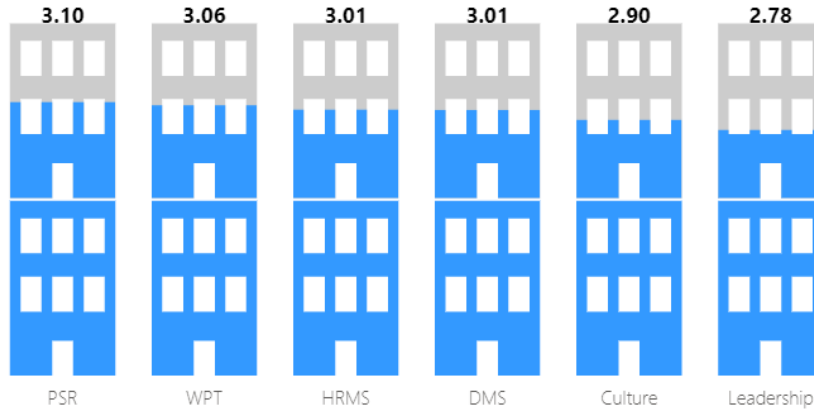


# Organizational Effectiveness Landscape

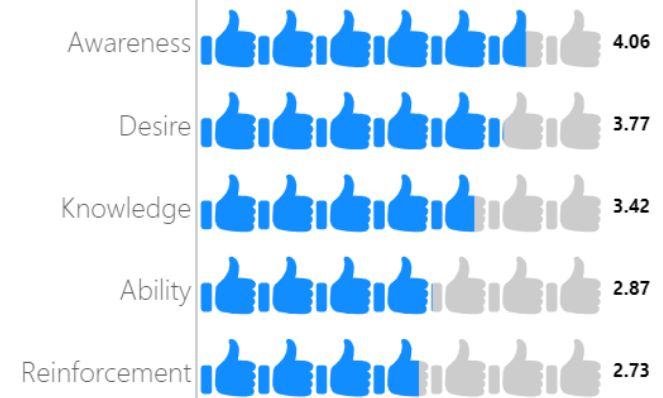
*You Aspire.  
Together We Achieve*

# OE Assessment Landscape

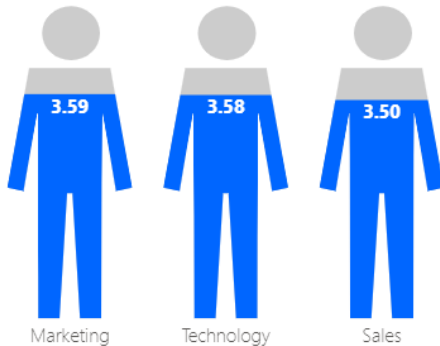
OE Elements



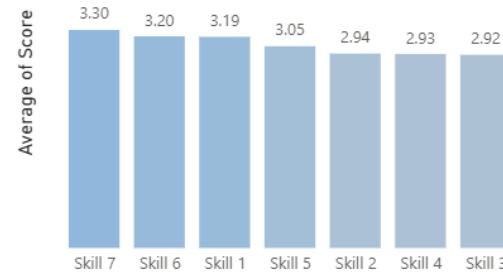
Change Readiness



Employee Engagement



Capability Scores



Org Design

Layers	SVP	VP	Director	Manager	Supervisor	IC	Total
Layer 1	1						1
Layer 2		6	2			16	24
Layer 3		4	11	7		24	46
Layer 4		2	5	13	4	110	134
Layer 5			7	8	4	47	66
Layer 6				10	17	72	99
Layer 7					34	260	294
Layer 8						294	294
<b>Total</b>	<b>1</b>	<b>12</b>	<b>25</b>	<b>38</b>	<b>59</b>	<b>823</b>	<b>958</b>

# OE for 2025 Assessment Results



Leadership	DMS	HRMS	PSR	WPT	Culture	
2.78	3.01	3.01	3.10	3.06	2.90	
Average of Score	Average of Score	Average of Score	Average of Score	Average of Score	Average of Score	
Management-Emp... Relationship	Cross-functional Collaboration	Data Maturity	Career Development	Knowledge Sharing	Accountability	Ethical Decision Making
Management's Focus	Decision Rights	Performance Management	Growth through Challenge	Process Improvement	Diversity & Inclusion	Innovation
Outside Information Use	Org Structure Efficiency	Performance-bas... Recognition	People Networks	Process Maturity	Employee Wellbeing	Inspiration
Quality Communication	Power Dynamics	Rewards & Recognition Program	Talent Quality	Technology Effectiveness	Engagement	Productive Conflict
					Environmental Sustainability	Social Responsibility

# Capability Assessment Findings



Attribute: Busine...

