

Emotional Culture Index

Emotions and Your Organization's Culture

Workplaces are emotional places. We all experience a wide range of pleasant and unpleasant feelings at work as we interact with colleagues, customers, suppliers, and others. When the unpleasant emotions outweigh the pleasant emotions, we experience stress – and it's not unusual for times of change to be occasionally stressful.

Gallup says only 34% of employees are engaged, and 66% are not engaged or are actively disengaged. These numbers are dramatically affected, positively or negatively, by the **emotional climate in the organization**. If we do the math, improving engagement by a few percentage points could be significant, especially among leaders and managers.

See page 4 for the first step toward higher engagement.

Pleasant feelings have a 'broaden and build' effect causing us to think more broadly, engage more deeply and perform better.

Unpleasant emotions tend to have a 'narrowing and limiting' effect, causing us to be more closed-minded, less engaging, and poorer performers. Collectively, these emotions impact the bottom-line for better or worse.

Pleasant
feelings
broaden
& build



Unpleasant
feelings
narrow &
limit

Emotions are often hiding below the surface and are unseen. They are present nonetheless and are foundational in creating the culture of your organization. Emotions rise above the surface in behaviors that are very evident and affect your organization's atmosphere, collaboration, productivity, and overall effectiveness.

Research shows that people in **high-performing** organizations experience more positive emotions and fewer negative emotions than those in low-performing organizations. (Boedker, et al. 2011)

Think about **positive/pleasant emotions** you've experienced in the workplace.

When people feel

- **Relaxed**, they tend to be **solution focused**.
- A **sense of purpose**, they will be **more engaged**.
- **Valued**, they are more likely to **promote the brand**.
- **Cared for** by the company, they **go above and beyond** in discretionary effort for the company.
- **Informed, included, or consulted**, they will be **more accountable** with **more buy-in**.
- **Empowered**, they are often the **hardest working** and **innovative** team members.



Think about **negative/unpleasant emotions** you've experienced in the workplace.

When people feel

- **Anxious**, they are more likely to be **reactive**.
- **Stressed**, we can become **aggressive**.
- **Worried**, they can become **problem focused**.
- **Fearful**, they can sometimes **blame** others.
- **Disempowered**, they can assume a **lack of responsibility and ownership** for their work.
- **Uncertain**, they assume and **make up stories** and create inaccurate assumptions.
- **Victimized**, they tend toward **sabotage**.



I wonder . . .

I'm wondering if your team would be interested in gauging its emotional culture. True Course can help do this in all or part of your organization and get immediate results with only a small investment of time from participants and **no financial outlay for the service**.

You can walk away from the experience with valuable information for you and your team to act on right away or save for future use. The technology is by [Genos](#), a global organization based in Melbourne, AU, for which I am a certified practitioner.

Here's how it works.

1. You choose the participants. We can customize the survey by department, team, region, or a particular demographic or group.
2. We issue a link to those participants to access the assessment questionnaire.
3. Participants complete a fully anonymous 5-minute survey that will ask:
 - a. How often they experience certain feelings at work.
 - b. How often they think it's fair and reasonable to experience these feelings at work, given the workplace's nature and context.
 - c. How often they think you should ideally experience these feelings in the workplace to be effective.
4. Participants can also provide any written feedback they would like to include with their responses.
5. We aggregate the responses to the questions, so no response is attributed to any individual. Any written comments provided will appear verbatim in the report but are not attributed to any individual. No information identifying any individual is visible in the report.
6. We report the results to the supervisor, and the team, as desired. The report is in the form of graphs like those attached.

What Now? You decide.

At this point, we can talk more about how you can use the Emotional Culture Index to understand the emotional culture of your organization and manage it more effectively. We can also identify concrete steps for addressing any challenges you may be facing in your organization. The Emotional Culture Index helps us see what is and what can be.

There is more.



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After the Emotional Culture Index

Should you be interested, we can create and implement a strategy to increase your organization's emotional intelligence and create the best possible version of the culture you want. This can include

- Individual **Assessments**
 - Emotional intelligence assessments for participants in a self-report, 360° protocol, or 180° protocol.
 - Ninety minutes of debriefing of individual participant's reports.
- Concrete **strategies** for development.
- Debriefing for your **team** as a whole based on individual assessments.
- A **post-intervention assessment** to see how we did.

As needed, we can implement **coaching** for individuals who may benefit from accelerated growth in emotional intelligence.

Let's Get Started

Would information from the Emotional Culture Index **benefit** you and your team for growth and improving employee engagement? We can visit for 15-30 minutes by phone to discuss the possibilities, answer your questions, and provide additional details. You can use this link to book a time, and I'll be excited to visit with you. <https://calendly.com/jmichaelgodfrey/phone30>

I look forward to hearing from you!



