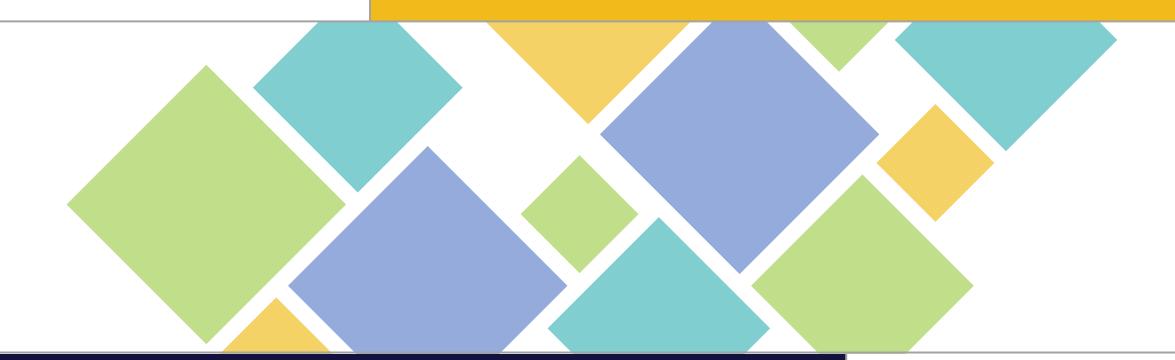


Culture Mosaic Report



Prepared for

[CLIENT NAME]



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Mosaic Performance Framework



Sustainable organizational performance is dependent on a multitude of factors— a mosaic—that must be carefully managed, balanced, and adapted to best meet the challenges presented both in the external environment and

internal context

Founded in the theoretical model, the <u>Competing Values Framework</u>¹, the Mosaic Performance Framework provides organizations with the ability to understand how their culture, leadership, and workforce capability create a dynamic that either supports or derails their ability to achieve their goals.

Each mosaic is comprised of a series of factors, or tiles, that are assessed and managed over time. These tiles have been identified

through exhaustive research over decades and have been shown to be empirically linked to performance.

The Mosaic battery of assessments are designed to be used in conjunction with each other, over time, to provide leaders with the insight they need to proactively shape their performance.

The Culture Mosaic

The Culture Mosaic is comprised of four key dimensions, each assessed by three subcomponents. These dimensions and subcomponents have been shown to drive organizational performance on a wide variety of performance outcomes.

ADAPT

Capable of adapting and responding to the needs of the market, customer, and community.

INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there

DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement and the customor

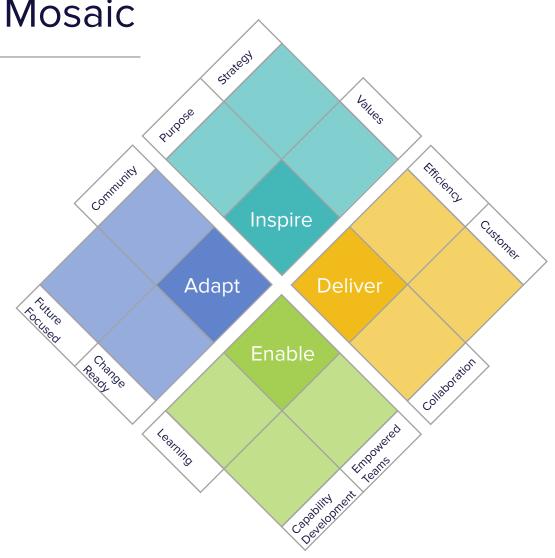
ENABLE

People and teams are empowered and capable to work at high standards.

The Culture Mosaic

Each Culture Mosaic report is oriented in a diamond with subcomponents oriented around the perimeter.

Varying scores will be depicted numerically and via different size "tiles" to allow easy comparison with other reports.



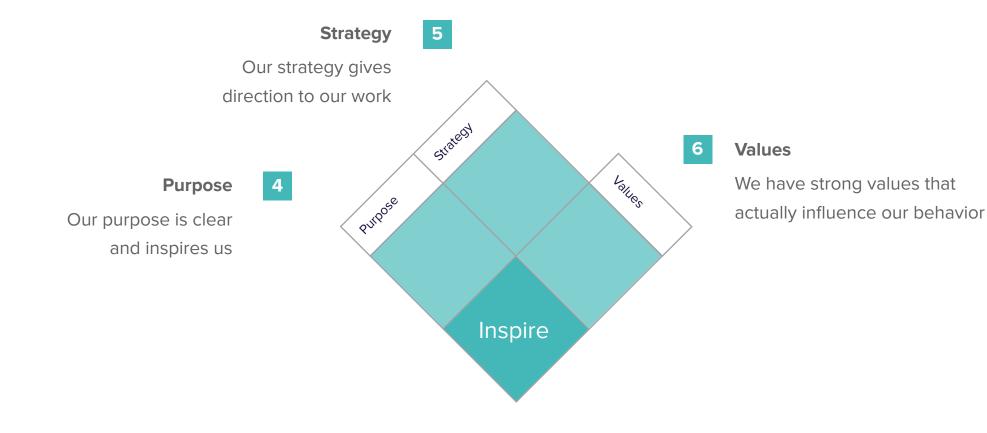
ADAPT

Capable of adapting and responding to the needs of the market, customer, and community.



