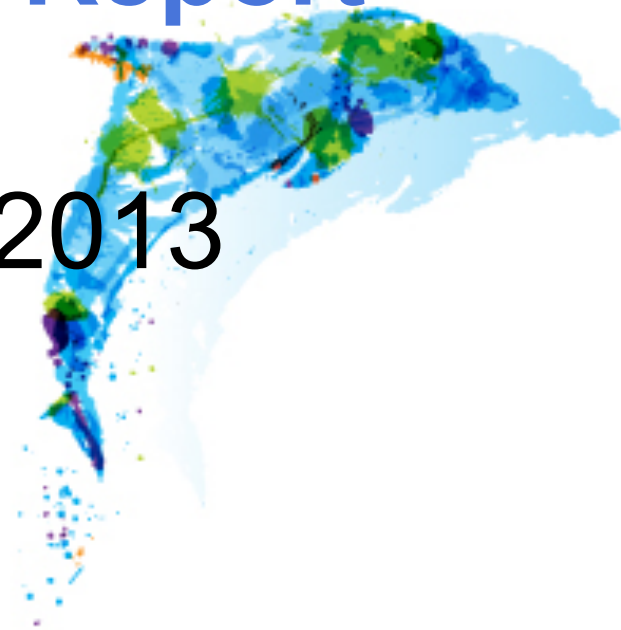




*Sample Co Ltd*

## **Dolphin Index Report**

11 January 2013





# Dolphin Index Report Content

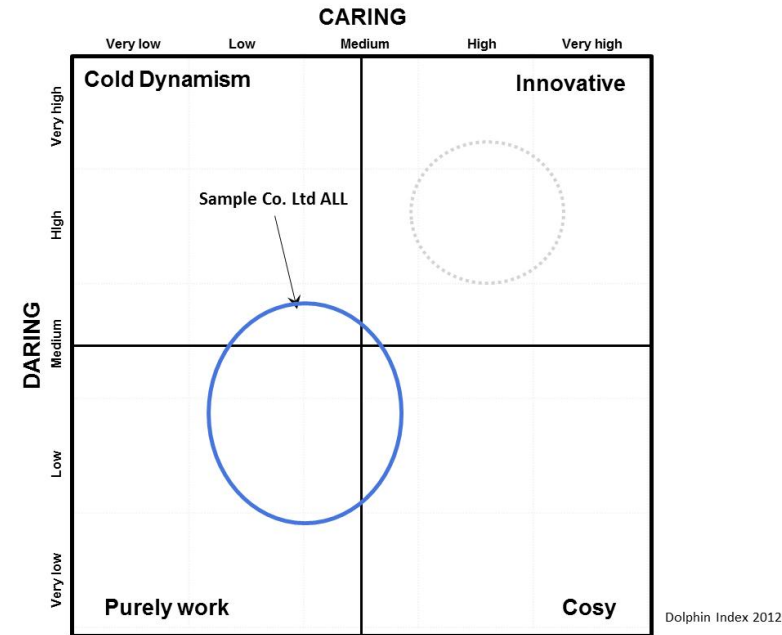
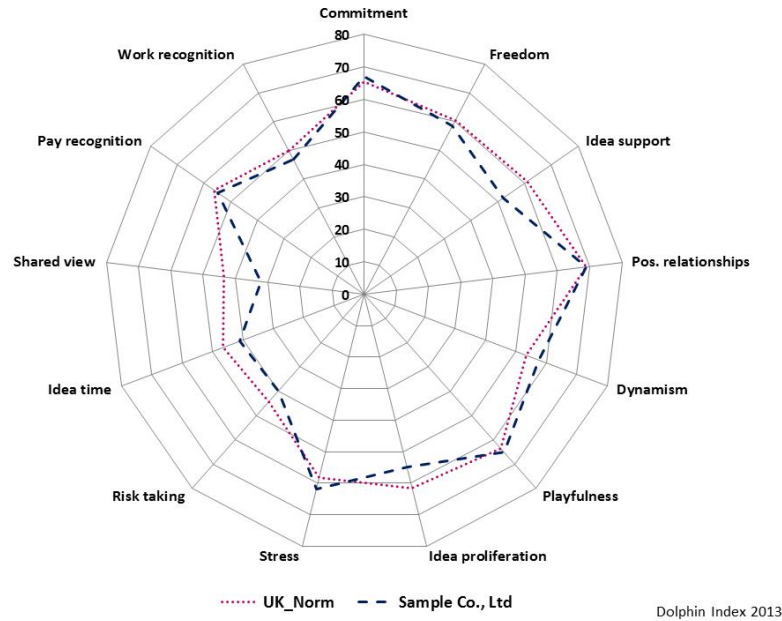
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# Dolphin Index Dashboard for Sample Co Ltd

The profile of Sample Co Ltd reveals an innovation climate that is at best moderately supportive of and conducive to innovation. The results are for the most part similar or below the norm.

The overall perception of the climate at Sample Co Ltd is in the 'Purely Work' Quadrant in the Daring-Caring matrix



Prioritized recommendations for next actions are:

Completed actions since last measurement:  
n/a

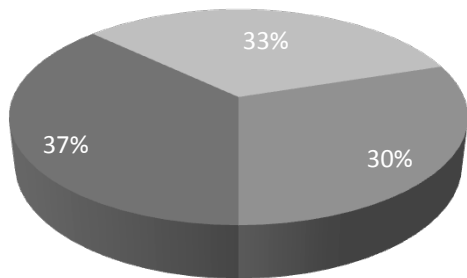
Next Dolphin Index survey is scheduled for



