

Appendix 2 – Human Dymensions Culture Leadership and Organisational Management CLOM© Survey

Category		Statement	C/Check Links
Leadership	1	Management's leadership has my confidence	2,11,23,35
		Trust, respect, egalitarianism, assurance, security, positive regard	
	2	The leadership in this organisation model core values	1,11,23
		Confidence, trust, modelling, respect, esteem, capability	
	3	Integrity is a core value in my work team/business	3,8,9,12,15,25,26,27,28
		Prioritisation, belief consistency, fundamental ideals	
	4	I am confident in the vision of the organisation	1,8,9,11,13,18,23,26
		Hope, trust, security, leadership insight, direction	
Mindfulness	5	Management is ready to deal with something if it goes wrong	8,11,16,20,29,37,39,40
		Preparedness, failure expectation, training, foresight, capability	
	6	Adequate time is spent identifying potential management risks	12,18,26,28,36,37,39
		Prioritisation, belief consistency, time management, pressure, stress	
	7	People are free to speak up in my team about business concerns	16,19,38
		Trust, fear, intimidation, discouragement, valuing relationships	
	8	Sometimes problems and mistakes are covered up	3,6,10,11,13,19,26,30
		Confidence, insecurity, fear, learning, truth telling, deception	
Cognitive	9	Political pressures affect key priorities	3,25,2,28,31,36,39
Dissonance		Prioritisation, belief consistency, management values, people values	
	10	People are encouraged to express divergent views in the organisation	7,16,19,38
		Openness, respect, diversity, trust, authority, fear	
	11	Management take all concerns in communication seriously	1,2,35
	Values consistency, prioritisation, respect, vision, assurance		
	12	Organisational pressures affect mission priorities	3,6,8,13,14,18,20,24,26,28,31,36
		Belief consistency, prioritisation, worker regard, cognitive dissonance	

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CVF	DiSC	Conflict Pairs	MBTI	Org Psych Dynamic	Cultural Drive	N/P
Autocracy	C	Fj	SF J	Sensemaking	Internal Integration	P
Adhocracy	D	TJ	NT J	Mindfulness	Organic Alignment	P
Democracy	S	FP	NF P	Psychosocial Triggers	Social Validation	P
Bureaucracy	I	TP	ST P	Resilience	External Adaption	P
Bureaucracy	I	TP	ST P	Mindfulness	External Adaption	P
Autocracy	C	FJ	SF J	Enactment	Internal Integration	P
Democracy	S	FP	NF P	Cognitive Dissonance	Social Validation	P
Adhocracy	D	TJ	NT J	Attribution	Organic Alignment	N
Bureaucracy	I	TP	ST P	Cognitive Dissonance	External Adaption	N
Democracy	S	FP	NF P	Mindfulness	Social Validation	P
Autocracy	C	FJ	SF J	Sensemaking	Internal Integration	P
Adhocracy	D	TJ	NT J	Psychosocial Triggers	Organic Alignment	N

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Psychosocial	13	Commitment to mission is evident at all levels of the organisation	2,3,4,6,7,9,12,13,19,23,26,27,36
Triggers		Authority contradiction, belief consistency, cohesiveness	
	14	People talk about teamwork but don't follow what they say	3,8,24,25,26,30,
		Belief consistency, prioritisation, vision coherence, ontogeny	
	15	The organisation is characterised by cooperation and consideration	3,4,6,13,17,18,20,27,28,30,36,39
		Belief consistency, prioritisation, values, resilience	
	16	If people speak up about problems they get victimised	7,19,38
		Openness, politicisation, fear, belief consistency, bullying	
Organisational			
	17	Our vison, mission, policy and procedures are good	4,9,11,25,26,28,36,37,39
		Security, people values, system confidence, organisational trust	
	18	Internal cohesion comes second to operational issues	2,3,4,8,9,12,24,26,28,31,37
		Belief consistency, fiscal demand, prioritisation, people or product	
	19	Mistakes are dealt with fairly by management	3,7,8,16,38
		Leadership respect, management trust, learning regard, justice	
	20	Policy and procedures take into account the possibility	5,11,16,29,37,39,40
		that things can go wrong	
		Preparedness, training, system confidence, failure focus	
Work	21	Bureaucratic processes engeneder team indifference	3,5,6,8,9,11,15,17,20,24,26,27,36
Systems		Workplace climate, system confidence, isolation, context	
	22	Committees deliver effective outcomes	4,6,8,10,13,22,36,38
		Management systems, hierarchy, democratic process, communication	
	23	Organisatiuonal processes effectively manage people	6,15,17,36,37
		Belief consistency, priorities, values, people skills, bureaucracy	
	24	Communication processes are good	7,8,10,13,14,16,35,38
		Openness, resilience, trust, respect, relationships.	

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Democracy	S	FP	NF P	Psychosocial Triggers	Social Validation	P
Autocracy	C	FJ	SF J	Attribution	Internal Integration	N
Bureaucracy	I	TP	ST P	Sensemaking	External Adaption	P
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Work	2 5	Not all polices and procedures have to make sense	3,8,9,12,14,17,18,22,26,28,30,36
Priorities		Belief consistency, cognitive dissonance, independence, arrogance	
	2 6	People don't really come first in the organisation	2,3,4,8,9,11,12,15,17,18,24,36
		Organisational trust, leadership confidence, prioritisation	
	2 7	I am content and fulfilled in my work	3,6,8,9,11,12,13,16,17,18,19,24
		Security, confidence, belief consistency, self reliance	
	2 8	The job has to be done regardless of relationships	3,6,8,9,11,12,13,14,18,24,25,26
		Prioritisation, belief consistency, double standards, bullying, fear	
Resilience	2 9	Management will not allow flexibility in the way we work	3,6,7,13,16,18,19,23,32
		Coercion, intimidation, trust, fear, procedural rigidity, tractibility	
	3 0	If a problem crops up I can respond to it how I like	3,8,12,17,18,19,20,24,25,26,27
		Independence, defiance, supervision, resistance, impulse control	
	3 1	We always find a way around problems	3,6,10,12,17,18,20,25,33,36,37
		Flexibility, orblem solving, group dynamics	
	3 2	Management discipline you harshly for minor mistakes	7,10,13,14,19,24,25,26,30,33,38
		Authority, learning goals, respect, trust	
Commitment	3 3	I just do my job, there is no reward for extra effort	6,10,13,16,18,24,26,28,34
		Recognition, intrinsic/extrinsic vales, work ethic, altruism	
	3 4	People help each other out when they are under pressure	3,10,14,20,26,31,37
		Teamness, mutuality, relational climate, altruism	

	3		
	5	Management are often visible about the place	1,2,4,11,
		Prioritisation, perception of care, leadership presence, empathy	
	3		
	6	There is not enough time to really do things properly	3,9,11,12,18,20,24,25,26,28,37,40
		Assessment systems, priorities, consistency, pressures	

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Work	3 7	If there is a problem my work team meets and deals with it properly	3,6,8,9,12,18,20,28,30,31,34,36
Climate		Belief consistency, stress, work flow, prioritisation, caution	
	3 8	I get appropriate feedback from management	8,16,19,24,26,29,32
		Respect, learning, communication prioritisation, sensitivity	
	3 9	We regularly review procedures to accommodate change	3,5,6,8,11,12,13,17,20,26,28,31,36
		Learning, flexibility, organisation, managing the unexpected	
	4 0	Fall out in relationships at work are inevitable	3,4,5,6,9,11,12,13,15,17,20,21,24,27
		Fatalism, cognitive dissonance	

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