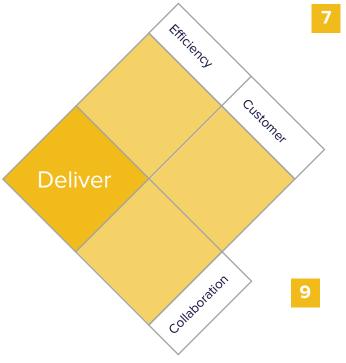
INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.



DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement and the customer.



Efficiency

Delivering great outcomes is our thing

8 Customer

We really understand our customers

and deliver for them

Collaboration

Collaborating in teams and across the business is the norm

ENABLE

People and teams are empowered

and capable to work at high

standards

Enable Empowered learning 10 **Empowered Teams** reams Our people are supported to do their 12 Learning Capability nent best work, and expected to do it too We are always learning on the job, from experience and from others **Capability Development** Our superstars are not just born, they're made

Efficiency Delivering great outcomes is our thing	Customer We really understand our customers and deliver for them	Collaboration Collaborating in teams and across the business is the norm	Empowered Teams Our people are supported to do their best work, and expected to do it too

Execution enabled by effective collaboration and a focus on efficiency, improvement and the customer ENABLE

INSPIRE

Purpose

People and teams are empowered and capable to work at high standards.

Capability

Development

Our superstars

they're made

are not just born,

Our purpose Our strategy is clear and gives direction inspires us to our work

Strategy

Values

Aligned purpose, strategy, and values

provide clarity on organizational

direction and how to get there.

We have strong values that actually influence our behavior

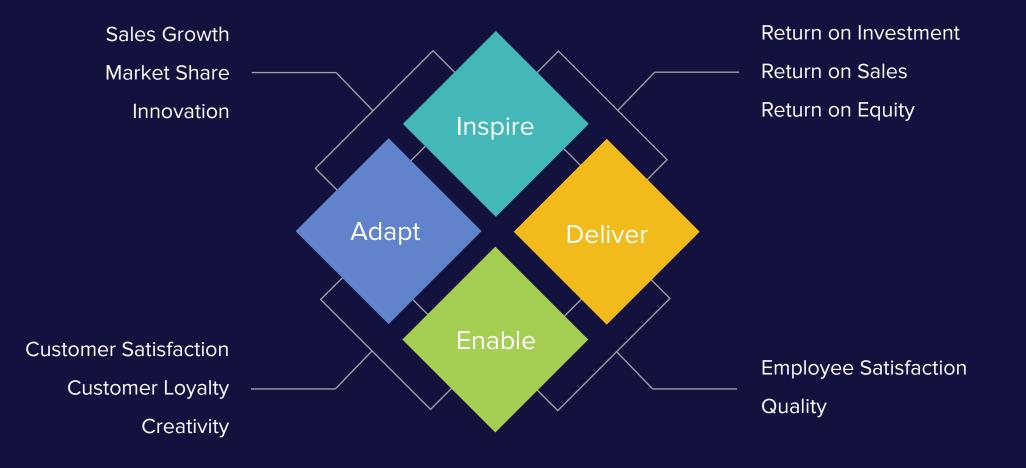
Capable of adapting and responding to the needs of the market, customer, and community.

ADAPT

Change Ready **Future Focused** Community We are flexible We're always looking Our partners, and make change out for opportunity stakeholders. and change on and community in happen which we operate the horizon matter to us

> Learning We are always learning on the job, from experience and from others

Mosaic Links to Performance



WELCOME to your Culture Mosaic.

The Mosaic Performance Framework is grounded in the belief that achieving and sustaining a high level of performance is dependent on a variety of key behaviors across an organization.

These behaviors, in turn, are driven by the underlying beliefs and assumptions that exist within that organization about "how business should be done".

Each organization, over time, learns to survive and thrive in their own unique operating environment. Through these successes and failures, groups develop a certain philosophy about what "right" looks like and these ways of doing things have a massive impact on future behavior within the group.

Your Culture Mosaic, provides you with an in-depth analysis of your organization's maturity on a variety of components that have been empirically linked to sustained organizational performance.



Research Methodology

Invited: 9

Responded: 9

Response Rate: 100%

Sampling Methodology: Census

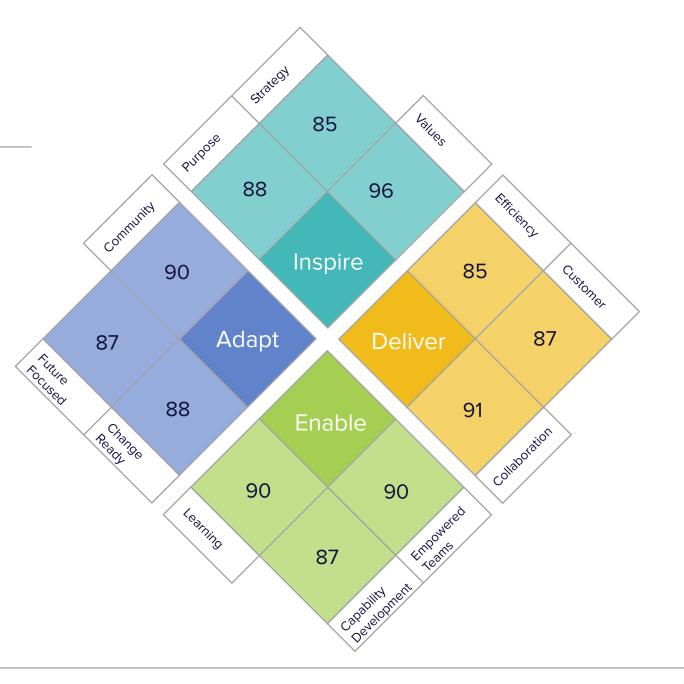
Survey Components

Culture Mosaic

Culture Mosaic Leader-Only Items

Psychological Safety Index

ADEI Index



Capable of adapting and responding to the needs of the market, customer, and community.

