

Campbell™ Organizational Survey (COS™)

Results for:

Total Company Group Report

Executive Corp Devel (N=11)

DATE SCORED: October 20, 2005



SAMPLE

See the [COS Interpretive Guide - Groups Results](#) enclosed with your results for help in reviewing your scores.

PEARSON

Performance Solutions

Survey Version: B.O4.894

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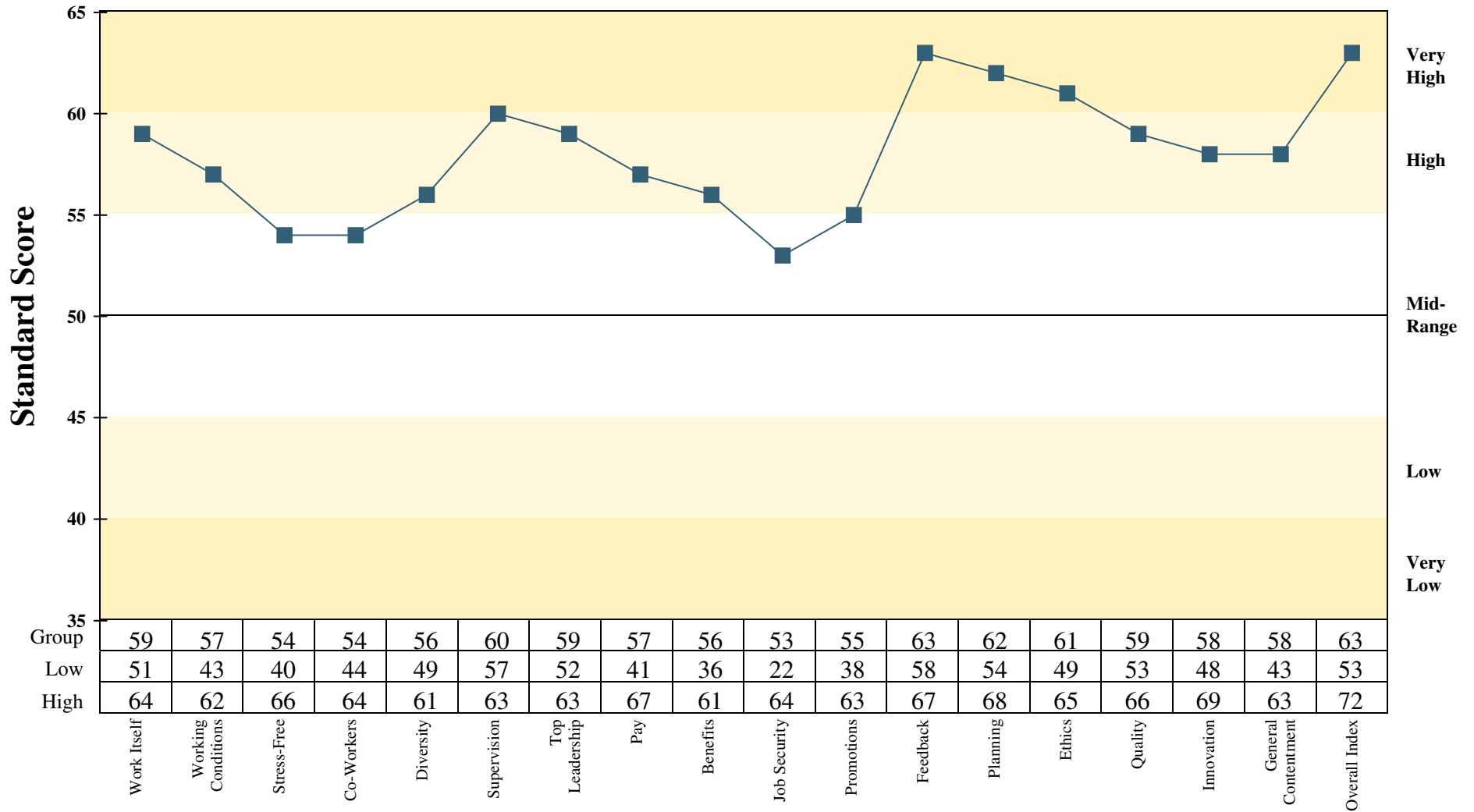
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Campbell Organizational Survey - Group Profile

