

Trend Rankings

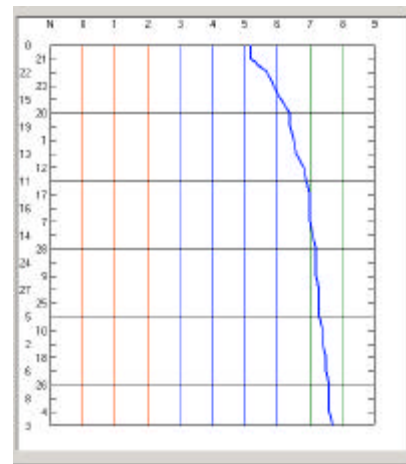
A. Overview.

The **TREND TOWER** displays average responses by individual item on the survey. The survey items are numbered down the left side of the “tower.” The response values on a modified Likert Scale from zero to nine are listed across the top of the “tower.” The "0" indicates "Total Disagreement" while the "9" signifies "Total Agreement" with a specific statement.

B. The Mean Trend Tower.

1. Mean Calculations. The **MEAN** is a mathematical average of the data element. In compiling results for this survey, the MEAN is calculated from all respondents in the survey pool. Those who chose not to respond to a specific item are statistically insignificant for our purposes--however, when non-responses occur, the mathematical package used to process this survey treats response as total disagreement.

2. Desirable Decline Slope. The **MEAN** is calculated using the quantity of responses to each possible selection on the zero to nine scale as a basis. point of lowest response to the point of highest response creates a connecting line that visually resembles a decline. The slope may indicate a wide or generally undesirable disparity between top and bottom, whereas a narrow or generally desirable disparity between top and bottom would be more desirable.



for
that
The

C. The Mode Trend Tower.

The **MODE** is determined by the quantity of respondents who selected a specific number on the zero to nine scale or who chose “No Response”. The scale number selected most frequently is the **MODE**. In cases of more than one mode, the lowest mode is plotted. On the Trend Tower, the **MODE** line often falls to the right of the **MEAN** line. When the **MODE** line falls to the left of the **MEAN** line, a cultural inversion has occurred (a signal that many people were more pessimistic than the average rating for that particular survey item).

D. The Item Trend Tower.

On the Item Trend Tower, the MEAN line zigzags down the tower on the left—it is the first data line running down the tower, when reading from left to right.

The **AVERAGE** is calculated to provide a middle point of all the combined MEAN points plotted. One can thus determine above- or below-average plots easily. It is this average calculation that becomes the overall *Quality of WorkLife Index (QWLI)* for the organization or organizational unit. The AVERAGE appears on the Trend Tower as a large-dashed line.

The **STANDARD ERROR** indicator is plotted on either side of the AVERAGE and indicates the range within which the true AVERAGE of the means will statistically occur, accounting for potential chance errors in data collection methodologies. On the Trend Tower the standard error lines are the small-dashed lines to the left and the right of the AVERAGE.

The **MAXIMA** and **MINIMA** identify the “best” and “worst” survey item responses. The five highest rated items appear as a rank ordering from one to five on the right side of the Trend Tower. The five lowest rated items appear as a rank ordering from one to five on the left side of the Trend Tower. Successes worth publicizing and issues worth addressing can emerge from those *maxima* and *minima* responses that the Trend Tower identifies.

E. The Comment Trend Tower.

The Trend Tower can be sorted based on the number of narrative comments provided by the respondent. The user must apply caution that the following assumption will hold true enough that the results of this search/sort will be meaningful.

Assumption: Respondents provide negative comments significantly more often than positive comments.

F. The Element Trend Tower.

When the Trend Tower is sorted by UHS Elements, those items that are attributed to specific UHS Elements are clustered together. The lowest scoring element is posted to the top of the Tower where it will likely receive greater attention.

G. The Demographic Trend Tower.

Rather than survey items, specific demographic groups are selected with the priority established by the sub-groups within that demographic. If for example, the demographic group "Gender" were selected, the Males and Females would be displayed in descending order. In addition, a secondary selection can be attributed to specific items or a selected group of items that are pertinent for the demographic selected as the primary search/sort variable. This option is under construction.

H. The Individual Ranking Trend Tower.

Produced in list form, individuals can be sorted into highest to lowest order as a means of identifying those who may need specific attention. This list is not a customary product for traditional users. In addition, this list may be produced by organization demographic.

I. The Demographic - Band Distribution Ranking.

A distribution by Smart Tailoring Band can be produced that provides the quantity of individuals in each Band as well as a demographic distribution for each Band.

How to Make Use of the Trend Tower

- 1. Check for anomalies.** Look for both positive and negative plots that stand out from what appears to be a normal range.
- 2. Check for inversions.** When searching for trends, identify those areas where the Mode is "lower" than the Mean. This occurrence, called an "inversion," may indicate a negative critical mass in the organization. These inversions must be taken seriously and prioritized when making changes or improvements.
- 3. Check for wide diversity of opinion.** Search also for those instances where the difference between the Mode and Mean is greatest. Where opinion is varied on an important subject (wide dispersion of opinion), it may be difficult to implement change because people see the situation differently. Normally, it is easier and more productive to unite opinion before undertaking a change effort.
- 4. Check for relationships between similar questions.** In all cases, use common sense. Organization Diagnostics, Inc. gathers data using at least two methods--numeric scaled responses, and one-on-one interviews, for example. Information produced in these two modalities ought to correlate. Responses to like items ought to produce the same or similar results.
- 5. Check the UHS element associated with low ranking items.** The specific item asked may help identify action/solution needs. Also, the UHS element category (e.g. Leadership and Management, People, Skills, etc.) may provide a lens through which to look for other related issues that might be associated with the low-rated item.
- 6. Schedule a Coaching Lab.** Focus on a particular department or work group with *CapacityWare* graphics to enhance *worklife culture* understanding. These graphics provide a prioritized list of important things to talk about.