

My Company Culture

Climate Assessment Report

187

TOTAL SCORE OUT OF 250

The Aware Leader

CLIMATE IN PROGRESS

This report is based on your responses to the Organizational Climate Self-Assessment across ten dimensions. It is a diagnostic portrait of your organizational climate and your role in shaping it.

HOW TO READ THIS REPORT

Before You Read Further

This report is not a performance review. It is not a judgment. It is a mirror.

What you are looking at is a snapshot of how you currently see your organization's climate and your own role in shaping it. It is most useful when you read it honestly rather than defensively.

The report is organized in two parts. The first shows your scores by domain across ten dimensions of organizational climate. The pattern across all ten is what matters most.

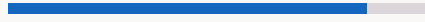
The second part is your overall climate profile and your strategic action plan.

If any flags appear in your report, read them carefully. They are usually the most important data points.

This is your data. Use it.

DOMAIN SCORES





DOMAIN 1

Leadership Presence & Accountability

Score: 19 / 25 | Developing

You lead well when the conditions are right. The question worth sitting with is what your team experiences when conditions are not right. Pressure reveals the gap between the leader you intend to be and the leader who shows up. Your team is watching both versions. The work is not becoming someone different. It is narrowing the distance between those two leaders until the harder version of you is close enough to the better version that people can count on the pattern.

DOMAIN 2

Psychological Safety & Communication

Score: 21 / 25 | Developing

Some people on your team feel safe speaking. Others have learned, through something that happened, that certain things are better left unsaid. You may not have created that lesson intentionally but it exists and it is shaping what information reaches you. The question is not whether your door is open. It is whether the people who most need to walk through it believe that walking through it is safe.

DOMAIN 3

Onboarding & Belonging

Score: 16 / 25 | Vulnerable

Onboarding in your organization is primarily functional. People are learning their roles and their schedules. What they are not reliably receiving is a sense of why this place exists, what it stands for, and whether there is a place for them beyond their job description. Leaders often attribute early turnover to poor fit. The data more often points to a belonging gap that was never closed.

DOMAIN 4

Supervision & Development

Score: 16 / 25 | Vulnerable

Supervision in your organization has become primarily operational. Staff experience being managed rather than developed. In a sector where career pathways are often unclear, development is one of the most powerful retention levers available. Right now it is not being pulled with enough consistency to make a difference.

DOMAIN 5

Retention Signals & Climate Health

Score: 22 / 25 | Strong

You are reading the room before the room has a chance to tell you. That is a significant operational advantage in a sector where exits arrive as surprises to most leadership teams. The question at this level is whether your attention is transferable. If the climate intelligence you carry lives only in your awareness, it is vulnerable to your bandwidth and your tenure.

DOMAIN 6

Leader Self-Awareness & Perceived Impact

Score: 19 / 25 | Developing

There is a version of how you land on people that you carry in your head. There is another version that lives in the rooms after you leave them. Closing that gap requires something harder than self-reflection. It requires someone willing to tell you what they actually see.

DOMAIN 7

Mission Alignment & Purpose Transmission

Score: 17 / 25 | Developing

You are communicating purpose but it is not traveling as far as you think it is. What lands with your leadership team may be diluting as it moves down through the organization. The question to ask yourself is not whether you are transmitting the mission. It is whether the frontline staff member who is burning out right now can feel it.

DOMAIN 8

Capacity & Sustainability

Score: 15 / 25 | Vulnerable

Capacity conditions in your organization are producing stress that your team is absorbing without adequate systems support. Leaders who model endurance as normal create cultures of endurance. This is not sustainable in any sector and is particularly damaging in human services where the work itself is already depleting.

DOMAIN 9

Equity & Fairness

Score: 21 / 25 | Developing

The intent to be fair is present. The examination is not yet consistent enough to catch inequitable patterns before they produce harm. Growth and visibility distribution that is not actively monitored tends to follow the path of least resistance, which usually means it follows existing hierarchies. The people most affected by inequitable patterns are also the least likely to name them directly.

Organizational Communication & Transparency

Score: 21 / 25 | Developing

Communication is happening but not yet reliably enough that your team can count on having the information they need before decisions affect them. The gap between what leadership knows and what staff knows tends to fill with rumor and assumption when it is not filled with explanation. Developing communication means getting ahead of that gap more consistently.

The Aware Leader

CLIMATE IN PROGRESS · 163 TO 212

You can see the problems clearly enough to name them. That is further than most leaders get. What is between you and a stronger climate is not insight, you have that. It is consistency. The practices that produce healthy climate are present in your organization but they are not yet structural. They depend too much on you having a good week.

WHAT YOU DO WITH THIS

A report does not change anything.

What you do after you read it does.