ORGANIZATION: Total Company (N=913)

DATE SCORED: October 20, 2005

Executive Corp Devel (N=11)



Campbell Organizational Survey Results for Total Company

Executive Corp Devel (N = 11)

Distribution of Standard Scores

The graphs below on the left plot the distribution of standard scores for respondents in this group, showing the spread of scores across the five ranges (Very High, High, Mid-Range, Low and Very Low). The percentage of respondents scoring in each range is shown to the left of each bar.

Items on Scales

The items on each scale are listed below. Some items appear on more than one scale. *The statements in italics are negatively weighted.*

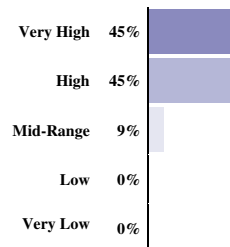
Standard scores were calculated for each scale by combining responses to these items and then comparing them to a diverse norm group.

Item Responses and Percent Favorable

The numbers to the right of each item show the percentage of people in this group who chose each response.

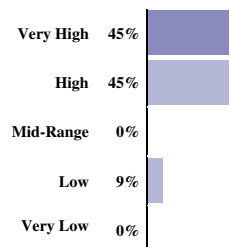
The Percent Favorable column at the far right shows the percentage who responded in a favorable way (Agree or STRONGLY AGREE to positive statements and STRONGLY DISAGREE or Disagree to negatively weighted statements, as shown by the dotted borders). The item response data on the right are converted via the norming process into standard scores for each scale. The distributions of standard scores for this group are plotted on the graphs at the far left.

The Work Itself



	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
1. I enjoy my work.	0	0	0	0	27	73	100
21. I have a lot of freedom to decide how to do my work.	0	0	0	0	64	36	100
36. The work that I do is important.	0	0	0	9	36	55	91
39. On my job, I use a wide range of skills.	0	0	0	0	55	45	100
43. <i>My job is dull and boring.</i>	73	27	0	0	0	0	100

Working Conditions



	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
26. My working space has the equipment that I need to do good work.	0	0	0	0	64	36	100
31. I work in a pleasant, attractive setting.	0	0	0	0	64	36	100
8. <i>I work under unpleasant conditions, such as crowding, dirt, noise, or poor lighting.</i>	50	40	0	0	10	0	90

Campbell Organizational Survey Results for Total Company

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Stress-Free

			STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	27%								
High	9%								
Mid-Range	45%								
Low	9%								
Very Low	9%								
		20. When I am under stress, I have someone at work I can talk to about the problem.	18	0	18	9	55	0	55
		12. Job stress is affecting my health.....	9	45	18	27	0	0	54
		33. Many of my co-workers are under a lot of job stress.....	0	27	18	27	27	0	27
		49. Because the pace is so demanding here, mistakes often happen.	9	45	36	9	0	0	54
		54. At work, I constantly feel under tension and stress.....	9	27	36	18	9	0	36

Co-Workers

			STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	27%								
High	9%								
Mid-Range	55%								
Low	9%								
Very Low	0%								
		3. People at my level help each other out when the workload is heavy.....	0	9	0	18	45	27	72
		53. The people I work with treat me in a warm and friendly manner.....	0	0	0	9	55	36	91
		57. My co-workers offer support and encouragement to help each other succeed.	0	0	0	27	55	18	73
		62. There is a good feeling of teamwork in my group, with people working well together.....	0	9	0	36	18	36	54
		38. In this organization, people take advantage of others to get ahead.	0	55	27	0	18	0	55