# Statistics of Sample Co Ltd

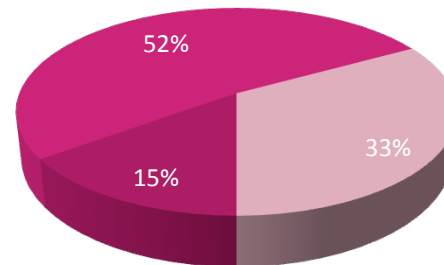
Total Answers  
n = 180

### Age



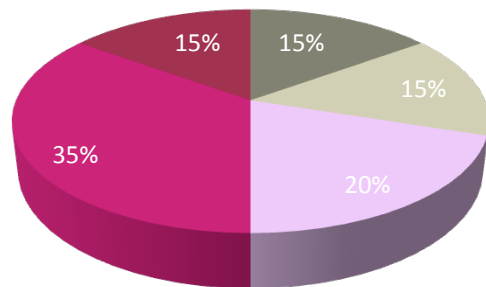
■ <30 ■ 30-45 ■ >45

### Years at Sample Co Ltd



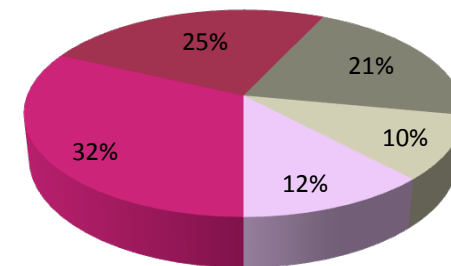
■ <3 ■ 3-10 ■ >10

### Respondent Country



■ The UK ■ Other EU ■ APAC ■ Americas ■ ROW

### Department



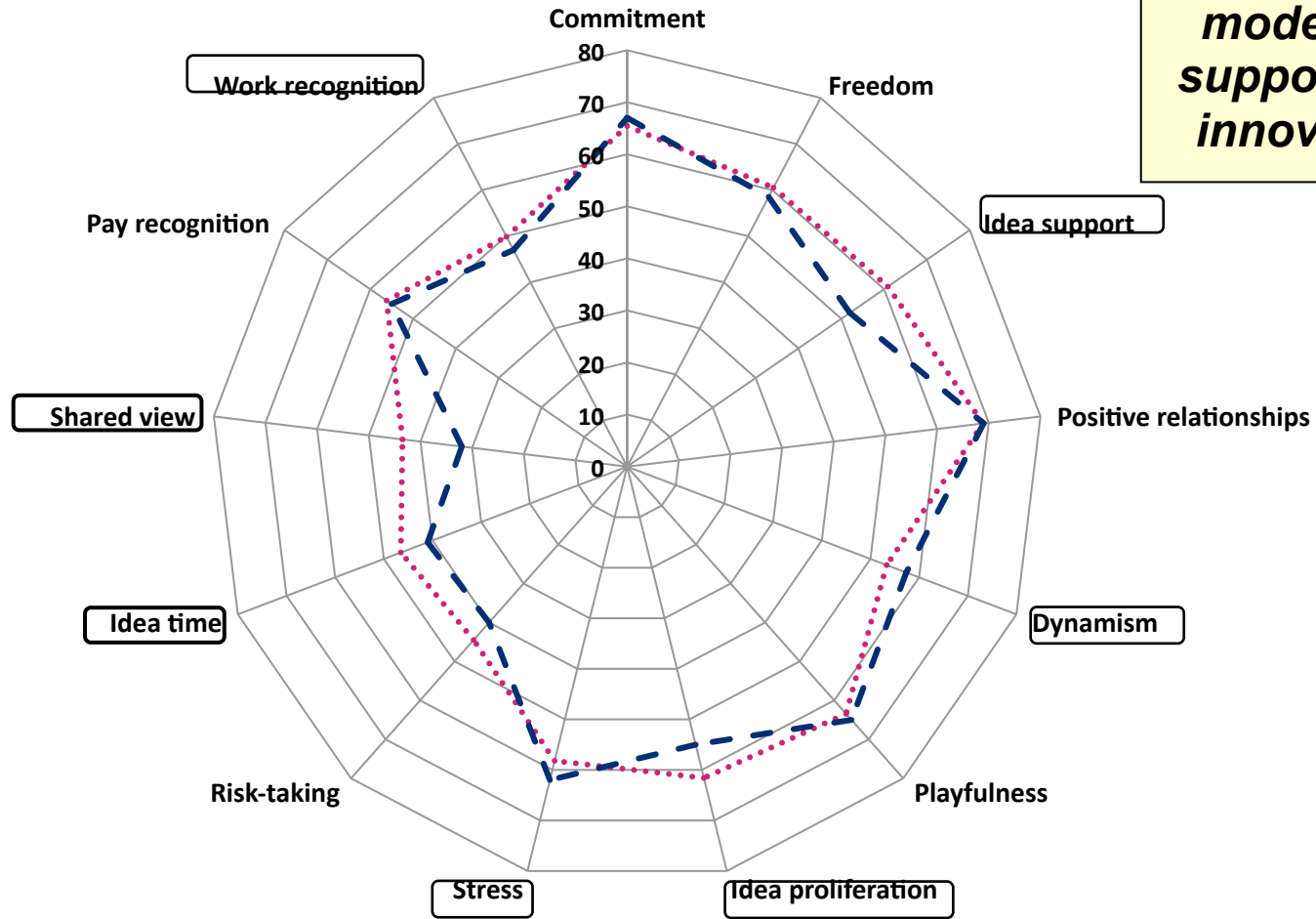
■ Production ■ S&M ■ R&D ■ Managem. ■ Admin.



# Innovation Climate and Culture

## Sample Co Ltd and UK norm compared

**“At best moderately supportive of innovation”**



**Statistically significant  $\Delta$**

..... UK Norm    - - - Sample Co Ltd



# Innovativeness Benchmark

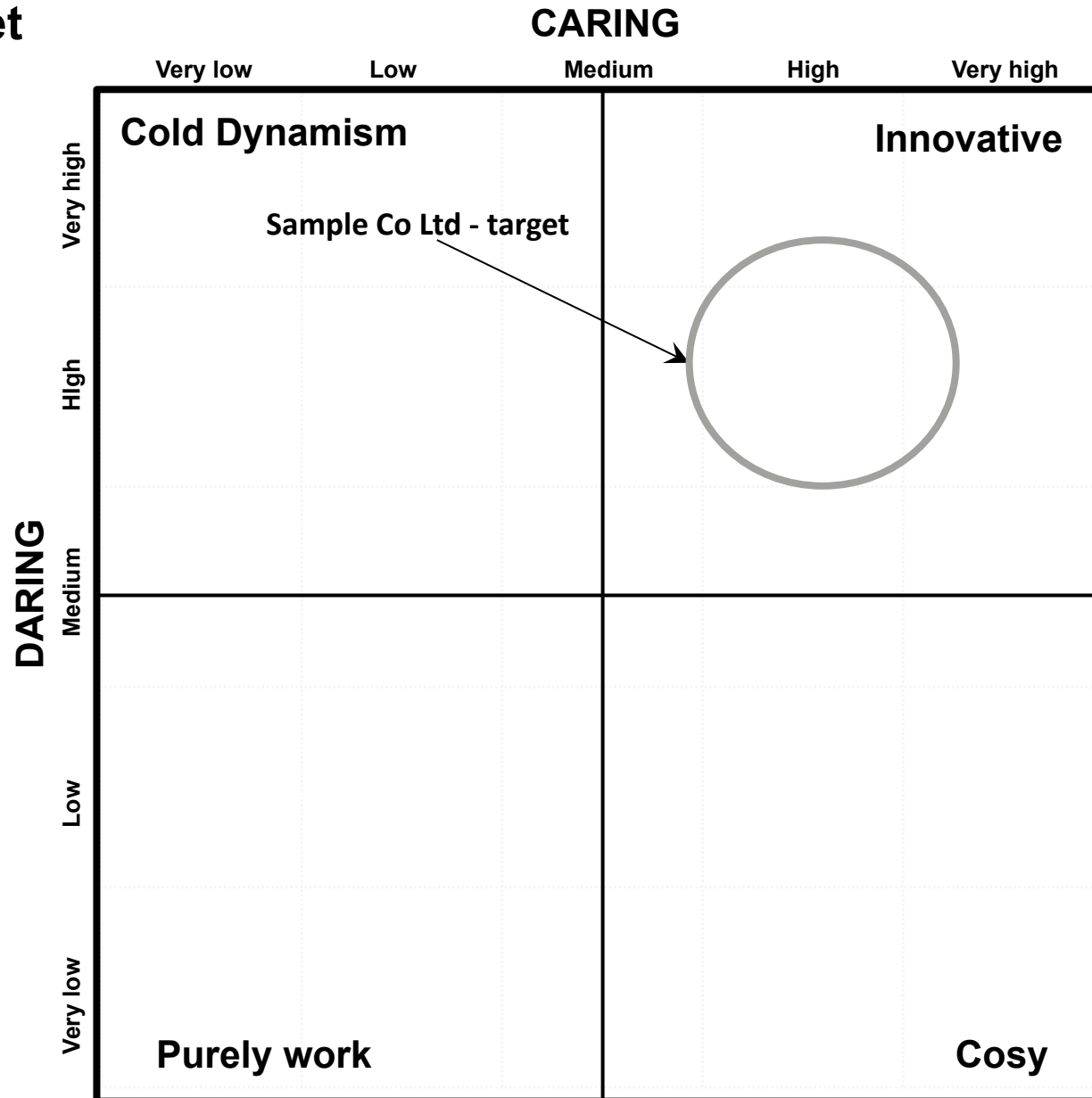
## Sample Co Ltd vs. UK norm

	UK norm percentile					deviation	Benchmark for perceived Innovativeness
	Very Low	Low	Moderate	High	Very High	$\sigma$	
Commitment			M			0,0	
Freedom			M			0,1	
Idea support		L				<b>1,2</b>	
Positive relationships			M			0,0	
Dynamism			M			0,4	
Playfulness			M			0,1	
Idea proliferation		L				<b>0,8</b>	
Stress			M			0,2	
Risk-taking			M			0,3	
Idea time			M			0,4	
Shared view		L				<b>1,4</b>	
Pay recognition			M			0,1	
Work recognition			M			0,2	



