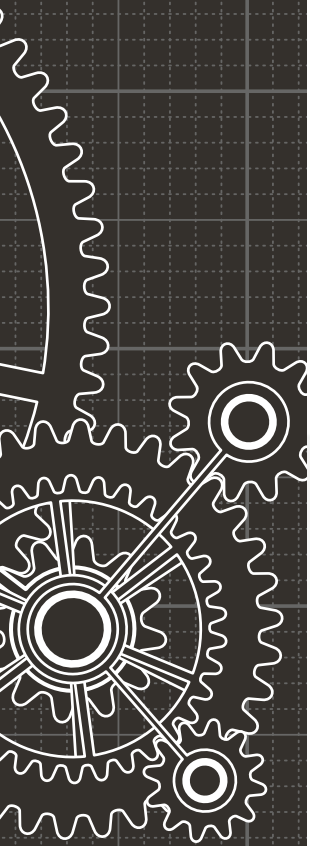




DI DELIGHT INDEX™

CLIMATE IN AN ORGANIZATION ORGANIZATIONAL DEVELOPMENT TOOL

- VISUALIZE AN ORGANIZATION AS IT'S SEEN THROUGH EYES OF ITS EMPLOYEES
- ANALYZE THE ORGANIZATION'S "HOLDING ENVIRONMENT" - THE EMPLOYEES' SENSE OF SATISFACTION, COMFORT, AND SECURITY
- DETERMINE THE EXTENT TO WHICH THE ORGANIZATIONAL ENVIRONMENT SUPPORTS OR STIFLES EMPLOYEE DEVELOPMENT



A climate that breathes life into development

Favorable atmospheric conditions mean that life can develop and flourish creatively in a given place on Earth. A severe climate, however, leads to a hostile environment where it is impossible to thrive, and only the toughest, most hardened species can even survive.

The climate in an organizational environment is similar in many ways to the climate in our global environment. A good organizational climate allows business to **grow and mature**. It creates a nurturing environment, inviting positive types of behavior and well suited to the development of employees' competences.

Delight Index™ is a tool and methodology for diagnosing organizational climate from the **functional perspective**. The Delight Index™ tool makes it possible not only to determine what kind of climate exists in an organization, but more importantly whether it's the right climate for that organization's unique development needs.



Overall climate diagnosis

Delight Index™ first determines the nature of the organizational climate, classifying it as **mild**, **moderate** or **severe**. Then, by analysis in the context of the organization's structure and goals, the Delight Index™ diagnosis reports on the extent to which the current climate **is the best climate** for the organization's development needs.

Delight Index™ Reports

The reports that the **Delight Index™** tool generates following a climate diagnosis provide information needed to formulate the organizational development strategy.

Diagnosis in detailed cross-sections

Delight Index™ reports provide rich, detailed, actionable **information about the organization's climate** derived from and reporting on the points of view of various groups of stakeholders – executives and managers, supervisors and employees, and even partners, suppliers and clients if appropriate.

Internal matters and blind spots

If external observers (partners, service providers, clients, etc.) are invited to participate, Delight Index™ compares their “outsider” views with the “insider” views of employees and managers. If the picture is more positive from inside, Delight Index™ reports blind spots – areas in which the organization is “blind” to issues that are viewed less favorably by outsiders. On the other hand, if people outside the organization express a more positive opinion than the people employed within it, the reports labels those aspects of the climate as “internal matters”.



