Systematic Diagnosis of Work Environment

EARTH

Results Report

Our view on organisational environment

We understand an organisation to be a self-regulated system, possessing explicit and implicit variables that transform into constants that reveal its environment and ecology. This ecology, with varying degrees of success, seeks to remain stable and maintain its opportunities for development. The organisation's success is determined by the extent to which it fulfils what the system proposes as a goal and what its members objectively and subjectively took on when they were hired, as well as how sustainable it proves to be.

In this sense, we understand organisational environment as that inner ecology—an environment always exists—that, based on specific measurements, helps us understand how that system is functioning and if it is successful. We could look at it as a metaphor for the system's performance: as an indicator, it gives us examples and evidence of what is working effectively and what is creating some type of unrest or dysfunction, always in relation to previously formed expectations.

This work environment indicator emanates from the expression of the system's members and, in that sense, we can understand it as an "instilled perception" in people. For this reason, the information it provides is key because, as human beings, we act and make choices based on our perceptions.

In this way, diagnosing work environment allows us to evidence how people—the members of a system—understand the system's rules, how coherent and in line with their expectations they believe these rules to be, and how they blend with their interests, determining how far or close they are in terms of how the organisations needs to be perceived.

Welcome to EARTH

EARTH is a diagnosis of organisational environment designed based on systematic thinking, making it possible to obtain highly representative information on the system's environment and perform a more effective analysis.

What meaning and impact could a diagnosis based on systematic thinking have?

EARTH was designed entirely based on epistemological fundamentals of systematic thinking, spurring an understanding of the organisation, its members and all dynamics inherent therein as an "organisational system". In this way, EARTH allows us to identify the organisational environment in a way that is clear, evident and above all totally representative of the system, which is thus able to express itself in a way that helps us understand what is happening and address any issues.
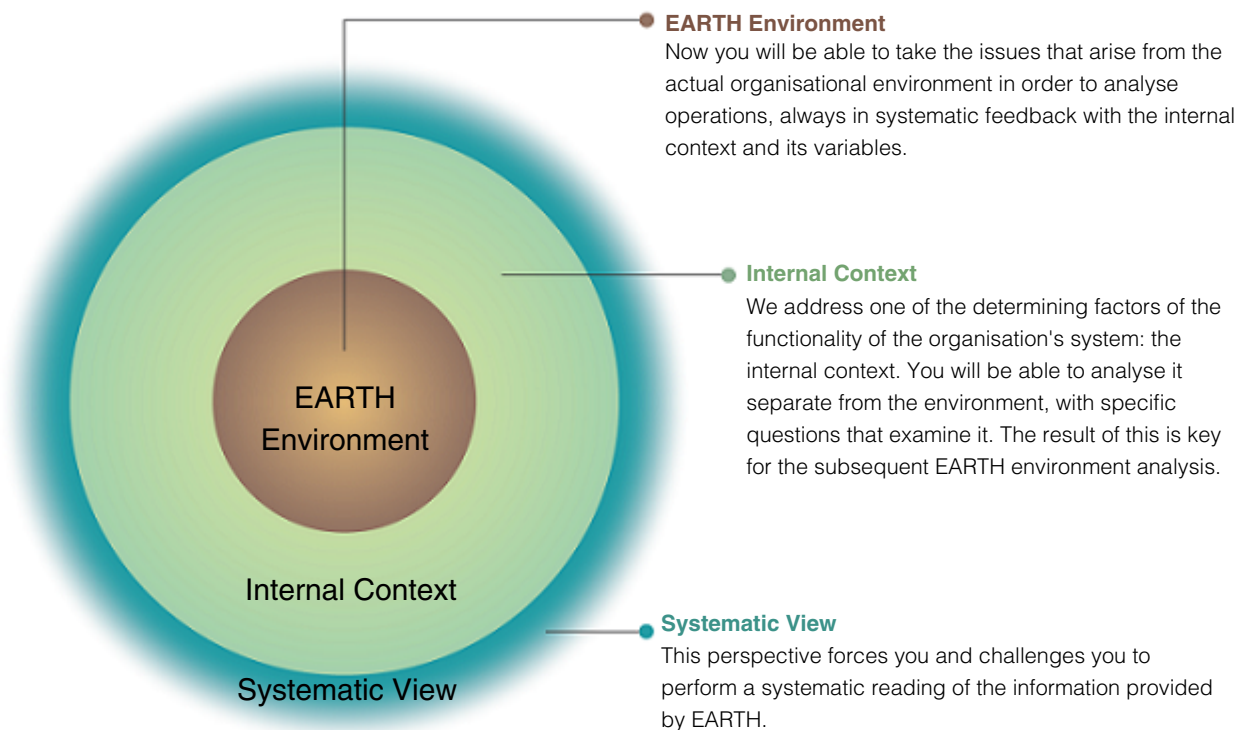
Like any systematic tool, EARTH has the benefit of being focused, precise and change-oriented when it comes to even the most complex systems that it analyses.

Its systematic constructions allows it to segment and combine variables in order to sharpen its ability to detect and analyse information.

A key advantage of EARTH

EARTH proposes a distinction for analysing work environment in a consistent and focused way: it isolates aspects connected to internal context in its analysis, which, while they do influence the perception of the environment, they are not part of its conformation.

This allows it to effectively and independently analyse issues that arise in both domains (work environment and internal context) and develop actions addressing each one with clarity and focus.

EARTH Environment
Now you will be able to take the issues that arise from the actual organisational environment in order to analyse operations, always in systematic feedback with the internal context and its variables.

Internal Context
We address one of the determining factors of the functionality of the organisation's system: the internal context. You will be able to analyse it separate from the environment, with specific questions that examine it. The result of this is key for the subsequent EARTH environment analysis.

Systematic View
This perspective forces you and challenges you to perform a systematic reading of the information provided by EARTH.

EARTH Goals

To provide a tool that allows for and facilitates a systematic reading of the organisation, identifying factors inherent to the work environment and distinguishing them from other factors that, when addressed, do not alter or confuse the analysis of the information. In this way, it provides clear, concrete and genuine information quickly and simply, aiding decision-making and helping to prompt actions to immediately increase and correct the functionality and success of the system.

To transmit and strengthen, thanks to its design, the importance of organisational empowerment, situating the team leader as the facilitator of high performance and each member of the organisation and as responsible for their own performance and work satisfaction.

To help to instil a systematic view and systematic thinking of organisations, thus allowing for more genuine analyses and more effective solutions.

Regarding the EARTH environment dimensions

Being an indicator of aspects that members of the system both value and do not value, it is vital that the investigation be based on what is important to build in the perception of people and teams that contribute to a common purpose; meaning, aspects tied to motivation, commitment and workplace productivity. For this reason, in EARTH we select dimensions according to:

1. **Our definition of organisational environment** indicator of the system's ecology that emanates from the perception of the system's members and which determines the degree of functionality or dysfunction thereof according to preconceived expectations.

2. **Our position on the questions and dimensions we will observe** we understand that they should represent what—in each moment—is considered a general interest of the people that choose to contribute to a project with their efforts and talent, always considering them as socially representative and addressing the updates prompted by each generational era.

3. **Our conviction of the importance of continuing to cultivate the construction of organisational empowerment and with it, a leadership style** geared towards the development of people and teams and a psychological hiring model in which people connect with their interests—cognitive consonance—and develop the best version of themselves.

4. **Aspects we understand as key to the productivity** of people and teams related to commitment, motivation, expectations for personal development, basic conditions for satisfaction and comfort, etc.

EARTH environmental dimensions

Relational:

Dimension defined in order to determine the quality of relationships perceived in the system.

Associated with aspects such as the prevailing type of treatment, potential for honestly, feeling of trust, care for others, quest for interaction, agreement and cooperation.
It examines the perception of relationships with others, 360° and the sense of belonging and social ties built, arising as a consequence thereof.

Development:

Dimension defined in order to determine the potential for personal and professional development perceived within the system.
Associated with aspects such as skills development, opportunities for learning and growth in one's position.
It examines the perception of skills development and its impact on talent retention.

Well-being

Dimension defined in order to determine the perception of self-care achieved within the system.