Diversity

			STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	27%								
High	36%								
Mid-Range	36%								
Low	0%								
Very Low	0%								
		5. Our organization has a diverse membership, including people with many varying personal characteristics and backgrounds.	0	0	0	27	55	18	73
		15. People with diverse backgrounds - such as different religions, races, and nationalities - work harmoniously together in our organization.	0	0	0	9	82	9	91
		40. Our organization deals fairly with people of diverse backgrounds (for example, different religions, ethnic groups, or alternative lifestyles).....	0	0	0	0	73	27	100
		60. The members of our organization treat people fairly, no matter what their gender, race, or age.....	0	0	9	0	45	45	90
		67. Men and women of equal ability, education, and experience have equal opportunities here for promotion.	0	9	9	9	36	36	72

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Supervision

(Self-employed respondents were instructed to skip items 2, 42, 46, 58, and 61)

	Very High	High	Mid-Range	Low	Very Low		STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
	73%	27%	0%	0%	0%	2. My supervisor is skilled and experienced.	0	0	0	0	27	73	100
						42. My supervisor believes in helping subordinates grow and develop.	0	0	0	0	27	73	100
						46. My supervisor treats people fairly.....	0	0	0	0	18	82	100
						58. My supervisor keeps me up-to-date about what is happening.	0	0	0	0	64	36	100
						66. On decisions that affect me, my opinion is listened to here.....	0	0	0	9	73	18	91
						61. My supervisor is difficult to work for.....	91	9	0	0	0	0	100

Top Leadership

	Very High	High	Mid-Range	Low	Very Low		STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
	55%	36%	9%	0%	0%	17. The people in charge here have a clear vision of where we are going.....	0	0	0	9	55	36	91
						34. The leadership at the top of our organization is dynamic and effective. ...	0	0	0	0	73	27	100
						64. I am proud of the people who hold the top leadership positions in our organization.....	0	0	0	18	64	18	82
						55. The people at the top are conservative and slow to take advantage of new opportunities for our organization.	9	55	27	0	9	0	64

Pay

	Very High	High	Mid-Range	Low	Very Low		STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
	45%	27%	9%	18%	0%	9. I am satisfied with my pay.	0	0	10	20	60	10	70
						63. The harder you work here, the better you will be rewarded.	9	0	18	36	36	0	36
						35. We are not paid as well as people with similar jobs in other organizations.....	27	36	18	0	18	0	63

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Benefits

			STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	36%								
High	55%								
Mid-Range	0%								
Low	0%								
Very Low	9%								
		50. Our fringe benefits - such as holidays, insurance, vacations, and retirement plans - are good.....	0	0	9	0	55	36	91

Job Security

			STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	45%								
High	9%								
Mid-Range	27%								
Low	0%								
Very Low	18%								
		6. I know that as long as I do good work, my job here is secure.	0	9	9	18	36	27	63
		45. Our organization has a stable, secure future, so we do not need to worry about job security.....	0	9	9	9	55	18	73
		23. I am afraid that some unexpected change might eliminate my job.	18	55	9	9	0	9	73

Promotions

			STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	27%								
High	27%								
Mid-Range	36%								
Low	0%								
Very Low	9%								
		42. My supervisor believes in helping subordinates grow and develop.	0	0	0	0	27	73	100
		47. If I do a good job, my chances for promotion are good.....	9	9	18	27	27	9	36
		56. This job is a good stepping stone for the future.....	0	0	18	18	55	9	64
		10. Promotions in this organization depend more on having the right connections than on performance.	36	36	9	18	0	0	72

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Feedback

	Very High	High	Mid-Range	Low	Very Low		STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
	73%	27%	0%	0%	0%	14. Our organization has good performance appraisal systems in place.	0	0	18	9	73	0	73
						44. Feedback on performance for people at my level is timely, accurate, and constructive.	0	0	0	9	64	27	91
						58. My supervisor keeps me up-to-date about what is happening.	0	0	0	0	64	36	100
						30. <i>Our organization does a poor job of keeping us informed about current developments.</i>	36	55	9	0	0	0	91