Management information in a nutshell

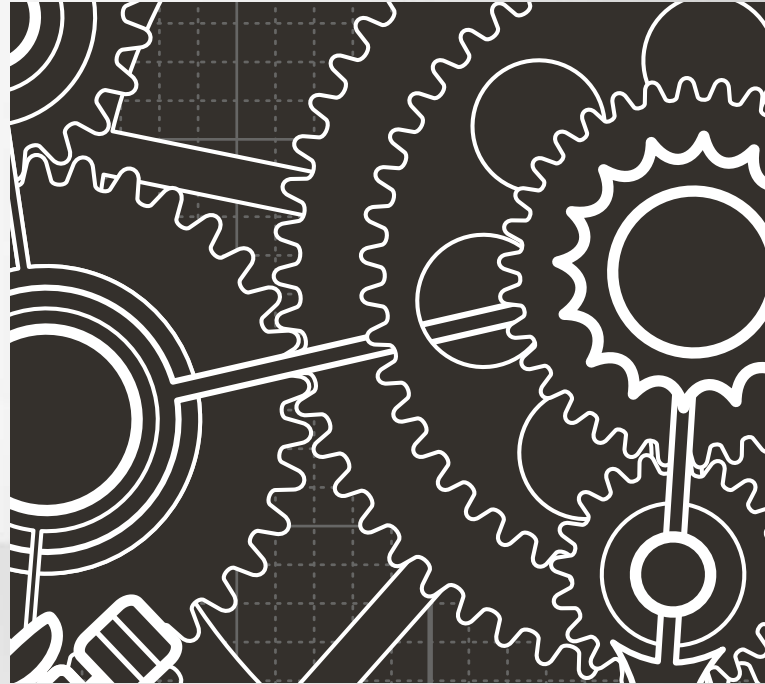
Delight Index™ does not overwhelm decision-makers with reams of raw data or volumes of obscure esoterica. It does provide the meaningful, relevant information in concise, understandable, immediately useful group reports, with the most important points spotlighted in graphic form on a single page.

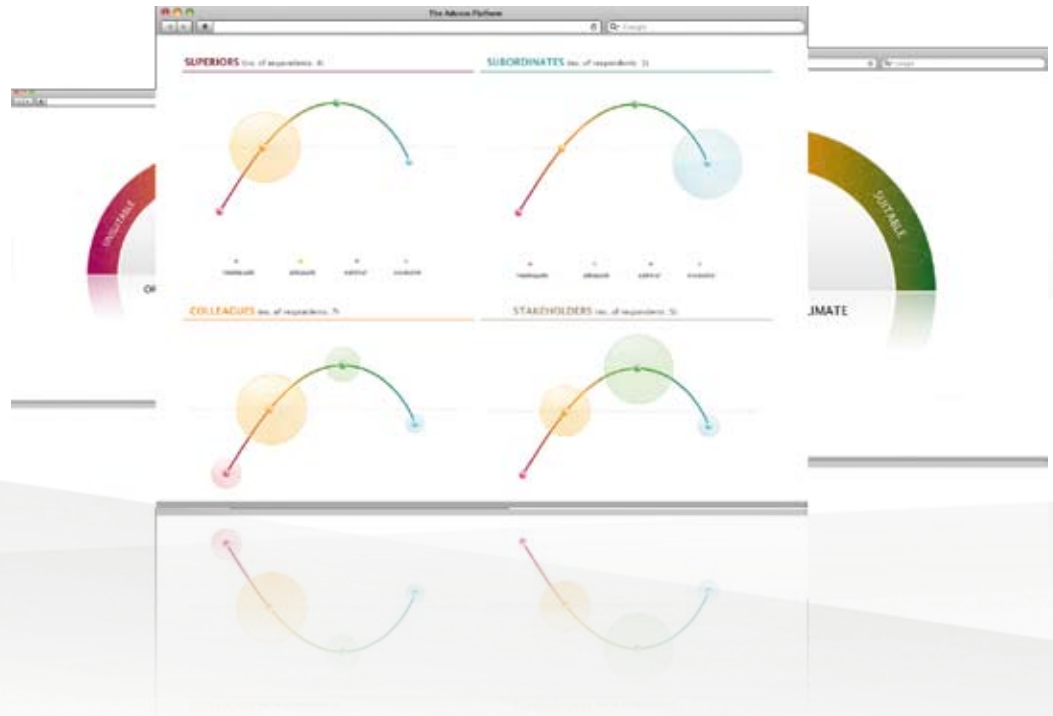
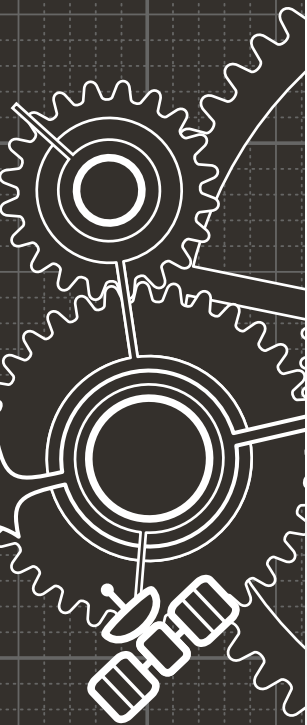
No limit on the number of group reports