J. Michael Godfrey, DMin, PhD, PCC

References:

<https://news.gallup.com/poll/241649/employee-engagement-rise.aspx>

<https://www.gallup.com/workplace/313313/historic-drop-employee-engagement-follows-record-rise.aspx>

Boedker C., Vidgen R., Meagher K., Cogin J., Mouritsen J., and Runnalls J. M. (2011). *Leadership, Culture and Management Practices of High Performing Workplaces in Australia: The High Performing Workplaces Index*. Sydney, AU: University of New South Wales.

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SURVEY REPORT



Test
5 February 2021

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Population Information

GROUP DESCRIPTION:	Test
Survey Responses	1

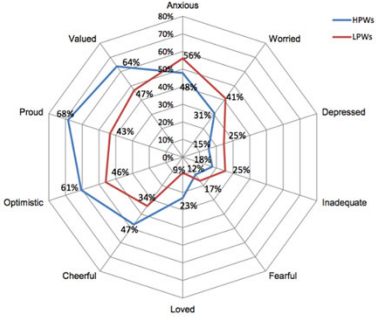


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INTRODUCTION

We all experience a wide range of pleasant and unpleasant feelings at work as we interact with colleagues, customers, suppliers and others. These feelings influence our decisions, behavior and performance in interesting ways. Pleasant feelings have a 'broaden and build' effect causing us to think more broadly, engage more deeply and perform better. Unpleasant emotions tend to have a 'narrow and limiting' effect, causing us to be more closed-minded, less engaging and poorer at performing.

At a collective level these emotions impact the bottom line. In high performing organizations people experience more pleasant emotions and less unpleasant emotions than those in low performing organizations as shown in the diagram below.




HPWs = High Performing Workplaces
 LPWs = Low Performing Workplaces

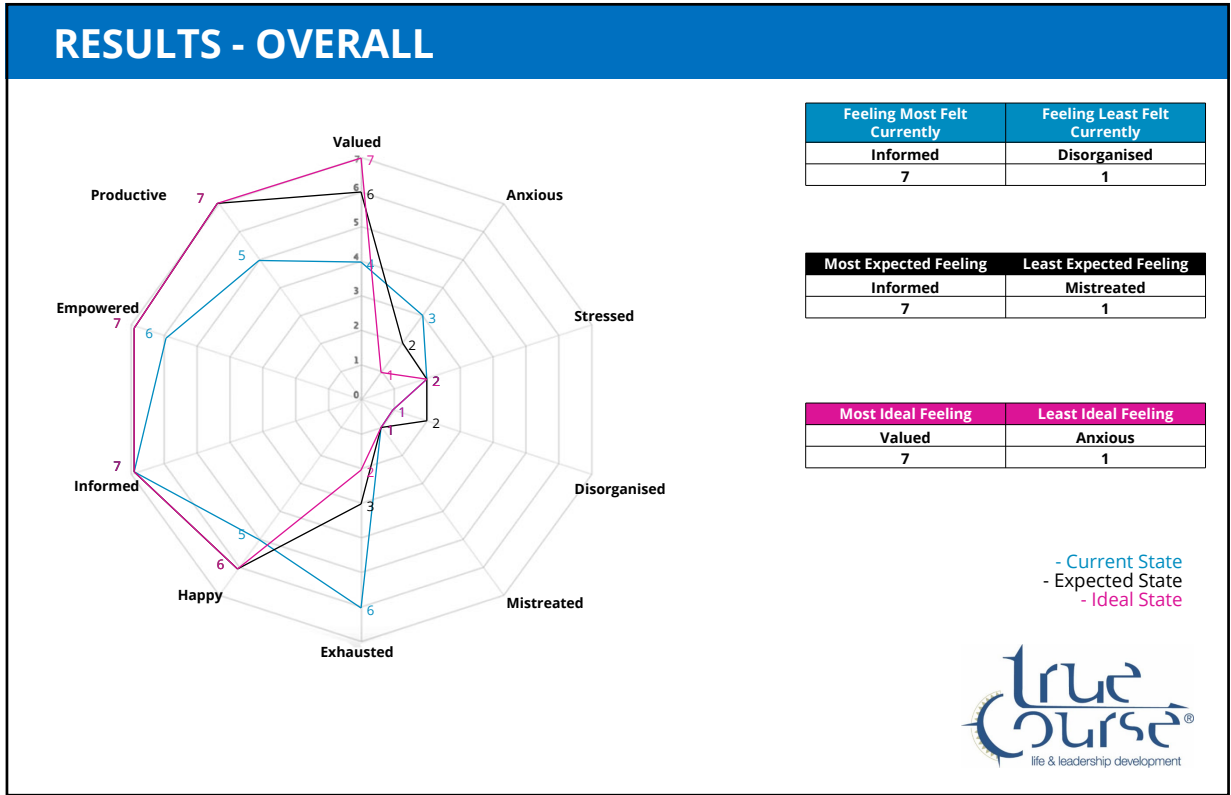
Boedker, C. et al. (2011). Leadership, culture and management practices of high performing workplaces in Australia: The high performance workplace index.

