on
how they (along with their employees) answered the questions and additional

feedback on how their company compares to other companies who also take the survey. The instructions page also addresses the confidentiality of the respondents' answers, with the specification that their individual results will not be shared with the public without authorization. Finally, the page addresses the five different sections of the survey:

- Demographic information.

- Workplace culture and practices.

- Company performance.

- Company information/selection of colleagues.

- Written observations about your company's culture

Demographic information

Demographic information is valuable because it allows for the ROV team to control independent variables such as age and gender, so that the true influence of those variables on the dependent variable can be determined (Creswell, 2009). This will be even more important during the analysis of the final survey. The demographic information in this survey consists of the following:

- Title or role in the company

- Age

- Gender

- Education level

- Length with the company

- Ownership of the company

- Founder of the company

- Outside investors

- Location of the company

- Years the company has been in business

- Industry of the company

Workplace culture and practices

This section of the survey is arguably the most important portion of the survey, and was easily the most time consuming part of the survey development process. This was no surprise, because the workplace culture and practices dimensions represent the independent variable of the final survey. The instructions for this portion of the survey offer the respondent a relative amount of flexibility in that the respondent has the option of skipping a question if they desire or they can answer "Do not know." The other options for the respondent are to answer in the following way:

- Always

- Regularly

- Sometimes

- Rarely

- Never

The respondents are encouraged to answer the questions about their company as a whole, not their specific unit or team, and they are also encouraged to answer the questions based on their current assessment of their company and not the way they may want it to be.

Company performance

This section of the survey represents the dependent variable for the final survey and is

therefore a more objective measure in comparison to the independent variable of

workplace culture and practices. Those objective measures include questions that

address following:

- Company's employee engagement scores

- Customer satisfaction scores

- Financial performance results

- Number of employees

- Administrative details

This section is designed solely for CEOs or presidents, primarily because they are

either the keeper of this sensitive information or they are responsible for authorizing

the release of any of this sensitive-to-confidential company data.

Assessment results

This section is also designed specifically for CEOs or presidents. Its primary purpose

is administrative in nature. It is where the CEO or president can request feedback on

the survey results and feedback on how their company compares to other companies

who have taken the survey. This section is also designed to allow the CEO or

president to pass the names and contact information of up to 10 employees to send the

survey to in order to collect data on their roles and personal perspectives on the

organization.

Written observations

This section simply asks one question and offers the respondent the opportunity to answer the question in their own words. It is qualitative in nature because it is the subjective opinion of the respondent in reference to their company's culture. This is also the last section of the survey, and is where the respondent presses "Done" to finish the survey.

Summary

In this chapter I discussed the physical layout of the ROV survey and how it was designed. The survey is user friendly, and it is available on line for respondents to take at their convenience. For a survey composed primarily of closed-ended questions, the survey offers flexibility in how respondents can answer the questions by giving them the option of skipping the question or responding with the answer "Do not know." Finally, the endorsement letter from the SGC's CEO adds credibility to the importance and purpose of the survey through his work and position in the organization.

Chapter 5: Implications for Practice and Learning

In this chapter I offer implications for practice and learning. I specifically discuss lessons learned, how the survey could be used in the future, and insights that can be gained for future practitioners.

Lessons Learned

There were several lessons learned in the process of conducting this dissertation project that will greatly assist me in future research or project endeavors. Specifically, these lessons will assist in building future surveys and assessing the anticipated impact of the final ROV survey.

One of the first lessons in this process was understanding the tedious process of building survey questions. For example, many of the questions went through a great deal of vetting, which led to several revisions. The vetting process went through CVDL leadership team, the Center for Positive Organizations, our survey administrator, Benedictine University CVDL doctoral students, and members of the SGC. Patience was an important quality to have; these revisions caused several delays in the administration of the survey. The initial plan was for the pilot survey to go out to the CEOs in December 2013. However, as of 1 March 2014, the survey has yet to be sent to the participants in part due to the changing and rewording of the questions.

Another lesson in the dissertation was nailing down the process of inviting

participants to take the survey. The team realized that responsiveness to the survey

would be a key component in establishing validity and reliability to our survey

questions. A major aspect to ensuring responsiveness was the initial letter that was

sent out to each of the CEOs explaining the purpose of ROV project and the

significance the survey would play in the research. If the letter did not specifically

address the purpose of the research as well as the significance of their company's

participation, then it was revised. This letter went through several revisions, with

minor tweaking, in order to get to the final product (Appendix E).

