

# Organisational Health Scan



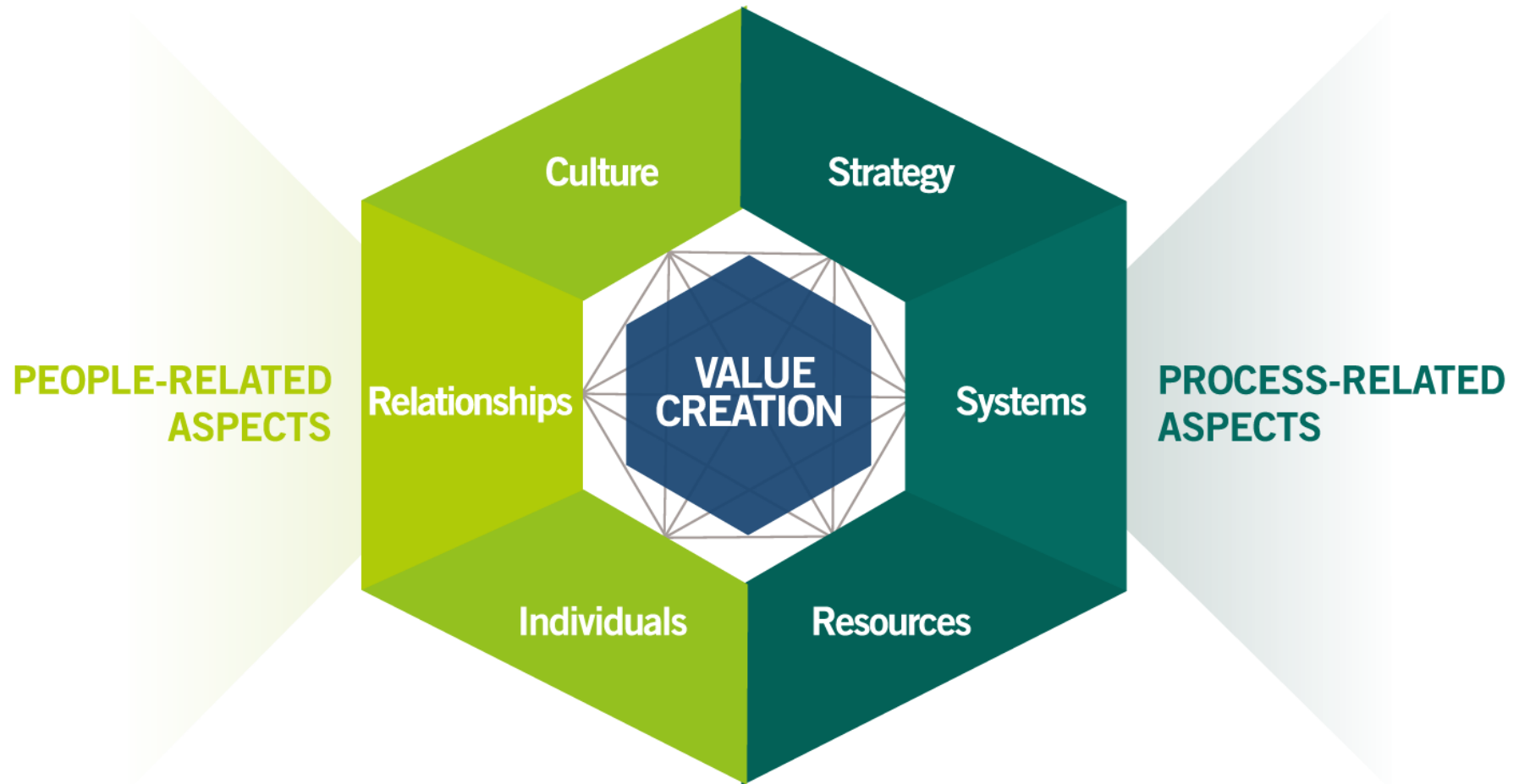
## CARE PLAN REPORT

for

Assentire

TestSub-Project\_50

# The 6 Box Leadership Model





# Organisational Health Scan

Thank you for completing the Organisational Health Scan (OHS) online diagnostic for your organisation. The OHS is built on the 6-Box Leadership Model and associated questionnaire.

