



**Situational
Outlook
Questionnaire™**

An individual report for:
Alex Sample
Team/Organization



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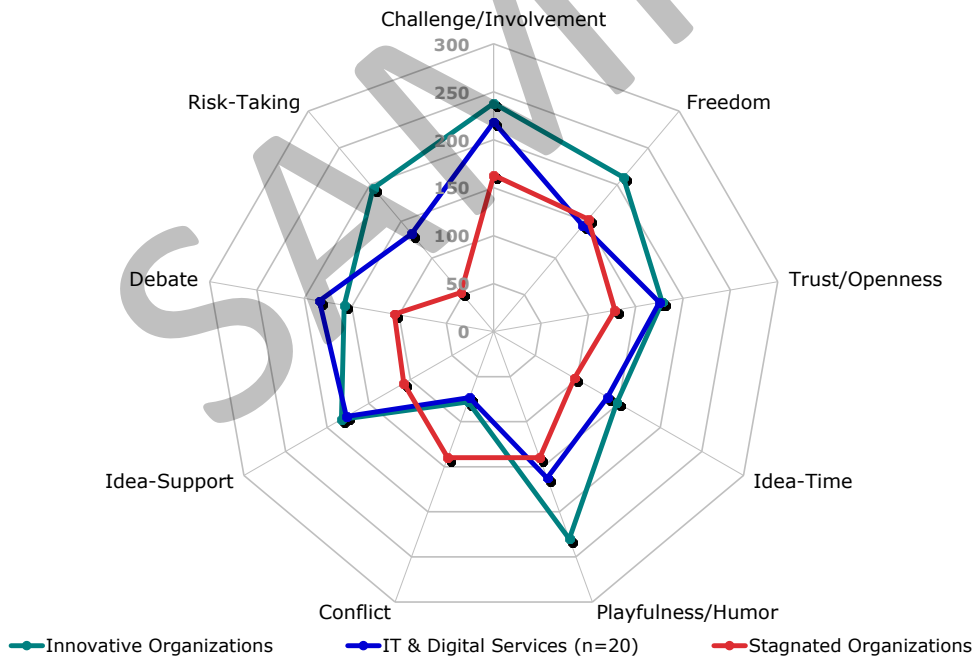
Your Results

The results for you and your organization are provided below. You will find your individual score, as well as the average results for your organization. The Standard Deviation (SD) and range for the results are also included. In general, standard deviations (SD) lower than 70 points indicates that the results showed reasonably good agreement. If they are higher, there are likely to be some people who see that dimension differently than others.

Also, differences of more than 25 points between scores may be more meaningful than smaller ones. You will see some benchmarks for comparison.

Climate Dimensions	Your Score	Innovative Organizations	IT & Digital Services	Stagnated Organizations	SD	Range
Challenge/Involvement	«IND1»	238	«AG1»	163	«StD1»	«Mi1» - «Ma1»
Freedom	«IND2»	210	«AG2»	153	«StD2»	«Mi2» - «Ma2»
Trust/Openness	«IND3»	178	«AG3»	128	«StD3»	«Mi3» - «Ma3»
Idea-Time	«IND4»	148	«AG4»	97	«StD4»	«Mi4» - «Ma4»
Playfulness/Humor	«IND5»	230	«AG5»	140	«StD5»	«Mi5» - «Ma5»
Conflict	«IND6»	78	«AG6»	140	«StD6»	«Mi6» - «Ma6»
Idea-Support	«IND7»	183	«AG7»	108	«StD7»	«Mi7» - «Ma7»
Debate	«IND8»	158	«AG8»	105	«StD8»	«Mi8» - «Ma8»
Risk-Taking	«IND9»	195	«AG9»	53	«StD9»	«Mi9» - «Ma9»

Another way to look at your organization's results is to see how they compare against the benchmarks plotted on a spider graph (see below).



Survey results can be difficult to interpret in isolation. The benchmarks may help you make better conclusions when interpreting your results. Benchmarks can provide you reference points for comparison and help put the numbers into a more meaningful context. External benchmarks are not absolutes. They are provided merely for comparison purposes and provide some insight into the direction you may like to see your organization move. You must consider many other factors in interpreting your results.

Making Sense of Your Results

What happens after people get (and understand) their results from the SOQ? In the best-case situation, those who receive the results focus on what is working well, evaluate what needs to be changed, and then plan some ways forward.

There is no such thing as a “perfect” climate score. For example, your goal should not be obtaining a score of 300 on Debate and a zero on Conflict. If you have that much Debate, you may find that you can’t get anything accomplished. If Conflict is at zero, you may wonder if anyone has a personal investment in the success of the organization.

Compare against benchmarks

As with any other form of feedback, you will find it useful to take a few minutes to step back and review your results on both parts of the SOQ. You are in the best position to know the other factors that may be affecting your climate results, and the results you are hoping to achieve. So, we always suggest that people start by reading and reviewing their results.

You can refer to the general benchmarks provided in the table above. Use these as very general guidelines in order to compare your results against other relevant findings. These benchmarks should not be used as “absolutes.” Rather, they can help you focus in on where your results are acceptable, and see where you may need some improvement.

Identify your strengths

Whenever you receive feedback, it is helpful to take a positive point of view, and focus first on identifying the good news that emerges. Compare your results with others within your organization, to identify areas you believe to be strong points of your climate. Consider scores where others may have had an average higher than yours, and those where there was close agreement. These strong points are the ones you want to build upon when you consider further development.

Identify important gaps

You may want to consider both the benchmarks and the climate you need to create in order to achieve the desired results for your organization. In a way, you can set your own benchmarks for comparison over time. If you can recognize important gaps between where you are currently, and where your need to be, it will be easier to focus your change and improvement efforts.