Marketing

Sales

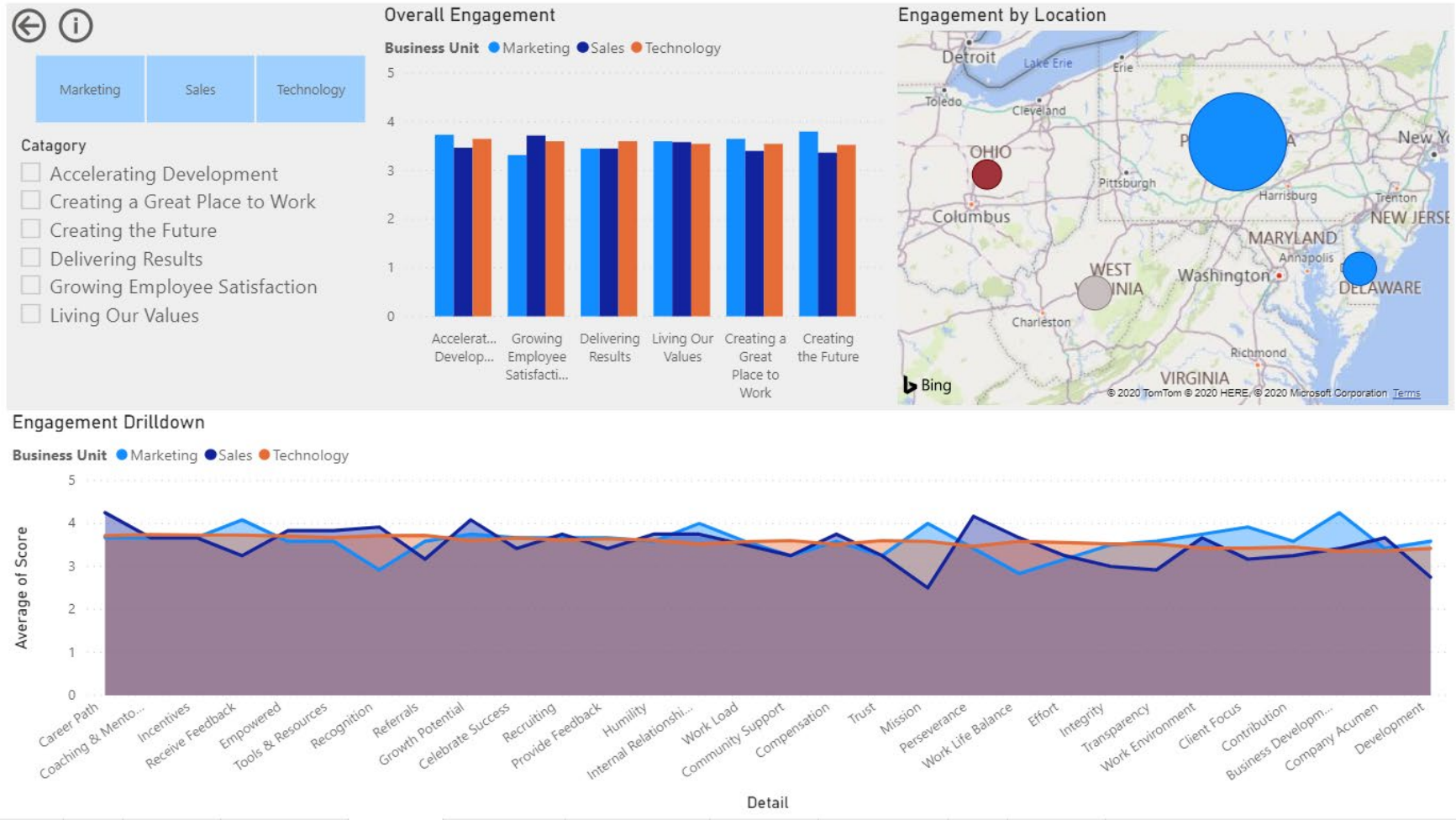
Technology

Attribute: Office ...

