

Diagnosing Organizational Climate

Procedure

Phase 1

Organizational Preparation

Temenos holds initial sounding meetings with all appropriate management. Temenos works with client to prepare and implement communication announcing the project to all appropriate employees.

Questionnaire Administration

Temenos and client jointly administer questionnaire.

Schedule 1 hour per group – groups up to 50 people (ideal size: 20 to 30)

Data Processing

Temenos analyses data from questionnaires.

Initial Report

Temenos presents to and discusses with client group preliminary findings and conclusions (one-half to two days).

Phase 2

Focus Groups

As necessary, Temenos collects additional information from focus groups to clear up any inconsistencies, ambiguities, or missing information that may surface during the review of the initial report.

Final Report

Temenos sends results, interpretations, and recommendations to client for review and preparation for action planning.

Action Planning

Temenos conducts off-site meeting with all key players to develop an action plan for dealing with issues the final report specifies (two to three days)

Phase 3

Implementation

During Phase 2, client and Temenos negotiate implementation of action plan.

Follow-Up

Temenos and client schedule and implement another administration of the questionnaire and analysis of data to determine progress and any need for further action planning.

Organizational Climate Definitions

- Responsibility:** the extent to which individuals feel accountable for their own job performance.

Job clarity: the extent to which individuals understand what the organization expects of them

Job commitment: the extent to which individuals are willing to do whatever is necessary to get the job done.
- Assimilation:** The extent to which individuals feel the organization treats them as integral parts of the organization.

Organizational clarity: the extent to which individuals understand the organization and how they fit into it

Organizational commitment: the extent to which individuals feel loyal to the organization
- Efficiency:** the extent to which the organization accomplishes work in an orderly and timely manner

Practices: the extent to which systems and procedures facilitate effective job performance

Operational support: the extent to which the organization accomplishes work without unnecessary effort and distractions.
- Excellence:** the extent to which individuals are committed to producing quality work

Standards: the extent to which the organization clearly defines and emphasizes superior job performance

Challenge: the extent to which individuals have to expand their abilities to obtain work objectives
- Innovation:** the extent to which the organization is committed to maintaining state-of-the-art technology and expertise.

Change management: the extent to which changes within the organization are beneficial and occur effectively.

Progress: the extent to which the introduction of new ideas or equipment improves productivity.
- Recognition:** the extent to which individuals feel that they make important contributions that the organization values

Reinforcement: the extent to which the organization appropriately rewards exemplary job performance

Esteem: the extent to which individuals feel successful in their jobs
- Team Spirit:** the extent to which individuals feel that the people with whom they work support them personally and professionally

Cooperation: the extent to which individuals work with and help one another to achieve common goals.

Interpersonal relationships: the extent to which mutual good feeling exist between individuals who work together.