Associated with aspects such as work-life balance, inclusion and internal policies related to physical and emotional health.
It examines the perception of being in a place that cares about and safeguards one's personal needs.

Communicational:

Dimension defined to determine the perception of quality in communication.

Associated with aspects such as the potential for maintaining effective conversations, the degree of circulation of communication and spaces to dialogue, to be listened to, to be able to confront/discuss, express an opinion.
It examines the perception of communicational effectiveness and potential within the system.

Recognition:

Dimension defined in order to determine the value of the perceived professional impact.

Associated with aspects such as positive reinforcement of good performance, degree of personal appraisal instilled in the group, exposure and visibility of results.
It examines the perception of feeling valued and recognised in the workplace.

Leadership:

This sixth dimension is approached separately in the construction of information and the information from the report in order to strengthen its analysis and impact of this role, understanding that there are different functions of leadership and that it's important to know when there are opportunities for improvement and in what aspects.

It does not examine any leadership style defined by the organisation, or any one style, but rather its different expressions within each dimension defined in EARTH (relationship, development, well-being, communicational and recognition). In this way, we can detect when the role is functioning properly and when it isn't, in order to be able to understand improvements in a singular and focused way.

Regarding the advantage of EARTH in relation to the internal context and environment

As mentioned earlier, we believe that, in order to most effectively analyse the organisation—as a system of variables that provide feedback to each other—, it's important to distinguish between two components that when addressed separately, enable greater clarity with results, focus on the environment analysis and a more systematic design of initiatives framed as an improvement action plan. One of these components is the internal context.

What do we mean by internal context?

There are factors that directly influence the experience of people in their work environment and, as a result, determine their perception and opinion about the environment.   These factors are usually taken into account within the environment indicator. However, in EARTH we choose to distinguish them as internal context so that they can be analysed separately and thus allow for greater effectiveness in measuring environment.

EARTH helps us understand the internal context separately. This makes it possible, on the one hand, to deduce its impact on environment and, on the other hand, to make specific plans for improvements, in order to then identify indicators of organisational environment.
In this way, the influence of the internal context on the environment could be anticipated and the environment indicators would be more representative thereof.

Components of the internal context

The factors associated with the internal context are related to compensation, workspace, quality of tools, clarity of the rules of the game, and hygiene factors—all factors that in some way relate to basic working conditions—. These factors play a vital role in people's experience and their desire to see a future at the company and stick around.

Starting the report

Now, let's go over the information that emerges when we implement the EARTH systematic diagnosis of environment. You will be able to see different segmentations and combinations that will allow you to perform your analysis.
Due to the conceptual and systemic design of EARTH, you will see that the information is quite clear and conclusive, thus allowing you to quickly implement actions in relation to environment.
Let's begin...

Statistical information on the population analysed

The statistical data allows you to increase your understanding of the system, thus allowing you to place greater emphasis on the statistics that, for reasons inherent to the characteristics, recent events and culture at your company, would require further analysis.

Before you begin reading, think about whether you would like to isolate any of this information, or combine it in any particular way, thus ensuring you're better predisposed to discover information when you begin your process.

CHART 1

Population distribution according to age and gender

What will you see?
The distribution of the population analysed according to age and gender. The tallest bars indicate that there is a greater concentration of population in that age range.
This histogram allows you to detect biases, symmetries or concentration around a value.
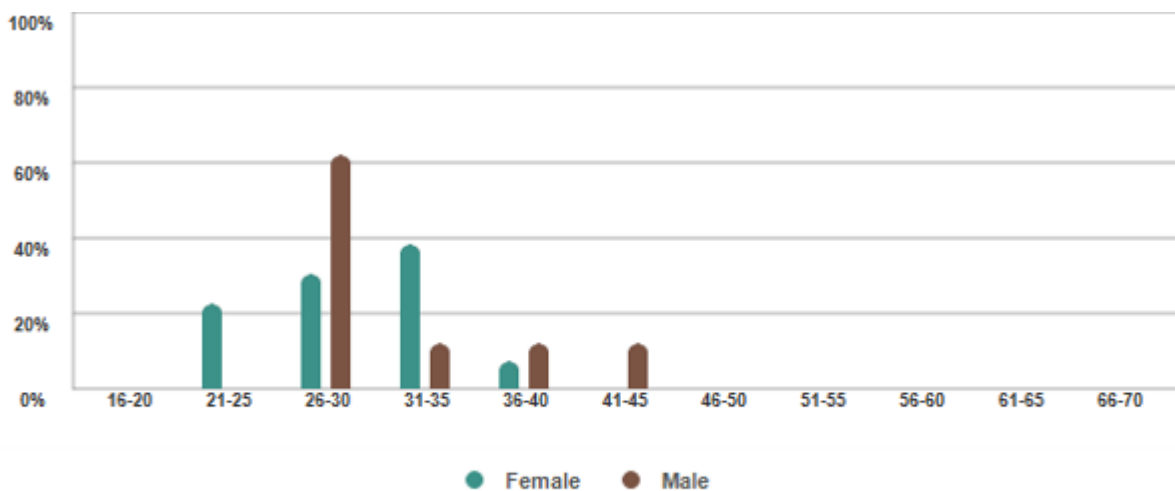
CHART 2

Population distribution according to gender

What will you see?

The distribution, expressed as a percentage of the total, of the population according to gender. It's a chart that you can analyse and compare with other indicators, particularly when there is a management opportunity in relation to the topic.
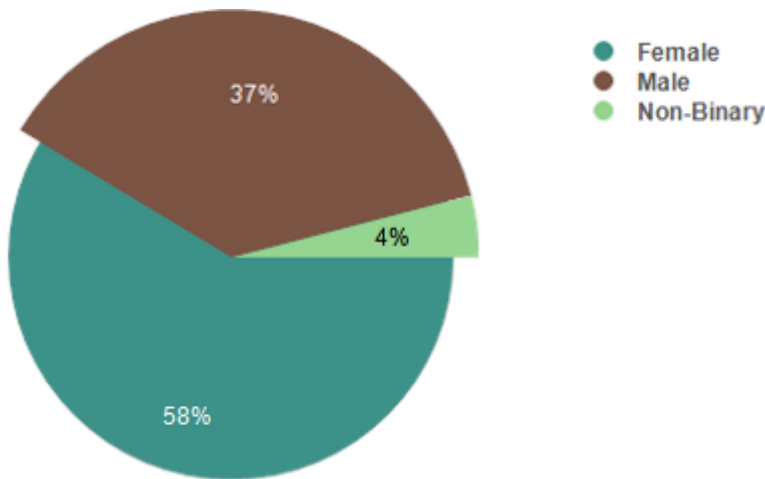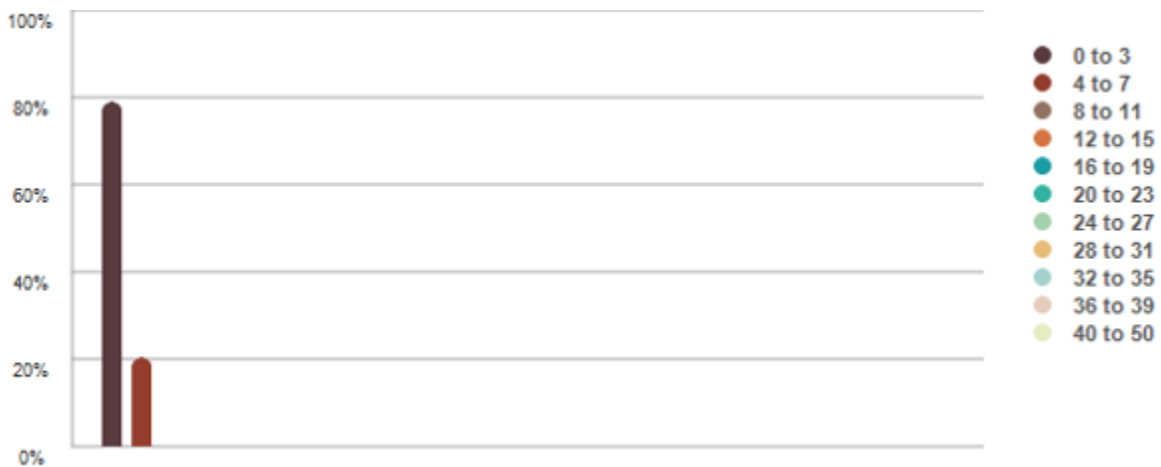

- ● Female
- ● Male
- ● Non-Binary

37%

4%

58%

CHART 3

Population distribution according to seniority

What will you see?