West Virginia

Updated Category	Client Manager	Sr Client Manager	Director of Sales	Regional VP Sales-WV	Total
<b>Skill 1</b>	<b>3.08</b>	<b>3.58</b>	<b>2.57</b>	<b>3.00</b>	<b>3.13</b>
Skill 1.1	3.00	3.67	2.50	3.00	3.00
Skill 1.2	3.00	3.67	3.00	3.00	3.17
Skill 1.3	3.17	3.67	2.00	3.00	3.18
Skill 1.4	3.17	3.33		3.00	3.20
Skill 1.5				3.00	3.00
<b>Skill 2</b>	<b>2.83</b>	<b>2.56</b>	<b>2.33</b>	<b>2.75</b>	<b>2.68</b>
Skill 2.1	2.83	2.33	2.00	3.00	2.58
Skill 2.2	2.83	2.67	2.50	3.00	2.75
Skill 2.3	2.83	2.67	2.50	3.00	2.75
Skill 2.4				2.00	2.00
<b>Skill 3</b>	<b>2.83</b>	<b>3.33</b>	<b>2.67</b>	<b>2.75</b>	<b>2.92</b>
Skill 3.1	3.17	3.33	2.50	3.00	3.08
Skill 3.2	2.67	3.33	3.00	3.00	2.92
Skill 3.3	2.67	3.33	2.50	3.00	2.83
Skill 3.4				2.00	2.00
<b>Skill 4</b>	<b>2.67</b>	<b>2.83</b>	<b>2.40</b>	<b>3.00</b>	<b>2.68</b>
Skill 4.1	2.50	2.67	2.50	3.00	2.58
Skill 4.2	2.83	3.00	2.00	3.00	2.75
Skill 4.3			3.00		3.00
<b>Skill 5</b>	<b>2.94</b>	<b>3.22</b>	<b>3.00</b>	<b>3.00</b>	<b>3.03</b>
Skill 5.1	2.83	3.33	3.00	3.00	3.00
Skill 5.2	3.00	3.67	3.00	3.00	3.18
Skill 5.3	3.00	2.67	3.00	3.00	2.91
<b>Skill 6</b>	<b>3.25</b>	<b>3.33</b>	<b>3.33</b>	<b>3.00</b>	<b>3.27</b>
Skill 5.2			3.00		3.00
Skill 6.1	3.17	3.33	3.33	3.00	3.23
<b>Total</b>	<b>2.94</b>	<b>3.17</b>	<b>2.68</b>	<b>2.83</b>	<b>2.94</b>