For me, another lesson learned was an appreciation for the patience required to

account for the fluidity of the process. Upon taking this challenge, I did not realize

the complexity of building a survey instrument. My thought was that anyone could do

it. A great deal of work went into examining current culture surveys to see what was

already in existence. This was beneficial because we did not want to "reinvent the

wheel" if there were procedures and data collecting instruments that had already been

validated.

Understanding the current literature on survey development as well as the literature

on culture and performance was also challenging. There was limited information on

survey development in the literature. However, there was an abundance of literature

on culture, which presented its own challenge of selecting the best information to fit the ROV initiative.

Anticipated Results of the Survey

The primary purpose of the pilot survey was to test the validity and reliability of the questions to determine if the questions actually measured the dimensions they were targeted to measure. The minimum number of responses per question for validation and reliability is 10. Given that we were sending the survey to approximately 90 CEOs who are highly motivated to support the ROV initiative, I anticipate we will easily meet the requirements for validity and reliability.

The reliability and validity analysis will also allow the team to shorten the number of questions for the final survey by choosing the questions with the best reliability indices. Validity for the survey will be strong based on the content validation by qualified reviewers on the ROV team.

Finally, the ROV team has a goal of narrowing the number of questions to approximately 50–55 based on the amount of time we anticipate a respondent is willing to donate to taking the survey (15–20 minutes). However, after several members of the team took the 90-question pilot survey, we realized it only took approximately 20 minutes to complete. The final survey could be as many as 70 questions, which should meet the time allotment while presenting a more valid measure of the effects of culture and performance than a 50–55 question survey.

The final survey will be unique in that it will attempt to draw a correlation between culture and performance by examining the independent variables (dimensions) of culture together with the dependent variable of financial performance. It is my assessment that the final survey will show a correlation between culture and performance in that those organizations that exhibit a great amount of positive culture dimensions will have a higher level of financial performance than those companies within the same industry and similar demographics that exhibit mildly positive or negative culture dimensions.

Future Potential Impact for the Survey

The final survey has a great deal of potential for many types of organizations, including nonprofit and government organizations. Although this research focuses on for-profit organizations with financial performance as the measure of success, other measures for success would apply to different types of organizations. For example, the military considers culture (sometimes referred to as command climate) vital to mission accomplishment is often defined in terms of training readiness objectives and ultimately in defeating an enemy in combat. Habitat for Humanity® may measure performance in terms of the number of homes they build or the number of families they help.

The survey will also be of great assistance to future scholars and practitioners as they endeavor to use the ROV survey to assess organizational culture in an effort to help

organizations recognize why they may not function to their full potential. Consultants will greatly benefit from the instrument, using it to identify areas of improvement for their clients. Scholars could possibly use the instrument as a stepping stone to building a better instrument for the future.

Although the ROV survey will be a great asset in identifying culture strengths and weaknesses in organizations, it falls short in providing solutions to help organizations improve their cultures. Organizations will have to follow up the results of the survey with training plans or workshops focused on improving the culture in their organization. The survey results can be used as a purpose statement for improving performance, making their culture training more meaningful and focused.

It must also be noted that the survey only provides one aspect of what may be happening in an organization. Interviews with key personnel and employees may be necessary to get a deeper understanding of what actually may be going on in an organization. These combined assessments may offer a more comprehensive understanding in explaining an organization's culture.

Summary

This study provides a look at the dimensions of culture and the validation of questions that effectively measure those dimensions, with the ultimate objective of determining if those culture dimensions have an impact on performance.

Of the 21 culture dimensions identified in the study, the leadership dimension was most popular, as defined by the number of questions that were grouped in that dimension. This seems appropriate given that all of the other dimensions arguably are impacted by the leadership dimension at some level. Leadership influences decisions at all levels, and if the ROV initiative proves that culture impacts performance, then values-driven leadership may be the most influential factor on that performance, because it is the key to any positive organizational culture.

Appendix A: Clan/Collaborative Quadrant (Caring)

The following table is provided as an example of the research the ROV team assembled when determining how to categorize survey questions as we developed a conceptual logic for the survey.