Identify targets for development

As with all assessments, you need to make your own judgment about what’s working well and areas needing attention. Your scores can be:

- Just about right for you and the current situation
- Too low for you and the current situation
- Too high for you and the current situation

For each of the nine SOQ dimensions, we have included some general strategies that may lead to an improved set of behaviors for your organization related to that dimension. In addition, we have identified some likely behaviors you would observe, some probable causes for those behaviors, and a few potential actions you might take if your scores are too high or too low.

The Dimensions Diagnostic Tool

The following pages include detailed definitions of each of the nine dimensions of climate, as well as behaviors you may observe, probable causes, and potential actions for if that dimension is too high or low.

CHALLENGE/INVOLVEMENT

Challenge/Involvement focuses on the extent to which individuals and teams are given opportunities to get involved in the daily operations, long-term goals, and vision of the organization. When there is a high degree of Challenge/Involvement people feel motivated, energized, and committed to making contributions. The climate is dynamic, electric, and inspiring. People find their work to be personally fulfilling and meaningful for themselves, their team, and their organization. In the opposite situation, people are not engaged and feelings of alienation and apathy are present. People lack direction, team members lack interest in their work, and interpersonal interactions are dull and listless.

General strategies to promote Challenge/Involvement include: taking time to cooperatively set group goals and celebrating the accomplishment of key milestones.

	Behaviors Observed	Probable Causes	Potential Actions
TOO HIGH	People are showing signs of ‘burn out’.	People may be doing the work of more than one person.	Conduct work elimination sessions to remove unnecessary work. (GE’s Work Out, IBM’s ACT, etc.)
	People are unable to meet project goals and deadlines.	Work goals are too much of a stretch.	Encourage people to set more realistic and obtainable goals.
	People spend “too many” long hours at work.	People feel like they must do everything because there are no clear strategic priorities.	Examine and clarify strategic priorities and check for clarity of understanding.
TOO LOW	People are apathetic about their work.	People are not emotionally ‘connected’ to the organization’s vision, mission, and goals.	Get people involved in interpreting the vision, mission, purpose, and goals of the organization, for themselves and their work team.
	People are not generally interested in professional development.	Professional development goals don’t stretch people to continuous learning.	Provide real-time coaching and feedback on work related to vision, mission, and goals.
	People are frustrated or unconcerned about the future of the organization.	There is a gap between the stated strategies and day-to-day realities.	Develop a plan to close the gap between the organization’s vision, mission, and goals and day-to-day (current) reality.

FREEDOM

Freedom refers to the degree that people can take initiative or have the liberty to act without constantly referring to higher authorities or 'rule books' for decisions. Individuals and team members exhibit independence in behavior and they are given the autonomy and resources to define much of their work. People are provided the opportunities and take initiatives to acquire and share information about their work. In the opposite climate people work within strict guidelines and are not allowed to take initiative. They carry out their work in prescribed ways with little room to redefine their tasks.

General strategies to promote Freedom include: ensuring that outcomes (projects, deliverables, or delegated tasks) are well defined, but letting individuals or teams develop their own means for obtaining them; and sharing power and decision-making where possible and appropriate.

	Behaviors Observed	Probable Causes	Potential Actions
TOO HIGH	People go off in their own independent direction with more concern for themselves than the work group or organization.	Insufficient explanation, instruction, reinforcement, or involvement in obtaining consensus on vision and desired outcome.	Make consensus or required procedures clear, visible, and engaging.
	People do things that demonstrate little or no concern for important policies/procedures.	There may be too many policies/procedures or the costs for not following them may be too low.	Prioritize policies and procedures, provide positive reinforcement, and extract costs for non-compliance.
	People perform tasks differently and independently; they redefine how they are done each time.	People may not know the procedures, they could be too difficult to follow, or the need may be too low.	Reward improvement of manuals, process improvements, and ways to communicate and share best practices.
TOO LOW	People demonstrate very little initiative for suggesting new ways of doing things.	Authoritarian or overly bureaucratic leadership practices may be in place.	Employ a leadership improvement initiative - training, 360° feedback, coaching, managing up, etc.
	People spend a great deal of time and energy obtaining permission and gaining support (internally and externally).	Goals, processes, procedures, and improvements are imposed and not explained.	Involve employees in re-engineering efforts, and perhaps some team problem-solving sessions on specific high-priority tasks.
	People perform their work "by the book" and focus only on what they are told to do.	The need for individual initiative is unclear.	Send clear messages by product/process owners inviting and specifying creative suggestions for improvement (sell the need as well!).

Part B of the SOQ – The Narrative Results

Comments are often the most valuable part of the feedback process because they pick up where the numbers leave off. The quantitative section (Part A) of the SOQ provides you the numbers so that you can make broad comparisons with other results. Part B, as the narrative section of the SOQ, provides more depth, nuance, and meaning to those numeric results.

The work environment in any organization is complex. Over 30 years of research has identified many factors that can influence productive patterns of behavior as shown in the graphic below. You can use the results from the narrative section of the SOQ to identify the appropriate targets and approach for your improvement efforts.



The narrative section of the SOQ asked you and other members of your organization to respond to three open-ended questions:

1. What aspect of your working environment is most helpful in supporting your creativity?

Answers to this question help to identify the strengths or positive aspects of the environment that support or nurture change and creativity providing a strong foundation points upon which initiatives to change or improve the environment can take place.

2. What aspect of your working environment most hinders your creativity?

Answers to this question identify those aspects of the environment that hinder, block, or interfere with the participants' ability to use their creative potential in promoting change.

3. What is the most important action you would take personally to improve the climate for creativity in your working environment?

Answers to this question help identify what might be done to change or improve the climate for creativity and change. This question provides an array of specific actions participants would take to improve the working environment and can be used as a starting place for initiatives designed to enhance the working climate.