Delight Index™ allows the climate to be analyzed and diagnosed in literally any organizational structure. By placing no limitations on the number or make-up of group reports, it's possible to view as many structural cross-sections as necessary – including in-project, sub-group, parent and network organizations – to draw a complete, detailed picture of the organizational atmosphere.

Information ecology

From the commercial point of view the only good information is relevant information. The same is true from the efficiency perspective. Irrelevant, unnecessary information is nothing more than litter in the organizational environment. Delight Index™ reports are designed to be “green” – with an organizations’ information ecology in mind.





It all depends on who you ask

Imagine an organization that intentionally encourages employees to be innovative to increase work effectiveness. An organization that invests in creativity training, runs brainstorming sessions, invites inspiring speakers to give talks.

In this organization, when employees put forward bold, new ideas, their superiors jump in immediately to ensure “optimal application of change”. They turn the idea into a plan. They divide the plan into tasks. They assign tasks as usual and meticulously manage every detail to see that the tasks are completed and the plan is executed.

The managers will say they’re not only encouraging employees to be creative, but also dedicating a lot of energy to supporting their ideas. Employees, meanwhile, may feel that such strict, rigorous implementation of new solutions stifles their enthusiasm.

So who is right?

Opinion in the world of the organization is rarely unanimous. Delight Index™ makes it possible to examine how various groups of stakeholders perceive the same phenomena by juxtaposing opinions offered from four points of view: employees, managerial staff, the organization’s external partners and its clients.

The Advisio Contextual Scale™

The Advisio Contextual Scale™ maps the responses collected into comprehensible visual form and presents them in the context of the organization's structure, values and goals. By concentrating on the degree to which the climate is suited to the organization's specific development needs, it reveals how different groups of stakeholders inside and outside the organization responded to the same questions.



Mood barometer

Participants in the Delight Index™ diagnosis give their opinions on the types of behavior that the organization expects from its employees. Respondents are asked if, in their view, the organizational environment is conducive to those types of behavior to an inadequate, adequate, optimal or excessive degree. Participants are able to expand on their answers by adding comments anonymously.

