XII. ATTACHMENTS

A - Mercer Employee Survey Document

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TOWN OF NEEDHAM, MASSACHUSETTS
DPW Employee Surveys

Purpose: The Purpose of these surveys is to allow you to express your views about working for the Town and for DPW.

Codes, Not Names: Except for the Management Philosophy Profile that managers and supervisors complete, your name is not listed on the survey document. Instead, it is coded by the following Organizational Categories and Employee Types. If not already marked, please circle the Organizational Category and Employee Type that apply to you.

ORGANIZATIONAL CATEGORIES: All employees in a division or function.

100 – Administration
200 – Engineering
300 – Garage
400 – Highway
500 – Parks & Forestry
600 – Water & Sewer
700 – Solid Waste & Recycling

EMPLOYEE TYPES: Distinguishes between people who supervise (the Director of Public Works, Division heads coded M, and other supervisors coded NR-5 or NR-6) and people who don't (positions coded NR-4 and lower, TS, and W, including Foremen).

001 – Managers and Supervisors
002 – Non-supervisors

Survey Elements: The survey has four parts that all employees are asked to complete, plus a fifth part for managers and supervisors:

1. **ORGANIZATIONAL CLIMATE SURVEY (OCS): Exhibit A** presents a list of sixty questions designed to measure the health of the culture of the organization based on twelve cultural factors (five questions for each factor). An overview of the OCS, instructions, questions, and space for your comments are provided.

2. **VALUES SURVEY:** What are your department's current Key Values? **Exhibit B** shows sample values in the public sector that may help you frame your response, and provides a sheet for you to list the values in place in your department.

3. **GRIPES SURVEY:** Please complete the "Do You Have GRIPES?" worksheet **(Exhibit C)** to help us better understand the culture of the organization. Don't feel negative about the title of the survey as this was first developed to structure employee comments and issues during a team building and organizational development process for a water utility under stress. GRIPES will give a quick indicator of organizational culture issues that complements and expands information in the OCS.

4. **RESOURCES MANAGEMENT SURVEY: Exhibit D** presents a series of Resources and Personnel Administration topics and issues to be rated, with space provided for explanation of you ratings.

5. **MANAGEMENT PHILOSOPHY PROFILE (For Supervisors Only):** The survey in **Exhibit E** asks managers and supervisors to define their current and targeted philosophy toward managing based on twelve criteria. **REMEMBER, put your name on the first page and put the MPP in a separate envelope from the other surveys so the Mercer Group can give specific feedback to individual supervisors without compromising confidentiality on the other surveys.** This feedback will NOT be included in the final, written report, but shared privately with each supervisor. We will, however, provide general comments on the management philosophies of supervisors as a group in the report.

Tips on Completing the Surveys: Fill each survey out as best you can. In some cases, except for the Organizational Climate Survey, a question may not apply. If so, please mark that question "N/A," for Not Applicable, and move on. Usually, the first idea that comes to mind is the best answer. So, move along and don't get bogged down with a lot of analysis and deep thought.

Use of the Survey Information: These surveys and follow-up interviews are your primary inputs to the Mercer Group's work with the Town. **The questionnaire will be held in the strictest confidence by the consultants and shared only among the consulting team!**

Questions: If you have any questions, please contact **Steve Egan**, Mercer's project manager, by phone at 770-425-1775 or by e-mail at steveegan@aol.com.

Thank you for your cooperation and commitment to the project.

Exhibit A
ORGANIZATIONAL CLIMATE SURVEY

I. INTRODUCTION

We are interested in your opinion regarding the quality of your work life, including relationships and communications with supervisors, among employees, and with other departments; the adequacy of resources; and the effectiveness of management systems. Remember:

This is not a test - There are no *right* or *wrong* answers. Just mark the answer that you think best describes the current situation.

Individual responses are confidential - Your survey response will be identified and processed by Organizational Category and Employee Type codes only, NO NAMES!

You will receive feedback on the overall results of the survey - We will compile the results of the survey by the organizational categories and employee types described below and recorded on the cover page of your survey form, then report back you the results of the surveys later in the project.

II. Structure of the OCS

The Mercer Group's Organizational Climate Survey (OCS) is a tool to measure employee views on sixty questions that are compiled in the OCS report into the following twelve subscales:

1. **Organization and Department Goals:** The extent to which employees understand the goals of the organization and see the relationship between organizational goals and the goals of their department (or division).