The population distribution analysed according to seniority at the company. The tallest bars indicate that there is a greater concentration of population in that seniority range.

- ● 0 to 3
- ● 4 to 7
- ● 8 to 11
- ● 12 to 15
- ● 16 to 19
- ● 20 to 23
- ● 24 to 27
- ● 28 to 31
- ● 32 to 35
- ● 36 to 39
- ● 40 to 50

CHART 4

Population distribution according to sector

What will you see?

The population distribution analysed according to the company sector to which they belong. This chart allows you to view the relative size of each department by way of percentages of the total.

- Customer Service
- Human Resources
- IT
- Legal
- Marketing
- Sales
- Other
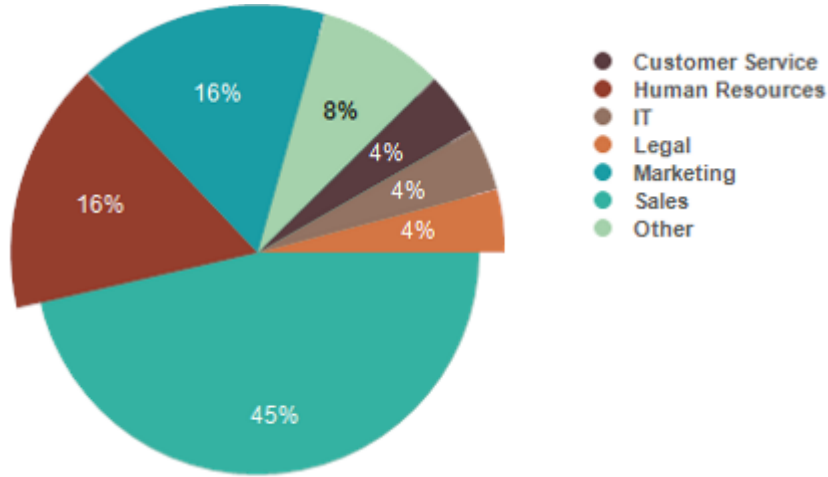
CHART 5

Population distribution according to rank

What will you see?

The population distribution analysed according to their rank within the company.

- Executive
- Manager
- Supervisor and/or Leader
- Employee
- Other
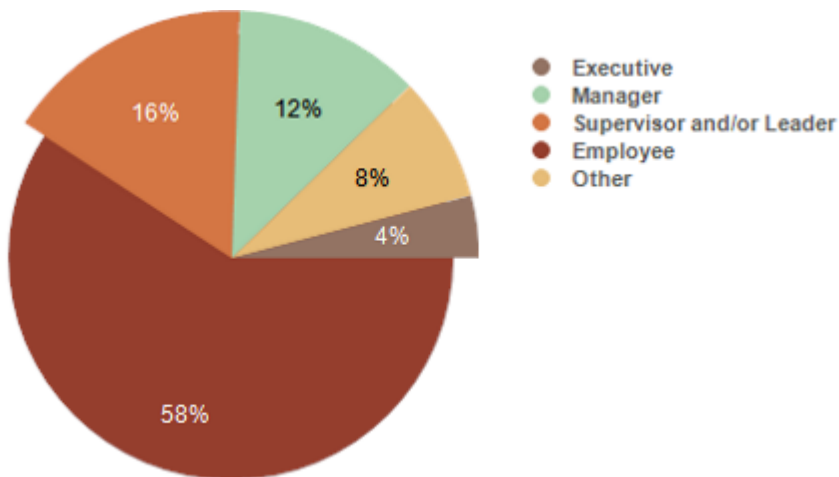
CHART 6

Population distribution according to country

What will you see?

The population distribution analysed according to the country where they work.
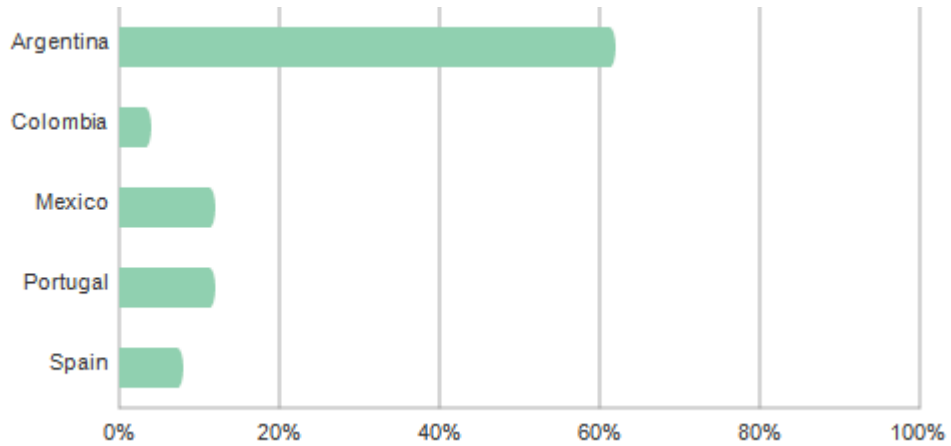
Information on the relationship between internal context and environment

This is where we begin the analysis of internal context and environment. In the charts below, you will be able to see the information relating to each component.

We recommend that you perform the optional ranking that EARTH offers and use this information to analyse how each component (internal context and environment) influences the perception of the experience of the system's members and to separately identify the reasons that explain the components analysed.

CHART 7

Comparison of level of agreement with context and environment

What will you see?

The percentage of agreement that the assessees exhibit in relation to the internal context and environment. A higher percentage indicates greater agreement with the variable.
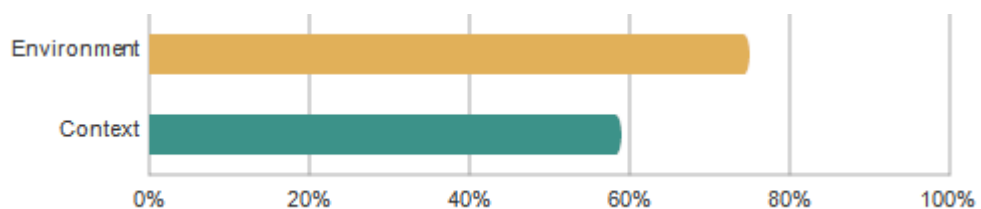
Relationship between level of agreement of internal context and environment

What will you see?

