

My Company Culture

Climate · Culture · Change

YOUR RESULTS

Organizational Climate *Self-Assessment*

My Company Culture · mycompanyculture.com

106

Total Score out of
170

The Aware Leader

Climate in Progress · 102 to 135

HOW TO READ THIS REPORT

This report is based on your answers to the Organizational Climate Self-Assessment. It is not a performance review. It is not a grade. Think of it as a mirror, an honest look at what is happening in your organization right now, through your own eyes.

Your results are broken into two parts. The first shows how you scored across seven areas of organizational climate, things like onboarding, supervision, and staff retention. Some areas will be stronger than others and that is normal. No leader scores high across the board. The pattern across all seven areas is what matters most.

The second part gives you an overall picture of what your results mean together, what they suggest about your organization and your role in shaping it.

Pay special attention to Domain 6. For most leaders, it is where the biggest insights are.

This is your data. Let it guide you.

YOUR DOMAIN SCORES

Domain 1
Leadership Presence & Accountability

17 / 20

Strong



Domain 2
Psychological Safety & Communication

13 / 20

Developing



Domain 3
Onboarding & Belonging

14 / 25

Developing



Domain 4
Supervision & Development

16 / 30

Developing



Domain 5
Retention Signals & Climate Health

16 / 25

Developing



Domain 6
Leader Self-Awareness & Perceived Impact

11 / 30

Vulnerable



Domain 7

Mission Alignment & Purpose Transmission

19 / 20

Strong



YOUR DOMAIN ANALYSIS

Domain 1

Leadership Presence & Accountability

17 / 20

Strong

Your scores in this domain indicate that you are leading with consistency and integrity. The people around you know what to expect from you, and that predictability is not a small thing. In organizations where the work is hard and the stakes are high, a leader who models what they ask of others and owns their mistakes creates safety that no policy can manufacture. The work here is maintenance. Presence erodes when leaders get busy. Keep paying attention to the signals your behavior sends, especially under pressure.

Domain 2

Psychological Safety & Communication

13 / 20

Developing

There is safety in your organization but it is not evenly distributed. Some people speak freely. Others have learned, through experience or observation, that certain topics or certain rooms carry risk. You may not have created that condition intentionally but it exists and it is shaping what information reaches you. The question to sit with is not whether your door is open. It is whether the people who most need to walk through it believe it is safe to do so. Those are different questions with different answers.

Domain 3

Onboarding & Belonging

14 / 25 **Developing**

You have the instinct for this but not yet the infrastructure. New employees are getting some introduction to culture but it is uneven. It depends on which supervisor they land with, which site they start at, or whether leadership has bandwidth that week. The result is that some people feel genuinely welcomed and some feel dropped into a job with a badge and a handbook. Both experiences are happening inside your organization right now. The gap between them is not a training problem. It is a design problem. What exists informally needs to become structural so it does not require a good week to deliver.

Domain 4

Supervision & Development

16 / 30 **Developing**

Supervision in your organization is happening but it is not yet consistent enough to be a reliable retention tool. Some managers are doing it well. They are present, they are developing their people, they are having the kind of conversations that make staff feel seen and invested in. Others are managing tasks and putting out fires. The difference in retention between those two groups of direct reports is significant and measurable. What your developing managers need is not a policy about one-on-ones. They need modeling, coaching, and a leader who treats their development with the same investment they are being asked to give their teams.

Domain 5

Retention Signals & Climate Health

16 / 25 **Developing**

You are paying attention to retention but not yet systematically. You notice when good people leave and you have a general sense of what is driving it, but the patterns are not yet clear enough or early enough to act on consistently. Exit interview data may be telling you part of the story. The fuller story is in what people are

experiencing six months before they decide to leave, and that data is harder to collect because it lives in the day-to-day climate your managers are creating. The gap between what your retention data tells you and what is actually happening is worth investigating before it widens.

Domain 6

Leader Self-Awareness & Perceived Impact

11 / 30 **Vulnerable**

Your scores suggest that there is a meaningful gap between how you experience your own leadership and how it is being received. This is not about intent. Most leaders at this level are trying hard and caring deeply. The gap lives in the distance between what you mean and what lands, between the decision you made for good reasons and the way it was experienced by the people it affected. That distance has climate consequences. When leaders are not accurately reading their own impact, they cannot adjust it. The staff around them adapt instead, which usually means they disengage, self-protect, or leave. Closing this gap requires more than reflection. It requires feedback from people who trust you enough to tell you the truth and a demonstrated willingness to receive it without defending yourself.

Domain 7

Mission Alignment & Purpose Transmission

19 / 20 **Strong**

Your scores here indicate that purpose is not just a value on your wall. It is moving through your organization in a way that people can feel. Staff understand not just what they do but why it matters, and they can draw a line from their specific role to the larger mission of the organization. That connection is the most durable retention strategy available in this sector. Your scores suggest you are doing that work. The risk at this level is assuming the transmission is happening automatically. Purpose requires active reinforcement, especially during organizational change, leadership transitions, and periods of sustained pressure when the work feels more like survival than mission.