# Daring Caring GAP Analysis

Target

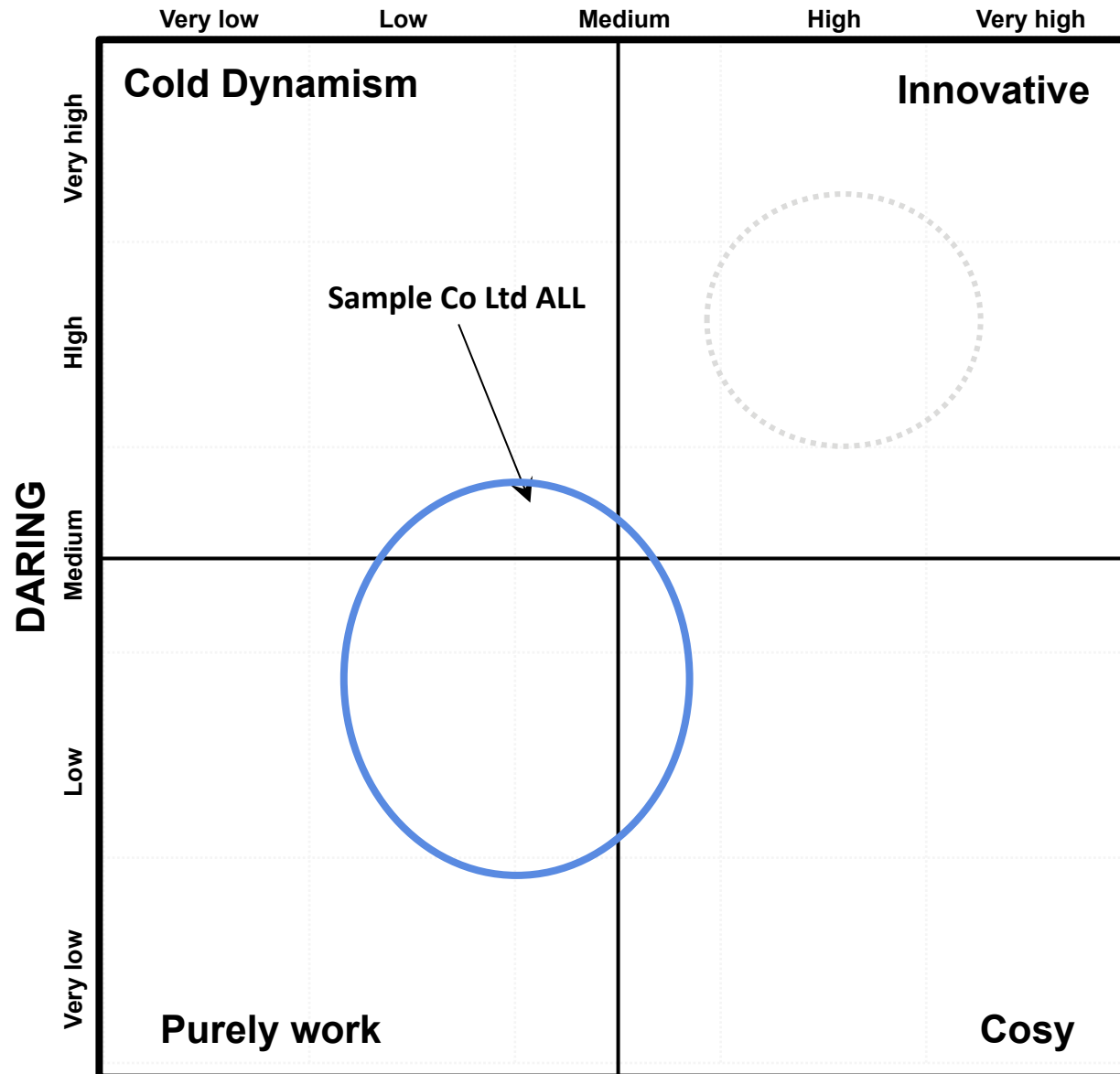




# Daring Caring GAP Analysis

ALL

CARING

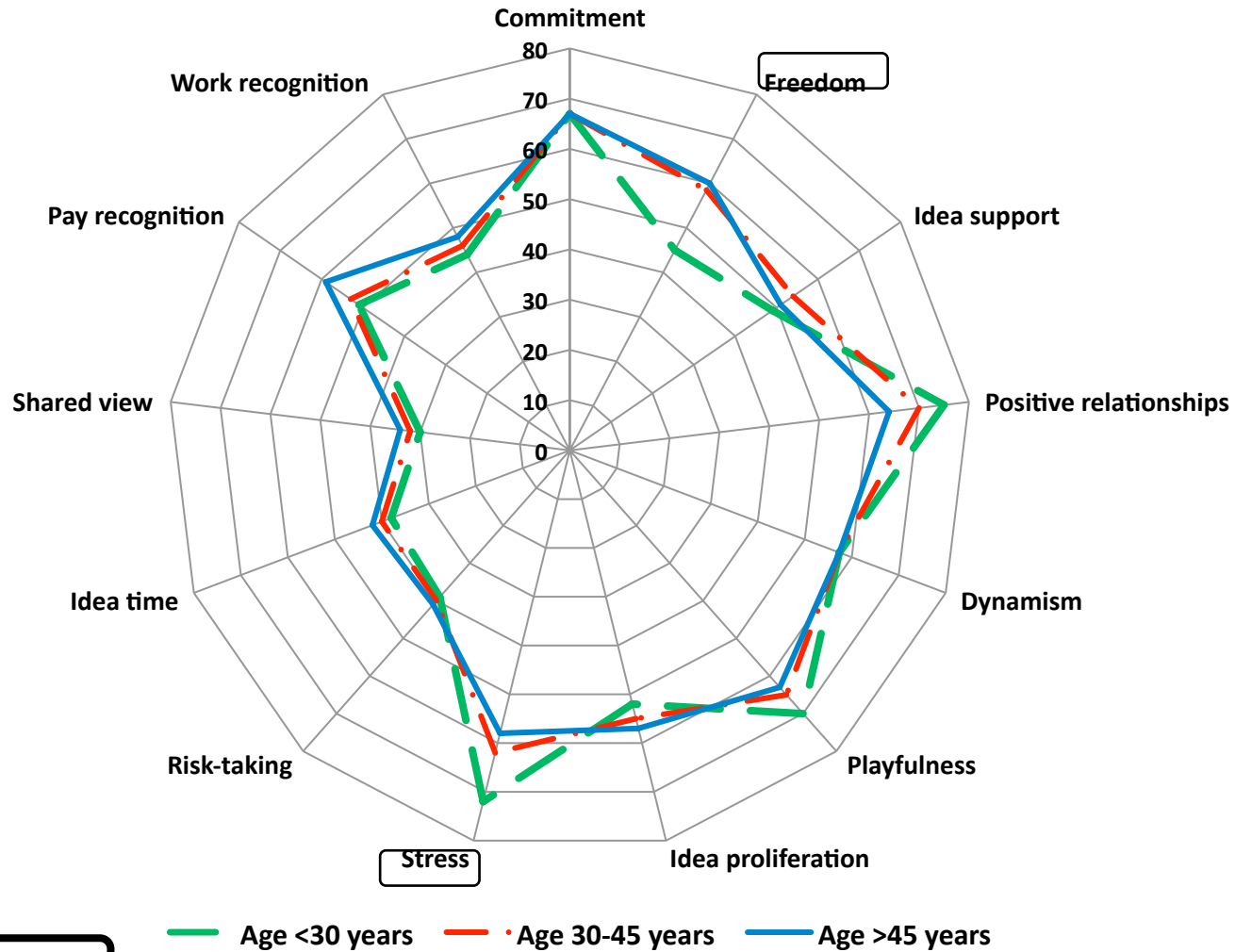