2. **Productivity and Service:** The extent to which employees believe that the organization has a strong commitment to service and maintaining an efficient organization.

3. **Quality Emphasis:** The degree to which employees feel the organization is committed to maintaining high standards of quality for service.

4. **Management and Supervisory Competence:** The extent to which employees have confidence in the knowledge and ability of their supervisors, and feel productive working relationships are easily established.

5. **Information and Communications:** The extent to which employees feel that they receive important and useful information from their supervisors, managers, top management, and/or other departments.

6. **Work Group Problem Solving:** The extent to which employees feel that managers and supervisors are interested in identifying and solving problems rather than avoiding them or pretending they don't exist.

7. **Work Group Coordination and Cooperation:** The extent to which employees feel that the people in their work group work together as a team.

8. **Employee Involvement:** The degree to which employees feel that the organization considers their viewpoint important.

9. **Receptivity to Change:** The extent to which employees perceive the organization as open and receptive to change.

10. **Working Conditions:** The degree to which employees feel that the amount of work expected of them is fair and equitable, and the tools, facilities, and equipment are adequate to do the job.

11. **Career Opportunities:** The degree to which employees feel that career advancement is readily available to those who are qualified and seek it.

12. **Compensation and Benefits:** The degree to which employees feel that the compensation package provided by the organization is fair and equitable.

II. INSTRUCTIONS

Please respond to the following sixty statements according to these instructions:

1. **Preparation:** Check that the following codes entered on the cover page of the survey are correct.

   Organizational Category: This code should reflect the division or function in which you work.

   Employee Type: Non-supervisory employees, including Foremen, are in the Code 002 and directors, managers, and supervisors are in the Code 001.

   If you think the codes on your form are wrong, please check with your division head before completing the survey.

2. **Response:** Read each statement carefully, then decide how you feel about it.

   Circle the response that best expresses your opinion (only one response per question!). Answer ALL questions! Provide comments after the last question or on additional sheets of paper. Possible responses:

   SA = Strongly Agree
   A = Agree
   U = Undecided (It's OK to be unsure, but try to give an opinion)
   D = Disagree
   SD = Strongly Disagree

3. **Definitions:** Some terms used in the survey are defined below.

Work Group:	The group of people with whom you work most frequently, which could be a division, crew, location, or an office group.
Section/Division:	Your division in most cases, but it could be a section in some cases (e.g., the water plant or a crew within a division).
Department:	Public Works.
Organization:	Your department unless the question is posed seeking an answer related to working for the Town.
Supervisor:	The person to whom you directly report.
Work Area:	The location of your office or primary work site.

III. ORGANIZATIONAL CLIMATE SURVEY

SA - Strongly Agree **A – Agree** **U – Undecided**
D – Disagree **SD - Strongly Disagree**

1.	Most people understand the goals of our department.	SA A U D SD
2.	We have regular meetings in our department where everyone is encouraged to discuss work-related problems.	SA A U D SD
3.	My supervisor lets people know what is going on, which helps everyone do a better job.	SA A U D SD
4.	There are many ways we could be more productive and efficient, but very few people in the department seem to care.	SA A U D SD
5.	The people in my work group are encouraged to work together as a team.	SA A U D SD
6.	Changes in procedures and work methods are easy to get approved in this department.	SA A U D SD
7.	Quite often, people in our department have to do more than is necessary because the work has not been planned properly.	SA A U D SD
8.	My supervisor believes that the ideas of the people who do the work are important to long-range plans.	SA A U D SD
9.	In order for me to advance in my career, I'll have to seek opportunities in another organization or department.	SA A U D SD
10.	Most employees in this department know what they are expected to do and produce quality work, even if it takes a little more time.	SA A U D SD
11.	If my supervisor would only stop looking over my shoulder, I could get a lot more work done.	SA A U D SD
12.	In comparison with other people I know who do similar work, I'm not paid nearly enough.	SA A U D SD
13.	The people in my work group understand how the goals of our group fit into the goals of the department.	SA A U D SD