This care plan report presents your results, highlighting key strengths and areas for development across six key dimensions: Culture, Relationships, Individuals, Strategy, Systems, and Resources.

We offer in-depth analysis of your organisation's results and can support the creation of a 12-month Action Plan by incorporating insights from the Care Plan that includes both individual and organisational initiatives. This plan is designed to help you build on your strengths and effectively address blockages.

Additionally, we can facilitate the implementation of the Action Plan (created in combination with the Care Plan) and support ongoing monitoring to facilitate its impact and success.

For more information, please visit: [www.managementshiftsolutions.com](http://www.managementshiftsolutions.com) or contact us directly at [information@managementshiftsolutions.com](mailto:information@managementshiftsolutions.com) with any specific enquiries.

# Key Information

## Organisational

| Name      | Sub title          | Project name    | Subproject name    |
|-----------|--------------------|-----------------|--------------------|
| Assentire | TestSub-Project_50 | TestProjectName | TestSub-Project_50 |

## Participation

| Primary contacts within the org | Number of participants | Maximum participants | Percentage participation |
|---------------------------------|------------------------|----------------------|--------------------------|
| Rod                             | 12                     | 500                  | 2.40%                    |

## Organisation Demographics

|  | Industry     | Size            | Location       |
|--|--------------|-----------------|----------------|
|  | Construction | 10–49 employees | United Kingdom |

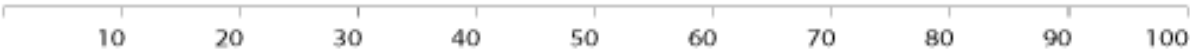
## Practitioner

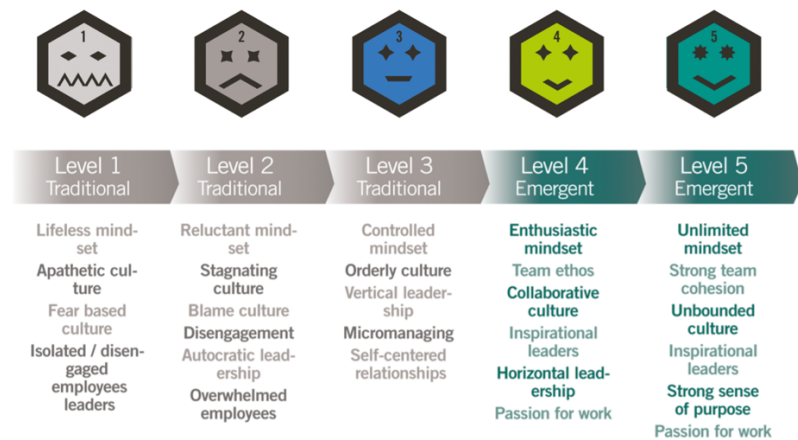
| Overseeing practitioner | Practitioner's email     |  |  |
|-------------------------|--------------------------|--|--|
| Rod_Willis              | rod.willis@assentire.net |  |  |

## Report

| Record ID/Config         | Report sources                                            | Type of report  | Date report created |
|--------------------------|-----------------------------------------------------------|-----------------|---------------------|
| 3OHS-10072               | TestProjectName   1OHS-10057  <br>2OHS-10051   3OHS-10072 | Full – Unlocked | 13/05/2025          |
| Sub-Project based report |                                                           |                 |                     |