# Innovation Climate and Culture

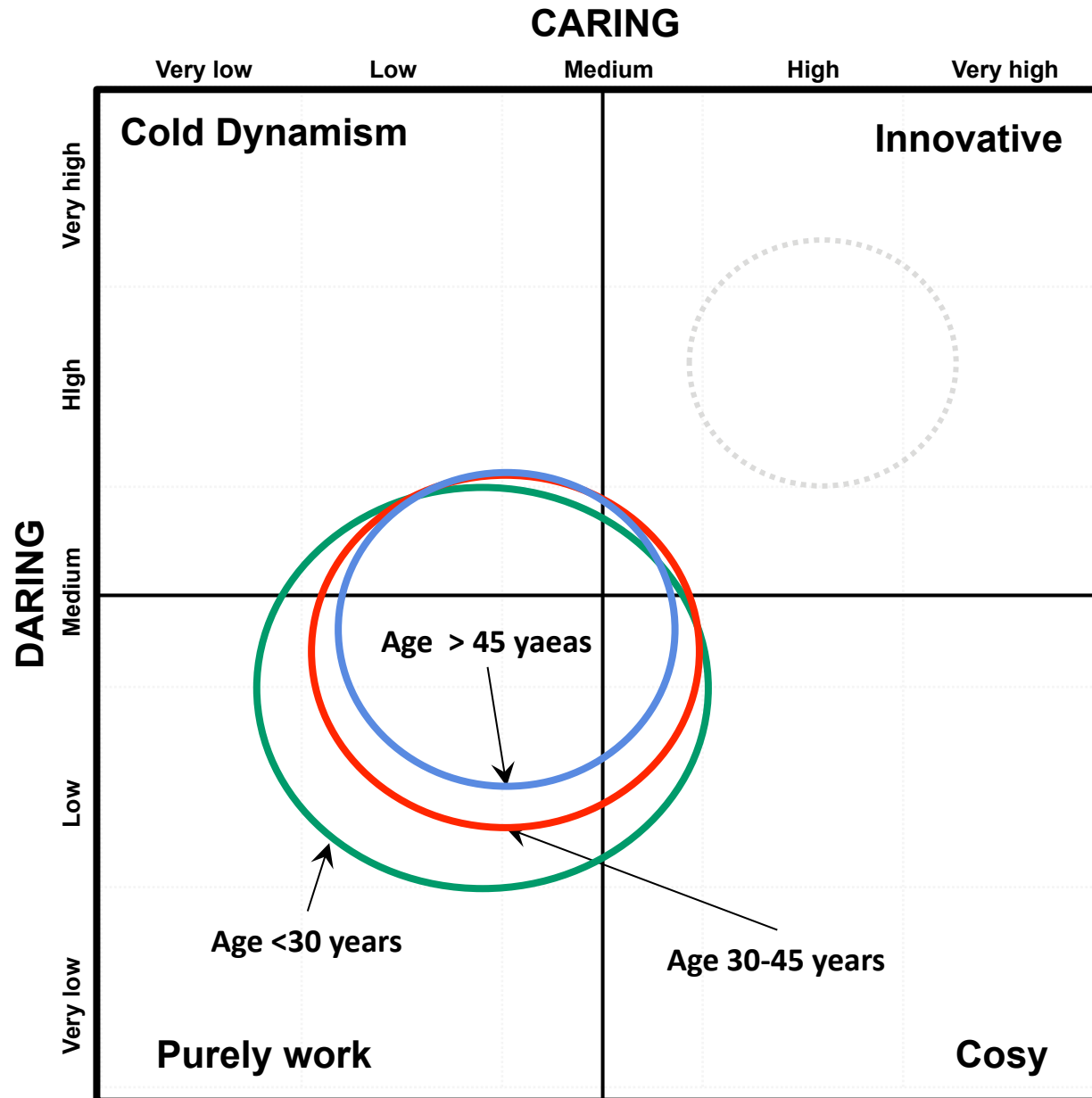
## Age





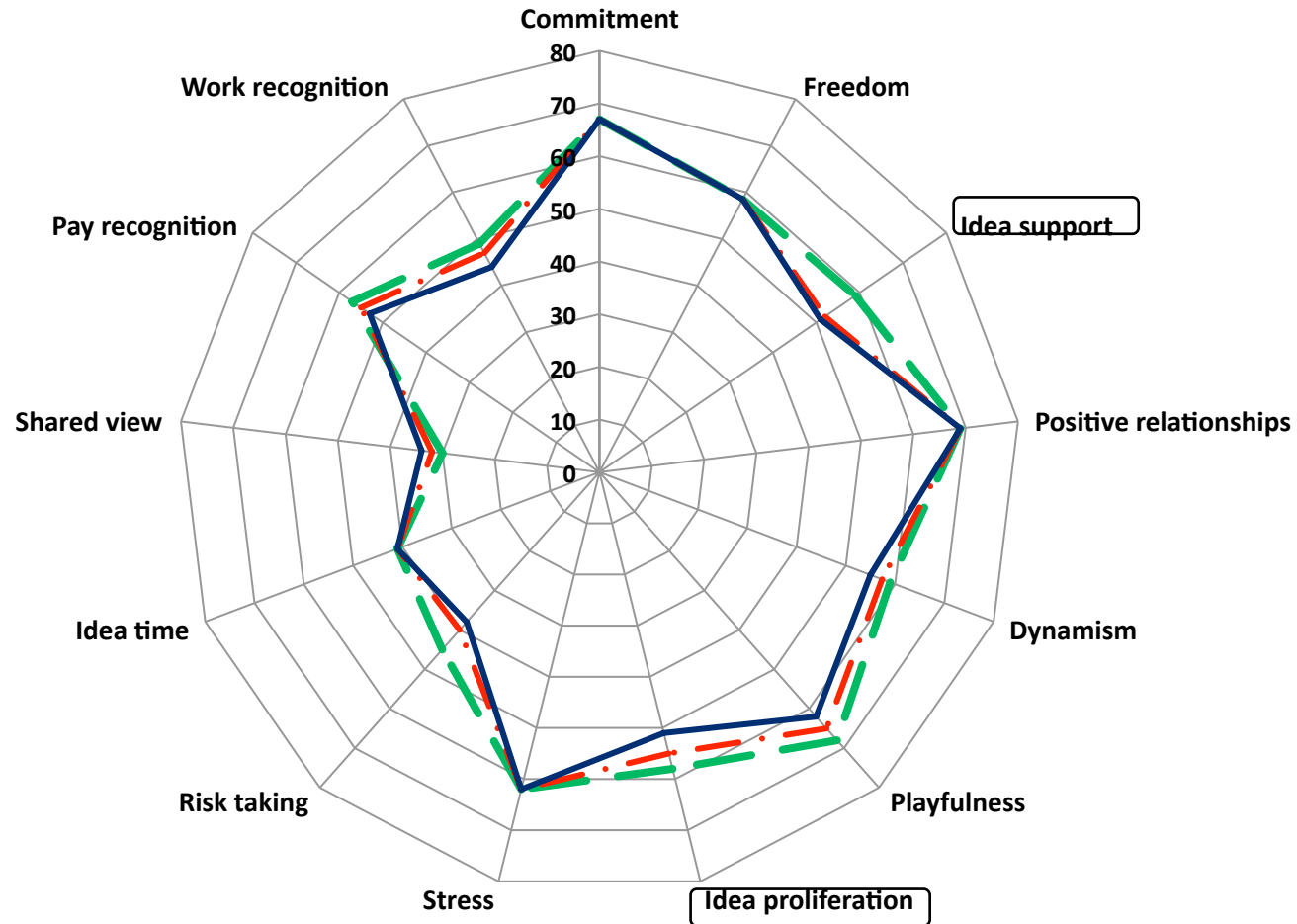
# Daring Caring Gap Analysis

## Age





# Innovation Climate