Differences in perspective

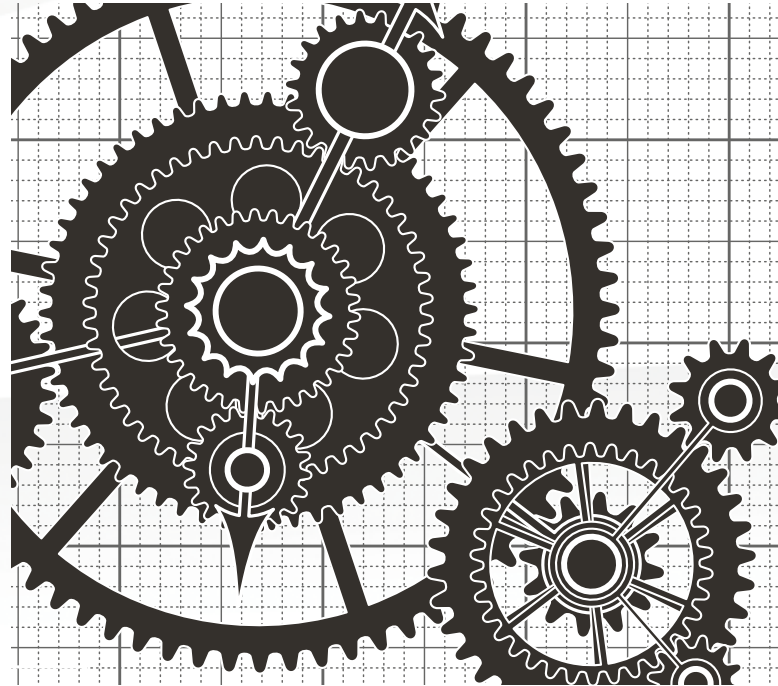
Numerical averaging of answers kills important information. Delight Index™ presents climate diagnosis findings in a visual, "sensory" way that engages the imagination and intuition as well as the intellect. It assures differences in opinion arising from varying needs and points of view will be recognized and considered.

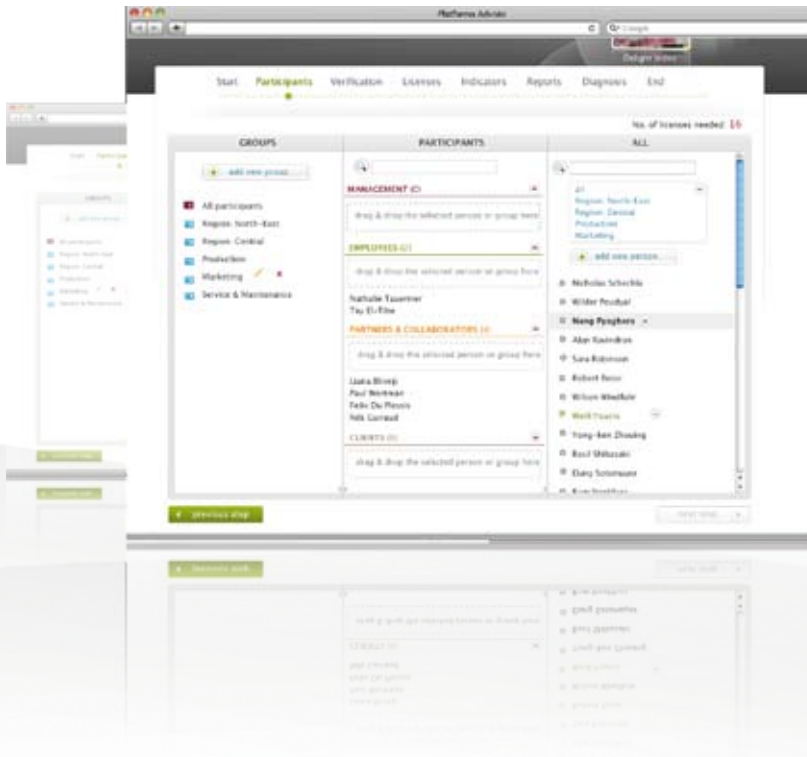
Is the way it is the way it should be?

Use of the Contextual Scale™ means the Delight Index™ diagnosis not only results in a description of the existing climate, but takes the all-important next step to examine whether – and in what specific areas – the climate is suitable for the organization's plans and development needs.

Striving for well-measured suitability

The Contextual Scale™ provides a not-so-subtle reminder that more is not always better. When the organizational climate is suitable for specific types of behavior to an excessive degree, it frequently leads to a drop in a firm's commercial effectiveness. With the help of the Contextual Scale™ Delight Index™ helps to identify, attain and maintain the ideal.