The Emotional Culture Index has been designed to measure three dimensions of emotions at work:

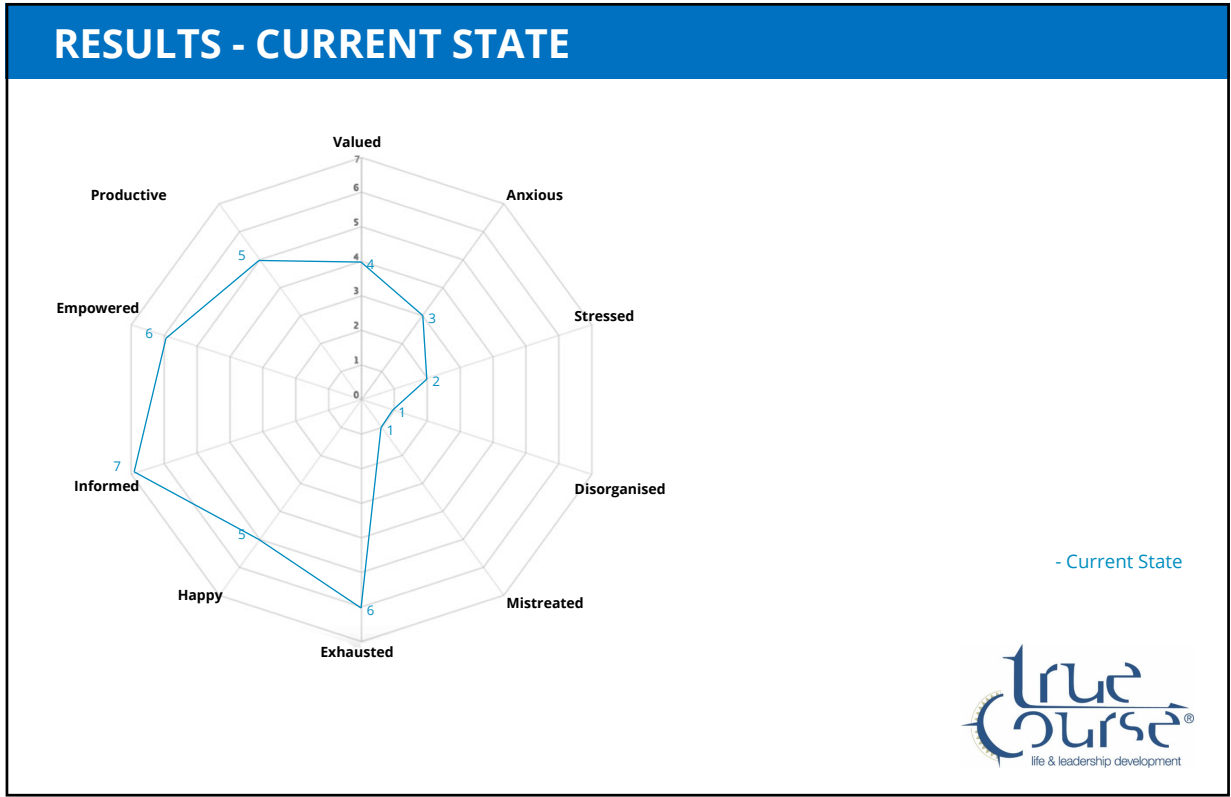
- How often your people experience certain feelings at work,
- How often your people think it's fair and reasonable to experience these feelings at work given the nature and context of your workplace, and
- How often your people think they should ideally experience these feelings in your workplace in order to be effective.

Your results together with any written feedback provided by your people are included herein.