and Culture Years at Sample Co Ltd

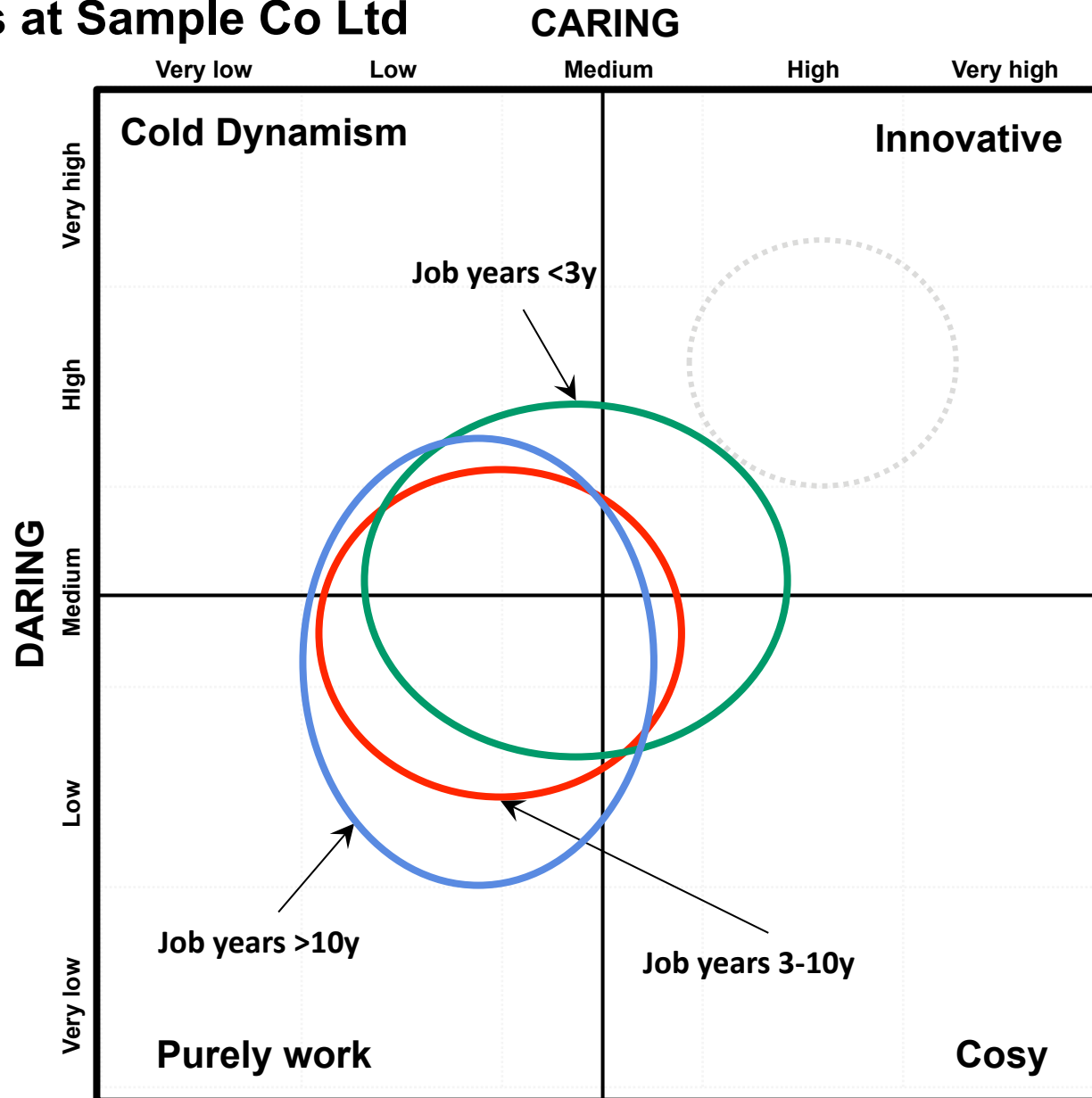


Statistically significant Δ

— Job <3 years    — Job 3-10 years    — Job >10 years