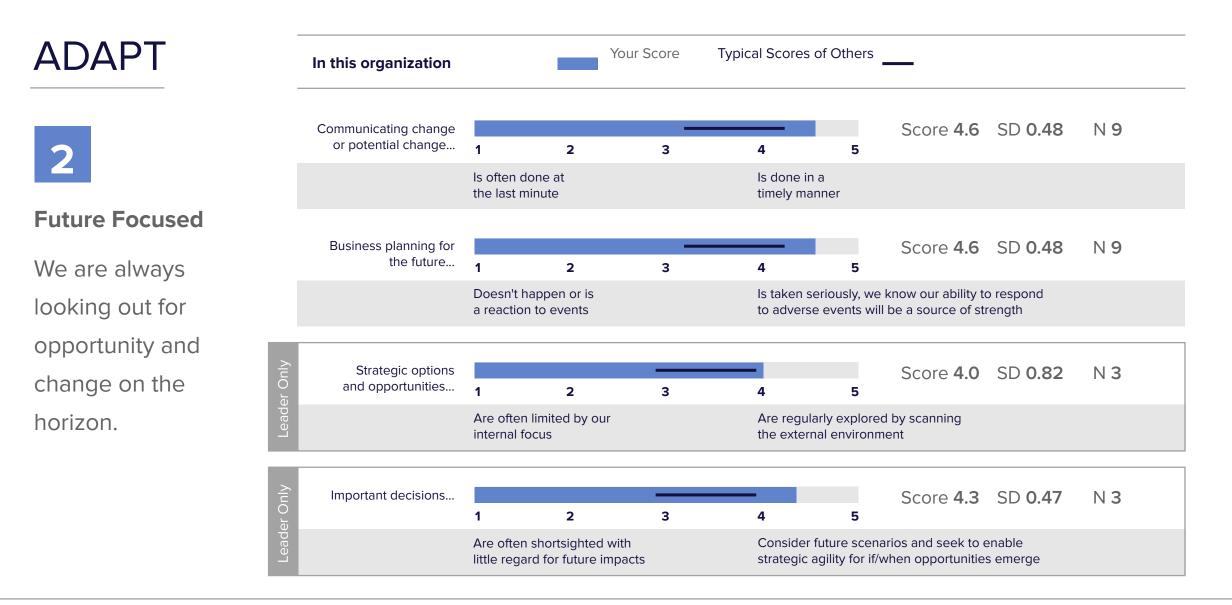


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ADAPT

	In this organizatio	ion Your Score Typical Scores of Others
ADAPT	Organizational change	ge Score 4.5 SD 0.50 N 9
		Is usually met with a lot of resistance in this organization
1	Changing o approach to work	
Change Ready		Is very difficult to do here, even whenIs sought out as a sourcethere's a good reason to changeof competitive advantage
We are flexible and make change	People and teams	ms Score 4.8 SD 0.43 N 9
happen.		Have changes thrust upon them,Are involved in shapingwith little opportunity for discussionchanges that impact them
	When it comes to chang our organizatior	
		Underestimates what's needed forPlans ahead and provides the resources andsuccess, expecting it will 'just happen'support needed to make change successful
	When it comes to o response to change outside of our contro	nges Score 4.3 SD 0.47 N 3
		We tend to be reactive and are unaware of trendsWe are informed and prepared to pivot

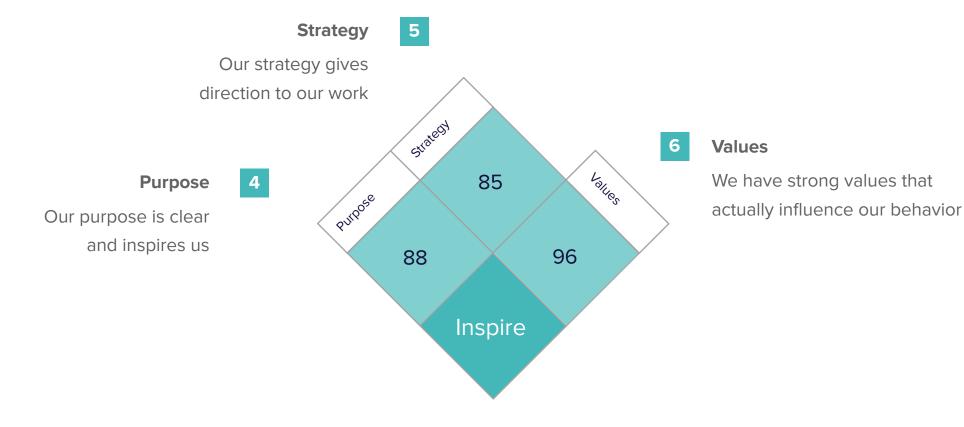
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ADAPT	In this organization		Yc	our Score	Typical Scores	of Others						
3	Contributing to the community in which we operate is	1	2	3	4	5	Score 4.4	SD 0.86	N 9			
		Not something our organization does, or sees, as relevant				Something our organization is genuinely committed to						
Community Our partners,	We invest in developing relationships with the community in which we operate	1	2	3	4	5	Score 4.3	SD 0.83	N 9			
stakeholders,		When som has gone v	-				out the need for al advantage					
and community matter to us.	When dealing with stakeholders and partners we	1	2	3	4	5	Score 4.9	SD 0.33	N 9			
			ely put our need to the detriment			See mutual success as the objective						
	As an organization, relationships with external stakeholders	1	2	3	4	5	Score 4.7	SD 0.47	N 3			
Leader Onl		Are not kn actively co				ed and man oport strate						

INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.





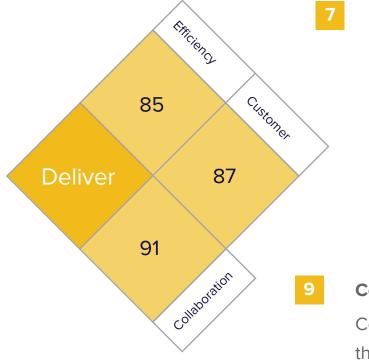
	In this organization		You	r Score	Typical Scores	of Others			
INSPIRE	Our organizational strategy	1	2	3	4	5	Score 4.1	SD 0.78	N 9
-		Doesn't exist poorly unders			Makes ou and objec				
5	Employees	1	2	3		5	Score 3.9	SD 0.60	N 9
Strategy		Have no invo strategy to th	lvement in link		Are very ir	nvolved in h gy to day-to			
Our strategy gives direction	Progress against strategic goals	1	2	3	4	5	Score 4.0	SD 1.00	N 9
to our work.		ls not visible to employees	5		ls regularly and share	y monitorec d broadly	I		
	Immediate business needs	1	2	3	4	5	Score 3.9	SD 0.78	N 9
			omise our state erm aspirations			t always co ger-term str	mplimentary ategy		
	Our plan for achieving our strategy	1	2	3	4	5	Score 4.3	SD 0.70	N 9
		ls inferior to c competitor's a			ls competi to industry	tive relative v peers			

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INSPIRE	In this organization		Y	our Score	Typical Scores	of Others			
C	Leaders	1	2	3	4	5	Score 5.0	SD 0.00	N 9
6		Pay lip servi to values	ce		Role moo values ev				
Values	Decision-making			_			Score 4.9	SD 0.33	N 9
We have strong values that		1 Is often at or with our valu		3	4 Is guided our value				
actually influence our behavior.	Behavior that is not aligned to our values	1	2	3	4	5	Score 4.5	SD 0.71	N 9
		ls tolerated or ignored			ls guidec values	by our			
	Our values	1	2	3	4	5	Score 4.3	SD 0.07	N 9
		Are unclear and/or not considered to be important			Are clear and consistently demonstrated				

DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement and the customer.



Efficiency

Delivering great outcomes is our thing

8 Customer

We really understand our customers

and deliver for them

Collaboration

Collaborating in teams and across the business is the norm

	In this organization		Yc	our Score	Typical Scores	of Others				
DELIVER	Decision-making		2			_	Score 4.0	SD 0.71	N 9	
			2 subjective and b r personal opinio			5 supported nd insights				
	Our process to make decisions	1	2	3	4	5	Score 4.5	SD 0.71	N 9	
Efficiency		ls not unc or transpa	lerstood		ls transpa	Is transparent, consistent, and effective				
Delivering great outcomes is	Resolved decisions	1	2	3	4	5	Score 4.3	SD 0.66	N 9	
our thing.		Often do to timely a				ommitments wiftly acted				
	Inefficient processes/practices	1	2	3	4	5	Score 4.3	SD 1.09	N 9	
		Often go	unquestioned		Are explo	Are explored and improved				
	Risks	1	2	3	4	5	Score 4.4	SD 0.70	N 9	
		Are often or poorly	ignored, hidder managed	l,		ified and m	anaged transparer ocesses	ntly		

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	In this organization		Yc	our Score	Typical Scores of	of Others			
DELIVER	What customers want and value	1	2	3		5	Score 4.5	SD 0.50	N 9
		ls not infor regularly se			ls very we understoo				
8	Gathering customer feedback	1	2	3	4	5	Score 4.1	SD 1.05	N 9
Customer			on, or is just in solicited comple	the	ls a priority happens r	y and			
We really understand our	Customer feedback	1	2	3	4	5	Score 4.1	SD 1.05	N 9
customers and		Rarely info products a	rms our nd services		Often resu to our serv		nges or additions products		
deliver for them.	We invest in our customers	1	2	3	4	5	Score 4.6	SD 0.70	N 9
			there is an imn our organization		Even in the short-term organizatio	benefit to			
	Customer outcomes	1	2	3	4	5	Score 4.5	SD 0.71	N 9
			ey considerationsion-making	on		Always inform our decision-making			

