The background of the slide features a network diagram composed of interconnected nodes. Each node is represented by a colorful pushpin in various colors including red, yellow, green, blue, purple, and black. The pushpins are arranged in a way that suggests a complex web of relationships or a organizational structure. A semi-transparent white circle is overlaid on the right side of the image, containing the title and other text.

Organizational(culture) analysis

Positive Company
2023



ebner-team.com
Training • Coaching • Forschung



Sample

Survey period: 31.01.2023 – 20.02.2023	Number of questionnaires sent out	Number of completed questionnaires	Number of questionnaires not completed	Response of evaluations in percent
Self-image	7	7	0	100,00
Employees	56	55	1	98,21
Managers	7	7	0	100,00
Others	35	34	1	97,14
Total	105	103	2	98,10



The PERMA-Lead[®] model

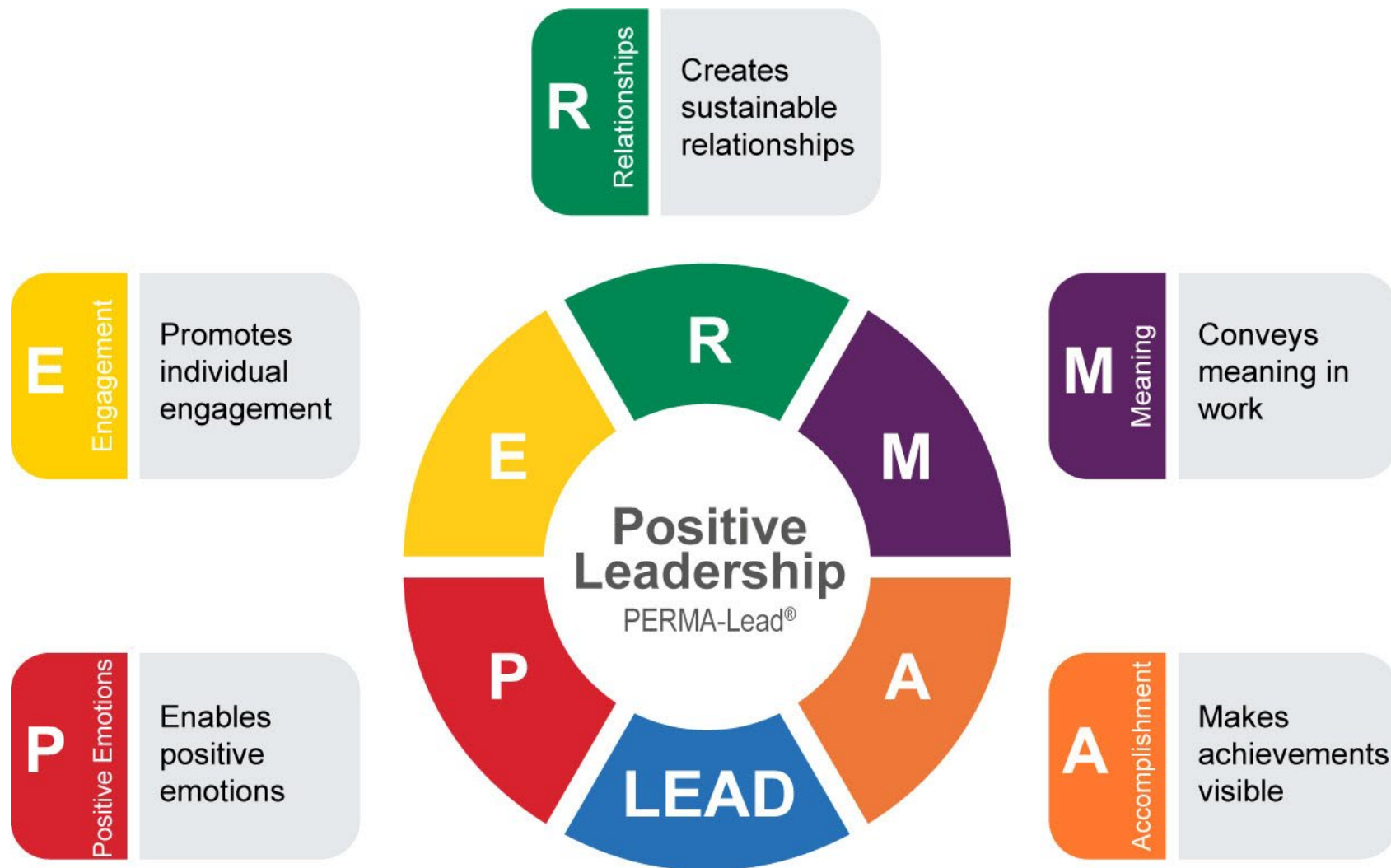


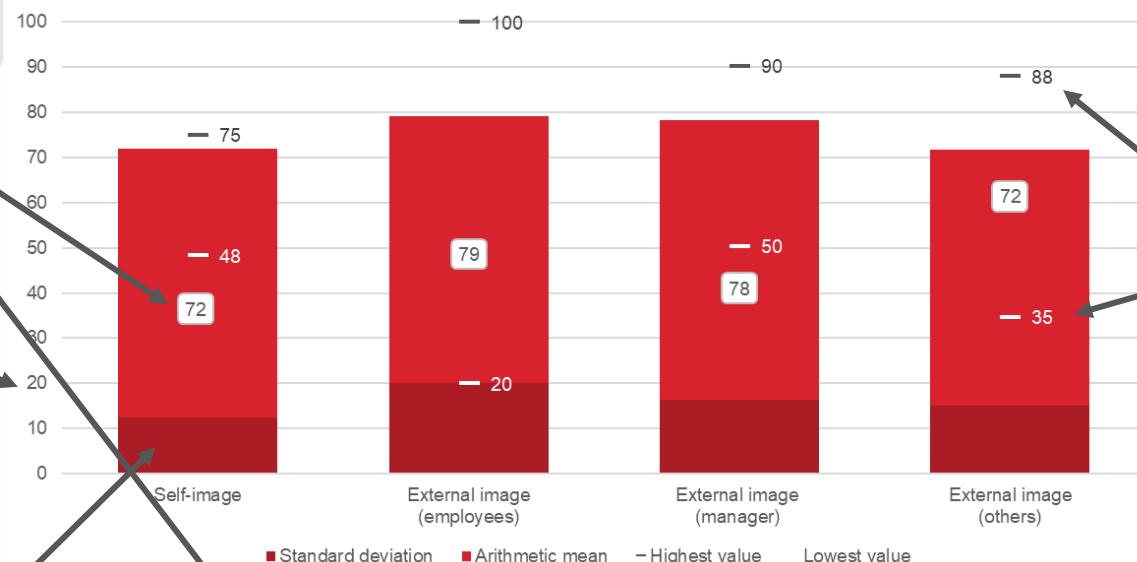


Illustration example

Arithmetic mean as a measure of the **mean value**

Range of values

Standard deviation as a measure of how differently this category was evaluated. The lowest possible value of 0 would mean that always the same value was ticked. The higher the standard deviation, the greater the difference between the evaluations.