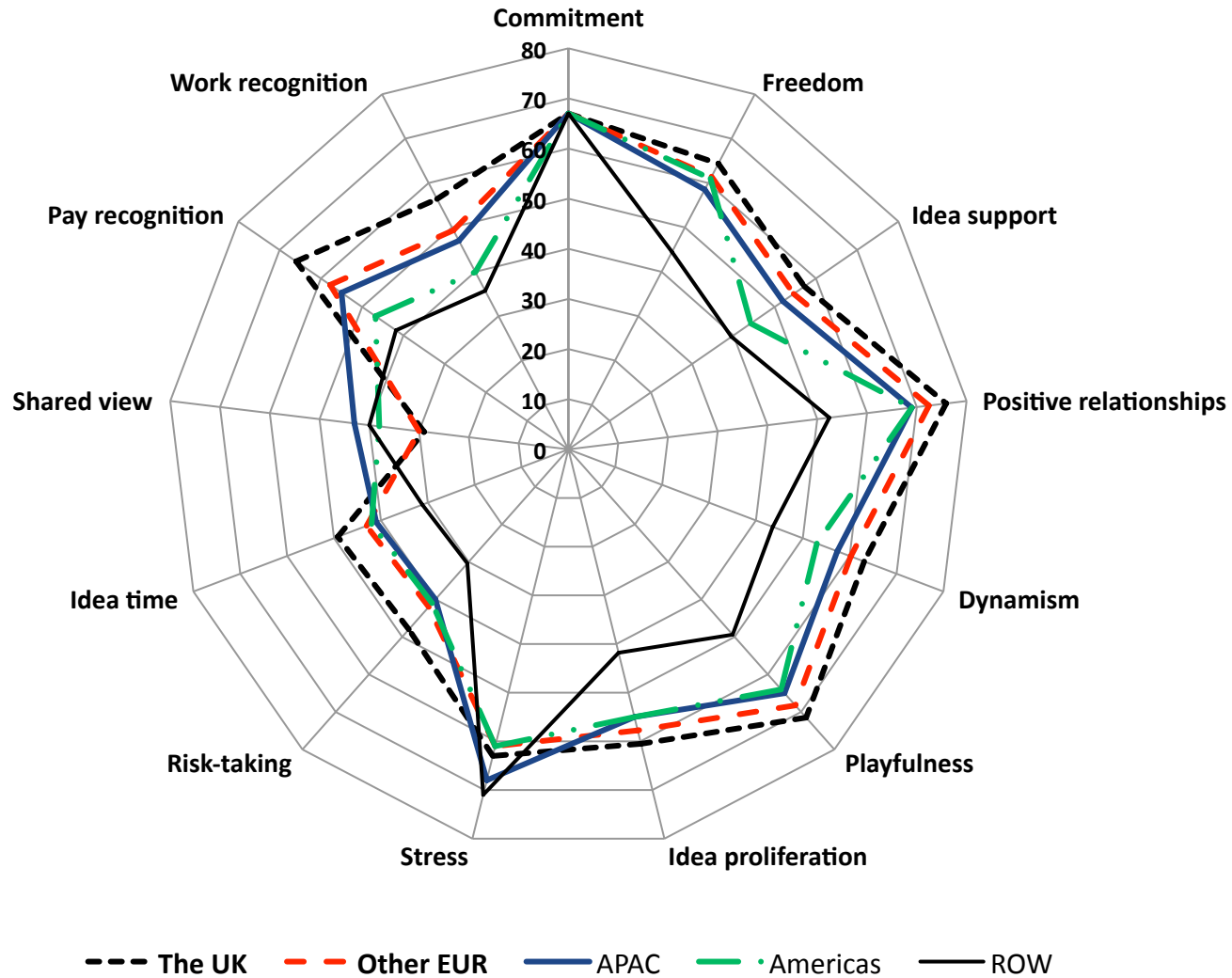


# Daring Caring Gap Analysis Years at Sample Co Ltd





# Innovation Climate and Culture Country

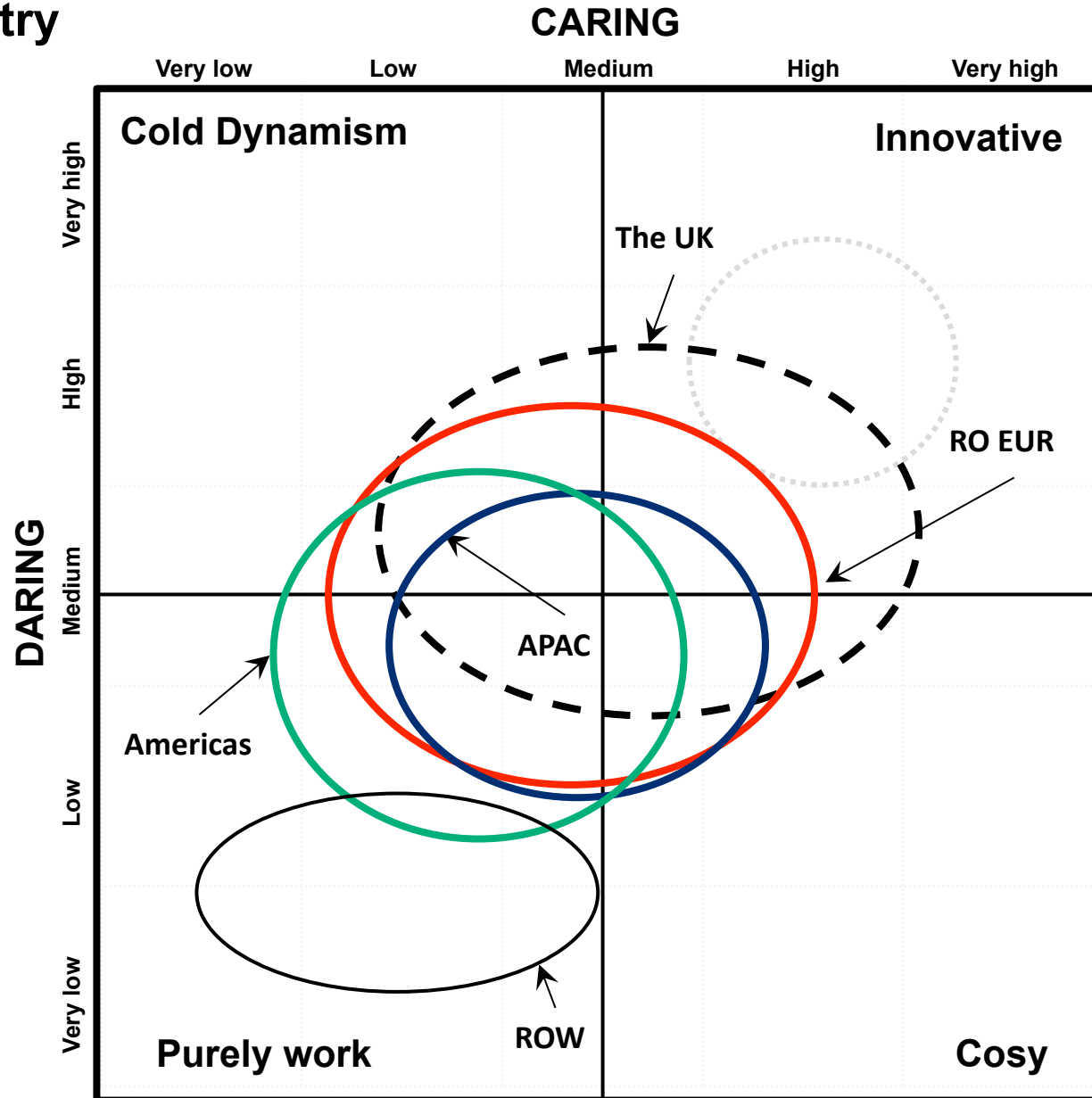


Dolphin Index 2013