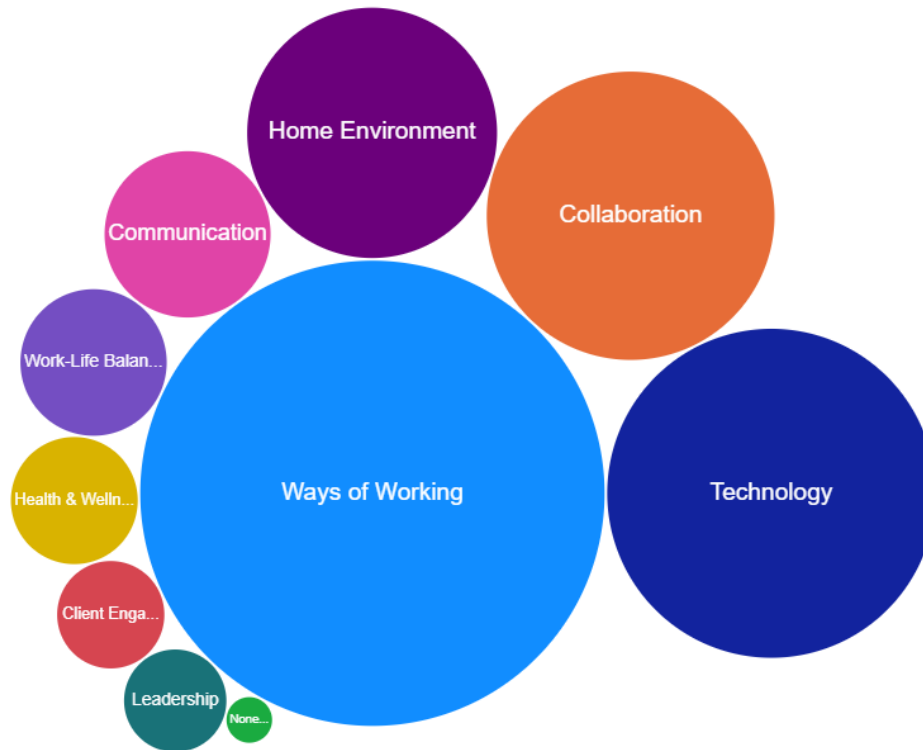
# Employee Engagement Results



# Challenges Identified by Employees



What is the most difficult challenge to working virtually?



Office Amenities

1277

Work Output

1045

Collaboration Tools

795

No Face-to-Face Conversation

725

Internet Connection (home)

678

Social Interaction W/ Coworkers

644

Technology (General)

536

Remote Access

511

Ways Of Working (General)

DIGITAL  
DISCOVERY™

1st term

2nd term

3rd term

4th term

5th term



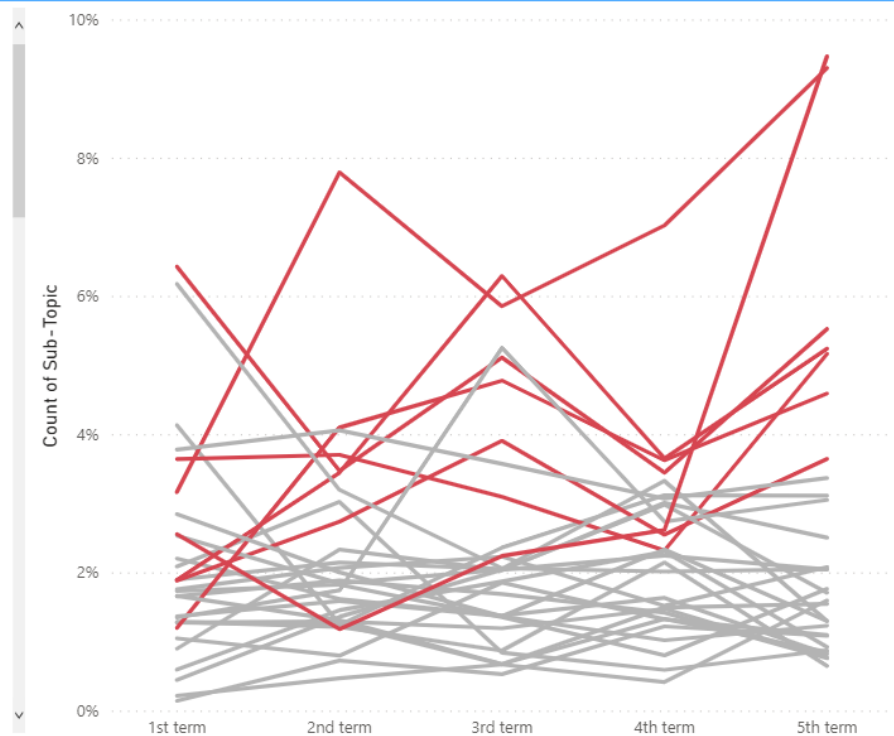
# Listening Strategy: Challenges Over Time



What is the most difficult challenge to working virtually?