In this scatter plot you can see, in a single view, the dispersal of the perceptions of company staff in relation to internal context and environment. You can analyse which quadrants are most representative within the organisation in order to make an initial diagnosis. Dividing by quadrants helps you be able to segment both the analysis and potential solutions.
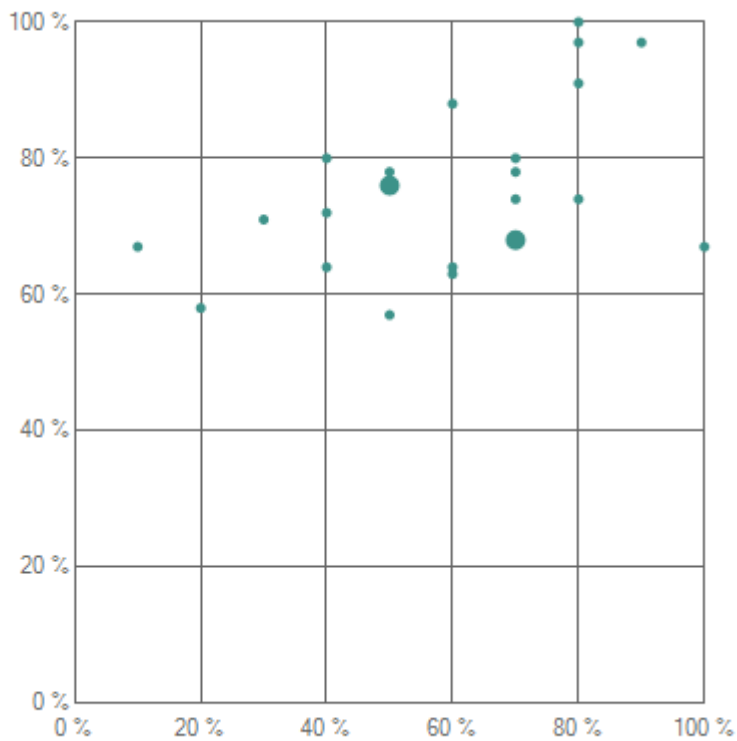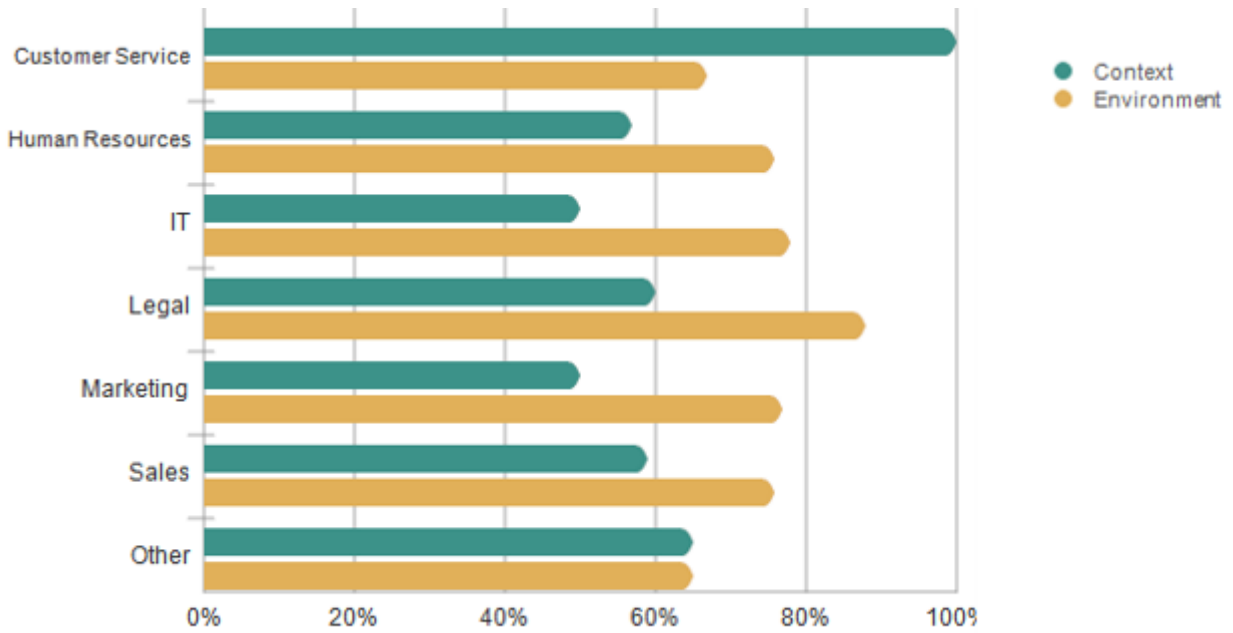
CHART 9

Relationship between internal context-environment and sector

What will you see?

In this scatter plot you can see, for each sector, the dispersal of the perceptions of company staff in relation to internal context and environment. You can analyse what gaps are most representative within the organisation in order to make an initial diagnosis.
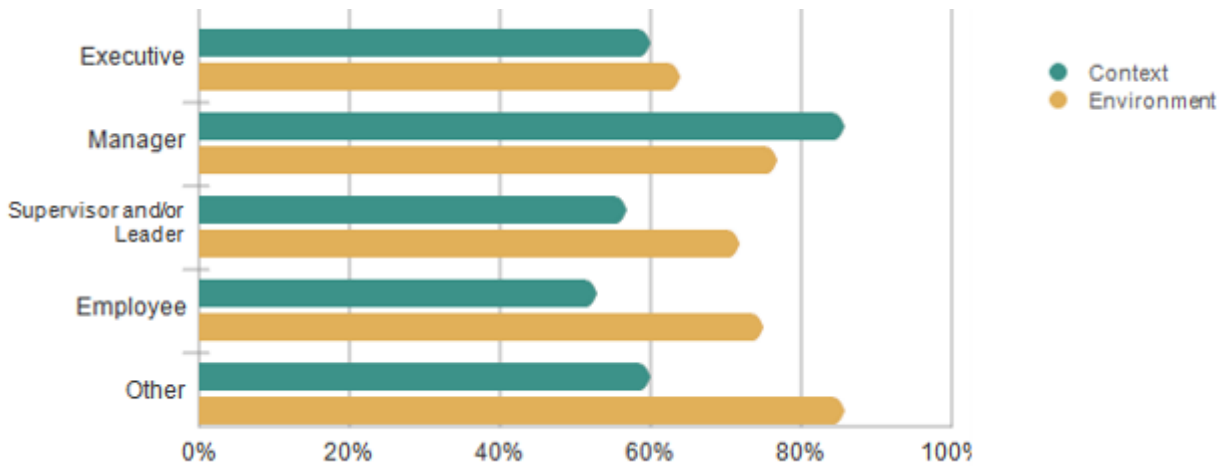
Relationship between context-environment and rank

What will you see?

In this scatter plot you can see, for each rank, the dispersal of the perceptions of company staff in relation to internal context and environment. You can analyse what gaps are most representative within the organisation in order to make an initial diagnosis.

Relationship between internal context-environment and gender

What will you see?

In this scatter plot you can see, for each gender, the dispersal of the perceptions of company staff in relation to internal context and environment. You can analyse what gaps are most representative within the organisation in order to make an initial diagnosis.
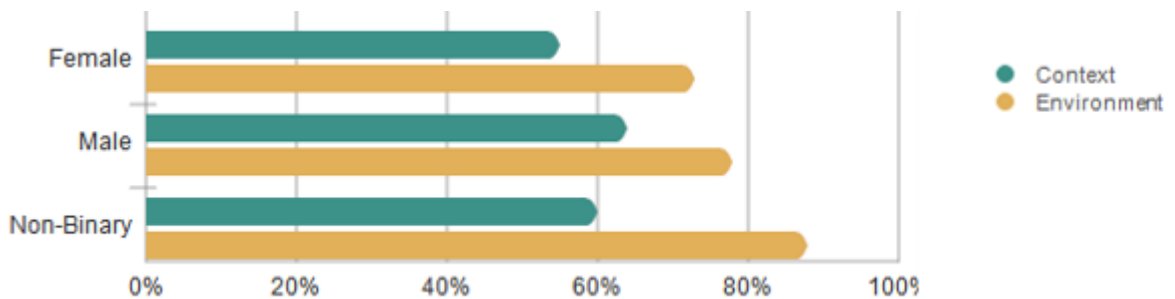
Information on environment

<div style="background:#6b4f3a;color:white;padding:2px 8px;display:inline-block">**CHART 12**</div>

Environmental dimensions list

What will you see?