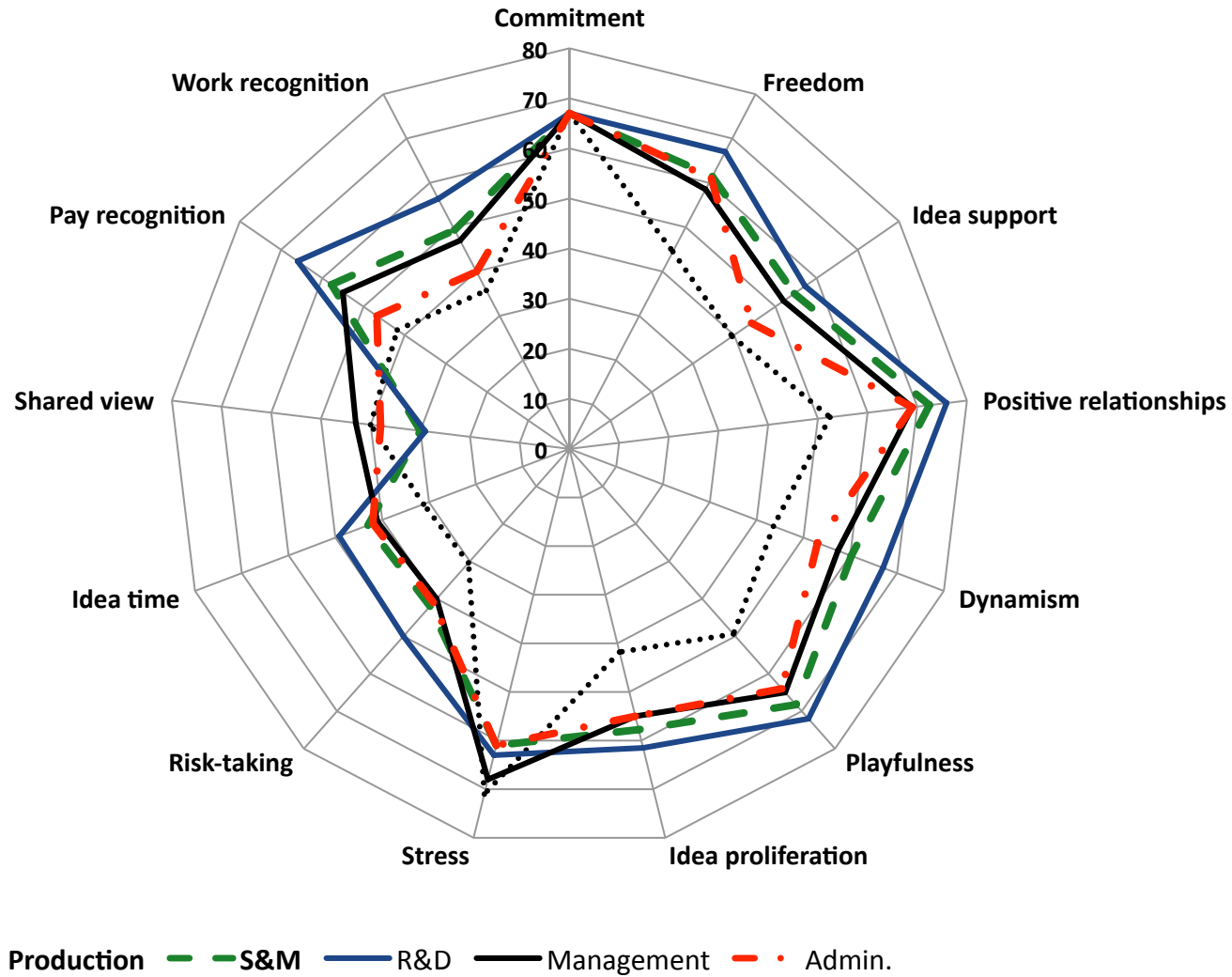
# Daring Caring GAP Analysis

## Country





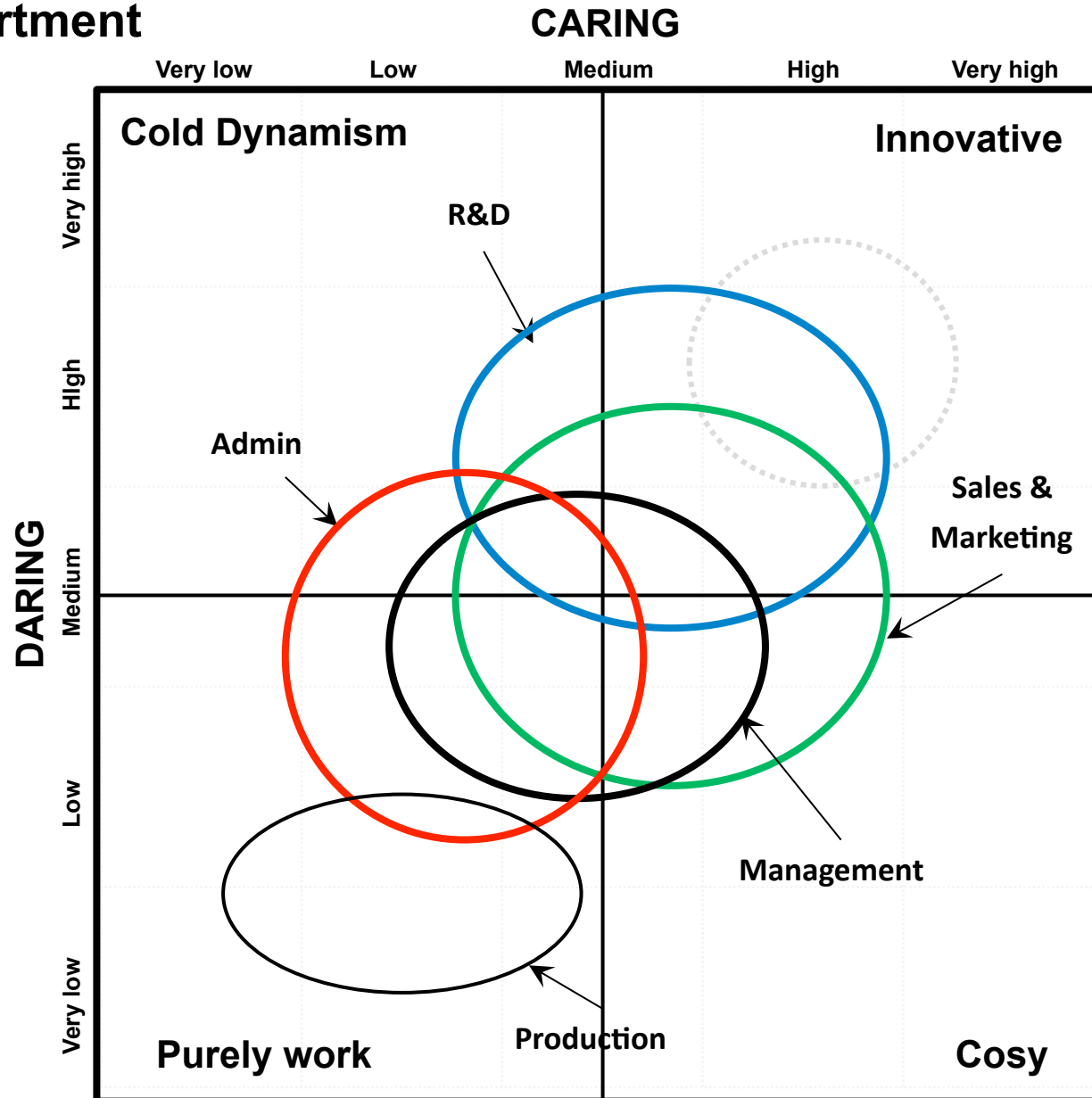
# Innovation Climate and Culture Department