12. ADVISIO Consulting Methodologies The new generation of organizational development tools

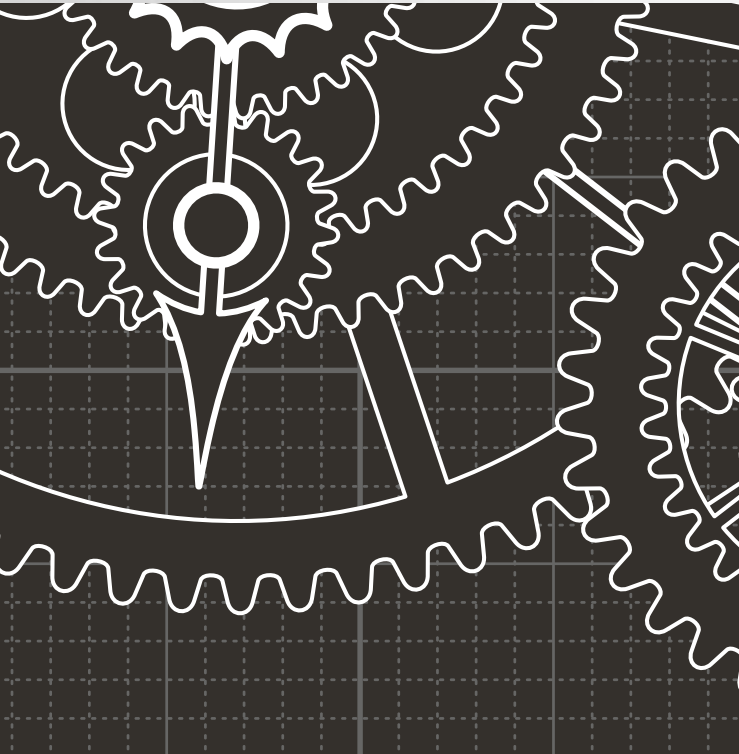
A powerful process, measured in minutes

Configuration and commencement of the **Delight Index™** diagnosis process takes just a few moments for organizations of any size. Stakeholders are invited to take part in the diagnosis via e-mail, each receiving a coded link to their online questionnaire. The questionnaires take no more than **two minutes** to complete.

Once participants' responses are received, the Delight Index™ tool completes its task by generating the diagnosis Final Report, immediately opening up a broad area for analysis and development.

Even managing the process is a pleasure

The Delight Index™ tool takes the consultant and project team step-by-step through every stage of the climate diagnosis process – from configuration and participant invitations through acquisition of responses and examination of findings and potential actions for moving toward the optimal organizational climate.



The tool remembers, so you don't have to

You do not need to remember the details of how the Delight Index™ diagnosis is performed, or even where you are in the process at any given time. As each stage is completed, Delight Index™ moves you forward with a simple “next-steps” action plan. You can conduct dozens of diagnoses simultaneously with no risk of confusion.

How big is your universe?

Delight Index™ also enables you to include an unlimited number of respondents in the diagnosis. You can examine the climate of an organization of three or thirty thousand members. An pan-European firm uses the Delight Index™ tool to perform an annual diagnosis in which 16,000 employees speaking 4 different languages take part. This enables the firm to monitor changes in the climate in all of its national branches and make adjustments in a manner that is both timely and respectful of local cultural requirements.

“Organization of the Future” indicators or your own

Delight Index™ imposes no limitations on the number of indicators you can use to diagnose the organizational climate. However, the tool does offer a standard set of indicators based on the Advisio “Organization of the Future” model. This model lets you examine how conducive the firm's climate is to ideal approaches and behavioral characteristics in modern network organizations that rely on information and innovation. You can use the Advisio model, modify it in any way you wish, or replace it entirely with a different set of indicators.

Precision design

Delight Index™ allows for the random placement of indicator questions in questionnaires or, in circumstances where the order in which specific questions are presented is important, the entire questionnaire can be designed precisely.