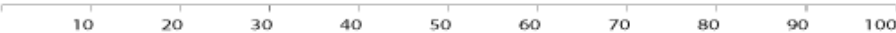
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Headline Results                                                                   | Average score  |  |            |                |         |           |           |         |              |               |         |            |         |         |           |            |         |          |           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|----------------|--|------------|----------------|---------|-----------|-----------|---------|--------------|---------------|---------|------------|---------|---------|-----------|------------|---------|----------|-----------|
| OHS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  | 51%            |  |            |                |         |           |           |         |              |               |         |            |         |         |           |            |         |          |           |
| <div><p>EMERGENT LEADERSHIP</p><table><thead><tr><th></th><th>INDIVIDUAL</th><th>ORGANISATIONAL</th></tr></thead><tbody><tr><td>Level 5</td><td>Limitless</td><td>Unbounded</td></tr><tr><td>Level 4</td><td>Enthusiastic</td><td>Collaborative</td></tr><tr><td>Level 3</td><td>Controlled</td><td>Orderly</td></tr><tr><td>Level 2</td><td>Reluctant</td><td>Stagnating</td></tr><tr><td>Level 1</td><td>Lifeless</td><td>Apathetic</td></tr></tbody></table><p>MANAGEMENT THE SHIFT</p></div> <p>When interpreted through the lens of the Emergent Leadership framework,<br/>your average score represents Level 2.5</p> |                                                                                    |                |  | INDIVIDUAL | ORGANISATIONAL | Level 5 | Limitless | Unbounded | Level 4 | Enthusiastic | Collaborative | Level 3 | Controlled | Orderly | Level 2 | Reluctant | Stagnating | Level 1 | Lifeless | Apathetic |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | INDIVIDUAL                                                                         | ORGANISATIONAL |  |            |                |         |           |           |         |              |               |         |            |         |         |           |            |         |          |           |
| Level 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Limitless                                                                          | Unbounded      |  |            |                |         |           |           |         |              |               |         |            |         |         |           |            |         |          |           |
| Level 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Enthusiastic                                                                       | Collaborative  |  |            |                |         |           |           |         |              |               |         |            |         |         |           |            |         |          |           |
| Level 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Controlled                                                                         | Orderly        |  |            |                |         |           |           |         |              |               |         |            |         |         |           |            |         |          |           |
| Level 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Reluctant                                                                          | Stagnating     |  |            |                |         |           |           |         |              |               |         |            |         |         |           |            |         |          |           |
| Level 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Lifeless                                                                           | Apathetic      |  |            |                |         |           |           |         |              |               |         |            |         |         |           |            |         |          |           |

|     |                                                                                    |                        |
|-----|------------------------------------------------------------------------------------|------------------------|
|     | <b>Organisational Health Scan</b>                                                  | <b>Overall Average</b> |
| OHS |  | <b>51%</b>             |
|     |  |                        |

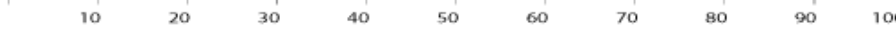


Your average score corresponds to Level 2.5, indicating that your organisation is likely experiencing the characteristics associated with this Level as detailed above.

## Minimum, Average, and Maximum scores for the six boxes

| Aspects       | People-related                                                                     | Min   | Avg          | Max   |
|---------------|------------------------------------------------------------------------------------|-------|--------------|-------|
| Culture       |   | 45.00 | 46.17        | 59.00 |
| Relationships |   | 50.00 | 51.75        | 51.75 |
| Individuals   |   | 55.00 | 57.00        | 79.00 |
|               |  |       | <b>51.64</b> |       |

The people-related aspects are central to organisational success. Culture refers to shared values and practices that foster trust, transparency, and a sense of purpose. Relationships highlight the importance of collaboration, communication, and mutual support among employees. Individuals focus on each person's mindset, motivation, and opportunities for growth. Together, these elements create an environment where people thrive, and positive change is possible

| Aspects   | Process-related                                                                      | Min   | Avg          | Max   |
|-----------|--------------------------------------------------------------------------------------|-------|--------------|-------|
| Strategy  |     | 50.00 | 50.00        | 50.00 |
| Systems   |    | 40.00 | 40.00        | 40.00 |
| Resources |   | 60.00 | 60.00        | 60.00 |
|           |  |       | <b>50.00</b> |       |

Strategy refers to the clarity of vision, alignment of goals and pathways for value creation. Systems encompass processes, workflows, and tools that enable work to get done. Resources focus on optimizing financial, technological, and human capital to support sustainable growth. Together, these elements ensure organisations balance long-term vision with practical execution, fostering sustainable performance.