14.	In our department, we have good ways for dealing with little problems before they become big ones.	SA A U D SD
15.	The information and/or direction we get from other departments is often incorrect, causing us to have to do the work over or correct it.	SA A U D SD
16.	My supervisor encourages us to find ways to do things better.	SA A U D SD
17.	It seems that many of the people that I work with are more concerned about getting recognition for themselves than working together as a group.	SA A U D SD
18.	My supervisor actively seeks out new ideas and approaches for doing things.	SA A U D SD
19.	As a general rule, the equipment, tools, and supplies that are needed to do our work are available when we need them.	SA A U D SD
20.	Lots of times, my supervisor isn't included in important decisions, and he/she finds out about changes after the decision has already been made.	SA A U D SD
21.	In our department, promotions are usually given to the people who deserve them, regardless of how long they've been here.	SA A U D SD
22.	Most employees in this department take a lot of pride in what they do and usually try a little harder to produce quality.	SA A U D SD
23.	My supervisor is someone I can go to when I need help or have a problem.	SA A U D SD
24.	It seems that some people in this department get paid more than they deserve, while others get paid less.	SA A U D SD
25.	Sometimes it seems like one group is going in one direction, and the other groups in the opposite direction.	SA A U D SD
26.	In our work group, we don't hide our problems, we get them out in the open and solve them.	SA A U D SD
27.	The information I need to do my job is readily available in my department through my supervisor.	SA A U D SD

28.	As long as my job gets done, nobody seems to care how much it costs.	SA A U D SD
29.	The people in this department are willing to help each other out when the need arises without worrying about what job they're assigned to or what group they work for.	SA A U D SD
30.	When the need for change is obvious, my supervisor responds quickly and implements the required change.	SA A U D SD
31.	Generally speaking, the department gets a good day's work from everyone.	SA A U D SD
32.	My supervisor often makes and implements decisions without first discussing them with the people who have to carry them out.	SA A U D SD
33.	It seems like we're always bringing in outsiders to fill positions when we have plenty of qualified people right in the department.	SA A U D SD
34.	We spend a lot of time trying to improve our services	SA A U D SD
35.	My supervisor evaluates people fairly and on the basis of their performance, rather than "playing favorites."	SA A U D SD
36.	Most people in this department believe that our benefit package is fair and better than plans in comparable communities.	SA A U D SD
37.	The goals of the department have very little to do with the work that I and others in my group do every day.	SA A U D SD
38.	My supervisor doesn't want to hear about problems. He/she pretends they don't exist.	SA A U D SD
39.	The people with whom I work are familiar with the department's policies and procedures.	SA A U D SD
40.	We are often striving to improve service in this department.	SA A U D SD
41.	There is a lot of jealousy and bickering among people in my work group.	SA A U D SD
42.	The department has established ways of doing things, and any suggestions on how to do things differently are usually rejected.	SA A U D SD

43.	The equipment and/or tools that we have in our group make the job easier and the department more efficient.	SA A U D SD
44.	When new procedures or policies are being developed, my supervisor often asks for input from employees.	SA A U D SD
45.	Our department plans for the future by preparing people for future positions through training and education.	SA A U D SD
46.	In our department, the emphasis is on quantity, not quality.	SA A U D SD
47.	My supervisor tries to be "one of the guys/girls" instead of maintaining the distance necessary to effectively lead employees.	SA A U D SD
48.	Most people in the department would agree that our system for determining pay grades is fair and equitable.	SA A U D SD
49.	The goals of our work group and our department are periodically reviewed and discussed with all employees.	SA A U D SD
50.	Many times, we have to create a crisis in order to get anyone to pay attention to our problems.	SA A U D SD
51.	Most of the information I get about what the department is doing comes from the "grapevine."	SA A U D SD
52.	Everyone in my work group understands the importance of providing good service.	SA A U D SD
53.	When conflicts arise in our work group or between our group and another, they are usually handled in a timely and constructive way.	SA A U D SD
54.	It's too hard to get things changed in this department, most people have just learned to accept things the way they are.	SA A U D SD
55.	Some people in the department have to work harder than others because some people don't have enough work assigned to them.	SA A U D SD
56.	In our department, employees are encouraged to be open about their opinions and feelings about work-related problems.	SA A U D SD
57.	Getting ahead in our department is based more on your performance than who you know.	SA A U D SD

58. There is not enough emphasis in our department on quality. SA A U D SD

59. Most people in the department would agree that consideration is given to a person's ability to manage people before they are promoted. SA A U D SD

60. I would prefer to be compensated based on my performance rather than getting the same pay increases as everyone else. SA A U D SD

IV. COMMENTS RELATING TO OCS QUESTIONS

Exhibit B
ORGANIZATIONAL VALUES SURVEY

I. Values In Your Organization

1. **Current Values:** Based on the **Sample Values on the following page**, please tell the values that are in place in your department. If there is no formal Values Statement, tell us what values are informally in place, positive or negative!