Cluster	1st term	2nd term	3rd term	4th term	5th term	Total
Office Amenities	3.17%	7.80%	5.86%	7.03%	9.31%	8.30%
Work Output	2.56%	1.19%	2.25%	2.62%	9.48%	7.07%
Collaboration Tools	6.43%	3.48%	5.12%	3.45%	5.53%	5.08%
No Face-to-Face Conversation	1.90%	3.45%	6.30%	3.66%	5.25%	4.67%
Internet Connection (home)	3.65%	3.71%	3.10%	2.33%	5.17%	4.42%
Social Interaction W/ Coworkers	1.21%	4.11%	4.78%	3.63%	4.60%	4.18%
Technology (General)	3.79%	4.06%	3.58%	3.08%	3.37%	3.40%
Remote Access	1.89%	2.74%	3.91%	2.56%	3.65%	3.30%
Ways Of Working (General)	1.36%	1.75%	5.26%	2.74%	3.06%	2.88%
Communication Effectiveness	1.28%	1.25%	2.37%	3.12%	3.12%	2.86%
Hallway Conversations	0.90%	2.34%	2.04%	3.02%	2.51%	2.47%
Taking Care Of Children	6.18%	3.21%	2.07%	2.02%	2.06%	2.40%
Shift in Workstyle	2.54%	1.85%	2.05%	2.25%	2.05%	2.11%
Dedicated Workspace	1.77%	2.08%	2.24%	1.53%	2.09%	1.97%
Team Collaboration	0.45%	1.37%	2.05%	2.99%	1.72%	1.84%
Longer Working Hours	1.90%	2.15%	2.06%	3.33%	1.30%	1.78%
Client Interaction	4.14%	1.26%	0.68%	1.50%	1.56%	1.67%
Work Life Balance (General)	2.85%	2.01%	1.37%	2.34%	1.31%	1.64%
Environment (General)	1.74%	1.83%	1.36%	0.81%	1.77%	1.59%
Staying Connected	1.37%	1.60%	1.37%	1.03%	1.24%	1.24%
Seperation Of Work And Home	0.60%	1.46%	1.88%	2.31%	0.93%	1.21%
Process Improvements	0.22%	0.48%	0.68%	0.42%	1.60%	1.21%
Response Times	1.06%	0.81%	1.86%	1.33%	1.10%	1.14%
Meeting Volume	2.21%	1.62%	1.39%	1.64%	0.83%	1.13%
Device Issues	2.10%	3.03%	0.85%	0.60%	0.88%	1.05%
Distractions	1.66%	1.89%	1.70%	1.43%	0.77%	1.04%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