# Culture

**Key strengths and blockages  
to explore with your Care Plan**



# Culture

|         |                                                                                   | Min   | Avg   | Max   |
|---------|-----------------------------------------------------------------------------------|-------|-------|-------|
| Culture |  | 45.00 | 46.17 | 59.00 |

| Key Strengths                                                                            |    | Key Blockages                                       |    |
|------------------------------------------------------------------------------------------|----|-----------------------------------------------------|----|
| Employees are motivated to do their best at work                                         | 5% | Our organisation has a caring ethos                 | 0% |
| Employees are stressed *                                                                 | 5% | Environmental responsibility is part of our culture | 2% |
| Employees are overworked *                                                               | 5% | Senior management determine the culture *           | 0% |
| Innovation is part of our culture                                                        | 5% | Command and control are part of our culture *       | 0% |
| Our culture is guided by a clearly defined purpose that employees understand and support | 5% | Employees are afraid to take courageous decisions * | 0% |

Statements marked with an asterisk (\*) are reverse-coded. These statements are phrased negatively in the original questionnaire but have been mathematically adjusted during scoring to align with the overall positive scoring direction. The asterisk is used here solely to indicate that adjustment.\*

# Care Plan for Culture

## Key Culture strengths to explore

|                                                                                             | MIN   | AVG   | MAX    | Maintain recommendation notes: |
|---------------------------------------------------------------------------------------------|-------|-------|--------|--------------------------------|
| 1: Employees are motivated to do their best at work                                         | 0.00  | 5.00  | 60.00  |                                |
| 2: Employees are stressed *                                                                 | 60.00 | 96.67 | 100.00 |                                |
| 3: Employees are overworked *                                                               | 0.00  | 91.67 | 100.00 |                                |
| 4: Innovation is part of our culture                                                        | 0.00  | 3.33  | 40.00  |                                |
| 5: Our culture is guided by a clearly defined purpose that employees understand and support | 0.00  | 8.33  | 100.00 |                                |

Statements marked with an asterisk (\*) are reverse-coded. These statements are phrased negatively in the original questionnaire but have been mathematically adjusted during scoring to align with the overall positive scoring direction. The asterisk is used here solely to indicate that adjustment.\*

## Recommendations to enhance Culture strengths

1: Your results highlight areas where challenges may be impeding progress, as well as opportunities for growth and development. Employees may not feel highly motivated, potentially due to unclear goals, limited recognition, workplace stress, or challenges in leadership support. Some may experience disengagement, feel overworked, or feel disconnected from their role and the broader organisational mission. To enhance motivation, it may help to explore underlying causes through feedback, strengthen leadership communication, provide meaningful recognition, and clarify how individual contributions connect to organisational goals. Considering workload balance and fostering a supportive culture could also contribute to improved motivation. You might find it helpful to explore these strategies with your team and collaborate on additional ideas or actions that could enhance performance and outcomes in this area. *This recommendation is based on responses to the statement, Employees are motivated to do their best at work*

2: Your results show strong performance in this area, yet there remains potential to amplify your strengths and uncover additional opportunities for refinement. Employees generally report low stress levels, indicating a supportive work environment. However, this could mask issues like complacency or lack of challenge. To maintain a healthy balance, introduce growth opportunities and stretch assignments to keep employees engaged. Ensure work-life balance through flexible scheduling or wellness programs. Maintain open communication channels to proactively identify early signs of stress. Celebrate and reinforce existing practices that contribute to low stress levels. Regular check-ins can help monitor workload and prevent future stress build-up. You might consider exploring these strategies with your team and brainstorming other potential approaches or actions that could help further enhance performance and drive continued improvement in this area. *This recommendation is based on responses to the statement, Employees are stressed \**

3: Your results show strong performance in this area, yet there remains potential to amplify your strengths and uncover additional opportunities for refinement. Employees generally do not feel overworked, suggesting a balanced workload distribution and effective resource management. This positive situation allows for focus on quality work and innovation. To maintain this balance, regularly assess workload distribution and take any corrective action if needed. You might consider exploring these strategies with your team and brainstorming other potential approaches or actions that could help further enhance performance and drive continued improvement in this area. *This recommendation is based on responses to the statement, Employees are overworked \**