# Daring Caring GAP Analysis

## Department



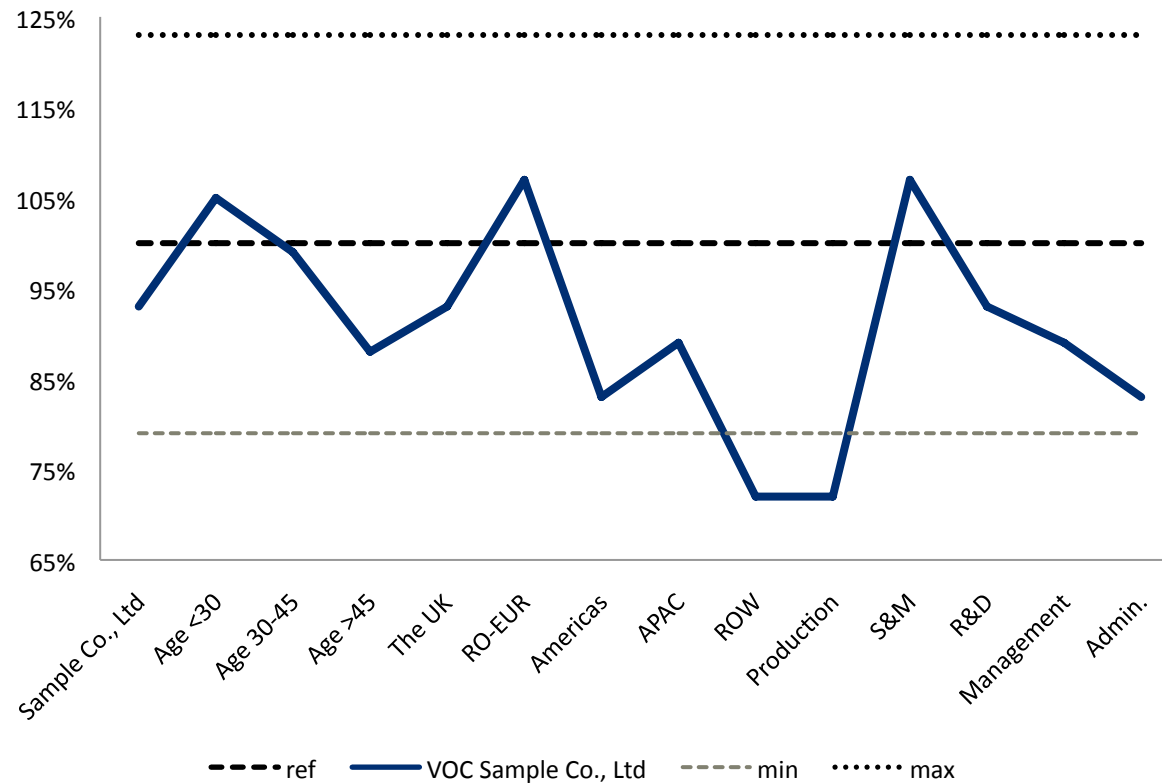




# VOC Assessment

**'Variable; below the reference'**

VOC of Sample Co Ltd





# Key Findings

No	Finding
1	The results are for the most part similar to or below the norm and the profile reveals an innovation climate that is at best only moderately supportive and conducive of innovation.
2	The deviation in the response for the dimensions Idea Support and Stress is clearly higher than with the rest of the profile, which may indicate mixed feelings in the organization in these areas.
3	The results for dimensions Idea Support, Idea Proliferation and Shared View are low which may indicate confusion with the targets and the role of innovation in the organization.
4	The profiles for country organizations as well as the response from various departments reflect very different perceptions of the climate. Furthermore the results for the dimension Shared View are unusually spread.
5	The results indicate that current position in the Daring-Caring matrix is rather distant from the management target position.
6	The perception of the Voice-of-the-Customer is very varied throughout the organization.



# Issues & Recommendations (1/3):

## DIFFERENT CULTURES

- ✓ The perceptions of the climate are very different between the various country organizations.
- ✓ If this is not intentional this can create confusion in the communication and further complicate managing the organization.

## IDEA SUPPORT

- ✓ Clearly and consciously distinguish between the divergent/‘blue’ and convergent/‘red’ phases of thinking.
- ✓ During the divergent /‘blue’ phase encourage ‘yes...anding’ rather than ‘yes...butting’.
- ✓ During the divergent /‘blue’ phase focus on ‘what’s good about the idea’? In the convergent/‘red’ try some ‘creative-critical’ thinking where you say ‘yes...but...and’.
- ✓ Praise and recognize all those who come up with ideas.



# Issues & Recommendations (2/3):

## IDEA PROLIFERATION

- ✓ Do you have the requisite variety of people? Start selecting people who don't fit the standard organizational stereotype.
- ✓ Keep people's thinking fresh. Constantly encourage all forms of new experience and learning.
- ✓ Train people in the wide range of divergent/'blue' tools.
- ✓ Creativity is not just about those more revolutionary ideas; evolutionary ideas, of how to do things better, can be just as valuable. Everyone has a creative contribution to make.
- ✓ Rotate employees. Give people the opportunity to go and work in another organization for a week or longer.
- ✓ Bring outsiders into your creativity sessions.
- ✓ Give people good notice of any 'ideas' meeting, say a week. They will 'incubate' new ideas that they can bring to the meeting.
- ✓ Get people to collect all their ideas – shower, driving.
- ✓ Start a team or organization wide ideas capturing and sharing system.
- ✓ Create creative spaces inside your organization.



# Issues & Recommendations (3/3):

## **SHARED VIEW**

- ✓ Wherever possible allow them to co-create the future, the bigger picture and their goals in particular.
- ✓ Create an open, trusting environment, where people can speak up.
- ✓ Encourage 'constructive dissent'. Value people who disagree with you.
- ✓ Involve and brief people fully, both with the good and any bad.
- ✓ Reduce or remove symbols of rank or seniority.
- ✓ Creative organizations are more heterarchical (where everyone can communicate more easily with everyone everywhere) rather than hierarchical.
- ✓ Where you need some hierarchy, still keep the organization as flat as possible.



# Dolphin Index Data

	Sample Co Ltd		Stat. Signif.			UK	SD
	DI-mean	StdDev	t	df	p-value		
<b>Commitment</b>	67,00	15,71	<b>0,192</b>	179	,765	<b>65,44</b>	18,14
<b>Freedom</b>	58,52	18,37	<b>-0,632</b>	179	,410	<b>60,52</b>	19,44
<b>Idea support</b>	52,00	<b>29,11</b>	<b>-4,902</b>	179	<b>,000</b>	<b>60,87</b>	20,00
<b>Positive relationships</b>	69,00	18,02	<b>0,102</b>	179	,065	<b>68,89</b>	16,96
<b>Dynamism</b>	57,36	18,37	<b>2,570</b>	179	<b>,003</b>	<b>53,33</b>	19,42
<b>Playfulness</b>	65,00	15,86	<b>0,520</b>	179	,063	<b>63,44</b>	18,83
<b>Idea proliferation</b>	55,00	17,58	<b>-4,200</b>	179	<b>,002</b>	<b>61,6</b>	16,92
<b>Stress</b>	62,00	<b>29,13</b>	<b>2,354</b>	179	<b>,001</b>	<b>58,21</b>	21,78
<b>Risk-taking</b>	40,00	19,20	<b>-1,676</b>	179	,884	<b>44,48</b>	22,57
<b>Idea time</b>	41,00	18,22	<b>-2,690</b>	179	<b>,010</b>	<b>46,5</b>	21,17
<b>Shared view</b>	32,00	18,61	<b>-5,680</b>	179	<b>,000</b>	<b>43,49</b>	23,39
<b>Pay recognition</b>	55,00	19,13	<b>-0,144</b>	179	,093	<b>56,16</b>	21,44
<b>Work recognition</b>	47,00	17,54	<b>-1,917</b>	179	<b>,005</b>	<b>49,88</b>	21,98
<b>VOC</b>	62,56					<b>67,27</b>	



# A1: Dolphin Index Dimensions

## ***Commitment***

The extent to which people are committed to the organization and work is viewed as stimulating and engaging.

## ***Freedom***

High freedom work environments are those in which people are empowered to make their own decisions, e.g. about prioritizing their work. In low freedom environments there is close supervision.

## ***Idea support***

organizational support and encouragement for the development of new ideas and suggestions for improvements.

## ***Positive relationships***

Extent to which there are positive, trusting, friendly relationships between people, rather than negative (e.g. hostile, conflicting).

## ***Dynamism***

Refers to whether work is exciting and dynamic, or static and boring.

## ***Playfulness***

Refers to levels of light-heartedness and fun in the work place. Work environments low on playfulness may be seen as dour and humourless.

## ***Idea proliferation***

Extent to which other people in the work environment are perceived as having innovative ideas about their work.

## ***Stress***

High stress work environments are where other individuals are observed to be highly stressed and encountering heavy workloads.

## ***Risk-taking***

High risk taking environments promote the speed at which new ideas are implemented. Low risk taking environments make excessive use of formal rules and procedures.

## ***Idea time***

Extent to which employees perceive that there is time for developing new ideas.

## ***Shared view***

Extent to which there is open communications between more and less senior employees. Work environments where there is an 'us' culture rather than an 'us and them' culture.

## ***Work recognition***

Do people feel that they receive credit and praise for their achievements? Or do they feel undervalued?

## ***Pay recognition***

Refers to satisfaction with pay and conditions. Do people feel fairly remunerated for their work - or at worst, feel exploited?



# A2: Daring Caring Matrix

		Very low	Low	Medium	High	Very high
DARING	Very high	<b>Cold Dynamism</b>  This organization is characterised by high levels of new and innovative ideas as well as a dynamic environment, but there is a lack of support and care amongst individuals.			<b>Innovative</b>  This organization has all the characteristics necessary to innovate. It is supportive, dynamic and daring.	
	High					
	Medium					
	Low	<b>Purely work</b>  This organization is characterised by a lack of creativity and innovation in the organization, nor a desire or energy to change. Individuals also do not feel supported nor positive towards each other and may therefore just work for the need to work.			<b>Cosy</b>  This organization is characterised by high levels of support and positive relationships, but is not challenging nor dynamic.	
Very low						