The percentage of agreement that assessees exhibit in relation to the different dimensions that comprise the organisational environment. A higher percentage indicates greater agreement with the dimension.
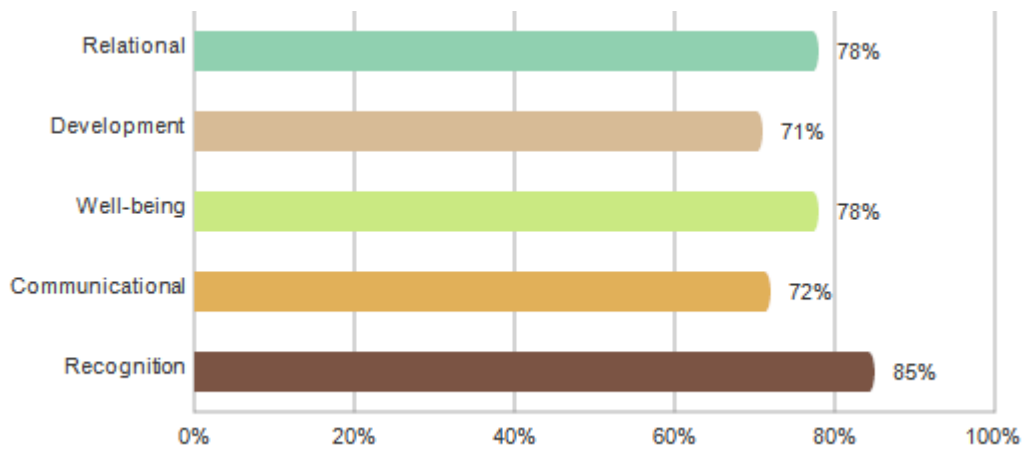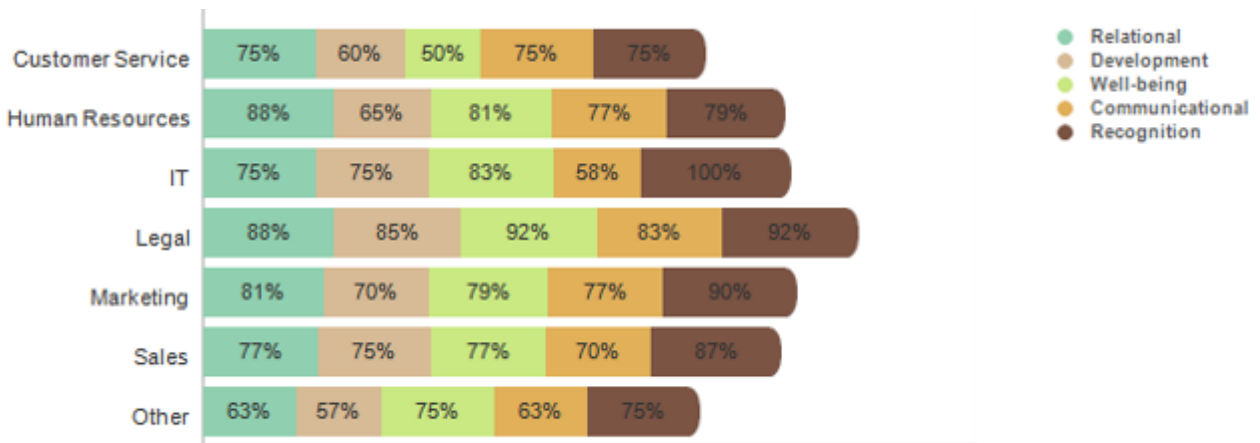
CHART 13

Relationship between environmental dimensions and sectors

What will you see?

The percentage of agreement that the assessees exhibit in relation to the different dimensions that comprise the organisational environment, according to the sector to which they belong. A greater percentage indicates greater agreement with the dimension (each dimension is represented by a colour that identifies it).

This chart allows you to easily detect relevant phenomena, for example: a sector might by and large enjoy a positive environment, but at the same time have one dimension that lags behind the rest.
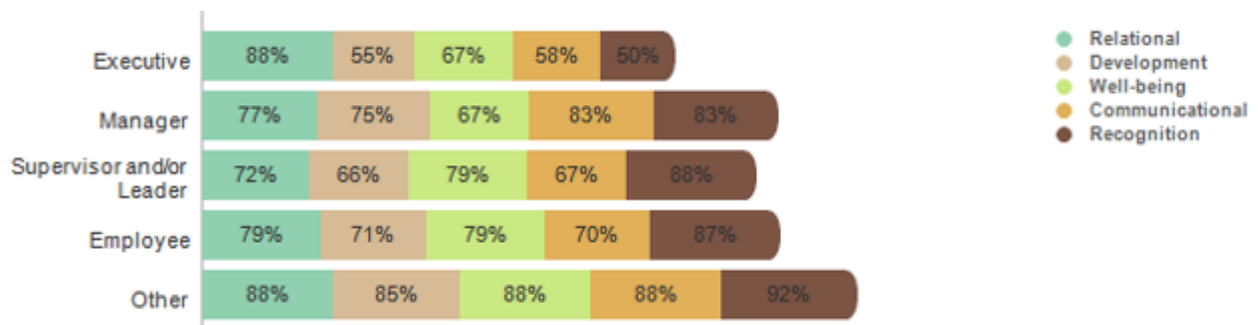
Relationship between environmental dimensions and rank

What will you see?

The percentage of agreement the assessees exhibit in relation to the different dimensions that comprise the organisational environment, according to their gender. A greater percentage indicates greater agreement with the dimension (each dimension is represented by a colour that identifies it).

This chart allows you to detect strong or weak dimensions—in relative terms—for a given gender. For example, if males exhibit an environment that performs relatively poorly in the "Recognition" dimension, there could be a cause intrinsic to that gender in this aspect.
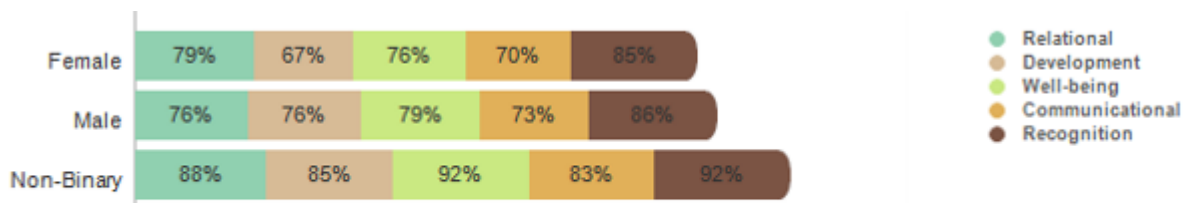
Relationship between environmental dimensions and gender

What will you see?

The percentage of agreement the assessees exhibit in relation to the different dimensions that comprise the organisational environment, according to their gender. A greater percentage indicates greater agreement with the dimension (each dimension is represented by a colour that identifies it).

This chart allows you to detect strong or weak dimensions—in relative terms—for a given gender. For example, if males exhibit an environment that performs relatively poorly in the "Recognition" dimension, there could be a cause intrinsic to that gender in this aspect.

# Information on the leadership dimension

In EARTH, this dimension is particularly important because we see the leader as the main instigator and guardian of the environment at their workplace. By leader we mean anyone who formally holds a position of reference and influence over people and groups within the organisation: managers, team leaders, directors, scrum masters, focal point, nexus, supervisors, etc.). This is why we suggest that you lend particular attention to analysing this dimension.

CHART 16

Relationship between environmental dimensions and leadership

What will you see?

The percentage of agreement that assessees exhibit in relation to the different dimensions that comprise the organisational environment. To build this indicator, we only take into account the questions that directly relate to the leadership dimension. A greater percentage indicates greater agreement with the dimension (each dimension is represented by a colour that identifies it).
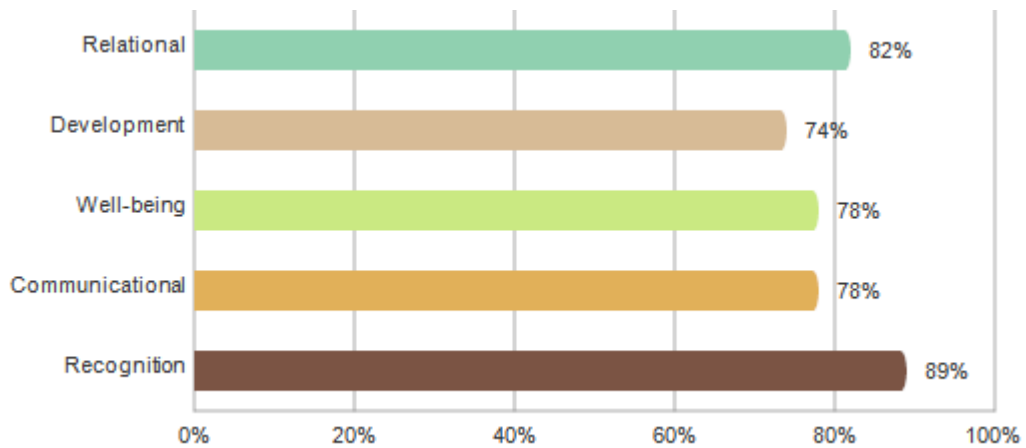
Recommendations

Prior to reading the results, we recommend that you identify any topics you believe to be sensitive at your organisation. That way, you'll be able to perform your analysis with greater focus. However, we also recommend that you allow yourself to be surprised by information you weren't expecting.