Highest and lowest value as measures of the width of the spread, i.e., how far apart the evaluations are at maximum.

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	72,00	79,12	78,33	71,67
Standard deviation	12,36	19,99	16,46	15,05
Highest value	75,00	100,00	90,33	88,00
Lowest value	48,33	20,00	50,33	34,67
Benchmark comparison	76,20	68,70	76,20	76,00



PERMA-Lead®

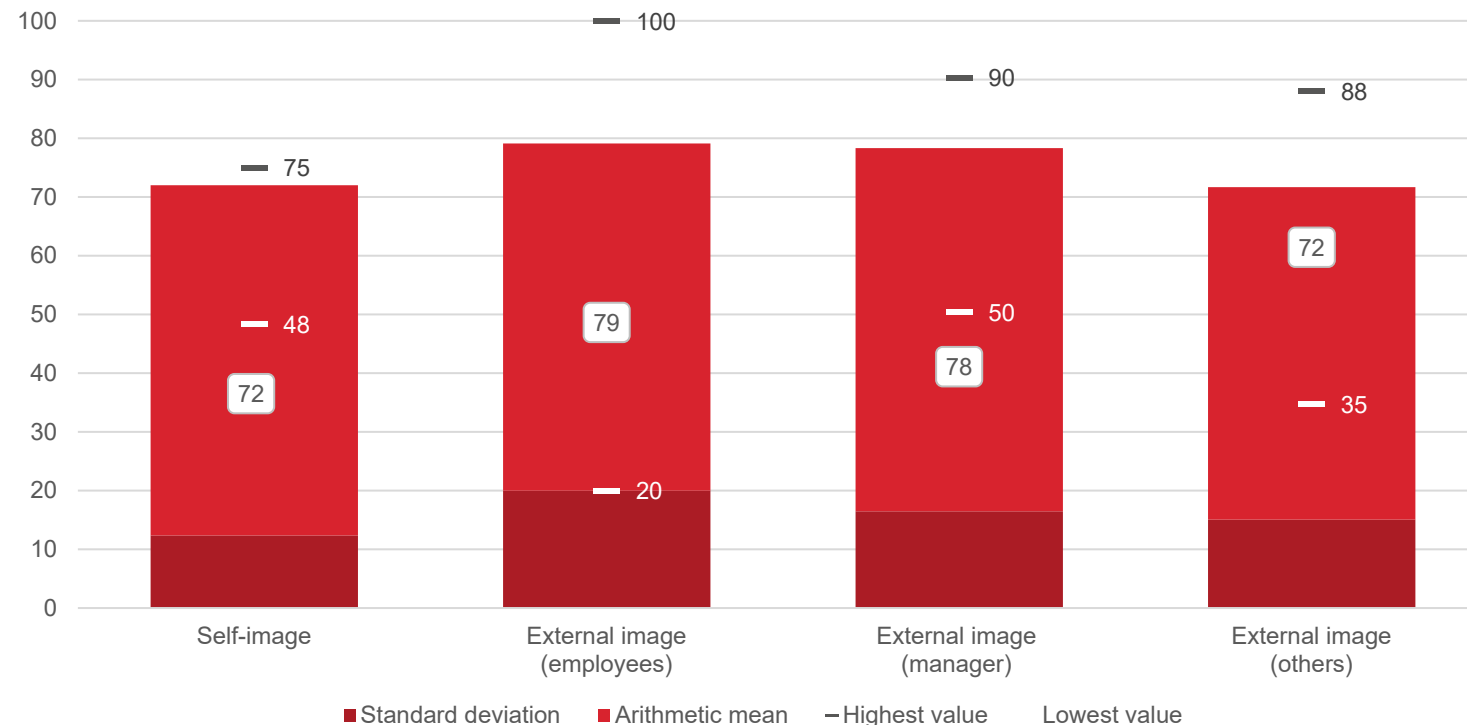


Positive Emotions

Enables positive emotions

This factor measures how much managers contribute to ensuring that their employees feel comfortable at work, are satisfied and enjoy their work.

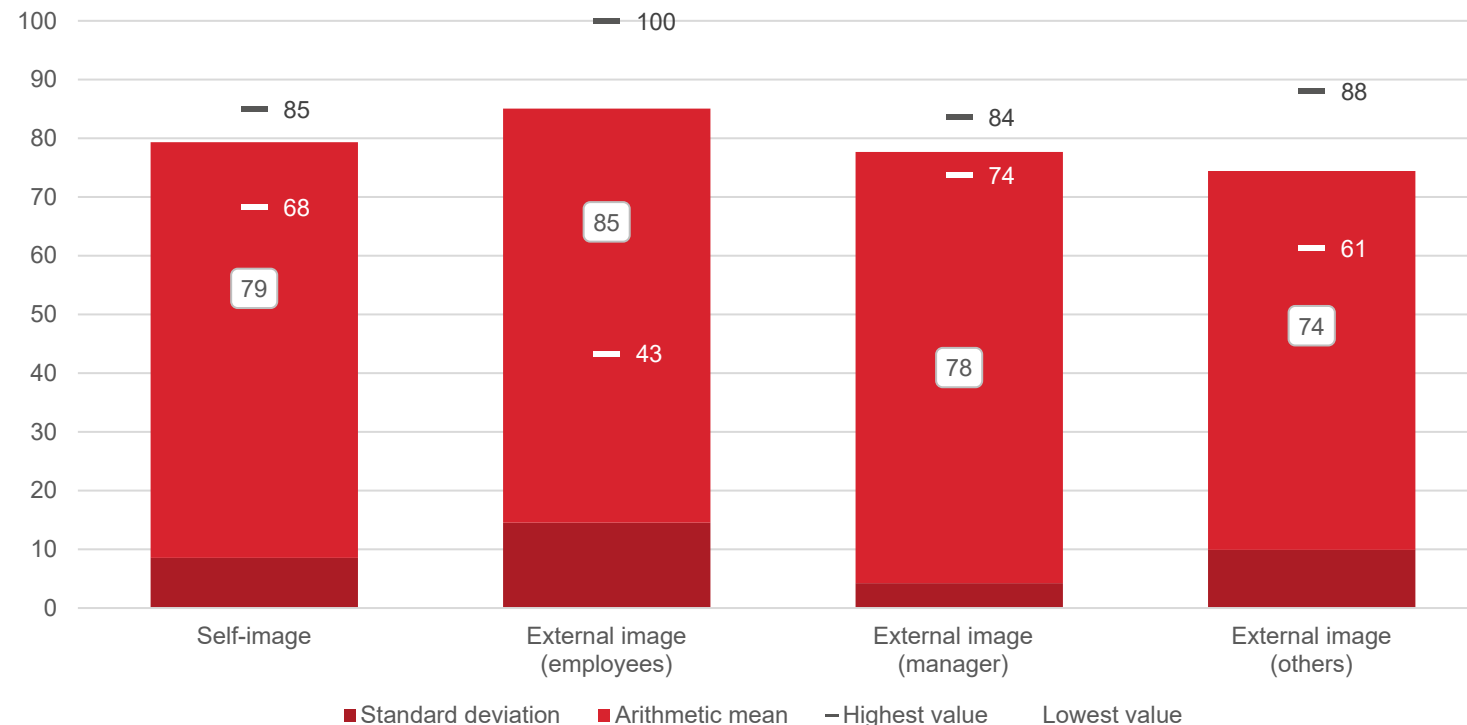
Managers with a high score in this area actively contribute to their employees' well-being.