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DELIVER	In this organization		You	r Score	Typical Scores of	of Others			
9	Collaboration across our organization	1	2	3	4	5	Score 4.8	SD 0.43	N 9
		ls rare and u produce des	isually doesn't sired results		Is the norr very effect		re		
Collaboration	Team goals	_					Score 4.8	SD 0.43	N 9
Collaborating in		1	2	3	4	5			
teams and across		Often conflic lead to dysfu			Are aligne relationsh		itate cohesive comes		
the business is	Disagreements						Score 3.9	SD 0 93	N 9
the norm.	Disegreementer	1	2	3	4	5	50010 3.3	50 0.33	
		Are rarely addressed			Are openly managed	-			
	The way teams work in our organization				_		Score 4.8	SD 0.43	N 9
		1	2	3	4	5			
			Is not managed and produces little collective value			nd conscienting high performation	ously managed mance		

ENABLE

People and teams are empowered

and capable to work at high

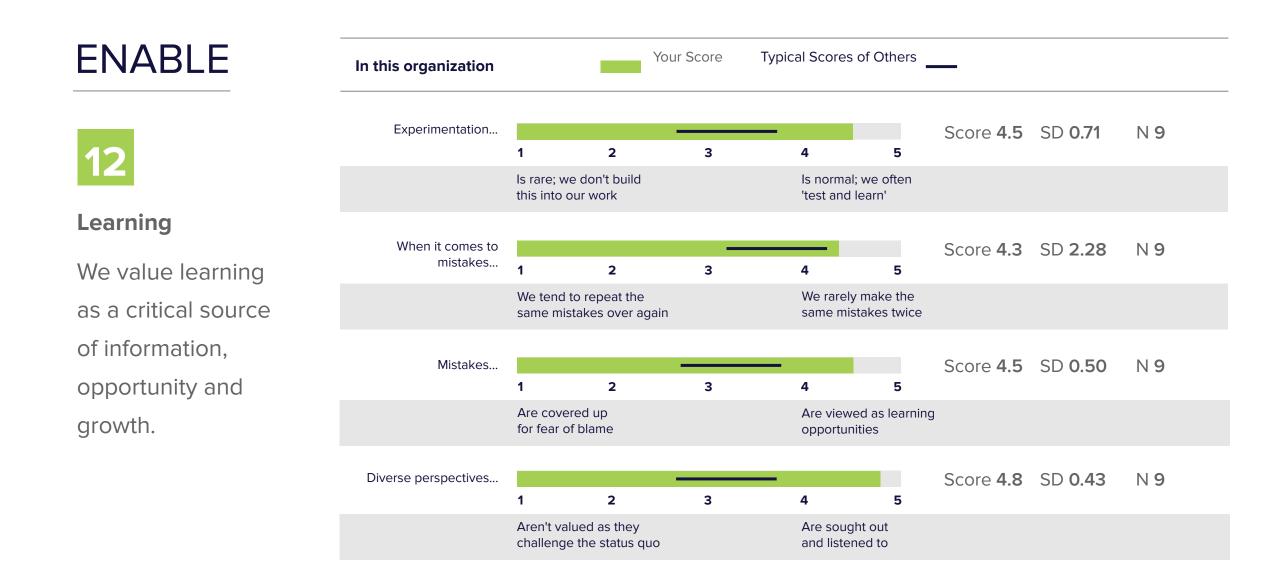
standards

Enable 90 90 learning Empowered 10 **Empowered Teams** Teams Our people are supported to do their 87 12 Learning best work, and expected to do it too Capability nent We are always learning on the job, from experience and from others **Capability Development** Our superstars are not just born, they're made

			four Score	Typical Scores of C	Othoro			
	In this organization		Iour Score	Typical Scores of C	Juleis			
ENABLE	Roles and responsibilities	1 2	3	4	5	Score 4.5	SD 0.50	N 9
10		Are unclear or conflictin are not held accountable		Are explicit ar is held accour				
10	Individual and team success	1 2	3	— 4	5	Score 4.1	SD 1.05	N 9
Empowered Teams		ls left to chance; you either sink or swim	-	ls enabled thr resourcing, ar	rough pl			
We have an	Decision-making	1 2	3	— 4	5	Score 4.1	SD 1.05	N 9
environment where		Almost always rests with leaders, even on small n	senior	Rests with the to the work		est		
people are supported and expected to be	Speaking up	1 2	3		5	Score 4.6	SD 0.70	N 9
active participants in		ls uncommon; people rarely say what they thin	k	ls done regula all levels, eve				
work and problem solving.	Opportunities to contribute and progress	1 2	3	4	5	Score 4.5	SD 0.71	N 9
		Are more readily availab some groups compared		Are equally averyone in o				