   (a) _____

   (b) _____

   (c) _____

   (d) _____

   (e) _____

   (f) _____

   (g) _____

   (h) _____

2. **Structure of Values:** Are Values:

a.	Documented in a formal Values Statement?	☐ Yes	☐ No
b.	Given to employees and posted in work sites?	☐ Yes	☐ No
c.	Created and updated with employee input?	☐ Yes	☐ No
d.	Related to a town-wide Values Statement?	☐ Yes	☐ No
e.	Lived, even if informal, on a daily basis?	☐ Yes	☐ No

II. *Sample Values In State And Local Governments*

STATE AGENCY	LOCAL GOVERNMENT	PUBLIC WORKS DEPARTMENT	WATER UTILITY
Open communication Flexible, accommodating, And tolerant Fair, honest, cooperative **Integrity** Responsible and innovative problem solving **Humor** **Empowerment of employees** Teamwork and recognition **Courtesy and respect** Personal growth **Pride** in our work Responsiveness	The best service delivery possible to all we serve The planned, programmed acquisition, and **wise use of our resources** Our people are our most important resource Exhibit the highest standards of honesty, trust, and integrity Find and reward new and innovative ways to **serve the customer better** and become more efficient **Equal opportunity** for every citizen and employee based on their merits	**Build trust** Act with honesty and integrity Open two-way communications Encourage involvement and listening at all levels Shared visions and common goals Encourage personal growth Treat all people with respect **Reward the right behavior and coach positive behavior** **Value diversity** **Encourage fun** Continuous improvement	Open communications based on honesty, listening, and appropriate feedback **Flexibility to be creative and innovative** **Optimistic** Respect **Loyalty (to and from the utility)** Helpfulness Openness Participatory **Appreciative** Excellence Integrity Humaneness, sensitivity, and compassion

Exhibit C
DO YOU HAVE ANY *G-R-I-P-E-S*?

I. GRIPES Worksheet

G ROWTH

Are you growing, learning, and expanding your personal skills and expertise with the encouragement and help of the organization?

No	Sometimes	Often	Mostly	Always

How many annual Training hours have you averaged the past three years?

Very Few	8 or Less	9 to 16	17 to 24	Over 24

R ESPECT

Is your work respected, supported, and recognized by your supervisor?

No	Sometimes	Often	Mostly	Always

By senior managers (i.e. the director, division heads) in your department?

No	Sometimes	Often	Mostly	Always

By elected officials, the town manager, and directors of other departments?

No	Sometimes	Often	Mostly	Always

I NFORMATION

Do you have the information, access to help, and communications technology to do your job efficiently and effectively?

No	Sometimes	Often	Mostly	Always

and to understand the bases for policies and business decisions that affect your work and operation?

None	Sometimes	Often	Mostly	Always

P OTENTIAL

Are you allowed and encouraged to work at **100%** of your potential? If not, what percentage of your potential are you allowed to apply right now? By Potential, we mean application of the skills, experience, and talents you have gained in a lifetime of working and learning. To what degree does the organization tap these skills?

0%	**20%**	**40%**	**60%**	**80%**

E MPOWERED

Are you given adequate authority to make decisions (or at least influence decisions) and direct your subordinates in order to do your job, meet your objectives, and accomplish your mission?

No	**Sometimes**	**Often**	**Mostly**	**Always**

S UPPORT

Do you get the support (in terms of services, resources, and encouragement) you need to accomplish your mission from administrative support units in your Department?

No	**Sometimes**	**Often**	**Mostly**	**Always**

From your department head and the department's management team?

No	**Sometimes**	**Often**	**Mostly**	**Always**

From Purchasing, Personnel, Finance, Information Systems, and other central administrative and support services?

No	**Sometimes**	**Often**	**Mostly**	**Always**

From senior management, governing officials, and others "uptown"?

No	**Sometimes**	**Often**	**Mostly**	**Always**

Please provide any explanations for your responses to the GRIPES survey on the next page.

II. GRIPES Comments

GROWTH: _____

_____

_____

RESPECT: _____

_____

_____

INFO: _____

_____

_____

POTENTIAL: _____

_____

_____

EMPOWER: _____

_____

_____

SUPPORT: _____

_____

_____

Exhibit D
RESOURCE MANAGEMENT SURVEY

I. Adequacy of Resources

Please provide a rating (**P**=Poor, **F**=Fair, **A**=Average or Adequate, **G**=Good, **E**=Excellent) of the adequacy of the following resources, and provide explanations of the reasons for your ratings.