Positive Emotions

Enables positive emotions

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	72,00	79,12	78,33	71,67
Standard deviation	12,36	19,99	16,46	15,05
Highest value	75,00	100,00	90,33	88,00
Lowest value	48,33	20,00	50,33	34,67
Benchmark comparison	76,20	68,70	76,20	76,00



Positive Emotions

Enables positive emotions

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	79,33	85,06	77,67	74,44
Standard deviation	8,53	14,52	4,23	9,89
Highest value	85,00	100,00	83,67	88,00
Lowest value	68,33	43,33	73,67	61,33

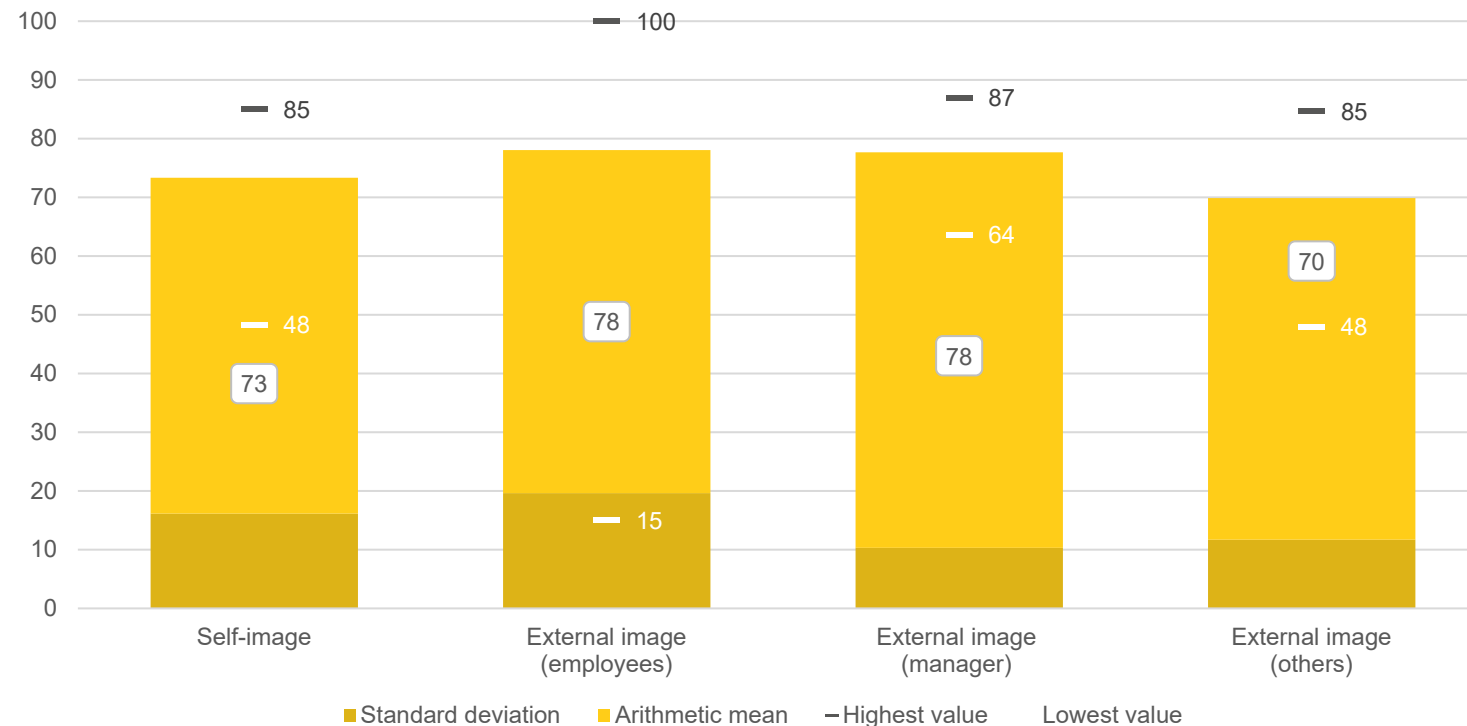


Engagement

Promotes individual engagement

This factor shows how individual, motivating and inspiring the leadership behavior is.