Do an initial examination of Chart 8 "Relationship between the level of agreement of context and environment" since it will help provide you with a comprehensive overview, giving you clarity, focus and help you build your initial working hypothesis.

As you continue reading, we recommend that you use the distinction that EARTH makes between internal context and environment. We recommend that you remember the differences between the two—despite the natural feedback between them—in order to become more assertive in your actions.

If you find yourself with a result where the internal context is unfavourable, it will be key that your action plan prioritise improvements inherent to this component. As you already know, when aspects of internal context are corrected, issues related to hygienic factors are addressed, thus resolving variables that negatively impact motivation and environment. We have studied companies that neglected internal context factors, underestimating their impact on environment, and which were noticed in hindsight, with consequences difficult to keep from influencing the motivational perception of both the people and environment.

It's also important to remember that, nurturing aspects related to internal context doesn't necessarily guarantee a positive environment, because internal context is a precondition, but not enough.

If the environment is the most unfavourable condition, you should perform a more in-depth analysis using the other indicators in the report, combining them and studying, by way of the questions, what the system might be exposing.

You have the opportunity to analyse, in segments, which dimensions have stronger leaders and greater opportunities for them and, being that these are key to the improvements the organisation needs in terms of environment, it uses this information to understand where you should place your focus in terms of enhancing their leadership—to provide them with development tools—and in order to estimate the potential for organisational change in the short and mid-term.

We recommend avoiding linear solutions. EARTH is a tool designed to reveal information that, when combined, allows you to systematically and more reliably analyse what is happening at the organisation under study. It aims to avoid focusing the analysis on one single indicator—however impactful you believe it to be—and seeks to address several multi-varied indicators simultaneously. This will most certainly bring you closer to successfully implementing change.

ANNEX 1

Detailed analysis of the internal context

Here you have the opportunity to see the questions that detect, as a whole, the internal context. It will be useful for you to be aware of these factors and see how they were responded to in Chart 17 in order to give complexity to your analysis. Furthermore, they will be a great help when it comes to launching corrective impact plans at the organisation.

1. Am I satisfied with the compensation I receive for my contributions to the company?

2. Would I recommend this company to friends and family as a good place to work?

3. Am I comfortable with the overall conditions of my job (workspaces for meetings, alternative settings to dialogue and think, means of transportation for those who live far away, uniforms, etc.)?

4. Do I see myself working here 2 years from now?

5. Do I see myself working here 5 years from now?

6. If I'm offered the same job with the same compensation at another company, would I consider making the change?

7. Do I think that the company's handling of compensation, rewards, etc. is appropriate and strives for equality?

8. Do I have the tools I need (furniture, hardware, software, lighting, other) to work comfortably and efficiently?

9. Are structure, roles and responsibilities clear?

10. Looking at my feelings and thoughts on work, all in all, do I come to work feeling motivated?

CHART 17

Ranking of responses on internal context

What will you see?

The percentage of agreement with each question on internal context. The bars that indicate a greater percentage correspond to the questions that have received the most positive scores.
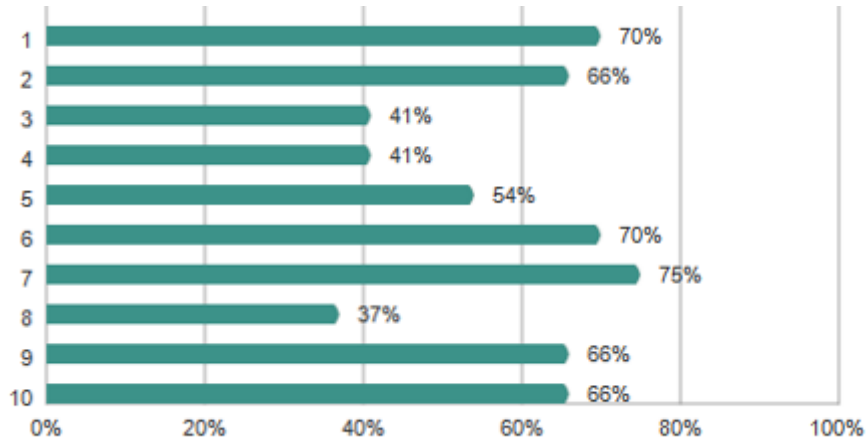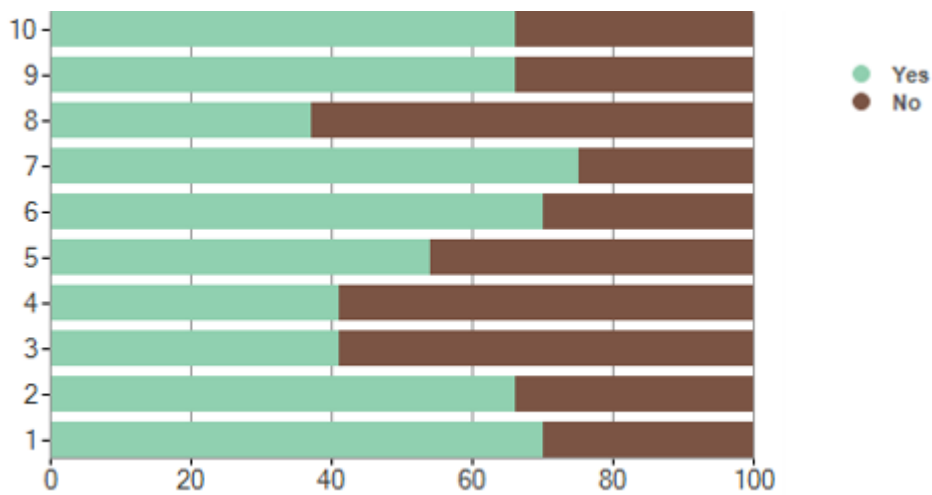

CHART 18

List of responses on internal context

What will you see?

The dispersal of positive and negative responses for each question on internal context.

Detailed analysis on environment

Here you have the opportunity to see the questions that detect, as a whole, environment. While in the case of environment we do not recommend a linear analysis, it's important that you read and study the results of the survey.

1. I feel motivated to come to work thanks to the peer group I belong to.

2. I can rely on my group to navigate important personal and professional situations.

3. My team leader facilitates positive work relations.

4. There is synergy between different departments.

5. I see my role and my tasks as important to company operations.

6. I feel that giving my all is worth it.

7. My team leader gives us the opportunity to take on responsibilities independently.

8. At this company, I feel incentivised to tap into my potential beyond my regular job duties.

9. I am satisfied with the initiatives at the company to improve work-life balance.

10. I am able to go to my team leader with concerns related to improvements that would enhance my quality of work life.

11. The work environment at this company is accepting of individual differences (sexual orientation, age, ethnicity, religion, disabilities, education, ideas and viewpoints).

12. I believe that this company provides me with training.

13. I believe that this company values talent and knows how to retain it.

14. I have the opportunity to advance in my professional career at this company.

15. I believe that there is a good flow of communication, making me feel informed.

16. I have the opportunity to create spaces to exchange and communicate with people who are key to me being effective at my job.

17. My team leader is committed to providing feedback.

18. I am able to have discussions with my team leader.

19. I believe that this company will implement the changes necessary according to the results of this diagnostic.

CHART 19

Total number of responses by question (%)

What will you see?