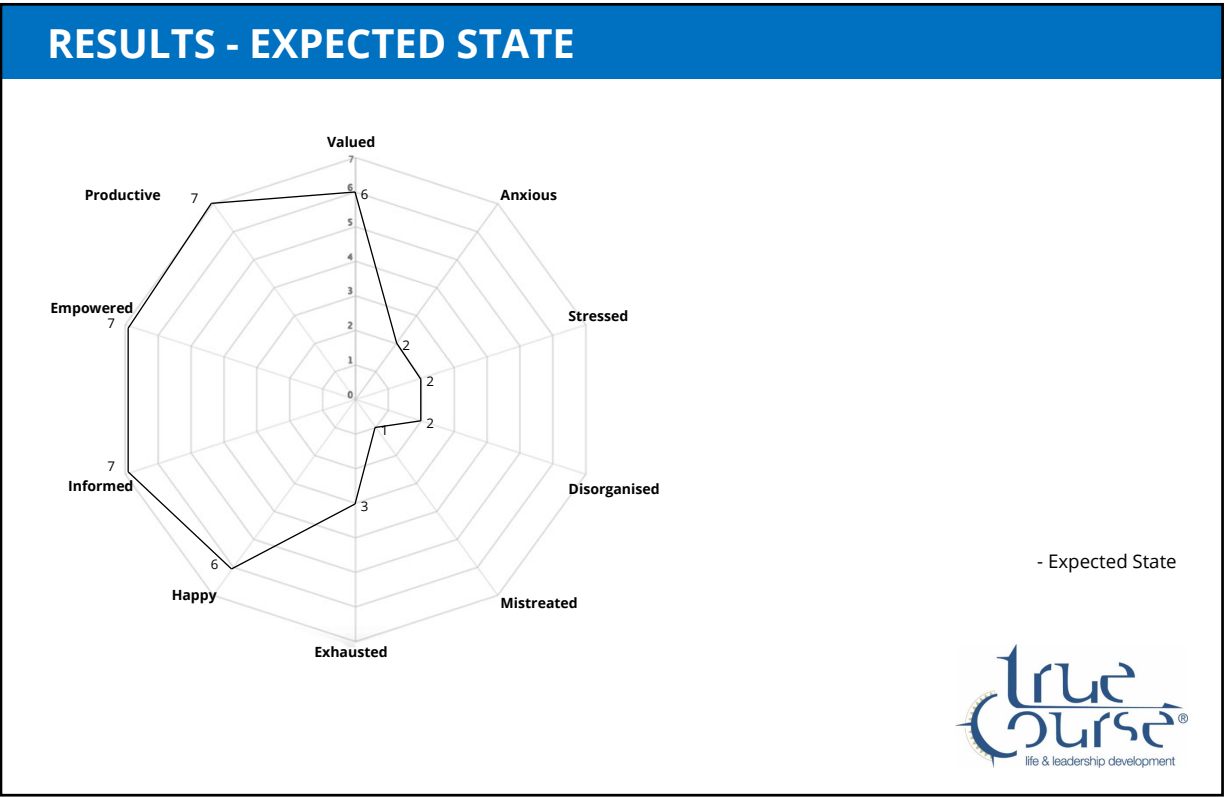




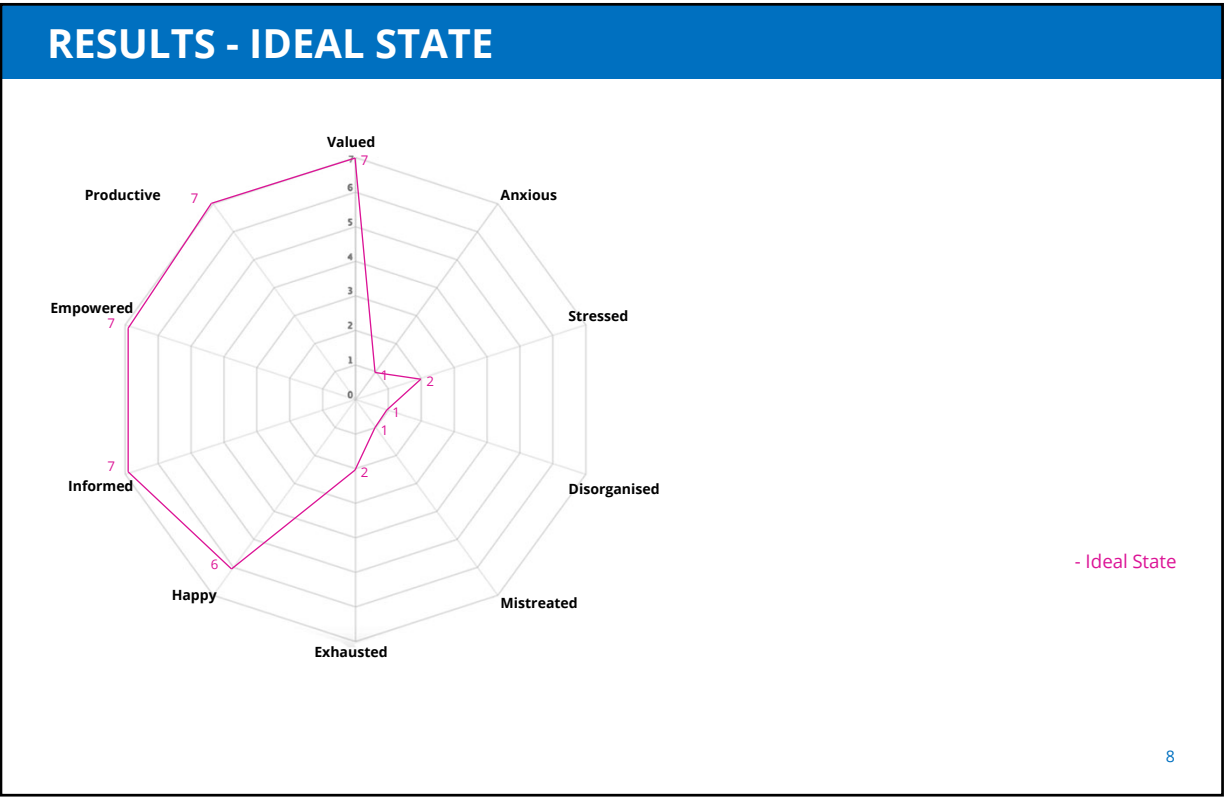
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