Return on Values Initiative				
Survey Construction				
Keyword: Caring				
Associated Business Mojo Characteristic:		Practices a culture of intimacy, based on "caring for people in the totality of their lives" and a mutual understanding and appreciation of the responsibilities of owners and employees towards one		
Source	**Clan / Collaborative Quadrant**	**Adhocracy / Creative Quadrant**	**Marketing / Competitive Quadrant**	**Hierarchy / Controlling Quadrant**
Positive Practices Survey	We are interested in each other.	None	None	None
	We think of each other as friends.			
	We genuinely care about each other.			
	We are responsive to each other.			
Gallup Q12	I have a best friend at work.	None	None	None
	My supervisor, or someone at work, seems to care about me as a person.			
Turker CSR Scale	Our company implements flexible policies to provide a good work and life balance for its employees.	None	None	None

Appendix B: Additional Questions for CEOs

The following message was sent to help determine survey questions as we developed a conceptual logic for the survey.

From: Lynch, Kevin D. [mailto:klynch@ben.edu]
Sent: Friday, December 14, 2012 9:48 AM
To: tom@tastycatering.com
Subject:

Dear Thomas,
As you know, the Small Giants Community has teamed with the Center for Values-Driven Leadership at Benedictine University to study the link between company culture and profit. Fundamentally, we want to know what distinguishes Small Giant-like companies from other fast-growing companies?

As part of this research, we will survey over 5,000 companies beginning in early 2013. We are in the process of developing that survey now and need your help.

Can you take a moment to respond to the following questions?

1. What are the 3-5 most important things your company does to drive sustainable top and bottom line growth?
2. What are the 3-5 most important things your company does to create an exceptional people-centered culture?
3. What are the 3-5 most important things your company does to create high-levels of customer loyalty?
4. What are the 3-5 most important things your company does to contribute to your community?
5. What are the 3-5 most important things you focus on personally as the CEO of your company to drive sustainable top and bottom line growth?

We will incorporate your responses into the development of our survey. Your help is greatly appreciated.

Thanks,
Kevin

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Appendix C: Sample CEO Response to Additional Questions

The following message is an example response to the initial request for information to CEOs (Appendix B).

From: Tom Walter [mailto:tom@tastycatering.com]
Sent: Friday, December 14, 2012 2:09 PM
To: Lynch, Kevin D.
Subject: RE:

Here is a quick hit on this Kevin.

1. **What are the 3–5 most important things your company does to drive sustainable top and bottom line growth?**
   - Leaders who understand their responsibility to all stakeholders
   - An employee generated values based culture that is a living organism within the company
   - Human capital that are aligned and practice the organizational culture
   - Clearly defined systems and processes including communication and transparency

2. **What are the 3–5 most important things your company does to create an exceptional people-centered culture?**
   - Repeat the culture statement in its entirety before every meeting
   - A dynamic life- long learning program with internal and external instruction and tuition reimbursement
   - Wellness, Health Club, Recognition & Reward and Employee Assistance programs
   - 4 pillars – 1. God 2. Family 3. Education 4. Work
   - Facilitate qualified employee start-ups

3. **What are the 3–5 most important things your company does to create high-levels of customer loyalty?**
   - Open book management – The Great Game of Business – everyone in the organization understands the relationship between Customer Loyalty and their compensation.
   - Emotional intelligence is taught to staff so they understand emotional clients
   - Every sales person has a 5 step process, in their cubes that list the steps to take to satisfy a customer in the event of a complaint.

- Staff that interface with clients are empowered to make decisions necessary to solve problems instantly. The empowerment process is taught.
- Our Creative Agency of Record conducts informational sessions in TC University and breakout sessions with staff that interface with clients that teach the principles of: Brand Ambassador, Brand Experience, Brand Image, Brand Management, Brand Personality, Brand Promise and Brand Recognition. Through this process everyone understands how they can build brand and Customer Loyalty

4. **What are the 3–5 most important things your company does to contribute to your community?**
   - Hire the best and brightest students from the community and teach them responsibility
   - Satisfy requests from the Mayor's office to help in need families during times of crisis
   - Provide staff to speak at local schools and invite local high school's culinary programs in for sessions with our culinary team.
   - Feed at-need families Thanksgiving dinner at a local junior high school
   - Serve seniors a Christmas dinner at the local senior center
5. **What are the 3–5 most important things you focus on personally as the CEO of your company to drive sustainable top and bottom line growth?**
   - Set an positive example of virtuous behavior
   - -Realize that every staff member is "somebody" with individual needs and wants
   - Coach
   - Ensure the culture is followed

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Appendix D: Final Draft of Pilot Survey

Return on Values Assessment Version 1

1. Instructions

This assessment is sponsored by the Inc. Small Giants Community (www.smallgiants.org) and Inc. Magazine (www.inc.com). It measures the link between culture and profit in small and mid-sized businesses. Its purpose is to help you understand your company's culture and leverage it to build an exceptional business that thrives and grows in today's complex and challenging environment.

