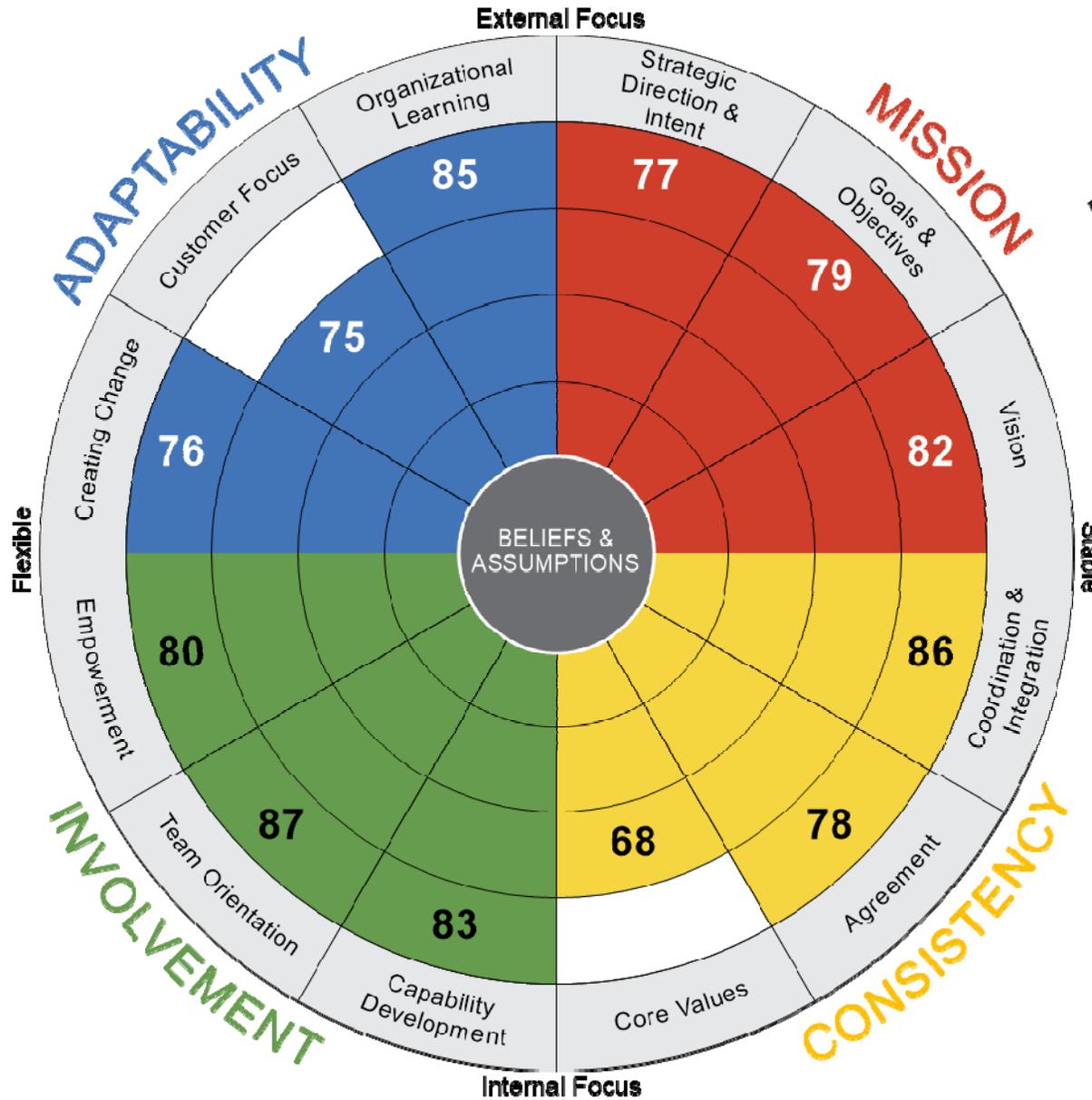




Marathon County
Organizational Culture Survey
2019: Overall



2019: Overall

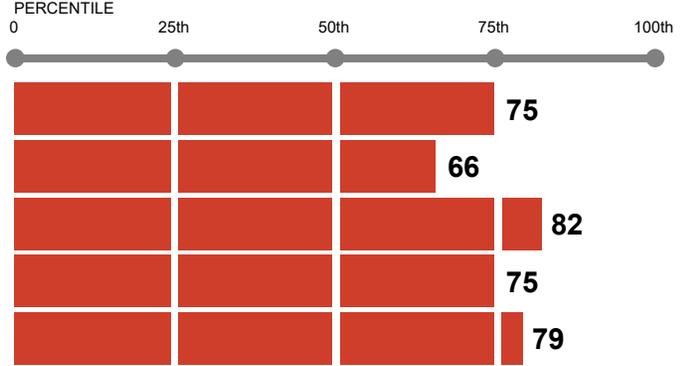
N = 663



In this organization...