A NOTE ON YOUR RESULTS

Your Self-Awareness Score Warrants Attention

Your score in Domain 6, Leader Self-Awareness and Perceived Impact, is notably lower than your scores across the other domains. That gap is not incidental. It is informative.

Here is what it means in practice. The domains you rated across this assessment, the safety in your organization, the quality of supervision, the connection to mission, the experience of belonging, are all filtered through your leadership presence. When a leader's self-awareness score is significantly lower than their organizational scores, it raises an honest question: how accurate is the picture?

This is not an accusation. It is the most important question your data is generating.

Leaders who are not accurately reading their own impact tend to overestimate the health of the conditions around them, not because they are dishonest but because the information that would correct their picture is not reaching them. Staff learn quickly what a leader can hear. They adjust their communication accordingly. Over time, the leader receives a managed version of reality rather than an accurate one.

The most productive thing you can do with this flag is not to relitigate your scores. It is to find one person who will tell you the truth and ask them what they see.

YOUR CLIMATE PROFILE

The Aware Leader

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.

STRATEGIC RECOMMENDATIONS

From diagnosis to action.

Every domain has a growth path regardless of where you scored. What follows is your personalized action framework, ranked by priority, built for your specific results.

ACTION PRIORITY MAP

Priority	Domain	Score	Band
1	Leader Self-Awareness & Perceived Impact	11 / 30	Vulnerable
2	Supervision & Development	16 / 30	Developing
3	Onboarding & Belonging	14 / 25	Developing
4	Psychological Safety & Communication	13 / 20	Developing
5	Retention Signals & Climate Health	16 / 25	Developing
6	Leadership Presence & Accountability	17 / 20	Strong
7	Mission Alignment & Purpose Transmission	19 / 20	Strong

Priority 1 - Leader Self-Awareness & Perceived Impact - Vulnerable

Investigate the Gap

A meaningful gap between how you experience your leadership and how it is received is not a character problem. It is an information problem. The strategic work is to investigate it — to find out specifically where the gap lives and what is producing it — before the gap produces outcomes you cannot reverse.

FIRST 30 DAYS	DAYS 31 TO 60	DAYS 61 TO 90
Identify one recent leadership decision or interaction where you have reason to believe your intended impact and your actual impact were different. Seek out a direct account of how it landed. Listen without defending.	Request an honest conversation with your direct supervisor or a trusted peer about one area of your leadership impact that may be less accurate than you believe. Frame it as a development conversation, not a performance conversation.	Engage a coach or trusted outside advisor for a structured leadership impact assessment. Not a personality inventory — a conversation-based process where someone interviews the people around you and reports back what they find. This is the fastest way to close a perception gap.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

- *What would it mean for my organization if my self-assessment is more optimistic than accurate?*
- *Who has tried to give me feedback that I did not fully receive, and what were they trying to tell me?*

- *If someone who knew me well described my leadership impact to a stranger, what would they say that I might not say about myself?*

Priority 2 · Supervision & Development · Developing

Develop Your Managers as People Developers

The gap between supervisors who are producing strong retention and those who are not is rarely a skills gap. It is a priority gap. Managers who are developing their people have been given the permission, the time, and the modeling to do it. The ones who are not have been measured only on operational outcomes.

FIRST 30 DAYS	DAYS 31 TO 60	DAYS 61 TO 90
Have a direct conversation with each of your managers about what they currently do in supervision that they believe is making a difference for staff retention. Listen for who is having developmental conversations and who is not.	Create one structured development conversation template for your managers to use in one-on-ones — a set of four to five questions that move beyond task management into growth, challenge, and connection to mission. Make it optional at first. Watch who uses it.	Build manager development into your own supervision of managers. Make one question in every manager check-in about their people, not their operations. What is a staff member working on? Who is ready for more? Who is struggling and what is the plan?

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

- *Do my managers know the professional goals of each person on their team?*
- *What signal are my managers receiving that tells them whether development is part of their job?*
- *What would change in our retention numbers if every manager had one meaningful developmental conversation with each direct report every month?*

Priority 3 · Onboarding & Belonging · Developing

Standardize the Culture Introduction

The instinct to orient new employees to culture is present. The infrastructure is not. Standardizing the culture introduction means it no longer depends on which supervisor a new hire lands with or whether leadership has a good week.

FIRST 30 DAYS	DAYS 31 TO 60	DAYS 61 TO 90

Audit your current onboarding experience across two or three different entry points, different sites, different supervisors, different roles. Document what is consistent and what is not.

Design a non-negotiable culture orientation that every new employee receives in their first two weeks regardless of role, site, or supervisor. It should include your mission story, your values in practice, and an introduction to what belonging looks like here.