By completing this assessment, you will be able to receive a free feedback report about your company's culture and performance in comparison to other companies from around the United States. In order to make the results meaningful for you and your company, you will need to have at least 5 other employees of your company complete the assessment. Simply fill in their name and email addresses in Section 4 of the survey. You will be sent a list of your nominees for verification and an assessment will be sent to them directly upon your approval. To get the best possible results, we recommend you send the email to a "diagonal slice" of multiple functions and levels throughout the organization.

This assessment is part of the Return on Values Project (www.returnonvaluesproject.com), a long-term research initiative led by the Center for Values-Driven Leadership at Benedictine University (www.cvdl.org), the Center for Positive Organizations at the University of Michigan (www.centerforpos.org), and the Inc. Small Giants Community. The research team is comprised of faculty members and doctoral students at Benedictine University and the University of Michigan.

All responses to this assessment will be held in strict confidence. Your individual results will not be shared with your boss or anyone else, and your company's results will not be shared publically at any time without specific authorization.

The assessment has five sections:
. • Demographic information
. • Workplace culture and practices
. • Company performance
. • Company information/selection of colleagues
. • Written observations about your company's culture

Please follow the instructions at the beginning of each section that follows.

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2. Demographic Information

Please answer the following questions to the best of your ability. If you do not know or do not wish to answer, you may skip the question or enter the "Do not know" response. If your response is not indicated, you can fill in the "Other" category and enter your preference.

01. What is your title/role in the company?

- ○ Non-management
- ○ Line management
- ○ Middle management
- ○ Senior management
- ○ CEO/President

Other (please specify)

02. What is your age?

- ○ Under 20
- ○ 20 - 29
- ○ 30 - 45
- ○ 46 - 60
- ○ Over 60

03. What is your gender?

- ○ Male
- ○ Female

04. What is your highest level of education completed?

- ○ High school or G.E.D.
- ○ Technical or Vocational Degree
- ○ Bachelor's Degree (BA/BS)
- ○ Master's Degree (MA/MS/MBA)
- ○ Doctoral Degree (Ph.D./M.D./J.D.)

Other (please list)

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05. How long have you been with this company?

- ○ Less than one year
- ○ 1 - 2 years
- ○ 3 - 5 years
- ○ 6 - 10 years
- ○ More than 10 years

06. Is this company privately owned?

- ○ Yes
- ○ No
- ○ Do not know

07. Is this company family-owned?

- ○ Yes
- ○ No
- ○ Do not know

08. Is this company employee-owned?

- ○ Yes
- ○ No
- ○ Do not know

09. Are you the founder of the company?

- ○ Yes
- ○ No
- ○ Do not know

10. Are you the majority owner of the company

- ○ Yes
- ○ No
- ○ Do not know

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11. Does this company have outside investors?

○ Yes

○ No

○ Do not know

12. Is this company headquartered in the United States?

○ Yes

○ No

○ Do not know

13. How many years has this company been in business? (Enter numerical data in years only, e.g., 0 for less than six months; 1 for 6 months to 1 year; 24 for 24 years, etc. Please enter 888 if you do not know.)

Years

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14. What is the primary line of business for this company?

○ Agriculture, Forestry, Fishing and Hunting

○ Mining, Quarrying, and Oil and Gas Extraction

○ Utilities

○ Construction

○ Manufacturing

○ Wholesale Trade

○ Retail Trade

○ Transportation and Warehousing

○ Information

○ Finance and Insurance

○ Real Estate and Rental and Leasing

○ Professional, Scientific, and Technical Services

○ Management of Companies and Enterprises

○ Administrative and Support

○ Waste Management and Remediation Services

○ Educational Services

○ Health Care and Social Assistance

○ Arts, Entertainment, and Recreation

○ Accommodation and Food Services

○ Other Services (except Public Administration)

○ Public Administration

Other (please list)

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3. SECTION 2: Workplace Culture and Practices

Please answer the following questions to the best of your ability.

As you respond to these questions, think about your company as a whole, not just your unit or team. Respond based on the way the company is now, not as you hope or want it to be.

If you do not know or do not wish to answer you may skip or enter the "Do not know" response.