STAFFING: Number of full-time, contract, temporary, and seasonal people; skill and experience mix; number of supervisors compared to workers; number of support positions; etc.

Rating: ___ _____

_____

_____

FACILITY: Location, size, layout, traffic flow, environmental conditions, parking, etc.

Rating: ___ _____

_____

_____

VEHICLES: Number and mix of vehicles, features/specifications, availability, maintenance, etc. Includes automobiles, trucks, construction equipment, other rolling stock, and the like.

Rating: ___ _____

_____

_____

TOOLS: Number and mix of tools, features/specifications, availability, maintenance, etc. Includes saws and drills, hand tools, shop tools, testing and measurement, analysis, and the like.

Rating: ___ _____

_____

_____

GEAR: Number and mix of tools, features/specifications, availability, maintenance, etc. Includes uniforms, weapons, hardhats, shoes, vests, breathing apparatus, and the like.

Rating: ___ _____

_____

_____

OFFICE EQUIPMENT: Number and mix, features/specifications, availability, maintenance, etc. Includes copiers, fax, telephones, desks, chairs, bookcases, and the like.

Rating: ___ _____

_____

_____

COMPUTERS: Number and mix, features/specifications, hardware, software, support services, training, etc. Includes town-wide network, desktops, notebooks, handheld devices, GIS, survey equipment, CAD, office automation systems, and the like.

Rating: ___ _____

_____

_____

MATERIALS: Office, maintenance, construction, training, etc.

Rating: ___ _____

_____

_____

OTHER RESOURCES: Contracts and leases, technical support services, capital projects funding, fees and charges for services, operating budget, etc.

Rating: ___ _____

_____

_____

II. Personnel Administration

Please provide a rating (**P**=Poor, **F**=Fair, **A**=Average or Adequate, **G**=Good, **E**=Excellent) for the following topics, and provide explanations of the reasons for your ratings.

HIRING PROCESS: Advertising, tests, interviews, hiring decisions, notifications, etc.

Rating: ___ _____

_____

_____

CAREER LADDERS: Job classifications, promotions within and across departments, etc.

Rating: ___ _____

_____

_____

TRAINING: Funds and time for work-related seminars, workshops, conferences, etc.

Rating: ___ _____

_____

_____

GRIEVANCES: Process, administration, communications, notifications, etc.

Rating: ___ _____

_____

_____

DISCIPLINE: Process, administration, timeliness, fairness, communication, etc.

Rating: ___ _____

_____

_____

PERFORMANCE EVALUATIONS: **Process, criteria and standards, forms, frequency, meetings with supervisors to review the evaluation, connection to pay increases, etc.**

Rating: ___ _____

_____

_____

PAY: **Compared to other Town jobs; compared to other governments and private employers in the area; rewards for performance, skills, and certifications; etc.**

Rating: ___ _____

_____

_____

BENEFITS: **Compared to other governments and private companies in the area, mix of benefit programs, flexibility, administration, etc.**

Rating: ___ _____

_____

_____

LABOR RELATIONS: **Town-union relationship, tone of contract negotiations, timely renewal of contracts, adequacy of representation in dealings with the Town, etc.**

Rating: ___ _____

_____

_____

MORALE: **Current level of morale, relationships with supervisors and other employees, etc.**

Rating: ___ _____

_____

_____

Exhibit E
MANAGEMENT PHILOSOPHY PROFILE

Name: _____ *Division:* _____ *Title:* _____

I. Overview of and Scorecard for the MPA

A supervisor's Management Philosophy is a combination of his/her personality, approach to work, and relationships with subordinates and other employees. After reviewing the twelve criteria on Pages E-2 and E-3, complete the work sheet on Page E-4, then enter **Today's score** (how you are managing now) and the **Target score** (what you think you should be striving for in the future in order to maximize your benefit to the organization and achieve your long-term work goals).

The Mercer Group will insert a **Mercer suggested score** for you based on our experience with comparable positions and discuss it with you in a private interview. This exercise should be used to prompt thought and introspection on how your work life can be more satisfying, productive, and goal fulfilling. There are no right answers, only insights that hopefully will result in your personal and professional growth as a supervisor, as well as an enhanced organizational culture.