The leaders who get the most from this assessment are not the ones who scored highest. They are the ones who read their results honestly and made a decision to act on what they learned.

If your scores are largely in the Strong and Developing range, the work is about sustainability. Healthy climates do not maintain themselves.

If your scores include Vulnerable or Critical domains, look at your lowest domain and ask: what is the single most visible change I could make in the next 30 days? Start there.

If any flags appeared in your report, you need an honest outside view before moving forward. That is not a weakness. It is the most strategically sound decision available to you.

Ready to work through this with someone?

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STRATEGIC RECOMMENDATIONS

Action Priority Map

Domains ranked by priority. Lowest-scoring areas first.

1	Domain 8 — Capacity & Sustainability VULNERABLE	15 / 25
2	Domain 3 — Onboarding & Belonging VULNERABLE	16 / 25
3	Domain 4 — Supervision & Development VULNERABLE	16 / 25
4	Domain 7 — Mission Alignment & Purpose Transmission DEVELOPING	17 / 25
5	Domain 1 — Leadership Presence & Accountability DEVELOPING	19 / 25
6	Domain 6 — Leader Self-Awareness & Perceived Impact DEVELOPING	19 / 25
7	Domain 2 — Psychological Safety & Communication DEVELOPING	21 / 25
8	Domain 9 — Equity & Fairness DEVELOPING	21 / 25
9	Domain 10 — Organizational Communication & Transparency DEVELOPING	21 / 25
10	Domain 5 — Retention Signals & Climate Health STRONG	22 / 25

Name the Capacity Problem Before It Names You

RATIONALE

When capacity conditions are producing sustained overextension, the organization is communicating without intending to that endurance is the expectation. That communication is a retention message.

IMPLEMENTATION FRAMEWORK

FIRST 30 DAYS

Have a direct conversation with your team or your managers about what is actually happening with workload right now. Not a survey. A conversation where you name what you are observing and ask what it would take to address it.

DAYS 31 TO 60

Identify one structural change that would reduce the load your team is currently absorbing. Not a morale initiative. A change to how work is assigned, resourced, or scoped.

DAYS 61 TO 90

Create an accountability mechanism that makes capacity visible. A simple monthly check-in with each manager that includes one question about team load and one question about what leadership could do differently.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

What would my team say if I asked them directly whether the pace of work here is something they can sustain?

What organizational stress is my team absorbing that should be addressed at the leadership level?

What would it cost in turnover and burnout to continue operating at the current capacity level for another six months?

Onboarding & Belonging

Close the Belonging Gap in the First 90 Days

RATIONALE

Most first-year turnover is decided before the 90-day mark. People do not leave because the work is hard. They leave because they never felt like they belonged.

IMPLEMENTATION FRAMEWORK

FIRST 30 DAYS

Map the first 90 days of a new employee's experience and identify every touchpoint where belonging could be transmitted.

DAYS 31 TO 60

Design three to five intentional belonging moments in the first 90 days.

DAYS 61 TO 90

Implement a 90-day stay conversation about how the new hire is experiencing the culture.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

At what point in the first 90 days are new employees most likely to decide they are not staying?

What does a new employee experience here that they could not get anywhere else?

Who is responsible for making sure new employees feel welcomed?

Intervene in Task-Only Supervision

RATIONALE

When supervision is purely operational, staff experience monitoring rather than investment.

IMPLEMENTATION FRAMEWORK

FIRST 30 DAYS

Audit your current one-on-one supervision practices, how often, how long, what is discussed.

DAYS 31 TO 60

Require one developmental conversation per month in every supervisory relationship and provide the questions.

DAYS 61 TO 90

Create accountability for developmental supervision by building it into manager performance conversations.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

What would a staff member say their supervisor knows about their professional goals?

How many of my managers are actively developing people versus managing people?

What is the relationship between supervision quality and turnover in different parts of this organization?

Connect Individual Roles to Mission Explicitly

RATIONALE

Mission-level communication is happening at the organizational level. The gap is at the individual level.

IMPLEMENTATION FRAMEWORK

FIRST 30 DAYS

In your next team meeting, talk about what the mission means for the specific roles in the room. Be specific.

DAYS 31 TO 60

Ask your managers to include one mission-connection moment in their next three team meetings.

DAYS 61 TO 90

Build purpose into your onboarding, supervision, and performance conversations.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

If I asked five frontline staff to describe how their specific job contributes to our mission, could they answer specifically?

Where in our management practices does mission get talked about regularly?

What would it take to make purpose a daily experience rather than an annual reminder?

Close the Consistency Gap

RATIONALE

You lead well when conditions allow it. The development opportunity is to lead just as well when they do not.

IMPLEMENTATION FRAMEWORK

FIRST 30 DAYS

Identify the two or three conditions that most reliably pull you away from your values as a leader.