The number of responses (1,2,3 and 4) expressed as a percentage. A greater percentage indicates that the people have prioritised this value when answering questions on environment.
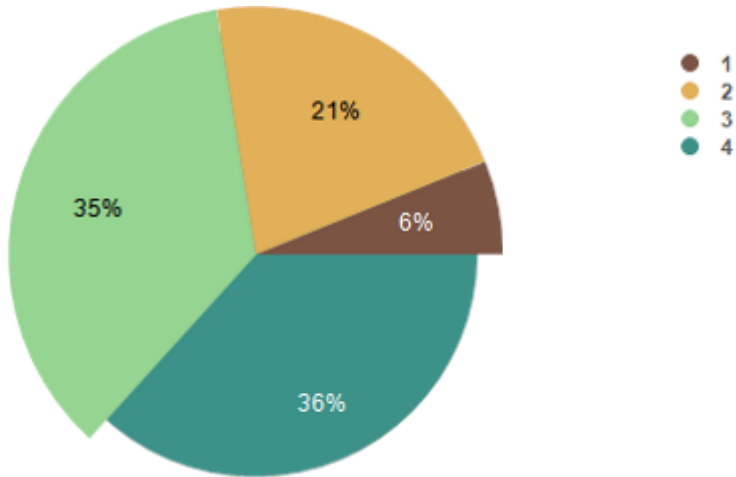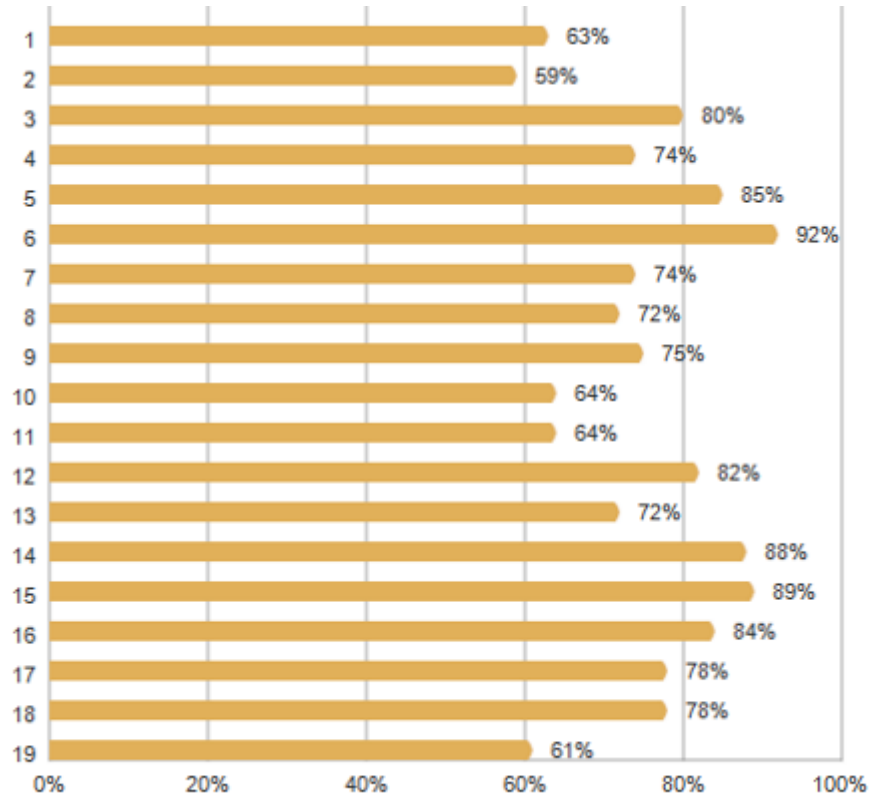
CHART 20

Ranking of responses on environment

What will you see?

The percentage of agreement with each question on environment. The bars that indicate a greater percentage correspond to the questions that have received the most positive scores.

CHART 21

List of responses on environment

What will you see?

The dispersal of answers (1,2,3 and 4) for each question. That way, you will be able to graphically see the questions that received the highest and lowest scores.
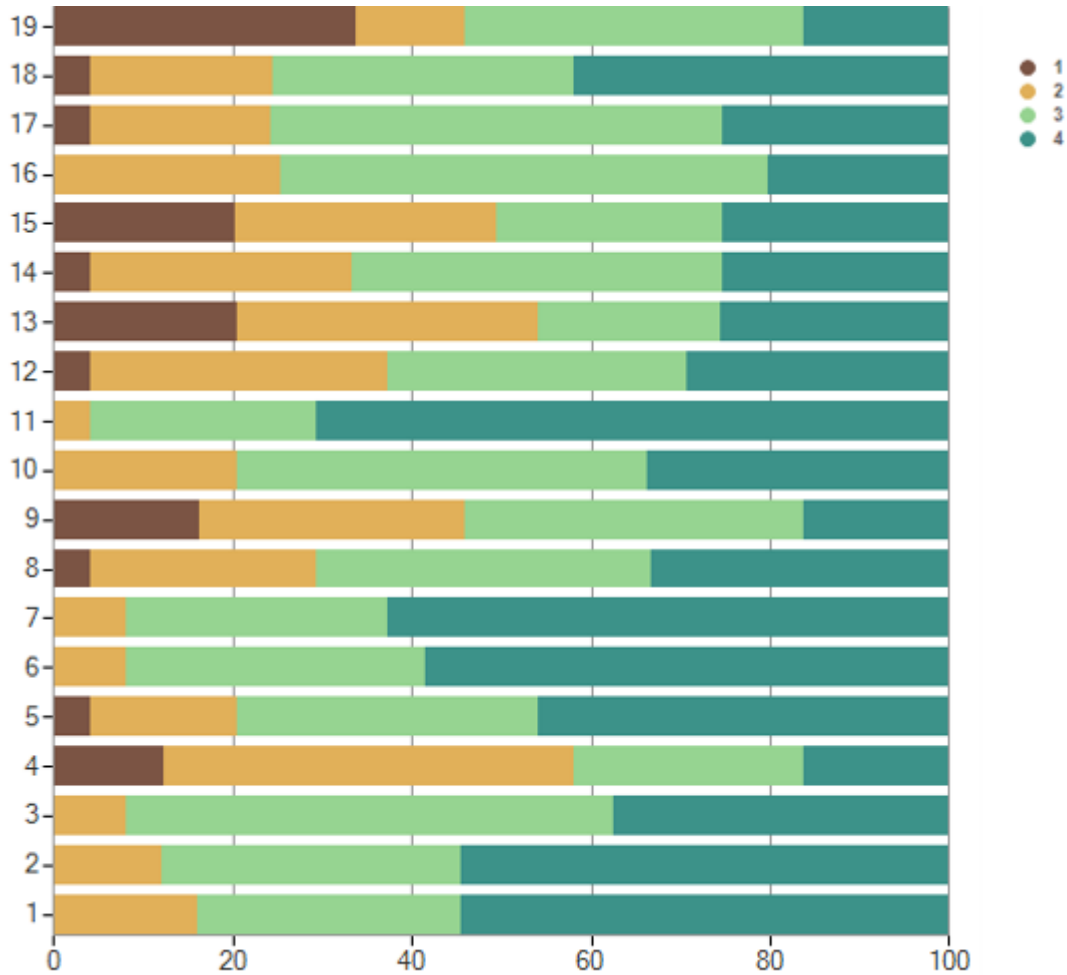
ANNEX 2

With PDA Assessment

One of the goals of this report is to identify the behavioural tendencies of the people who make up the organisation and, based on the analysis of the results, add this information to the intricacy of the analysis. Being able to understand the tendency of the profiles of the people who answered the survey is of the utmost importance as this provides us with assertive information about their expectations, beliefs and motivations.

Through the PDA Assessment, we identify two profiles:

- Natural Profile: The natural profile describes the repertoire of behaviours that the individual usually displays in situations, no matter the impact the environment has on them.

- Role Profile: The role profile shows the adjustments the individual is making to adapt to the needs they perceive from the environment. Since working conditions are subject to change, the role profile -in contrast to the natural profile- is more fluctuating in time.

This information is important for:

- Understanding the profile of the people who work for the organisation.

- Identifying potential difficulties based on the different dimensions of environment analysed.

- Identifying potential lines of action and constraints by analysing the most prevalent behavioural profiles within the organisation.

Key information for reading the charts

(R) **RISK AXIS**

	HIGH	LOW
TENDENCIES	- Direct - Assertive - Competitive - Self-starting - Decisive - Takes risks	- Careful - Moderate - Mild-mannered - Approachable - Modest - Risk averse
MOTIVATORS	- Situations and commitments that involve challenges. - To compete and win, situations that allow them to gain power and prestige. - To acquire material possessions, objects of economic value. - Include some degree of risk. - Take charge of important matters, with a high degree of responsibility.	- Harmonious situations, free of pressure and confrontation. - Feel comfortable. - Operate within a structure that gives them direction and security. - Avoid risky situations as much as possible. - Consistent and steady progress.