CATEGORY	CRITERIA	TODAY	TARGET	MERCER
PERSONALITY	*Type*			
	Risk-taking			
	Initiative			
	Solutions			
WORK FOCUS	*People*			
	Work			
	Resources			
	Time			
RELATIONSHIPS	*Status*			
	Delegation			
	Decisions			
	Communication			

II. Instructions for Completing The MPP

Your Management Philosophy, and those of your peers and supervisors, has a direct impact on the effectiveness of communications, employee relations, service quality, and organizational performance - in effect the organization's ability to accomplish its mission. These philosophies, in conjunction with agency-wide values, philosophies, and practices, are the building blocks of your organization's culture.

Described below are three major categories (Personality, Work Focus, and Relationships) and twelve factors that determine the Management Philosophy of supervisors at all levels in the organization (department heads, division managers, unit supervisors, foremen, crew leaders, and technicians). Each individual falls at or between the two alternatives listed below for each factor. Please read each of the twelve factors and rate yourself on Page E-4 of the analysis.

PERSONALITY

Type:

INTROVERTED with attention to internal operation; much time spent in your office analyzing operations and/or writing memos; and infrequent interaction with customers, staff, officials, contractors, and stakeholders, or

EXTROVERTED with attention to the external environment and frequent contact with staff and frequent interaction with customers, staff, officials, contractors, and stakeholders.

Risk-taking:

LIMITED with conservative and/or tradition-based actions, or

EXTENSIVE with innovative actions and decisions, and testing new ideas that break the mold.

Initiative:

REACTIVE to the external environment and problems, or

PROACTIVE to environmental needs and ahead of problems.

Solutions:

FEELINGS and intuition drive most decisions, or

ANALYSIS and thinking.

WORK FOCUS

People:

INTERNAL with a focus on managing and controlling operations and personnel (inputs and efficiency), or

EXTERNAL with a focus on customer relations and stakeholders (outcomes and effectiveness).

Work:

You focus on **DETAILS,** such as workflow, procedures, systems, and operations, or on

Broad, **MACRO** issues, visions, goals, and the "Big Picture."

Resources:

You focus on **THINGS,** equipment, materials, tools, computers, reports, or on

PEOPLE, relationships, communications.

Time:

You focus on **PAST** events, issues, and problems, or on

FUTURE events, issues, and opportunities.

RELATIONSHIPS

Status:

You are the **BOSS** (or the Expert), or

You share power by **EMPOWERING** and enabling your subordinates, co-workers, and/or customers.

Delegation:

Authority and work effort resides **CENTRALLY** in you and/or key subordinates or co-workers, or

Authority and work effort is delegated **BROADLY** to supervisors, staff, and/or co-workers.

Decisions:

A **CLOSED** process, involving yourself and key advisors, or

An **OPEN** process, with many employees and stakeholders involved.

Communications:

INFORMAL, oral, multidirectional (up and down), nonhierarchical and flexible communication systems are used, or

FORMAL, written, one directional (downward), hierarchical, and inflexible systems are used.

III. Management Philosophy Worksheet					
PERSONALITY	1	2	3	4	5
Type	Mostly Introvert	Slight Introvert	Middle of the Road	Slight Extrovert	Mostly Extrovert
Risk-taking	No Risks	Few Risks	Middle of the Road	More Risks	Lots of Risks
Initiative	Very Reactive	Slightly Reactive	Middle of the Road	Slightly Proactive	Very Proactive
Solutions	Mostly Feeling	Slightly Feeling	Feeling & Analysis	Slightly Analysis	Mostly Analysis
WORK FOCUS	1	2	3	4	5
People	Very Internal	Slightly Internal	Internal & External	Slightly External	Very External
Work	Mostly Details	Slightly Details	Details & Macro	Slightly Macro	Mostly Macro
Resources	Mostly Things	Slightly Things	Things & People	Slightly People	Mostly People
Time	All in the Past	Past to Today	Past to Week +	Past to Month +	Past to Year +
RELATIONSHIPS	1	2	3	4	5
Status	Mostly A Boss	Slightly A Boss	Middle of the Road	Slightly Empower	Mostly Empower
Delegation	Very Central	Slightly Central	Middle of the Road	Slightly Broad	Mostly Broad
Decisions	Mostly Closed	Slightly Closed	Middle of the Road	Slightly Open	Mostly Open
Communications	Very Formal	Slightly Formal	Middle of the Road	Slight Informal	Very Informal