DAYS 31 TO 60

Design one personal practice that creates a pause between trigger and response.

DAYS 61 TO 90

Ask one trusted person to give you specific feedback on a recent situation where your leadership was inconsistent.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

What does my leadership look like on my hardest days and who is absorbing the cost?

Where am I applying different standards to myself than I am applying to my team?

What would my team say is the most unpredictable thing about me as a leader?

Seek the Feedback You Are Not Getting

RATIONALE

Developing self-awareness means you have partial visibility into your impact. The gap is in what is not reaching you.

IMPLEMENTATION FRAMEWORK

FIRST 30 DAYS

Identify one specific area where you suspect your perception of your leadership impact may differ from how you are actually experienced.

DAYS 31 TO 60

Create a brief, informal feedback practice, a standing question you ask at the end of leadership conversations.

DAYS 61 TO 90

Request a structured 360 feedback process.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

What is the one piece of feedback I have been avoiding and why?

If my team could change one thing about how I lead, what would it be?

Where do I tend to attribute outcomes to external factors when they may be connected to my own leadership behavior?

Map the Safety Gaps

RATIONALE

Uneven safety is often invisible to leaders because the people who feel unsafe rarely announce it.

IMPLEMENTATION FRAMEWORK

FIRST 30 DAYS

Identify which teams or individuals are least likely to speak candidly. Do not assume you know. Ask trusted people closest to the work.

DAYS 31 TO 60

Create one low-stakes opportunity for staff to share something honest and commit to responding within two weeks.

DAYS 61 TO 90

Design a simple safety audit for your leadership team.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

Which teams in this organization are least likely to surface problems early?

What was the last thing I heard from a staff member that surprised me?

Where have I responded to honest feedback in a way that made it less likely someone would be honest again?

Move From Intent to Practice

RATIONALE

The intent to lead equitably is present. The consistent examination of whether that intent is producing equitable outcomes is not yet structural.

IMPLEMENTATION FRAMEWORK

FIRST 30 DAYS

Identify one area where you have reason to believe growth and visibility opportunities may not be equitably distributed. Do not assume. Look at the actual distribution across role, tenure, background, and identity.

DAYS 31 TO 60

Design one practice that introduces a fairness check into your regular decision-making. Before finalizing any significant decision about people, ask: who benefits, who bears the cost, and is that distribution equitable?

DAYS 61 TO 90

Have one direct conversation with a member of your team who is less likely to have their concerns heard and ask specifically whether they experience your leadership as fair. Listen without defending.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

What would the data show if I mapped growth opportunities, visibility moments, and leadership investment against role, background, and identity on my team?

Where are my decisions consistent for some people and inconsistent for others without a clear reason?

Who on my team is least likely to name a fairness concern to me directly, and what would it take for that to change?

Close the Reasoning Gap

RATIONALE

Information is being shared but the reasoning behind it is not consistently traveling with it. Announcements without explanations produce compliance but not trust.

IMPLEMENTATION FRAMEWORK

FIRST 30 DAYS

In your next three communications about decisions that affect your team, include a section that explicitly names the reasoning. Not a defense. An explanation. Why this decision, why now, what you weighed, what you decided.

DAYS 31 TO 60

Create a simple communication standard for your leadership team. Before any significant decision is communicated, it includes: what is happening, why it is happening, what it means for the people affected, and what questions it is reasonable to have.

DAYS 61 TO 90

Build one formal question-and-answer mechanism into your organizational rhythm that creates space for staff to raise what they do not understand about decisions that affect them and get honest answers.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

Where do I communicate the what without the why, and what is my team filling in for the explanation I did not give?

Which decisions I have made in the last six months would have produced more trust if I had explained my reasoning more explicitly?

What does my team currently not know about a decision that is affecting them right now?

Build a Predictive Retention Dashboard

RATIONALE

You are reading retention signals well. The strategic upgrade is making that reading systematic rather than intuitive.

IMPLEMENTATION FRAMEWORK

FIRST 30 DAYS

Identify the five retention signals that have most reliably predicted exits before they happened.

DAYS 31 TO 60

Design a simple retention dashboard that tracks leading indicators by team and supervisor.

DAYS 61 TO 90

Build a retention review into your monthly leadership rhythm.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

What are the three earliest signals that a good employee is starting to consider leaving?

Which teams or supervisors are producing the strongest retention?

If turnover doubled in the next six months, where would it happen first?

QUESTIONS YOU COULD NOT ANSWER

What Your Uncertainty Is Telling You

The questions below are the ones you marked as uncertain. Read them not as gaps in your knowledge but as gaps in your organizational visibility.

"If my team rated my leadership today, their assessment would closely match my own."

Uncertainty here is the most important data point this assessment can generate.