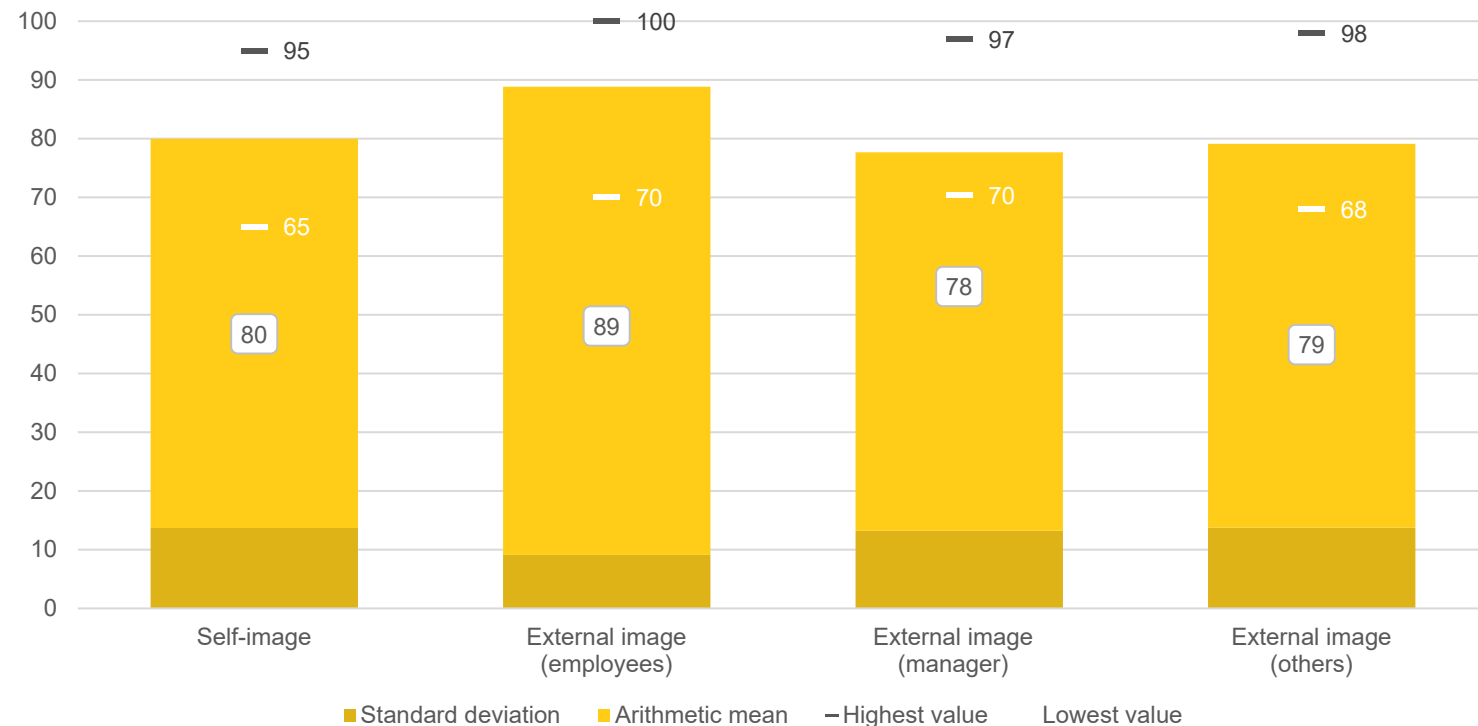
Managers with high scores in this factor know the most important beliefs and values of their employees. They see it as their leadership task to help ensure that employees are enthusiastic about their work. This behavior has been shown to contribute to increased engagement.



Engagement

Promotes individual engagement

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	73,33	78,05	77,67	69,89
Standard deviation	16,13	19,63	10,31	11,71
Highest value	85,00	100,00	87,00	84,67
Lowest value	48,33	15,00	63,67	48,00
Benchmark comparison	77,80	69,60	77,90	76,70



Engagement

Promotes individual engagement

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	80,00	88,84	77,67	79,11
Standard deviation	13,68	9,10	13,23	13,75
Highest value	95,00	100,00	97,00	98,00
Lowest value	65,00	70,00	70,33	68,00

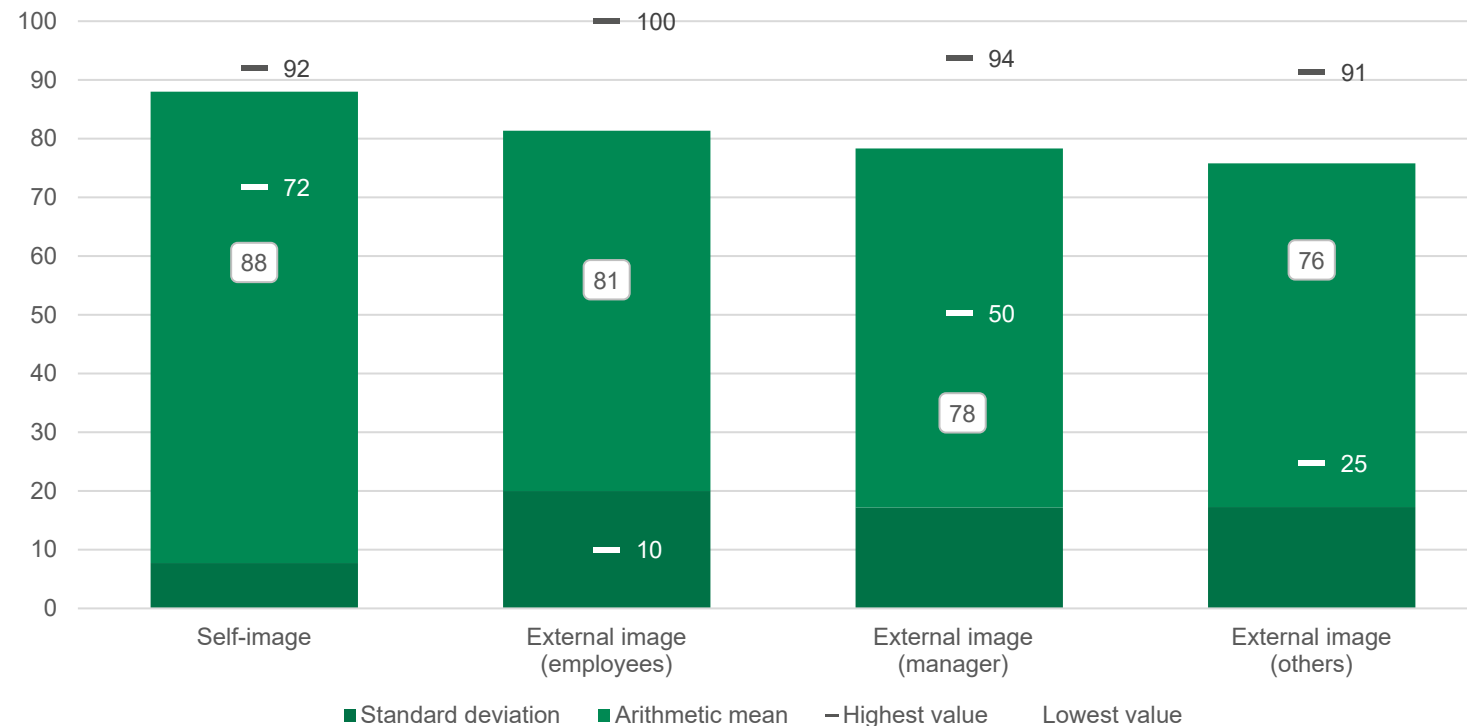


Relationships

Creates sustainable relationships

This factor indicates how important it is for the manager to have an appreciative, supportive and good relationship with his or her employees.