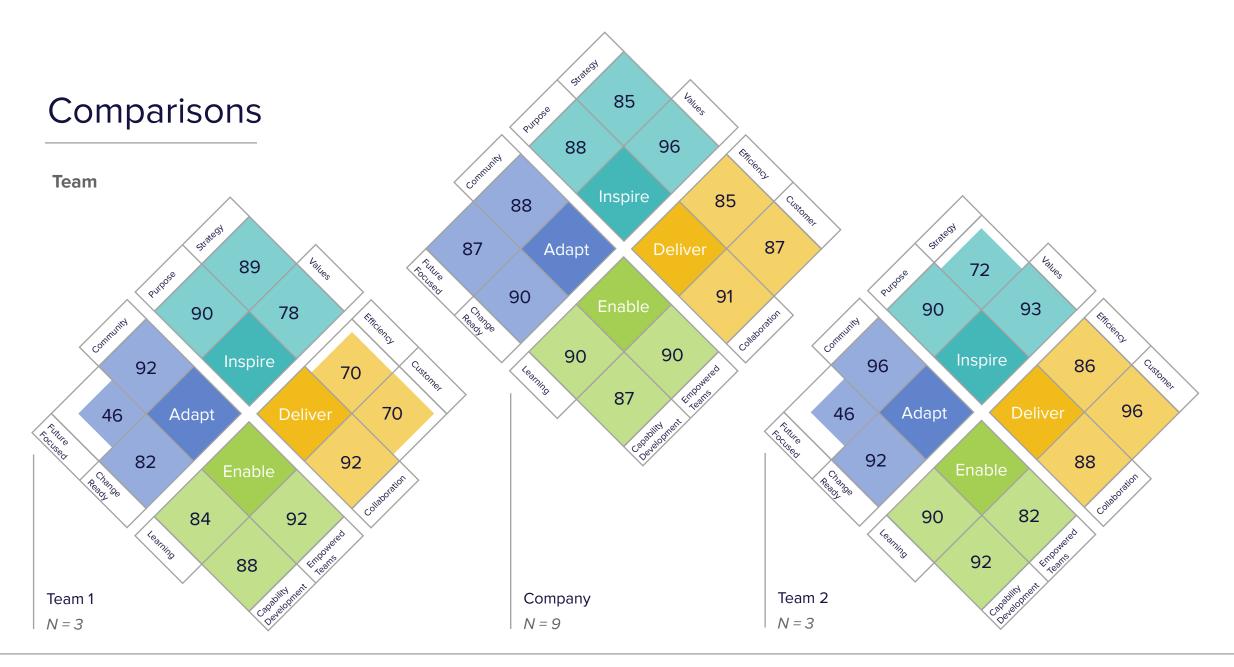
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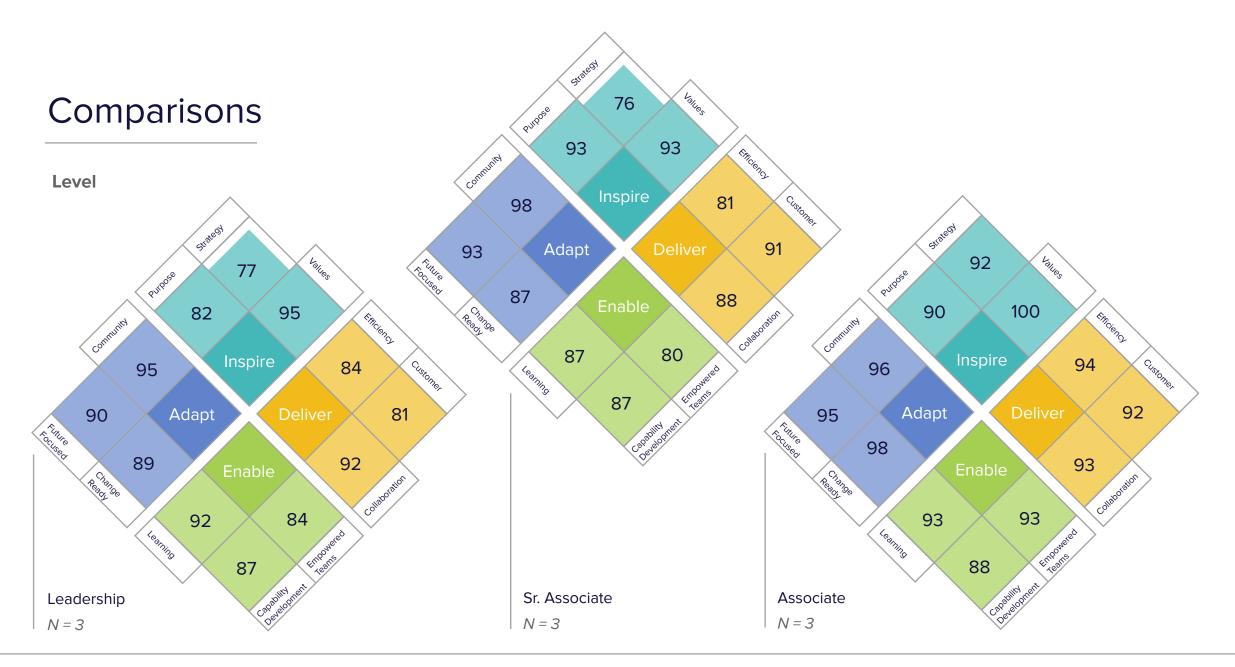
ENABLE	In this organization		Ye	our Score	Typical Scores	of Others			
11	The capability of our leaders and managers is	1 Disregardec	2 d or	3	4 Always de	5 eveloped	Score 3.9	SD 0.60	N 9
		left to chanc			as a prior				
Capability Development	Coaching of people and teams is	1	2	3	4	5	Score 4.8	SD 0.43	N 9
We have a		Unusual and expected of			-	of manage 1 practice h			
commitment to	Developing the skills and capabilities of our						Score 4.5	SD 0.50	N 9
developing the	workforce is	1	2	3	4	5			
capabilities of our		Disregarded paid lip serv			A real prio	ority here			
people and team.	The capability of our workforce	1	2	3	4	5	Score 4.3	SD 0.66	N 9
		Limits our pe as there are	erformance critical gaps		ls a key so of advant				



Culture Mosaic Comparison Reports











Free Response Questions

What aspects of our culture and ways of working will continue to serve us well in the future? Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here.