4: Your results highlight areas where challenges may be impeding progress, as well as opportunities for growth and development. It seems that your organisation does not currently foster a culture of innovation actively, which may result in stagnant processes, limited adaptability, and missed opportunities for growth. To address this, start by encouraging open communication and idea-sharing at all levels. Establish clear goals and incentives for innovation, such as recognition programs or rewards for creative solutions. Provide training and resources to develop employees' problem-solving and creative thinking skills. Leadership should model innovative behaviours and actively support experimentation, even if it involves calculated risks. Create dedicated time and spaces for brainstorming and collaboration. Consider implementing tools or platforms to collect and evaluate ideas from employees. You might find it helpful to explore these strategies with your team and collaborate on additional ideas or actions that could enhance performance and outcomes in this area. *This recommendation is based on responses to the statement, Innovation is part of our culture*

5: Your results highlight areas where challenges may be impeding progress, as well as opportunities for growth and development. The scores indicate that your organisation may lack a clearly defined purpose, or employees do not understand or support it, leading to potential disengagement and lack of direction. To address this, start by involving employees in a collaborative process to define or refine the organisation's purpose. Ensure leadership consistently communicates this purpose through various channels, explaining its relevance to daily work. Develop training programs that help employees understand how their roles contribute to the broader purpose. Align performance metrics and recognition systems with the organisational purpose to reinforce its importance. Regularly gather feedback to assess employee understanding and buy-in, adjusting communication strategies as needed. Consider creating visual reminders of the purpose throughout the workplace to keep it top of mind. You might find it helpful to explore these strategies with your team and collaborate on additional ideas or actions that could enhance performance and outcomes in this area. *This recommendation is based on responses to the statement, Our culture is guided by a clearly defined purpose that employees understand and support*

## Key Culture blockers to explore

|                                                        | MIN  | AVG  | MAX   | Development recommendation notes: |
|--------------------------------------------------------|------|------|-------|-----------------------------------|
| 1: Our organisation has a caring ethos                 | 0.00 | 0.00 | 0.00  |                                   |
| 2: Environmental responsibility is part of our culture | 0.00 | 1.67 | 20.00 |                                   |
| 3: Senior management determine the culture *           | 0.00 | 0.00 | 0.00  |                                   |
| 4: Command and control are part of our culture *       | 0.00 | 0.00 | 0.00  |                                   |
| 5: Employees are afraid to take courageous decisions * | 0.00 | 0.00 | 0.00  |                                   |

Statements marked with an asterisk (\*) are reverse-coded. These statements are phrased negatively in the original questionnaire but have been mathematically adjusted during scoring to align with the overall positive scoring direction. The asterisk is used here solely to indicate that adjustment.\*

## Recommendations to address Culture blockers

1: Your results highlight areas where challenges may be impeding progress, as well as opportunities for growth and development. According to the scores, your organisation appears to lack a strong caring ethos, which may result in low employee engagement and a potentially toxic work environment. This situation requires immediate attention to improve workplace culture. Start by clearly defining and communicating organisational values that emphasise care and support. Implement leadership training focused on empathy and emotional intelligence. Establish regular check-ins and feedback mechanisms to understand and address employee concerns. Introduce wellness programs and support services to demonstrate a commitment to employee well-being. Recognise and reward behaviours that align with a caring ethos. Consider bringing in external consultants to help develop and implement a comprehensive culture change strategy. You might find it helpful to explore these strategies with your team and collaborate on additional ideas or actions that could enhance performance and outcomes in this area. *This recommendation is based on responses to the statement, Our organisation has a caring ethos*

2: Your results highlight areas where challenges may be impeding progress, as well as opportunities for growth and development. Environmental responsibility does not appear to be a significant part of the organisational culture. This may result in missed opportunities for sustainability, potential reputational risks, and increased environmental impact. To address this, start by educating employees about the importance of environmental responsibility and its relevance to the organisation's operations. Implement basic recycling programs and energy-saving initiatives as initial steps. Identify and communicate quick wins that demonstrate the benefits of environmental responsibility. Form a green team to champion environmental initiatives and gather ideas from employees. Review current practices to identify areas where environmental improvements can be made. Consider partnering with local environmental organisations for guidance and to build momentum. You might find it helpful to explore these strategies with your team and collaborate on additional ideas or actions that could enhance performance and outcomes in this area. *This recommendation is based on responses to the statement, Environmental responsibility is part of our culture*