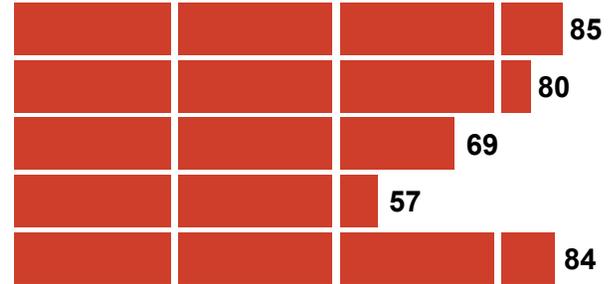
Strategic Direction & Intent

- There is a long-term purpose and direction.
- Our strategy leads other organizations to change the way they compete in the industry.
- There is a clear mission that gives meaning and direction to our work.
- There is a clear strategy for the future.
- Our strategic direction is unclear to me.*



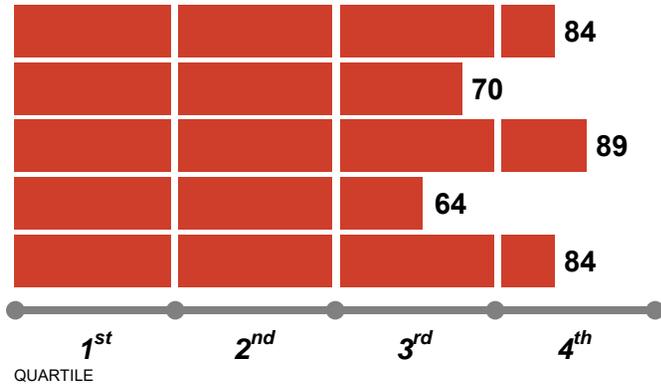
Goals & Objectives

- There is widespread agreement about goals.
- Leaders set goals that are ambitious, but realistic.
- The leadership has "gone on record" about the objectives we are trying to meet.
- We continuously track our progress against our stated goals.
- People understand what needs to be done for us to succeed in the long run.



Vision

- We have a shared vision of what the organization will be like in the future.
- Leaders have a long-term viewpoint.
- Short-term thinking often compromises our long-term vision.* ⊕
- Our vision creates excitement and motivation for our employees.
- We are able to meet short-term demands without compromising our long-term vision.