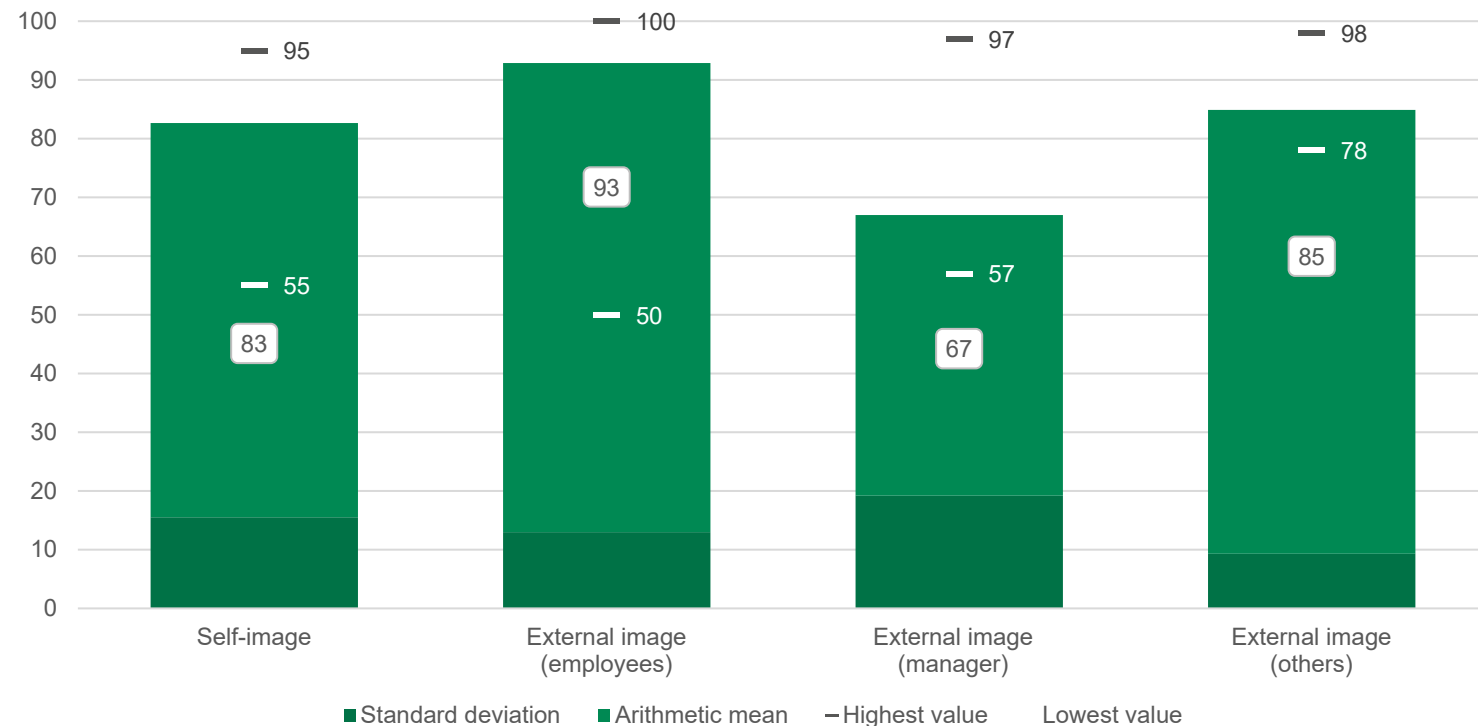
Managers with a high score in this factor actively demand appreciative interaction in the team and make it clear that mutual support is important. They are also able to put their own needs aside when it is beneficial for the team.



Relationships

Creates sustainable relationships

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	88,00	81,36	78,33	75,78
Standard deviation	7,72	19,99	17,18	17,27
Highest value	92,00	100,00	93,67	91,33
Lowest value	71,67	10,00	50,33	24,67
Benchmark comparison	85,00	75,80	80,20	80,40



Relationships

Creates sustainable relationships

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	82,67	92,88	67,00	84,89
Standard deviation	15,52	12,97	19,19	9,31
Highest value	95,00	100,00	97,00	98,00
Lowest value	55,00	50,00	57,00	78,00

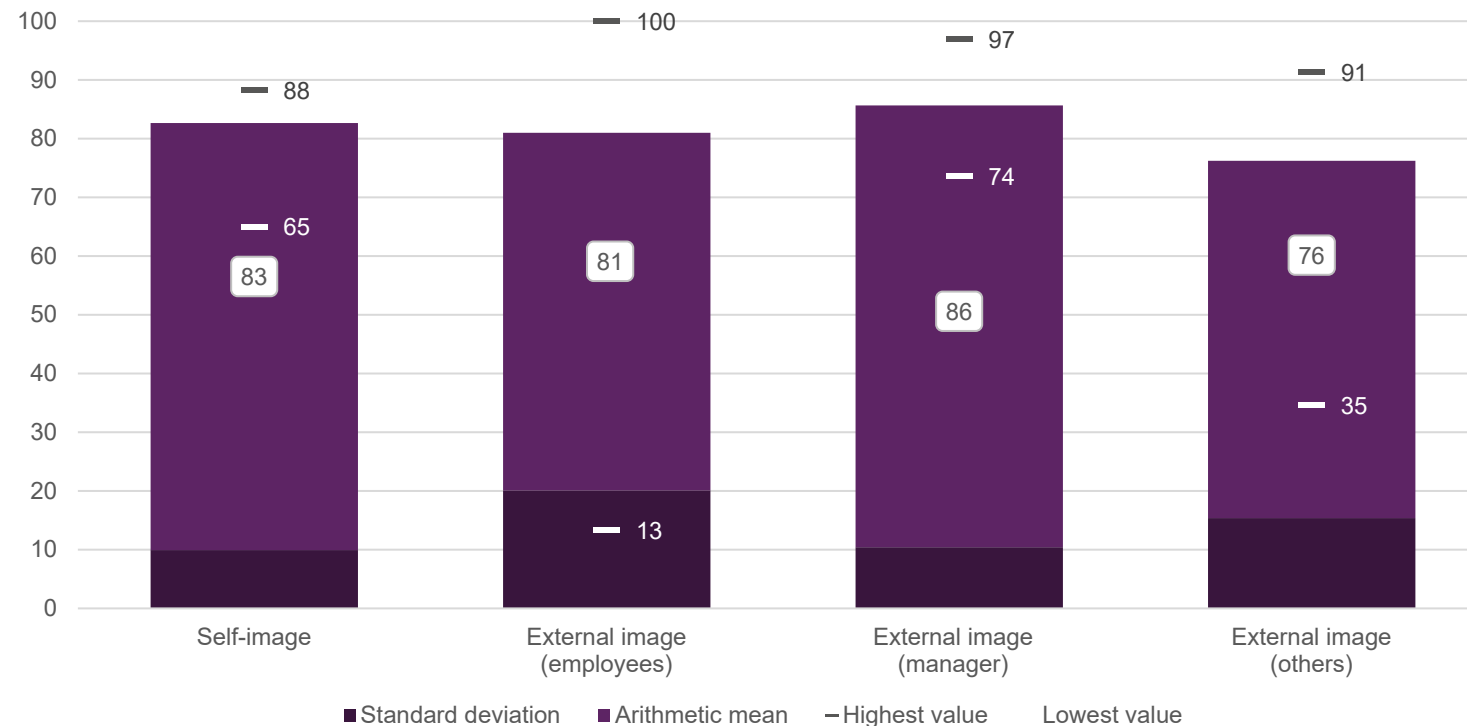


Meaning

Conveys meaning in work

Managers with high values in this area are seen as creating meaning.