1 Section 2

	Always	Regularly	Sometimes	Rarely	Never	Do not know
01. Our core values are deeply ingrained into our decision-making processes.	○	○	○	○	○	○
02. We treat each other with respect.	○	○	○	○	○	○
03. We help fellow employees who are facing difficulty.	○	○	○	○	○	○
04. We think of each other as friends.	○	○	○	○	○	○
05. We feel that our work has profound meaning.	○	○	○	○	○	○
06. We inspire each other.	○	○	○	○	○	○
07. We avoid blaming one another when mistakes are made.	○	○	○	○	○	○
08. We have fun at work.	○	○	○	○	○	○
09. We feel pride in our company.	○	○	○	○	○	○
10. We demonstrate our commitment to growing and training our employees .	○	○	○	○	○	○

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4.

1 Section 2 (continued):

	Always	Regularly	Sometimes	Rarely	Never	Do not know
11. We measure employee engagement.	○	○	○	○	○	○
12. We provide special programs for socializing new employees into our culture.	○	○	○	○	○	○
13. We do whatever it takes to delight our customers.	○	○	○	○	○	○
14. We provide financial support for employees to participate in community service activities of their choice.	○	○	○	○	○	○
15. We participate in activities to protect and improve the natural environment.	○	○	○	○	○	○
16. We have the resources necessary to get the job done at every level of the organization.	○	○	○	○	○	○
17. We engage in detailed budgeting.	○	○	○	○	○	○
18. Our company is like an extended family where people seem to share a lot of themselves.	○	○	○	○	○	○
19. We define success primarily on the basis of the development of human resources, teamwork, employee engagement and concern for people.	○	○	○	○	○	○
20. Our senior leaders are honest.	○	○	○	○	○	○

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5.

1 Section 2 (continued):

	Always	Regularly	Sometimes	Rarely	Never	Do not know
21. We clearly and visibly communicate our values.	○	○	○	○	○	○
22. We trust one another.	○	○	○	○	○	○
23. We provide emotional support for each other.	○	○	○	○	○	○
24. We genuinely care about each other.	○	○	○	○	○	○
25. We find our work motivating.	○	○	○	○	○	○
26. We have good communication throughout the organization.	○	○	○	○	○	○
27. Our senior leaders are coordinators, organizers or efficiency experts.	○	○	○	○	○	○
28. We communicate the good we see in one another.	○	○	○	○	○	○
29. We correct errors without placing blame.	○	○	○	○	○	○
30. We foster camaraderie among employees through various events and activities.	○	○	○	○	○	○

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6.

1 Section 2 (continued):

	Always	Regularly	Sometimes	Rarely	Never	Do not know
31. We are recognized by others as a great place to work.	○	○	○	○	○	○
32. We have many opportunities to learn and grow at work.	○	○	○	○	○	○
33. We take action on employee engagement scores.	○	○	○	○	○	○
34. Our senior leaders are hard-drivers, producers or competitors.	○	○	○	○	○	○
35. We hire for fit in addition to skill.	○	○	○	○	○	○
36. We develop personal relationships with our customers.	○	○	○	○	○	○
37. Our company donates to organizations that promote the well-being of society.	○	○	○	○	○	○
38. We measure our impact on the natural environment.	○	○	○	○	○	○
39. We communicate that quality is important to us.	○	○	○	○	○	○
40. We measure performance of all key operational activities.	○	○	○	○	○	○

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7.

1 Section 2 (continued):

	Always	Regularly	Sometimes	Rarely	Never	Do not know
41. We monitor an extensive set of financial performance measurements.	○	○	○	○	○	○
42. Our company is a dynamic and entrepreneurial place where people are willing to stick their necks out and take risks.	○	○	○	○	○	○
43. We are an industry leader and innovator that defines success primarily on the basis of having unique or the newest products and services.	○	○	○	○	○	○
44. Our senior leaders are competent.	○	○	○	○	○	○
45. We provide training and development on our values.	○	○	○	○	○	○
46. We show appreciation for one another.	○	○	○	○	○	○
47. We honor one another's talents.	○	○	○	○	○	○
48. Our company recognizes employees with meaningful reward programs.	○	○	○	○	○	○
49. We go the extra mile to understand our target customers.	○	○	○	○	○	○
50. Our people are active in a variety of community service organizations.	○	○	○	○	○	○

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8.