(E) **EXTROVERSION AXIS**

	HIGH	LOW
TENDENCIES	- Sociable - Influential - Talkative - Communicative - Persuasive - Friendly	- Reserved - Reflective - Serious - Analytical - Introspective
MOTIVATORS	- Interact and socialise with new and different people. - Being up to date on fashion, trends and concepts. - Social recognition. - To be liked by people, being friendly and charming.	- To work in small groups with people they know well. - Prefers to socialise and interact with people they know and trust. - To work on solving problems through deep analysis. - To work privately without being coerced or pressured.

P **PATIENCE AXIS**

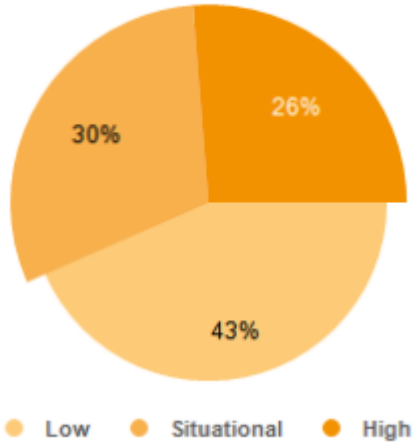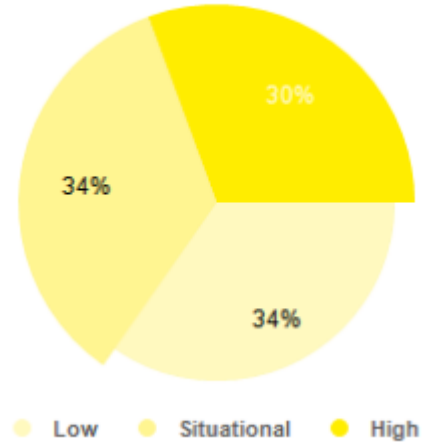|	HIGH	LOW
TENDENCIES	- Calm - Patient - Methodical - Persistent - Amiable - Kind - Good Listener	- Active - Restless - Mobile - Impatient - Spontaneous - Dynamic
MOTIVATORS	- Pleasant and close relationships. Enjoyable situations. - To be involved in deep conversations and give helpful tips or useful advice. - To acquire knowledge to transmit consistency and reliability. - Have enough time to do things properly. - Being with family and loved ones. - Share situations and spend time with them.	- Diversity, change and variety of situations and people. - Constant travelling. - Management of their time, being free of restrictions and commitments. - Handle several issues at once. - Accelerated pace and ambiguity.

N **NORMS AXIS**

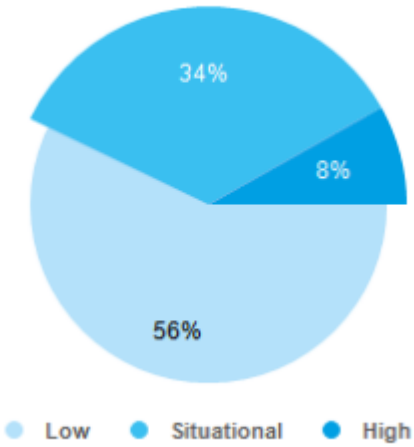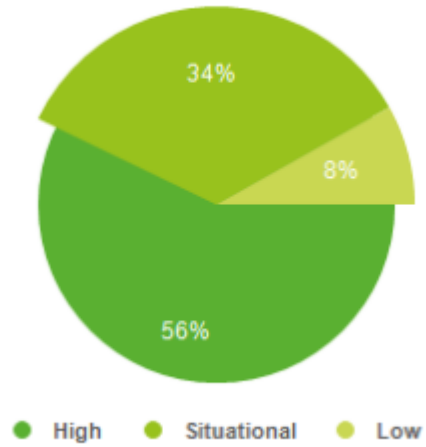|	HIGH	LOW
TENDENCIES	- Compliant - Logical - Detailed - Precise - Perfectionist - Risk-averse - Cautious - Structured	- Strong-willed - Independent - Persistent - Self-reliant - Confident - Creative - Autonomous
MOTIVATORS	- Clarity and consistency in communication. - Receive clear and consistent guidance and direction. - Doing things perfectly avoiding mistakes. Detail. - Work within a structured environment/organisation to feel secure and comfortable. - Obtain detailed and accurate information to make decisions and act upon them. - Constant positive reinforcement to assure them they are doing the right thing.	- Freedom to act according to their ideas and proposals. - Having their own goals and objectives. - Give their points of view or opinions and act free of inhibitions, obstacles or structures. - Be free and independent.

Natural Profile

R Risk Axis

26%
30%
43%

● Low   ● Situational   ● High

E Extroversion Axis

30%
34%
34%

● Low   ● Situational   ● High

P Patience Axis

34%
8%
56%

● Low   ● Situational   ● High

N Norms Axis

34%
8%
56%

● High   ● Situational   ● Low

Role Profile

R Risk Axis
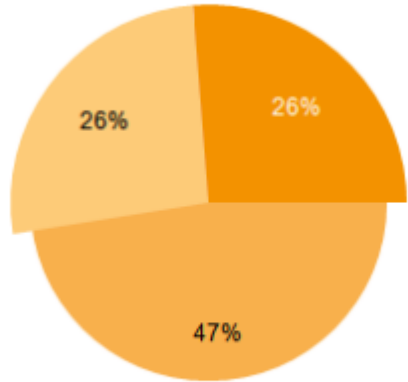
- Situational
- Low
- High

26% | 26% | 47%

E Extroversion Axis

- High
- Situational
- Low

34% | 13% | 52%
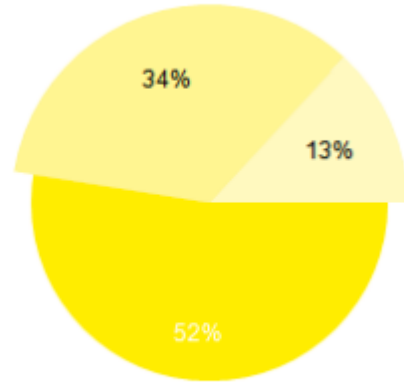
P Patience Axis

- Low
- Situational
- High

13% | 4% | 82%

N Norms Axis

- High
- Situational
- Low

30% | 13% | 56%
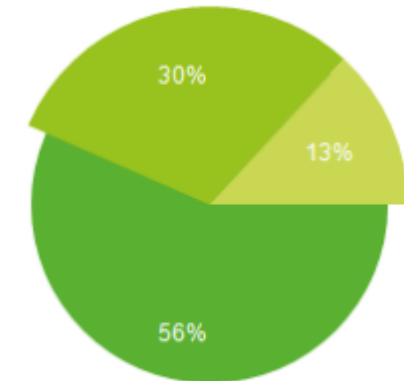
ANNEX 3

Comments

Creo que hay buen clima en general (de mi equipo) pero que se está desgastando muy notoriamente por diferentes situaciones y disconformidades a las que la organización no da respuesta. Se espera mucho más de lo que se da.

Red de trabajo inter-areas.

Se encuentra en momento de presión por resultados

orientación focalizada solamente en lo cuantitativo

 NCSBUwjvn nodkjcawoiñvnev dnñoifavjuorfn noicvknouwn

El cambio rápido por cuenta de la pandemia, ha criado una voluntad aún mayor de inovar y digitalizar, ententando capturar el primer lugar del mercado

Se debe trabajar más en la empatía.

No estamos siendo valorados como personas o como talentos, nos ven como un recurso más. Simplemente nos traducimos en un número para los directivos :/

La organización se enfoca en querer hacernos sentir a todos como importantes pero luego te das cuenta de que no es así, solo es su forma de motivarnos.

Muchos cambios y poca comunicación.

Debido a la pandemia, el clima en el área comercial se ve muy tenso por no llegar a los resultados esperados

¡muy exigente!

Comunicación

Trabajo en equipo y empatía

Cambio y adaptación.

Muchas Gracias!

mmmmmmmm

mala comunicacion