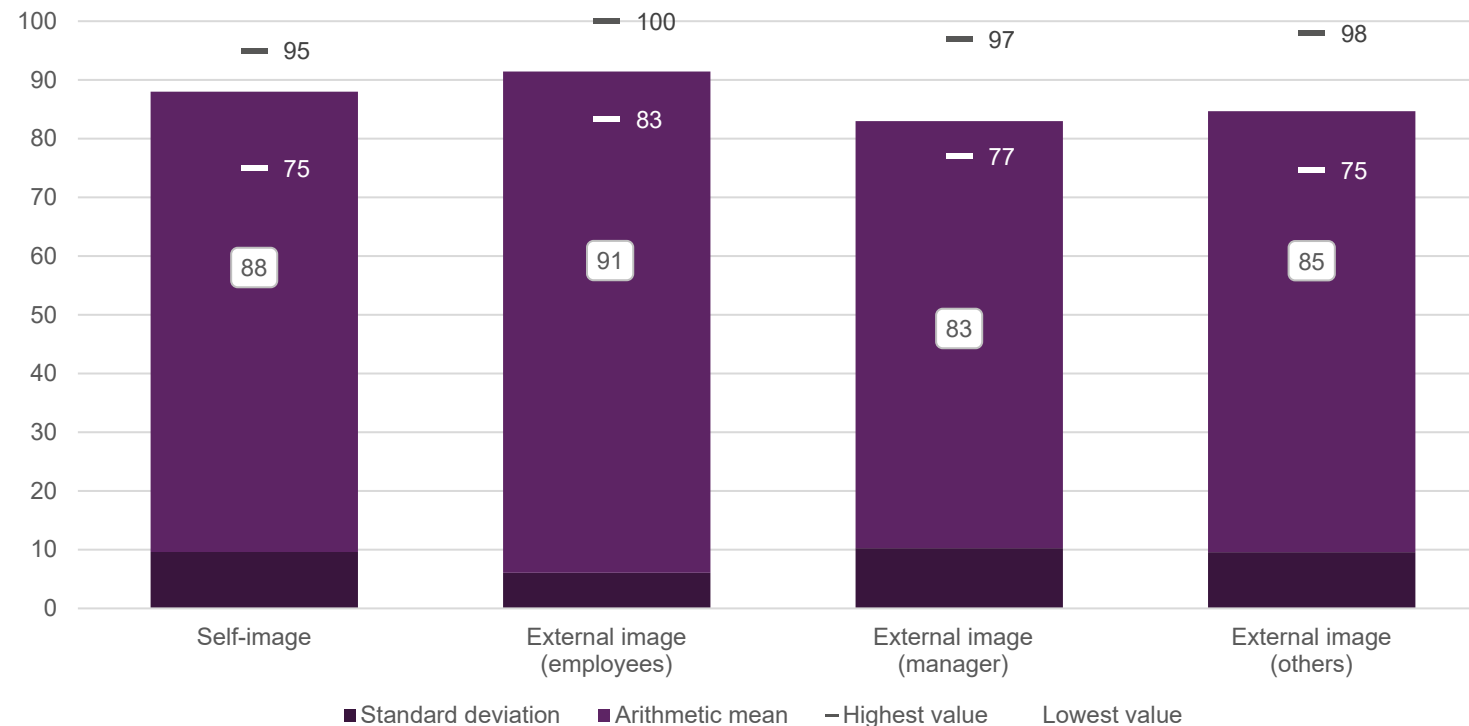
They lead in such a way that their employees understand the meaning of the respective work and take time to communicate the reason and importance of individual activities.



Meaning

Conveys meaning in work

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	82,67	81,00	85,67	76,22
Standard deviation	9,93	20,10	10,43	15,38
Highest value	88,33	100,00	97,00	91,33
Lowest value	65,00	13,33	73,67	34,67
Benchmark comparison	81,10	72,60	80,90	78,60



Meaning

Conveys meaning in work

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	88,00	91,43	83,00	84,67
Standard deviation	9,60	6,05	10,24	9,56
Highest value	95,00	100,00	97,00	98,00
Lowest value	75,00	83,33	77,00	74,67