Build accountability for the culture orientation into your onboarding checklist. Make it a required step that is documented and tracked, not an optional addition.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

- *If I asked five new hires from different parts of the organization what our culture is like, would I get five consistent answers?*
- *What is the single most important thing a new employee should understand in their first two weeks, and are we reliably communicating it?*
- *Which supervisors are doing the best job of welcoming new hires into the culture, and what are they doing that others are not?*

Priority 4 · Psychological Safety & Communication · Developing

Map the Safety Gaps

Uneven safety is often invisible to leaders because the people who feel unsafe rarely announce it. The strategic work is to make the gaps visible before they become exits.

FIRST 30 DAYS

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

DAYS 31 TO 60

Create one low-stakes opportunity for staff to share something honest — a structured listening session, a brief anonymous pulse, or a facilitated team conversation — and commit to responding to what you hear within two weeks.

DAYS 61 TO 90

Design a simple safety audit for your leadership team. Ask each manager to assess the degree of psychological safety in their team and report back. Use the data to identify where investment is most needed.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

- *Which teams in this organization are least likely to surface problems early and what is producing that silence?*
- *What was the last thing I heard from a staff member that surprised me, and what does that tell me about what I am usually not hearing?*

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

Priority 5 · Retention Signals & Climate Health · Developing

Move From Reactive to Predictive

You are paying attention to retention but not yet systematically. The strategic shift is to build the practices that surface problems before exits happen — to create visibility into the climate conditions that produce exits before anyone has made the decision to leave.

FIRST 30 DAYS	DAYS 31 TO 60	DAYS 61 TO 90
Conduct stay interviews with five to ten employees across different teams and tenure levels. Ask: what keeps you here, what would make you consider leaving, and what would make you more committed to staying. Document and analyze what you hear.	Identify the tenure distribution in the highest-turnover areas of your organization. Map when exits are happening and what is happening organizationally at those points. The pattern will tell you where to intervene.	Create a simple retention risk protocol. When a manager flags a flight risk or when a signal appears, there is a defined response: who does what, by when, and how it gets tracked.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

- *How much of our turnover do I see coming before it happens versus learn about at the exit interview?*
- *What would stay interviews with our ten longest-tenured employees tell me about our climate?*
- *Which retention problems in this organization are within our control to solve and which ones are we treating as fixed when they are not?*

Priority 6 · Leadership Presence & Accountability · Strong

Build a Leadership Continuity System

Your presence is an asset. The risk is that it is also a dependency. The work now is to codify the leadership behaviors that are producing results so they survive transitions, busy seasons, and leadership changes.

FIRST 30 DAYS	DAYS 31 TO 60	DAYS 61 TO 90

Identify three to five specific behaviors you model consistently and name them explicitly to your leadership team. Give them language for what you are doing and why.

Create a simple leadership standards document — not a policy, a portrait. Describe what leadership looks and feels like in your organization in concrete, behavioral terms.

Build one feedback mechanism that tells you whether your standards are being modeled at every level, not just by you. A brief leadership climate pulse, a structured skip-level conversation, or a peer accountability practice.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

- *If I were out of the organization for 30 days, which of my leadership behaviors would persist and which would disappear?*
- *What do my managers do differently when I am in the room versus when I am not?*
- *Where is my leadership presence creating a ceiling rather than a floor?*

Priority 7 · Mission Alignment & Purpose Transmission · Strong

Make Purpose Transmission Structural

You are transmitting purpose. The strategic upgrade is to make the transmission structural — to build it into the rhythms and systems of the organization so that purpose moves through every layer, not just from you.

FIRST 30 DAYS

Identify two or three stories from your organization's work in the last 90 days that illustrate why the mission matters. Share them formally and name explicitly why you are sharing them.

DAYS 31 TO 60

Build a storytelling practice into your regular leadership rhythm. A standing agenda item in leadership meetings where someone shares a story from the work. A question in supervisory check-ins: what happened this week that reminded you why we do this?

DAYS 61 TO 90

Create a mechanism for stories to travel up as well as down. A simple way for frontline staff to share what they are witnessing in the work — a brief story submission process, a dedicated channel, or a standing invitation in team meetings.

QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

- *How does purpose currently travel from my leadership to a frontline staff member on a difficult shift?*
- *Who in this organization is best positioned to transmit mission at the team level, and are they doing it?*
- *What would change in our retention numbers if every staff member could articulate specifically why their work matters?*

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, sat with what was uncomfortable, and then 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. They require continued attention, structural reinforcement, and a leader who does not mistake stability for permanence. The question worth asking is what systems you need to build so that what is working does not depend entirely on you.

If your scores include Vulnerable or Critical domains, the work is about prioritization. You cannot address every domain at once and trying to do so usually means addressing none of them well. Look at your lowest scoring domain and ask one question: what is the single most visible change I could make in the next 30 days that would signal to my team that something is shifting? Start there.

If your Domain 6 score was flagged, the work is about perspective. You need an honest outside view before you can move forward with confidence. That is not a weakness. It is the most strategically sound decision a leader in your position can make.

A climate assessment is a starting point, not a solution. If you are ready to work through this with someone, the next step is a single conversation.

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