Important voices

Employees aren't the only ones who know a lot about the climate in an organization. Important insights, valuable information and a wider range of informed opinions can be obtained by inviting internal and external clients, partners and suppliers to join in the Delight Index™ diagnosis process.

A common language between systems

Delight Index™ communicates well with other IT systems containing data needed for diagnoses. All vital information can be imported and exported safely as Microsoft Excel files.

Connection security

The Delight Index™ tool secures and protects data processed during the diagnosis the same way electronic banking systems safeguard access to financial information, using strong data encryption and a secure internet connection.

Good relations

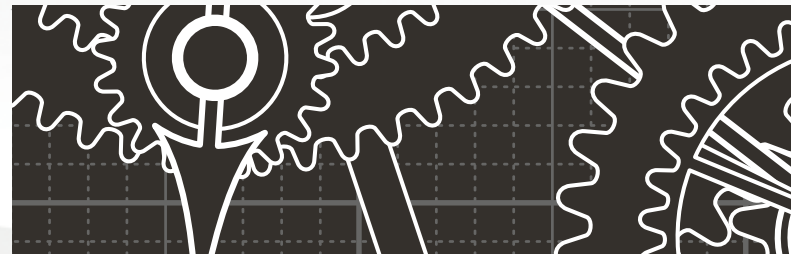
E-mail invitations to take part in the climate diagnosis are often an element of a broader policy for provision of information within the organization. Delight Index™ allows you to choose the wording of invitations, and to choose the timing of their distribution so that the announcement of the process itself serves to strengthen the project team's positive relations with process participants.

All present and accounted for

The diagnosis process takes place in a virtual world where the entire project team can work together with no need for in-person meetings or physical proximity. Delight Index™ looks after communication, documentation and information exchange in the team like a good project manager.

Regular information

Delight Index™ keeps the project team informed as the process progresses. The consultant managing the process sees the progress in detail as questionnaire responses come in. Other members of the project team are notified when 25, 50, 75 and 100% of expected responses have been received.



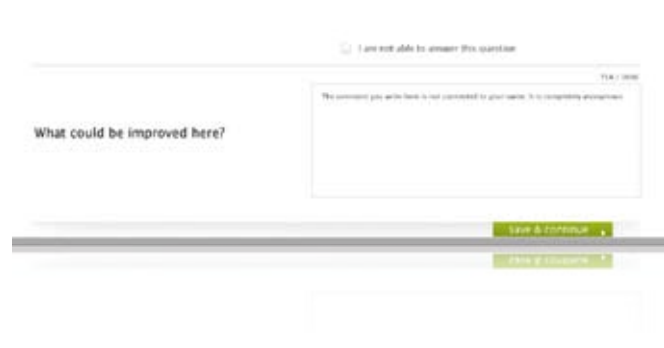
The pleasure of taking part

Delight Index™ questionnaires are aesthetically pleasing and easy to use, and they're proven to capture the attention and engage the interest of the diagnosis participants.



Natural communication

Diagnosis participants will have no difficulty filling in the questionnaires. The structure of the Contextual Scale™ makes answering the questions as natural as having an informal chat over coffee. The wording is unpretentious, the language and meanings are clear.