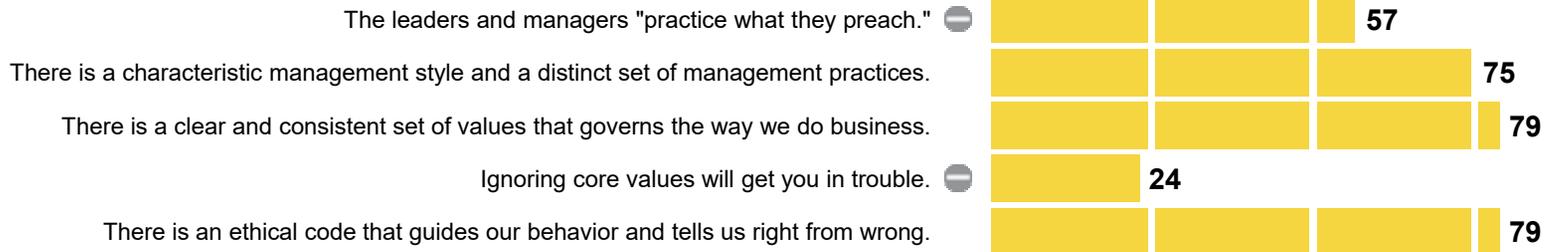




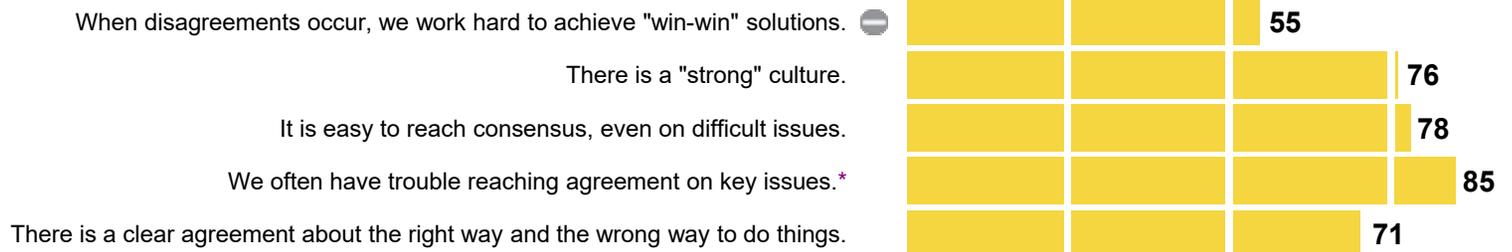
In this organization...



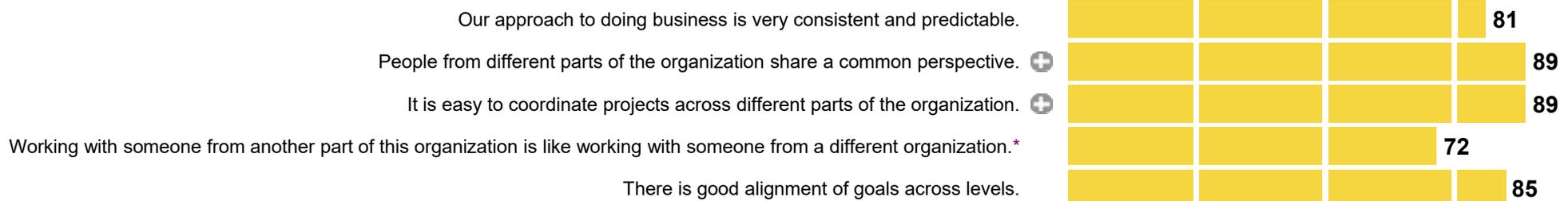
Core Values



Agreement



Coordination & Integration





In this organization...

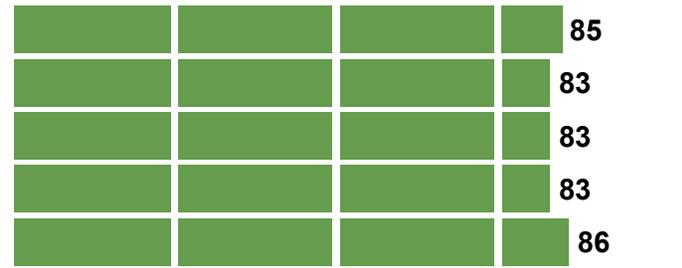
Empowerment

- Most employees are highly involved in their work.
- Decisions are usually made at the level where the best information is available.
- Information is widely shared so that everyone can get the information he or she needs when it's needed.
- Everyone believes that he or she can have a positive impact.
- Business planning is ongoing and involves everyone in the process to some degree.



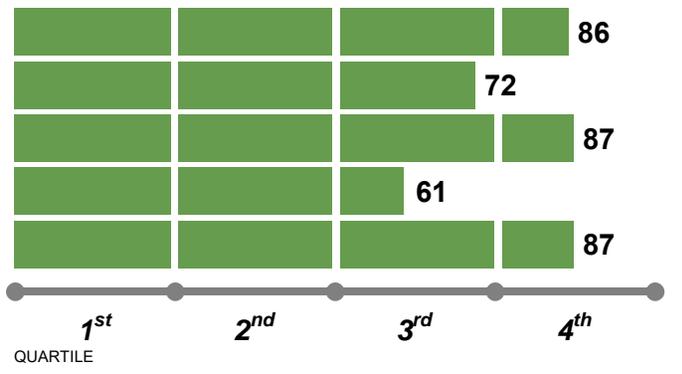
Team Orientation

- Cooperation across different parts of the organization is actively encouraged.
- People work like they are part of a team.
- Teamwork is used to get work done, rather than hierarchy.
- Teams are our primary building blocks.
- Work is organized so that each person can see the relationship between his or her job and the goals of the organization.