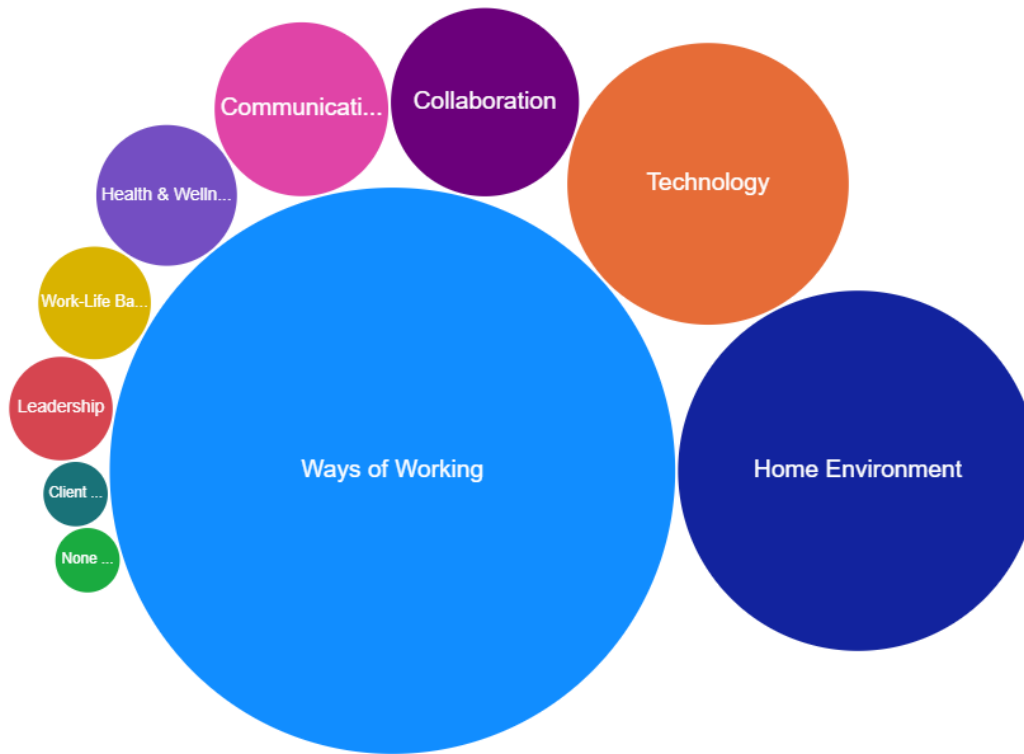




# Enablers Identified by Employees



What has improved productivity the most while working virtually?



Less Interruptions

1989

No Commute

1329

Work Output

1311

Collaboration Tools

1078

Office Amenities

579

Keeping Focused

495

Flexible Schedule

385

Longer Working Hours

DIGITAL  
DISCOVERY™

(Blank)