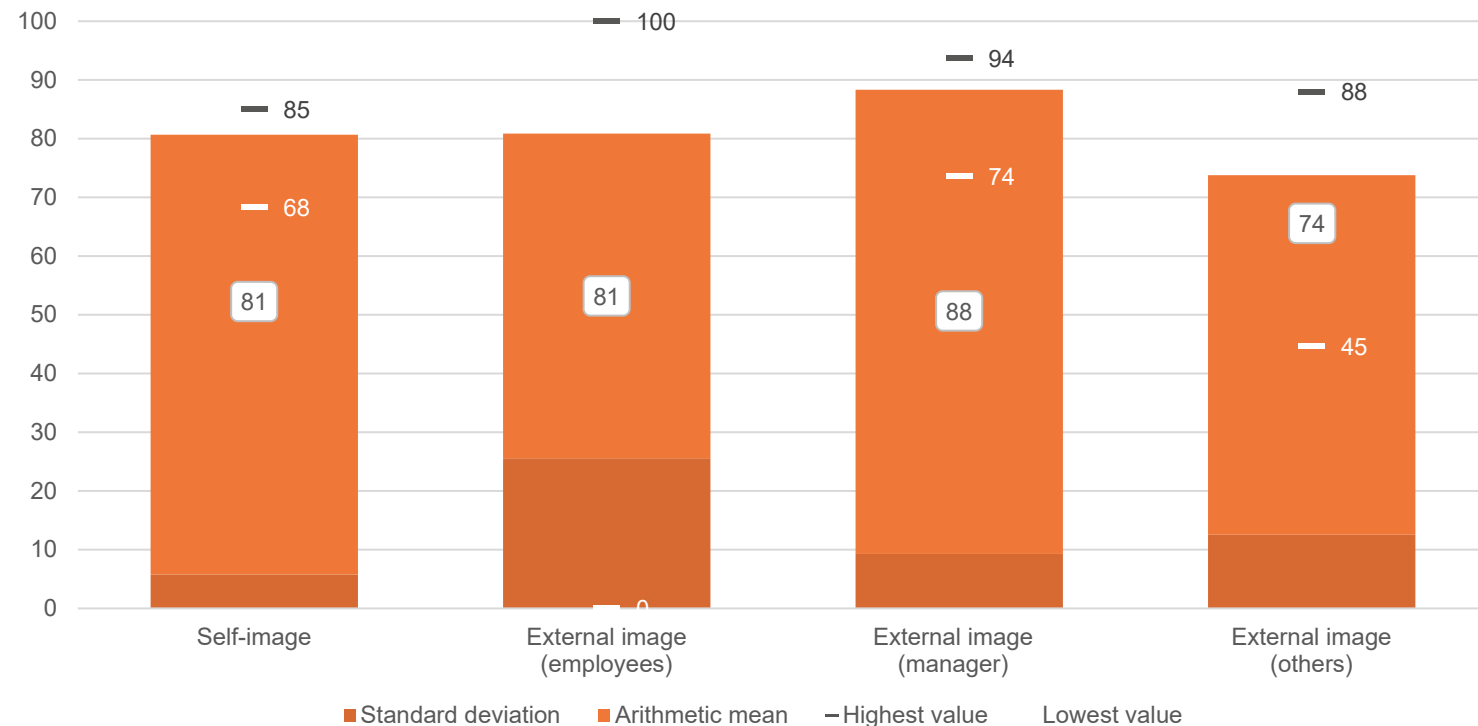


Accomplishment

Makes achievements visible

This factor shows how well the manager conveys to his or her employees that they are capable of achieving something.

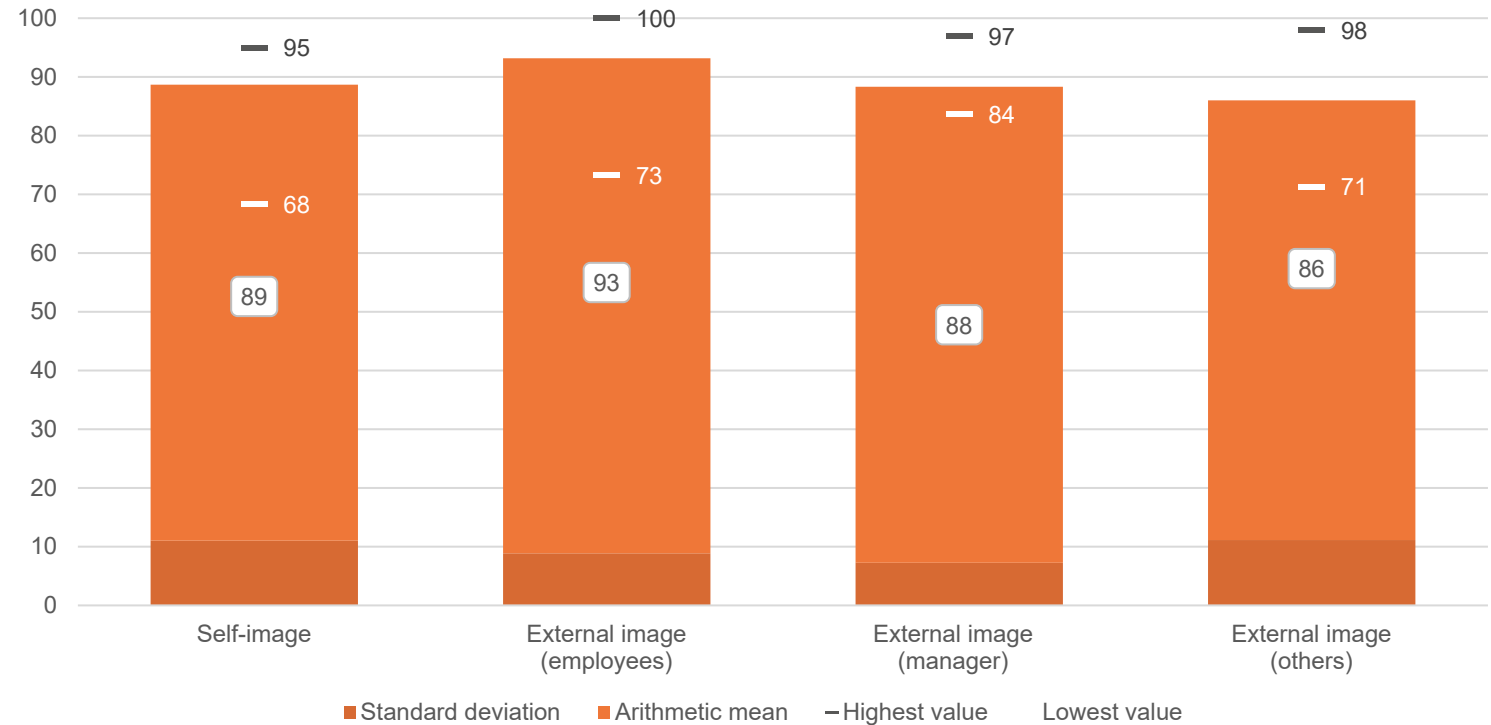
On the one hand, this includes the competence to set achievable goals, but on the other hand, it also means that (partial) goals that have been reached are appreciated..



Accomplishment

Makes achievements visible

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	80,67	80,86	88,33	73,78
Standard deviation	5,77	25,58	9,26	12,53
Highest value	85,00	100,00	93,67	88,00
Lowest value	68,33	0,00	73,67	44,67
Benchmark comparison	82,30	78,00	83,10	83,30