Capability Development

- Authority is delegated so that people can act on their own.
- The "bench strength" (capability of people) is constantly improving.
- There is continuous investment in the skills of employees. ⊕
- The capabilities of people are viewed as an important source of competitive advantage.
- Problems often arise because we do not have the skills necessary to do the job.*

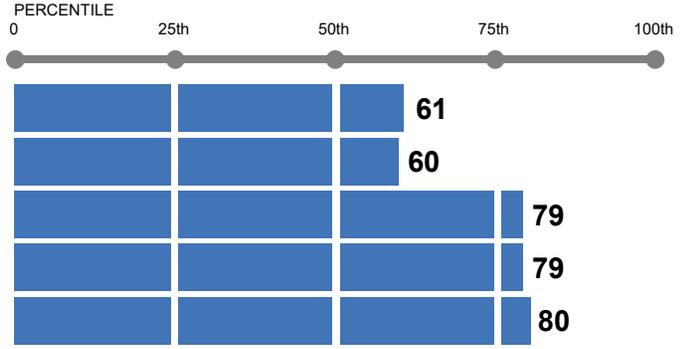




In this organization...

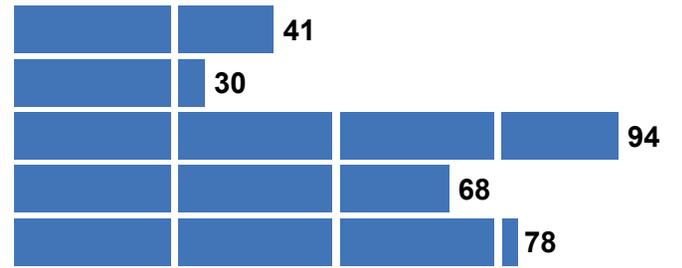
Creating Change

The way things are done is very flexible and easy to change.
 We respond well to competitors and other changes in the business environment.
 New and improved ways to do work are continually adopted.
 Attempts to create change usually meet with resistance.*
 Different parts of the organization often cooperate to create change.



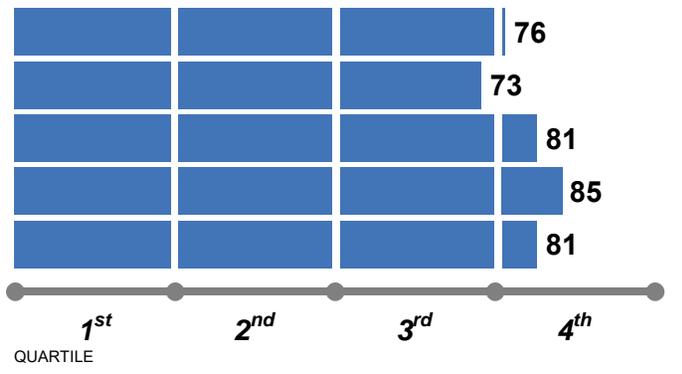
Customer Focus

Customer comments and recommendations often lead to changes. (-)
 Customer input directly influences our decisions. (-)
 All members have a deep understanding of customer wants and needs. (+)
 The interests of the customer often get ignored in our decisions.*
 We encourage direct contact with customers by our people.



Organizational Learning

We view failure as an opportunity for learning and improvement.
 Innovation and risk taking are encouraged and rewarded.
 Lots of things "fall between the cracks."*
 Learning is an important objective in our day-to-day work.
 We make certain that the "right hand knows what the left hand is doing."



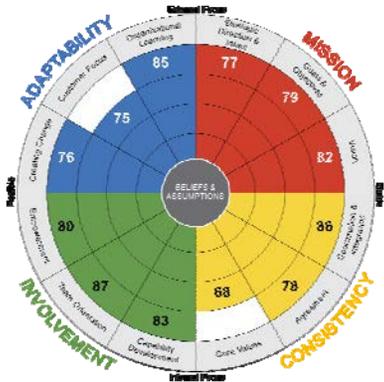
Highest & Lowest Scores

2019: Overall

In this organization...

HIGHEST SCORES

- 94** All members have a deep understanding of customer wants and needs.
- 89** Short-term thinking often compromises our long-term vision.*
- 89** People from different parts of the organization share a common perspective.
- 89** It is easy to coordinate projects across different parts of the organization.
- 87** There is continuous investment in the skills of employees.



LOWEST SCORES

- 24** Ignoring core values will get you in trouble.
- 30** Customer input directly influences our decisions.
- 41** Customer comments and recommendations often lead to changes.
- 55** When disagreements occur, we work hard to achieve "win-win" solutions.
- 57** The leaders and managers "practice what they preach."