1st term

2nd term

3rd term

4th term

5th term



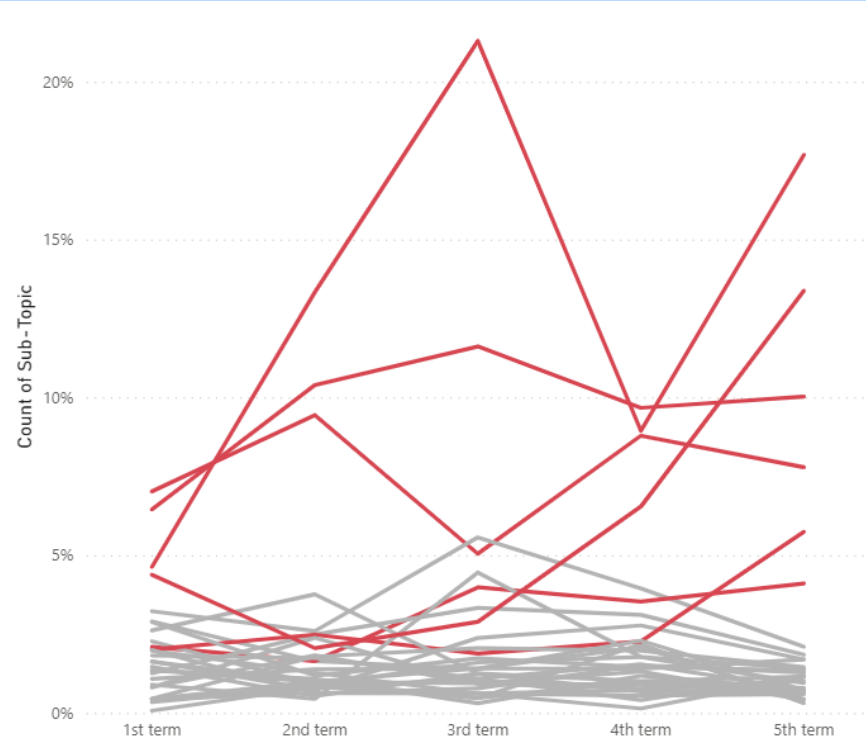


# Listening Strategy: Enablers Over Time



## What has improved productivity the most while working virtually?

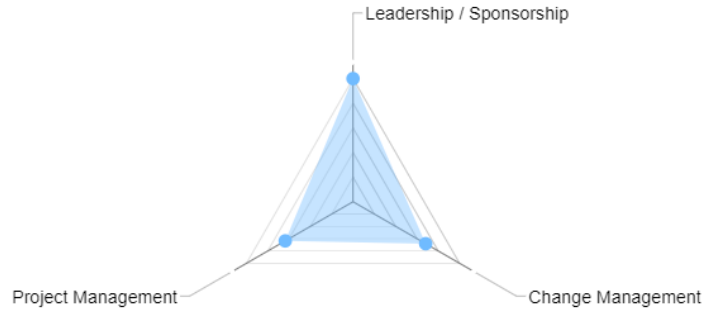
Cluster	1st term	2nd term	3rd term	4th term	5th term	Total
Less Interruptions	4.65%	13.36%	21.32%	8.96%	17.70%	14.96%
Work Output	4.40%	2.07%	2.91%	6.56%	13.40%	10.29%
No Commute	6.47%	10.41%	11.63%	9.69%	10.04%	9.83%
Collaboration Tools	7.04%	9.46%	5.07%	8.81%	7.81%	7.96%
Office Amenities	2.04%	2.50%	1.91%	2.28%	5.76%	4.45%
Keeping Focused	2.11%	1.67%	4.00%	3.55%	4.12%	3.72%
Flexible Schedule	3.24%	2.62%	5.59%	3.97%	2.12%	2.73%
Longer Working Hours	1.28%	2.51%	3.35%	3.13%	1.87%	2.19%
Communication Effectiveness	1.66%	0.74%	2.40%	2.79%	1.72%	1.90%
Dedicated Workspace	2.92%	1.66%	1.43%	1.42%	1.72%	1.72%
Work Life Balance (General)	0.48%	1.81%	2.07%	2.00%	1.47%	1.56%
Ways Of Working (General)	0.92%	0.46%	4.47%	1.80%	1.43%	1.53%
Taking Breaks	2.91%	1.20%	1.76%	1.47%	1.38%	1.50%
Setting A Schedule	2.64%	3.78%	1.27%	1.03%	1.18%	1.41%
Meeting Effectiveness	2.29%	0.93%	1.62%	1.79%	0.97%	1.25%
Team Communication	0.46%	0.65%	0.80%	1.53%	1.30%	1.23%
Time Management	1.10%	1.41%	1.42%	2.31%	0.74%	1.16%
Team Collaboration	1.84%	1.76%	1.11%	1.56%	0.75%	1.07%
Remote Access	0.83%	2.40%	0.95%	0.80%	1.03%	1.06%
Social Interaction W/ Coworkers	0.36%	0.84%	1.11%	0.43%	1.21%	0.97%
Meeting Volume	1.38%	1.11%	0.33%	1.20%	0.78%	0.91%
Technology (General)	1.64%	1.01%	0.50%	1.00%	0.81%	0.90%
Home Environment (General)	0.46%	1.01%	1.43%	2.10%	0.47%	0.87%
Hallway Conversations	0.09%	0.84%	0.64%	0.16%	1.15%	0.84%
Shift in Workstyle	1.37%	1.01%	0.96%	0.92%	0.70%	0.82%
Staying Connected	2.02%	0.65%	0.64%	0.74%	0.69%	0.78%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>



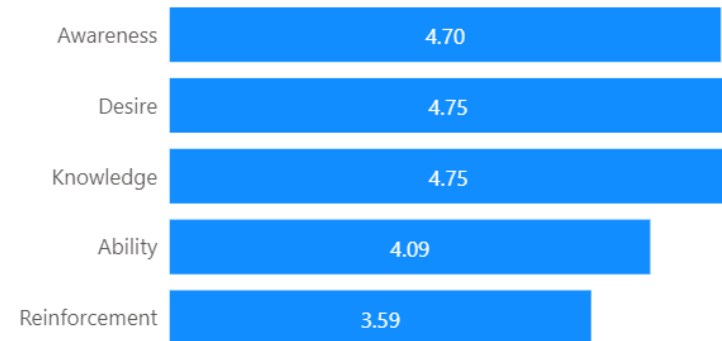
# Change Readiness Overview



## Project Health



## Current ADKAR Ratings



## Change Readiness Overtime

Month (February - June) — Average of Score



ADKAR & Project Health Triangle are registered to Prosci® tools, used by certified practitioners



*You Aspire.  
Together We Achieve.*

*Contact Information:*

**Judy Johnson, PhD**

*Vice President*

*Director, Organizational  
Effectiveness*

[Judy.Johnson@Aspirant.com](mailto:Judy.Johnson@Aspirant.com)

412-865-7327