Free Response Questions

When it comes to our culture and ways of working together, what are our biggest areas of opportunity to improve? Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here.

Psychological Safety



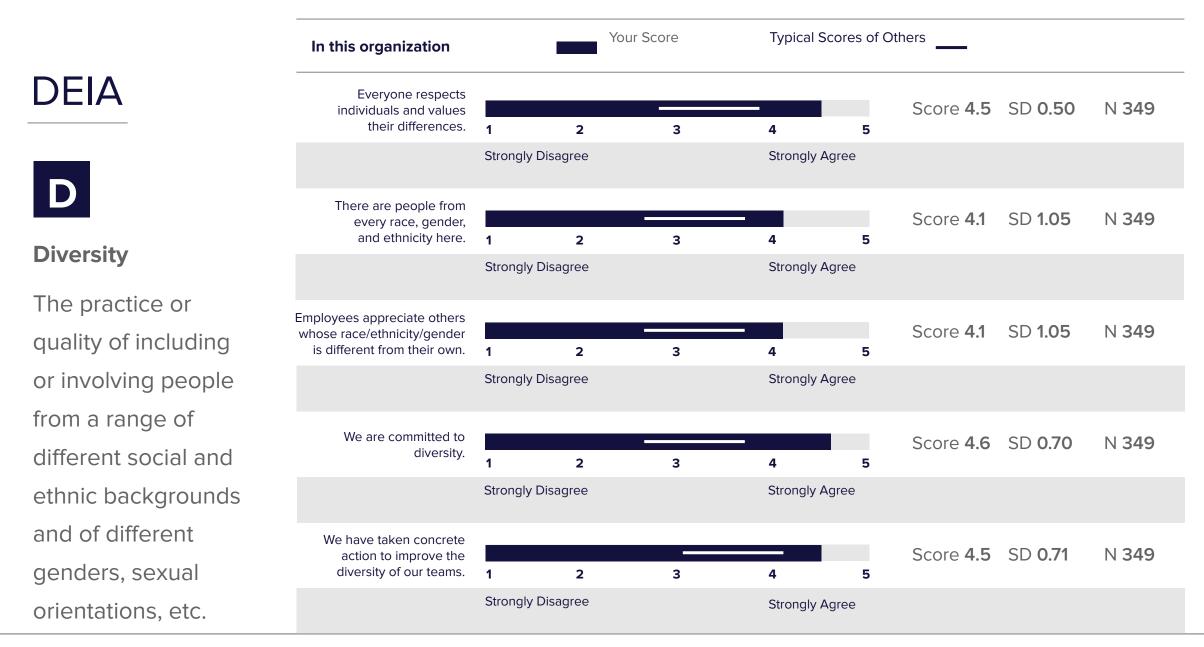
The highest performing teams have one thing in common—they create a sense of psychological safety amongst the members of their organizations where people feel that they will not be punished for making mistakes. Breakthroughs can only be achieved when team members feel safe enough to speak their minds, take smart risks, and engage in creative thinking.

Psychological Safety



Diversity, Equity, Inclusion, & Accessibility Index





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Equity

The quality of being fair and impartial.

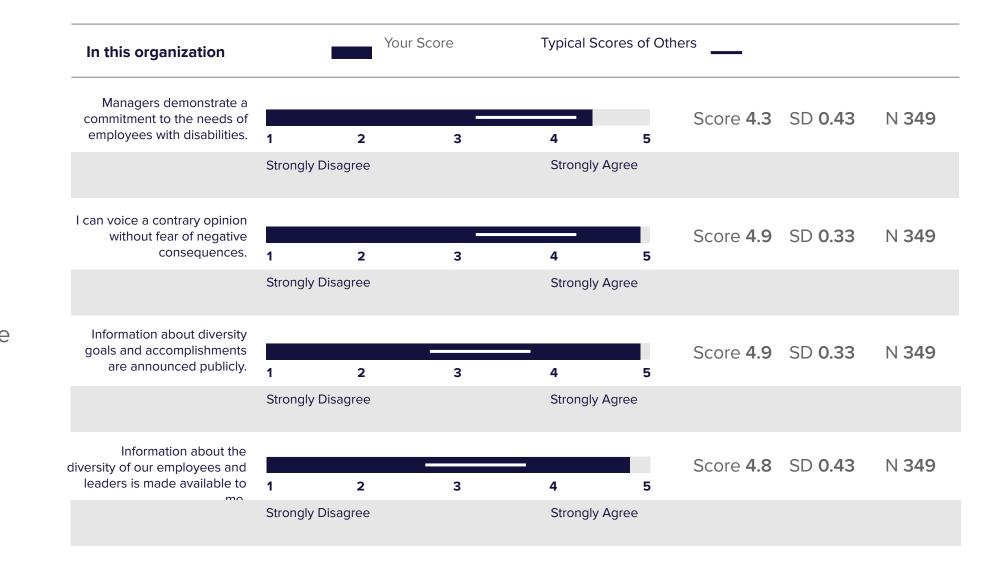
In this organization		You	ur Score	Typical S	Typical Scores of Others				
I don't have to work harder than others to be valued equally.						Score 4.3	SD 0.43	N 349	
equally.	1	2	3	4	5				
	Strongly Dis	agree		Strongly	Agree				
My opportunities for professional success are			_			Score 4.9	SD 0.33	N 349	
similar to those of my peers.	1	2	3	4	5				
	Strongly Dis	agree		Strongly	Agree				
The workload is fairly and equitably distributed among				_		Score 4.9	SD 0.33	N 349	
employees in my unit.	1	2	3	4	5				
	Strongly Dis	agree		Strongly	Agree				
There are fair and equitable									
processes for determining compensation in my unit.	1	2	3	4	5	Score 4.8	SD 0.43	N 349	
	Strongly Dis	agree		Strongly	Agree				