1 Section 2 (continued):

	Always	Regularly	Sometimes	Rarely	Never	Do not know
51. We share company financial information with employees.	○	○	○	○	○	○
52. Our senior leaders dedicate significant time to promoting our culture and values.	○	○	○	○	○	○
53. We reward and recognize behavior consistent with our values.	○	○	○	○	○	○
54. We express gratitude to each other.	○	○	○	○	○	○
55. We build strong interpersonal relationships.	○	○	○	○	○	○
56. We are responsive to each other.	○	○	○	○	○	○
57. Our senior leaders' behavior is consistent with our values.	○	○	○	○	○	○
58. We define success primarily on the basis of winning in the marketplace and outpacing the competition.	○	○	○	○	○	○
59. We have a system in place to show that we care about the personal lives of our employees.	○	○	○	○	○	○
60. We are being renewed by what we do.	○	○	○	○	○	○

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9.

1 Section 2 (continued):

	Always	Regularly	Sometimes	Rarely	Never	Do not know
61. We have the opportunity to use our strengths at work every day.	○	○	○	○	○	○
62. We do unusually high-quality work.	○	○	○	○	○	○
63. Our senior leaders communicate the vision, values and strategic direction of our company effectively.	○	○	○	○	○	○
64. We deliver on what we promise to our customers.	○	○	○	○	○	○
65. Our employees are praised and recognized for doing good work at every level of the organization.	○	○	○	○	○	○
66. Our employees feel like they are here for a purpose beyond just their job.	○	○	○	○	○	○
67. We are positively energized by our work.	○	○	○	○	○	○
68. We forgive mistakes.	○	○	○	○	○	○
69. We work well together as a team.	○	○	○	○	○	○
70. Our employees receive regular and useful performance feedback.	○	○	○	○	○	○

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10.

1 Section 2 (continued):

	Always	Regularly	Sometimes	Rarely	Never	Do not know
71. Our senior leaders do a good job of keeping our employees informed.	○	○	○	○	○	○
72. We encourage employee participation and involvement.	○	○	○	○	○	○
73. We quickly and appropriately move the wrong people out of the organization.	○	○	○	○	○	○
74. We provide extensive customer service training to our employees.	○	○	○	○	○	○
75. Our senior leaders take time to build relationships with people at every level of the organization.	○	○	○	○	○	○
76. We intentionally employ people from our local community.	○	○	○	○	○	○
77. We are a highly reliable and consistent organization.	○	○	○	○	○	○
78. Our senior leaders are avid learners who continually seek out new ideas in order to benefit the company.	○	○	○	○	○	○
79. We have excellent compensation and benefits.	○	○	○	○	○	○
80. We use social media to interact with our customers.	○	○	○	○	○	○

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11.

1 Section 2 (continued):

	Always	Regularly	Sometimes	Rarely	Never	Do not know
81. Our senior leaders are positive energizers.	○	○	○	○	○	○
82. Our company is very results-oriented, and our people are highly competitive and achievement-oriented.	○	○	○	○	○	○
83. We invest in the long-term financial vitality of the firm not just short-term profit.	○	○	○	○	○	○
84. Our senior leaders are entrepreneurs, innovators or risk takers.	○	○	○	○	○	○
85. We use clearly defined processes for ensuring quality.	○	○	○	○	○	○
86. We strive to maintain financial independence.	○	○	○	○	○	○
87. Our company is a very controlled and structured place where formal procedures generally govern what people do.	○	○	○	○	○	○
88. We define success primarily on the basis of efficiency, dependable delivery and smooth scheduling.	○	○	○	○	○	○
89. We work hard at being a model citizen in all of our business practices.	○	○	○	○	○	○
90. Our senior leaders are mentors, facilitators or parent figures.	○	○	○	○	○	○

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12. SECTION 3: Company Performance

Sections 3 and 4 of this assessment ask questions about your company's employee engagement scores, customer satisfaction scores, financial performance results, number of employees in the company and administrative details concerning this assessment.

They are to be filled out by the company President/CEO. All others will be directed to the final section of the assessment, Section 5.

Are you the Company's President/CEO?