3: Your results highlight areas where challenges may be impeding progress, as well as opportunities for growth and development. Based on your score, it seems that senior management determines and imposes the organisational culture from the top down, leading to a lack of employee engagement, potential resistance, and a disconnect between leadership and staff. To address this, start by acknowledging the importance of employee input in shaping culture. Implement regular surveys and focus groups to gather employee perspectives on cultural aspects. Create cross-functional, multi-level teams to discuss and propose cultural initiatives. Encourage managers at all levels to facilitate open discussions about culture with their teams. Provide training to senior leaders on participative leadership and the benefits of a more democratic approach to culture-shaping. Consider implementing a system where employees can vote on or provide input for key cultural decisions. You might find it helpful to explore these strategies with your team and collaborate on additional ideas or actions that could enhance performance and outcomes in this area. *This recommendation is based on responses to the statement, Senior management determine the culture \**

4: Your results highlight areas where challenges may be impeding progress, as well as opportunities for growth and development. It appears that command and control leadership is significantly embedded in the organisational culture, leading to stifled creativity, low employee engagement, and a lack of innovation. To address this, start by acknowledging the need for change and educating leaders on the drawbacks of this approach. Implement small-scale pilot projects that encourage employee input and decision-making in specific areas. Provide training on participative leadership styles and the benefits of employee empowerment. Begin regular town halls or feedback sessions where employees can safely voice their ideas and concerns. Consider forming cross-functional teams to tackle projects, allowing for more collaborative decision-making. Gradually introduce more flexible work arrangements to demonstrate trust in employees. You might find it helpful to explore these strategies with your team and collaborate on additional ideas or actions that could enhance performance and outcomes in this area. *This recommendation is based on responses to the statement, Command and control are part of our culture \**

5: Your results highlight areas where challenges may be impeding progress, as well as opportunities for growth and development. It seems that employees are highly risk-averse and afraid to make courageous decisions, leading to stagnation and missed opportunities. To address this, start by acknowledging the issue openly and emphasising that calculated risks are encouraged. Implement basic training on decision-making skills and risk assessment. Create a "safe-to-fail" environment by establishing channels for employees to express new ideas without fear of judgment. Begin recognizing small acts of courage in team meetings to normalize risk-taking. Consider implementing a simple "courage challenge" program where employees can voluntarily set small goals to step out of their comfort zones. You might find it helpful to explore these strategies with your team and collaborate on additional ideas or actions that could enhance performance and outcomes in this area. *This recommendation is based on responses to the statement, Employees are afraid to take courageous decisions \**



**Group reflections:**

# Appendix

| System Information              |                                                        |
|---------------------------------|--------------------------------------------------------|
| Organisation's Name             | Assentire                                              |
| Primary Contacts within the Org | Rod                                                    |
| Project Name                    | TestProjectName                                        |
| Subproject Name                 | TestSub-Project_50                                     |
| Overseeing Practitioner         | Rod_Willis                                             |
| Practitioner's Email            | rod.willis@assentire.net                               |
| Type of Report                  | Full                                                   |
| Date Report Created             | 13/05/2025                                             |
| Number of Participants          | 12                                                     |
| Maximum Participants            | 500                                                    |
| Percentage Participation        | 2.40%                                                  |
| Tracking References             | TestProjectName   1OHS-10057   2OHS-10051   3OHS-10072 |
| Industry                        | Construction                                           |
| Size                            | 10–49 employees                                        |
| Location                        | United Kingdom                                         |
| Record ID                       | 3OHS-10072                                             |

For further information and assistance  
contact us:

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[information@managementshiftsolutions.com](mailto:information@managementshiftsolutions.com)





"Action without Philosophy is a lethal weapon.

philosophy without action is worthless" ~

Soichiro Honda

Organisational Health Scan puts philosophy into action