Awareness of what is important

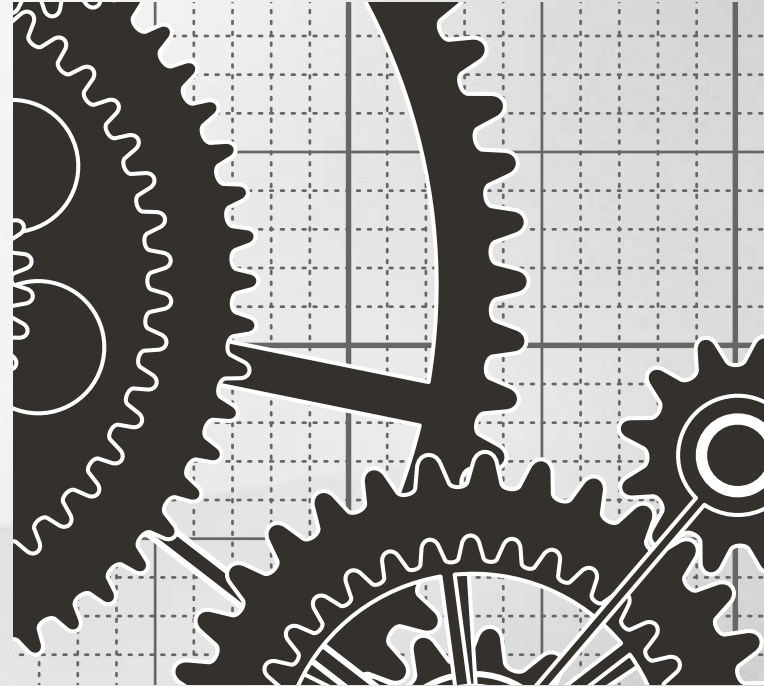
HR directors also appreciate a powerful "side effect" of participation in the Delight Index™ process. That is, the very act of considering and answering the diagnosis questions tends to refresh and ingrain awareness of the corporate values that an organization promotes among its employees. Employees filling in questionnaires, and especially managers in charge of teams, will remember the types of behavior presented in the questionnaires for a long time.

When you're less busy

Because the Delight Index™ diagnosis is performed online, participants are free to choose when to spend a few minutes completing the questionnaire. Each respondent gains access to a questionnaire via a secure, coded internet connection by clicking a unique link provided in his or her invitation email. Participants who, for whatever reason, must stop before completing the diagnosis can simply log out, then use the same link to return at a later time to where they left off. The questionnaire takes just minutes to fill out, but it does require concentration and consideration.

The occasional gentle reminder

Sometimes schedules, meetings and deadlines get the better of everyone. If any of the invited respondents forget to fill in the questionnaire, Delight Index™ sends out a discrete reminder politely requesting their responses as soon as possible.



When training doesn't bring results

A question frequently asked at business training sessions is, "Are our managers and supervisors going to have this training as well?" In the employees' view, the skills and behaviors developed during training can only truly be used when they're accepted and supported in the daily life of the firm – especially by superiors.

When employees say things like, "That all sounds wonderful, but it'll never work at our firm!", they're usually referring to the climate in their organization not being suitable for or supportive of a specific type of behavior.

Practical conclusions for development activities

Does it make sense to invest in developing employee skills that the organization does not value and does not encourage them to use? Clearly, it does not. So, another question: which types of behavior are supported and encouraged in **your organization**, and which are ignored or discouraged? Delight Index™ will make the answer to that question just as clear.

When the climate is a supportive one

Training programs can usually be highly successful in developing the types of behavior that are supported by the organizational climate. The behaviors will also be well received and easily adopted by those in their immediate organizational proximity, and they will be enhanced successfully in all employees by superiors. This positive feedback loop helps ingrain the effects of the training.

But when the climate is just not right

It's possible to develop types of positive behavior even when the organizational climate is diagnosed as being not very friendly to those behaviors. But formal training of regular employees will be **premature** and probably unsuccessful here. Climate is usually a "top down" phenomenon, so the first step is to propagate the desired behaviors among top and middle management. When the **climate shows signs of improvement** in the upper atmosphere, employee training starts to become a **smart business investment**.

Use of the **Delight Index™** methodology and tool

Deployment and use of the **Delight Index™** methodology and tool is strictly limited to consultants certified by Advisio Consulting Methodologies.

Authorized Advisio partners using this proprietary tool in consultancy work display the “**Consultants of the Future**” logo – a distinction reserved for training and consulting firms that apply Advisio methodologies and tools to give clients a distinct competitive edge in the 21st century economy.