Planning

	Very High	High	Mid-Range	Low	Very Low		STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
	82%	9%	9%	0%	0%	17. The people in charge here have a clear vision of where we are going.....	0	0	0	9	55	36	91
						24. A visible, clearly stated planning process is used to guide our future actions.	0	0	0	0	82	18	100
						32. New projects here are usually well planned.....	0	0	9	45	36	9	45
						51. <i>There is little planning in my work group; we just go from crisis to crisis.</i>	36	55	0	9	0	0	91

Ethics

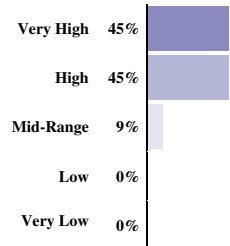
	Very High	High	Mid-Range	Low	Very Low		STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
	91%	0%	9%	0%	0%	19. Our executives and managers set good examples of ethical behavior.....	0	0	9	0	27	64	91
						25. Our organization expects the truth up and down the line; honesty is part of our way of life.....	0	0	0	9	45	45	90
						28. I admire the way our organization handles questions of right and wrong.	0	0	0	9	64	27	91
						37. <i>I feel pressured here to do things that are unethical or dishonest.</i>	91	9	0	0	0	0	100
						59. <i>The way this organization handles ethical issues makes me uneasy.</i>	73	27	0	0	0	0	100

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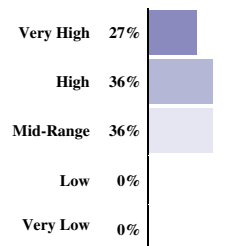
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Quality



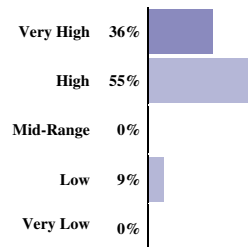
	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
7. This organization is committed to producing high-quality products or services.....	0	0	0	0	45	55	100
16. Quality is important here, both in terms of what we produce and how we work.....	0	0	0	9	64	27	91
41. My co-workers continually try to improve the way we do things.....	0	0	9	9	73	9	82
48. Top management sends a clear message that quality is important in this organization.....	0	0	0	0	55	45	100
65. I have the time, freedom, and resources to identify problem areas and to make improvements.....	0	0	9	9	64	18	82
27. <i>Managers here tolerate substandard performance to meet goals, budgets, or quotas.....</i>	9	55	9	18	9	0	64

Innovation



	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
13. New ideas are welcomed and nurtured here.....	0	0	9	45	36	9	45
29. I have the necessary time, freedom, and resources to try new approaches.....	0	0	9	18	55	18	73
22. <i>Change comes slowly here; people would rather do things the old way..</i>	0	27	18	27	27	0	27
55. <i>The people at the top are conservative and slow to take advantage of new opportunities for our organization.....</i>	9	55	27	0	9	0	64

General Contentment



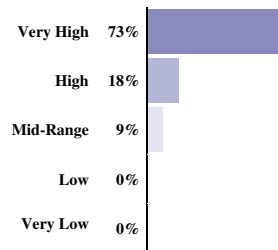
	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
4. In general, I am satisfied with my job.....	0	0	0	0	50	50	100
11. I look forward to going to work every day.....	0	0	0	27	27	45	72
52. I would rather work here than anywhere else I know.....	0	0	0	27	36	36	72
18. <i>My dissatisfaction with this job has led me to consider quitting.....</i>	73	18	0	0	9	0	91

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Overall Index



The Overall Index is based on responses to the entire survey.

Supplemental Items

	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE
A. Sample Supplemental Item 1.....	0	0	9	27	36	27
B. Sample Supplemental Item 2.	0	0	0	9	73	18
C. Sample Supplemental Item 3.	27	55	18	0	0	0
D. Sample Supplemental Item 4.	0	0	0	9	55	36