ADEI	In this organization	In this organization			Typical Scores of Others				
	My organization is taking steps to reduce inequities						Score 4.3	SD 0.43	N 349
E	in our systems.	1	2	3	4	5			
		Strongly Disag	ree		Strongly Agre	ee			
Equity (Continued)	My organization is taking steps to reduce inequities				_		Score 4.9	SD 0.33	N 349
The quality of being	in our processes.	1	2	3	4				
fair and impartial.		Strongly Disag	ree		Strongly Agre	ee			



Inclusion

The act of embracing all people irrespective of race, gender, sexual orientation, disability, medical, or other need.





Accessibility

In this organization		You	r Score	Typical So	cores of Oth	ners		
I know how to disclose a disability at my organization.	1	2	3	4	5	Score 4.3	SD 0.43	N 349
	Strongly Di	sagree		Strongly	Agree			
My employer has taken steps to make me aware of my workplace rights if I am, or become, a disabled employee.	1	2	3	4	5	Score 4.9	SD 0.33	N 349
	Strongly Di	sagree		Strongly	Agree			
Members of my organization requently make jokes about my or others' disabilities with little regard for repercussions.	1	2	3		5	Score 4.9	SD 0.33	N 349
	Strongly Di	sagree		Strongly	Agree			
My organization has made statements in support of disability inclusion on hiring platforms or job boards	1	2	3	4	5	Score 4.8	SD 0.43	N 349
	Strongly Di	sagree		Strongly	Agree			



Accessibility

(Continued)





Accessibility

(Continued)



DEIA	In this organization	Your Score	Typical Scores of Others	
Α	If someone disclosed the disability in my organizatio leaders and my fellow tea members would b	n, m _{pe} 1 2 3	4 5 Score 4.3 SD 0.43	N 349
	supportiv	e. Strongly Disagree	Strongly Agree	
Accessibility	My organization has someone who knowledgeable and has experience creating accommodations and policies th adhere to the Americans with Disabilitie	in at	Score 4.9 SD 0.33	N 349
(continucu)	Ac	t. Strongly Disagree	Strongly Agree	
Those with a disability must be able to access	My organization has diversi and inclusion policies the mention disabilit	at	Score 4.9 SD 0.33	N 349
information and		Strongly Disagree	Strongly Agree	
services as fully, equally, and independently as	My organization frequent utilizes its resources to hire an retain employees wit disabilitie	d h	Score 4.8 SD 0.43	N 349
people without disabilities.		Strongly Disagree	Strongly Agree	



Accessibility

(Continued)

In this organization	Your Score		bre	Typical Scores				
l would feel comfortable disclosing a disability in my organization.						Score 4.3	SD 0.43	N 34
organization.	1 Strongly Disage	2 ree	3	4 Strongly Agree	5			
My organization offers flexible work accommodations for employees with a disability.	1	2	3	4	5	Score 4.9	SD 0.33	N 34
	Strongly Disag	_	•	Strongly Agree	-			
lost members of my organization are knowledgeable about disability policies in the workplace.	1	2	3	4	5	Score 4.9	SD 0.33	N 34
	Strongly Disag	ree		Strongly Agree	e			
Most people in my organization believe that employees with disabilities are less productive or perform at lower rates.	1	2	3	4	5	Score 4.8	SD 0.43	N 34
	Strongly Disag	ree		Strongly Agree	e			



Accessibility

(Continued)

In this organization		Your Score Typical Scores of Others						
If I have a job that requires time spent onsite, the building is accessible, and my workspace is easy to access.	1	2	3	4	5	Score 4.3	SD 0.43	N 349
	Strongly D	isagree		Strongly A	gree			
Most people in my organization believe that accommodations are special privileges.	1	2	3	4	5	Score 4.9	SD 0.33	N 349
	Strongly D	isagree		Strongly A	gree			
Employees at all levels go through training that includes lisability and accessibility topics.	1	2	3	4	5	Score 4.9	SD 0.33	N 349
	Strongly D	isagree		Strongly A	gree			



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HEEPING NAVIGATE CHANGE

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