○ Yes

○ No

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13. SECTION 3: COMPANY PERFORMANCE - PART I: EMPLOYEE ENGAGEMENT

Q1. Our company's employee engagement scores are:

- ○ Not measured (If not measured you will be directed to Part II)
- ○ Poor
- ○ Average
- ○ Good
- ○ Very good
- ○ Excellent
- ○ Do not know

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14. SECTION 3: COMPANY PERFORMANCE - PART I: EMPLOYEE ENGAGEMENT

02. Compared to last year, our employee engagement scores this year are:

- ○ Substantially lower
- ○ Lower
- ○ About the same
- ○ Higher
- ○ Substantially higher
- ○ Do not know

03. Compared to our industry, our employee engagement scores are:

- ○ Substantially lower
- ○ Lower
- ○ About the same
- ○ Higher
- ○ Substantially higher
- ○ Do not know

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15. SECTION 3: COMPANY PERFORMANCE - PART II: CUSTOMER SATISFACTION

01. Our company's customer satisfaction scores are:

- ○ Not measured (if not measured you will be directed to Part III)
- ○ Poor
- ○ Average
- ○ Good
- ○ Very good
- ○ Excellent
- ○ Do not know

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16. SECTION 3: COMPANY PERFORMANCE - PART II: CUSTOMER SATISFACTION

02. Compared to last year, our company's customer satisfaction scores this year are:

- ○ Substantially lower
- ○ Lower
- ○ About the same
- ○ Higher
- ○ Substantially higher
- ○ Do not know

03. Compared to our industry, our company's customer satisfaction scores are:

- ○ Substantially lower
- ○ Lower
- ○ About the same
- ○ Higher
- ○ Substantially higher
- ○ Do not know

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17. SECTION 3: COMPANY PERFORMANCE - PART III: FOUR MOST RECENT YEARS OF GROSS...

In this section, when entering financial data, please use full numeric data e.g, 500,000,000 not 500 million; 10,000,000 not 10 million. Also, round up or down to the nearest million. Do not use decimal points.

If you are uncomfortable providing actual gross revenue numbers, please provide year-over-year percentage change in gross revenues and include the % (percent sign) to indicate such. Round up or down to the nearest percentage. Do not use decimal points.

Our gross revenue for the year 2013 was:

Our gross revenue for the year 2012 was:

Our gross revenue for the year 2011 was:

Our gross revenue for the year 2010 was:

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18. SECTION 3: COMPANY PERFORMANCE - PART IV: FOUR MOST RECENT YEARS OF NET PR...

NET PROFIT (as defined by **EBITDA** – earnings before interest, taxes, depreciation, and amortization)

In this section, when entering financial data, please use full numeric data e.g, 50,000,000 not 50 million; 1,000,000 not 1 million. Also, round up or down to the nearest million. Do not use decimal points.

If you are uncomfortable providing actual net profit numbers, please provide year-over-year percentage change in gross revenues and include the % (percent sign) to indicate such. Round up or down to the nearest percentage. Do not use decimal points.

Our net profit for the year 2013 was:

Our net profit for the year 2012 was:

Our net profit for the year 2011 was:

Our net profit for the year 2010 was:

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19. SECTION 3: COMPANY PERFORMANCE - PART V: OUR TOTAL NUMBER OF EMPLOYEES

TOTAL NUMBER OF EMPLOYEES (as defined by FTE's – full time equivalents)

In this section, when entering data on the number of employees, please use full numeric data, e.g., 1,000, not 1 thousand; 200, not 2 hundred. Also, round up or down to the nearest whole number. **Do not use decimal points.**

Number of employees (FTE's) for the year 2013:

Number of employees (FTE's) for the year 2012:

Number of employees (FTE's) for the year 2011:

Number of employees (FTE's) for the year 2010:

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20. SECTION 4: ASSESSMENT RESULTS

I am interested in receiving the feedback report that provides a composite picture of my company's culture and performance and compares it to other companies from around the United States. As the senior most participant, please direct the results to me.

○ Yes, please send results

○ No, please do not send results

Your Information:

Your first name _____

Your last name _____

Your email address _____

Your company name _____

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We would like at least **5** other employees of your company to take this survey. **To get the best possible results, we recommend you select a "diagonal slice" of multiple functions and levels throughout the organization. You will receive the comprehensive feedback report once all the employees you designate complete the assessment. Please enter their first and last name. Type or cut and paste their email addresses below and an assessment will be sent to them.**

EMPLOYEE #1 First Name:

EMPLOYEE #1 Last Name:

EMPLOYEE #1 Email Address:

EMPLOYEE #2 First Name:

EMPLOYEE #2 Last Name:

EMPLOYEE #2 Email Address:

EMPLOYEE #3 First Name:

EMPLOYEE #3 Last Name:

EMPLOYEE #3 Email Address:

EMPLOYEE #4 First Name:

EMPLOYEE #4 Last Name:

EMPLOYEE #4 Email Address:

EMPLOYEE #5 First Name:

EMPLOYEE #5 Last Name:

EMPLOYEE #5 Email Address:

EMPLOYEE #6 First Name:

EMPLOYEE #6 Last Name:

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EMPLOYEE #6 Email Address:	
EMPLOYEE #7 First Name:	
EMPLOYEE #7 Last Name:	
EMPLOYEE #7 Email Address:	
EMPLOYEE #8 First Name:	
EMPLOYEE #8 Last Name:	
EMPLOYEE #8 Email Address:	
EMPLOYEE #9 First Name:	
EMPLOYEE #9 Last Name:	
EMPLOYEE #9 Email Address:	
EMPLOYEE #10 First Name:	
EMPLOYEE #10 Last Name:	
EMPLOYEE #10 Email Address:	

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21. SECTION 5: WRITTEN OBSERVATIONS

This is the final section of the survey. After completing this section and pressing "DONE" you will be directed out of the survey. Press PREV to review your survey.

In one sentence, please describe your company's culture.

Appendix E: Spiegelman Letter to CEOs

The following message was sent from SGC President Paul Spiegelman to CEOs to request participation in the survey.

SUBJECT: Help needed for the Return on Values research project. Respond by _____, please.

Dear ____ -

We need your help.

As you probably know, the Inc. Small Giants Community is partnering with the Center for Values-Driven Leadership on a three year research project that explores the question, *What is the link between culture and profit in small and mid-size businesses?*
The project will establish a clear understanding on how culture is leveraged for growth, profit, and other business results. What we learn from this study will help small and mid-sized business owners grow their companies long-term, shape business school curricula for generations to come, and establish the Small Giants Community as a global thought leader in values-driven entrepreneurship.

A significant piece of our research is the development of an assessment instrument that allows companies to measure every aspect of their culture and correlate them with financial and other performance metrics. The instrument will be a powerful resource for companies because it will provide them with customized feedback reports that map their cultural strengths and weaknesses, compare them to a national database, and offer resources for improvement and growth.

We will eventually invite over 28,000 companies to take the survey, but for now we need 100 forward-thinking leaders like yourself to take an early version of the survey to help revise it, validate it, and make sure it is working properly. Your participation is essential before we distribute the survey more widely.

Please follow this link [insert link] and take the survey sometime before (Date to be determined). It should take you about 30 minutes to complete. (The final version will be shorter…15 minutes max.) We won't be able to provide immediate feedback on your results yet – that will have to wait for the final version– but we greatly appreciate your willingness to take the time to do this. Your participation will make a huge contribution to the SGC, entrepreneurship education, and the growth of entrepreneurial firms worldwide.
If you have any questions about the process, please email Dr. Kevin Lynch, klynch@ben.edu. Thank you so much!

Paul Spiegelman

Appendix F: Spiegelman Letter to Employees

The following message from SGC President Paul Spiegelman was sent to employees identified by CEOs as potential respondents, to request participation in the survey.

SUBJECT: Your company has nominated you to help us. Respond by _____, please.

Dear _____ -

We need your help.

John Doe, a senior leader in your organization, has nominated you to take part in the Return on Values (ROV) Survey. We hope that you will honor John's nomination by following the link below to participate in the survey by INSERT DEADLINE

What is the Return on Values Project?
The ROV is a research partnership between the Inc. Small Giants Community and the Center for Values-Driven Leadership that explores the question, What is the link between culture and profit in small and mid-size businesses?

Your participation will help us establish a clear understanding on how culture is leveraged for growth, profit, and other business results. The results will help business owners grow their companies long-term and shape business school curricula for generations to come.

How You Can Help
Please follow the link below to participate in the survey before DEADLINE. All responses are confidential. No specific results will be shared at any time.

Click on the URL below or cut and paste the URL into your browser.

http://www.hrgems.com/guests/user_main.asp?userid=2013CVDL1000001&password=KFA50VQL3X

OR

Enter the following in the appropriate fields at www.hrgems.com

Your username is: 2013CVDL1000001   Your assigned password is: KFA50VQL3X

If you have questions regarding the assessment link or the assessment, please contact Sherry Slade at sherry.slade@b-d-s.com.

You can learn more about the project at our website,www.returnonvaluesproject.com.

Thank you for your input and time.

Sincerely,
Paul Spiegelman

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