

CULTURE



Results. Period.

Guidepost Survey

1. ***If people in my organization think a particular meeting is a waste of time, they:***
 - A. Start answering e-mails on their laptop and ignore everything else that's going on
 - B. Catch the facilitator after the meeting and ask what they were trying to accomplish
 - C. Stop the meeting and ask the facilitator what they are hoping to accomplish

2. ***When a work process at my company is improved and waste is removed from the system, the time saved is replaced by:***
 - A. Employees sitting in their cubes until 5 p.m. because that is when the workday is over
 - B. Management immediately giving employees more work
 - C. Whatever activities the employees feel are valuable; perhaps personal time, developmental projects, assisting teammates, etc.

3. ***If someone at my company wants to work from home on a Tuesday, they:***
 - A. Would need to ask their boss for permission, and inform their team members and customers
 - B. Would need to inform their team and customers
 - C. Wouldn't need to ask permission or inform anyone

4. ***When a meeting is set up at my company, the expectation is:***
 - A. You will be physically present in a meeting room at the office building
 - B. If you have an acceptable excuse, you are allowed to call into the meeting
 - C. You will deliver what you need to deliver, regardless of location

5. ***At my company, when we're sick and do work from home:***
 - A. We put in 8 hours of sick time or PTO
 - B. We put in 4 hours of sick time or PTO
 - C. We don't submit any sick time or PTO

6. ***Vacation time at my organization is allotted:***
 - A. By years of service
 - B. By years of service, and we can donate time to employees who have atypical situations of leave
 - C. Our vacation time or PTO is unlimited

7. ***If someone at my company needs to attend a funeral for a friend, they:***
 - A. Submit personal time or PTO
 - B. Use bereavement leave time
 - C. Just go and don't submit any time

8. ***If asked what "work" looks like, people at my company would say:***
 - A. A person sitting in a cube, typing on a keyboard
 - B. A person conducting a meeting in a conference room
 - C. Work doesn't have a particular "look." Work can be happening at any time, so it's hard to tell what it looks like

9. ***When my co-workers say "I'm off to work," their friends/families think:***
 - A. They must be headed to the company office building
 - B. They will be in their home office or the company office building
 - C. I have no idea where he/she is going

10. **Where I work, employees are expected to arrive at the office to start the workday:**
- A. No later than 7:30 a.m.
 - B. Between the hours of 8:00 a.m. and 9:00 a.m.
 - C. Whenever they want; they may not even come to the office to do work
11. **At our company, leaving the workplace at 3:00 p.m. is acceptable if you:**
- A. Came into the office at 6:00 a.m. and only took a 30-minute lunch break
 - B. Came in at your regular time but have a doctor appointment that afternoon
 - C. Are breathing and delivering results that meet expectations
12. **At my company, recognition is most often given for:**
- A. Working long hours
 - B. Taking on the tough projects, whether they get completed or not
 - C. Delivering quality work
13. **Where I work, an exempt (salaried) employee works, on average:**
- A. A minimum of 40-50 hours a week
 - B. About 40 hours a week, but it fluctuates according to business rhythms
 - C. Not sure; we don't track hours for our exempt employees
14. **At my company, when a meeting invite is received we:**
- A. Accept immediately — every meeting is important
 - B. Review the invite and accept or decline — usually based on who sent the invite
 - C. Review the invite and accept or decline — based on the outcome and whether a meeting is the best way to accomplish it
15. **In my organization, conference calls are:**
- A. Very rare — we almost always operate with face-to-face meetings
 - B. Fairly common, but only to do business with people out of town
 - C. Widely acceptable — all meeting invites include the option to call in
16. **In my organization:**
- A. We take care of personal errands outside of core work hours
 - B. We submit 'personal time' to run errands
 - C. We can do whatever we want without asking permission
17. **At our company, the only acceptable reasons to leave work are:**
- A. Things like doctor appointments, dentist appointments or daycare issues
 - B. Almost any reason is OK as long as you explain it to your manager and team
 - C. Our employees are free to come and go as they please without any explanation
18. **At our company, blocking a day every week as "No Meeting Day" would be viewed as:**
- A. A great way to get work done without distractions
 - B. A nice idea, but everyone would know it wouldn't work
 - C. Not necessary because everyone is in control of when and how they work
19. **At my company, core work hours are:**
- A. Monday through Friday, 8 a.m. to 5 p.m.
 - B. Monday through Friday, 10 a.m. to 2 p.m.
 - C. We don't have core work hours

20. **When someone at our company schedules a doctor appointment, they are likely to:**
- A. Schedule the appointment outside of core work hours
 - B. Inform their manager, teammates, and employees of when they'll be unavailable
 - C. Simply schedule the appointment for whenever it works best and go
21. **If a REAL fire drill comes down the pipeline and lands on an employee's desk:**
- A. They will react immediately and stay as long as it takes to get the fire drill taken care of
 - B. They react to the fire drill and involve the appropriate resources to reach a well-informed decision
 - C. The team and employee react to the fire drill, but inform the requester of the risks involved in making hasty decisions, and focus on what can be done to prevent this emergency from reoccurring
22. **If a PERCEIVED fire drill comes down the pipeline and lands on an employee's desk:**
- A. They will react immediately and stay as long as it takes to get the fire drill taken care of even though they don't think the need is urgent
 - B. React to the fire drill, but inform the requester of the risks involved in making hasty decisions
 - C. Respectfully push back on the cause of the fire drill and ask questions to determine the real priority of the work
23. **If an employee at my organization arrives at the office at noon:**
- A. A co-worker or manager will ask them, "Where have you been? Did you have a doctor appointment?"
 - B. They will receive some questioning looks
 - C. Co-workers will say "Hello!"
24. **If employees at my company send e-mails at 2:00 a.m.:**
- A. Their manager will ask them why they were up working so late
 - B. Their manager will wonder why they were working so late, but not say anything about it
 - C. Their manager will not notice what time the e-mail was sent; they will only pay attention to the content and effectiveness

IF YOU ANSWERED ALL OR MOSTLY 'A'S:

You are not alone. You are in a typical work environment. Employees may often complain about lack of control over work/life balance. Work is getting done, but not always in the most efficient manner. Top performers may be leaving the organization in search of a healthier balance between work and life. ROWE can infuse your organization with tremendous energy and focus, improving business results. Focus on removing Sludge from the environment. The language most often used in a traditional work environment is focused on time. Focusing your language on results and outcomes will kick-start your organization on the transformation to becoming a Results-Only Work Environment.

IF YOU ANSWERED ALL OR MOSTLY 'B'S:

You are in a work environment with some flexibility. You may have programs available (job-sharing, telecommuting, flex-time, etc.) to help provide a level of flexibility, but the people are still complaining about a lack of control.

ROWE will take your organization to the next level of productivity and improve the employee experience. Focusing on only results by creating results-based job descriptions, goals and performance development creates the opportunity for people to be fully engaged, invested, proactive, productive and passionate.

IF YOU ANSWERED ALL OR MOSTLY 'C'S:

Congratulations! You work in a forward-thinking environment, dedicated to working productively and enjoying life outside of work. Continue to focus on results and recognizing that life is an individual experience. No two lives are identical; leverage this to achieve better performance from each individual.