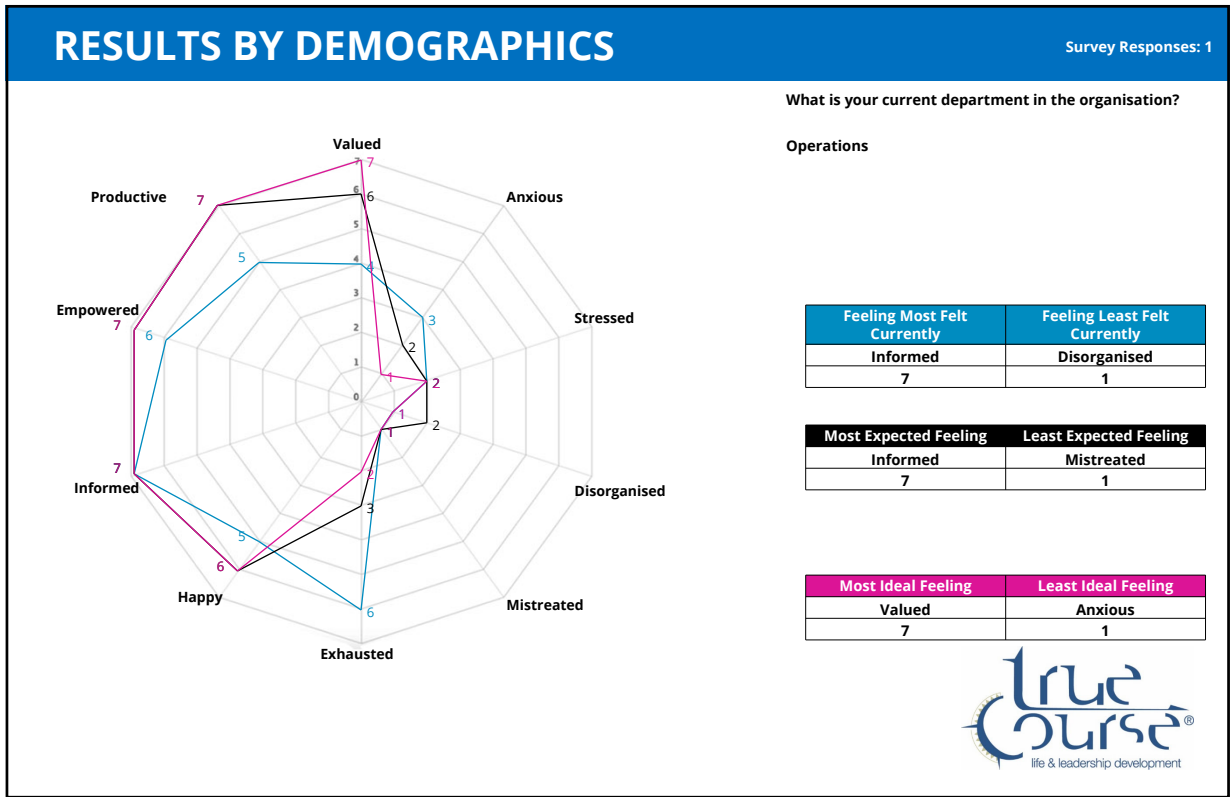


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