Accomplishment

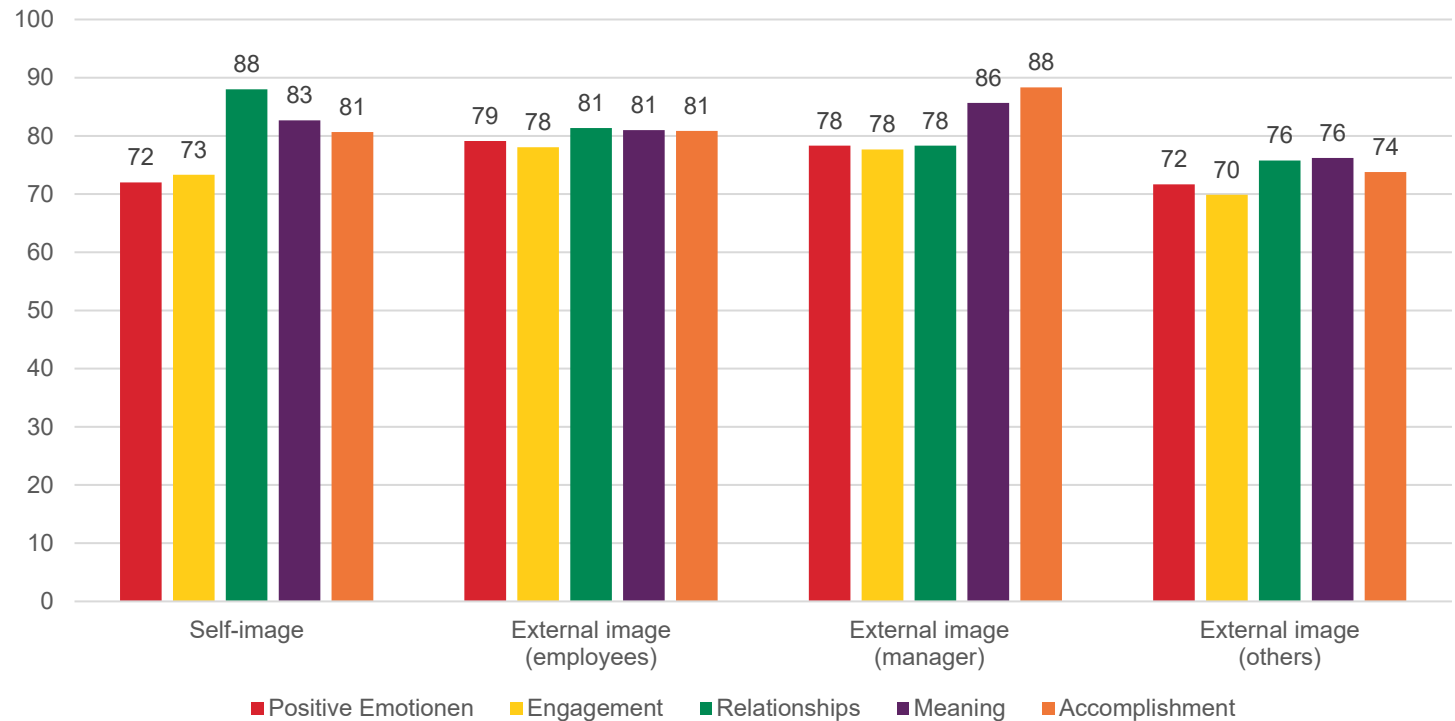
Makes achievements visible

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	88,67	93,17	88,33	86,00
Standard deviation	11,02	8,86	7,26	11,12
Highest value	95,00	100,00	97,00	98,00
Lowest value	68,33	73,33	83,67	71,33

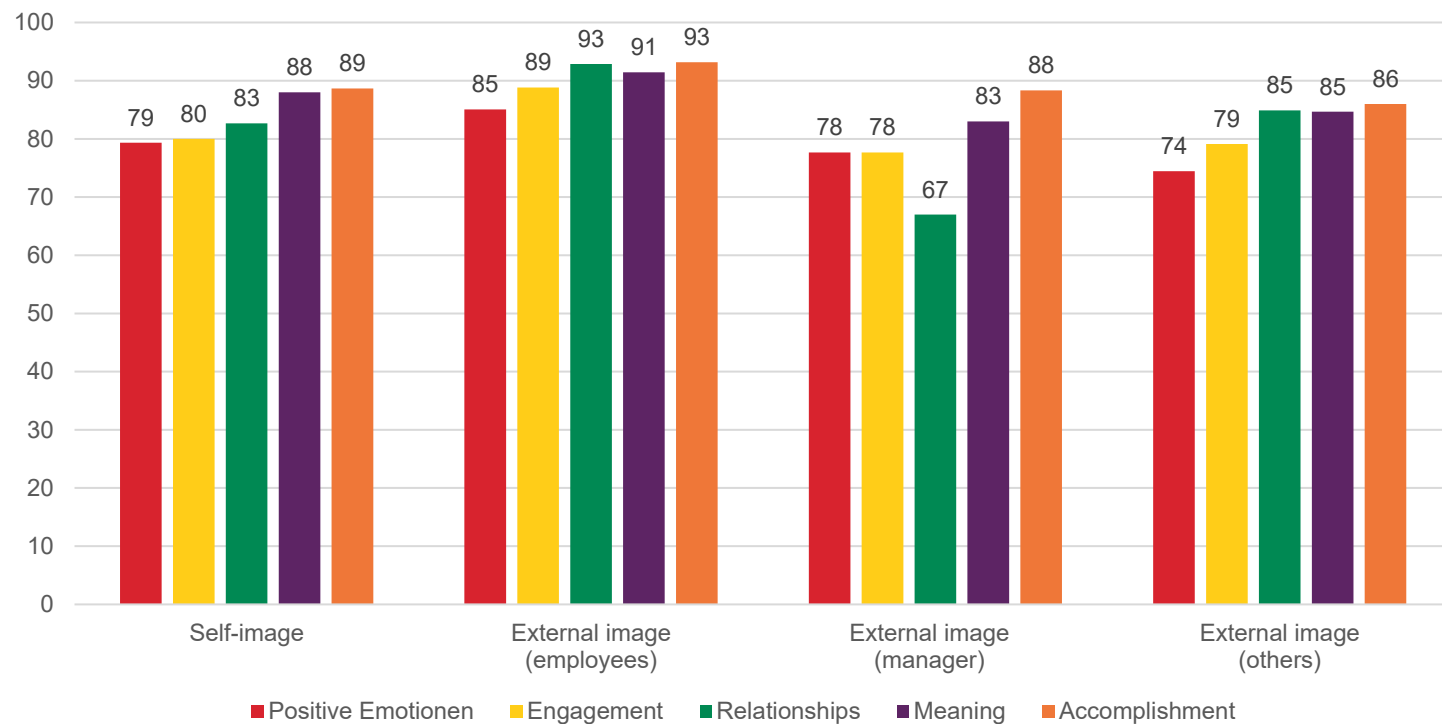


Overview of all mean values





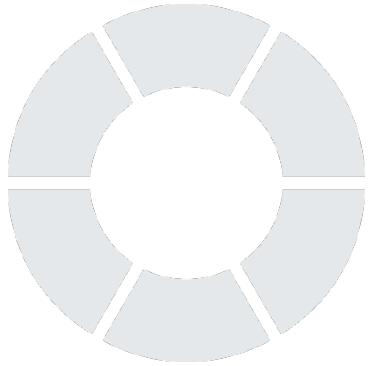
	Self-image	External image (employees)	External image (manager)	External image (others)
Positive Emotions	72,00	79,12	78,33	71,67
Engagement	73,33	78,05	77,67	69,89
Relationships	88,00	81,36	78,33	75,78
Meaning	82,67	81,00	85,67	76,22
Accomplishment	80,67	80,86	88,33	73,78



	Self-image	External image (employees)	External image (manager)	External image (others)
Positive Emotions	79,33	85,06	77,67	74,44
Engagement	80,00	88,84	77,67	79,11
Relationships	82,67	92,88	67,00	84,89
Meaning	88,00	91,43	83,00	84,67
Accomplishment	88,67	93,17	88,33	86,00



Management competencies

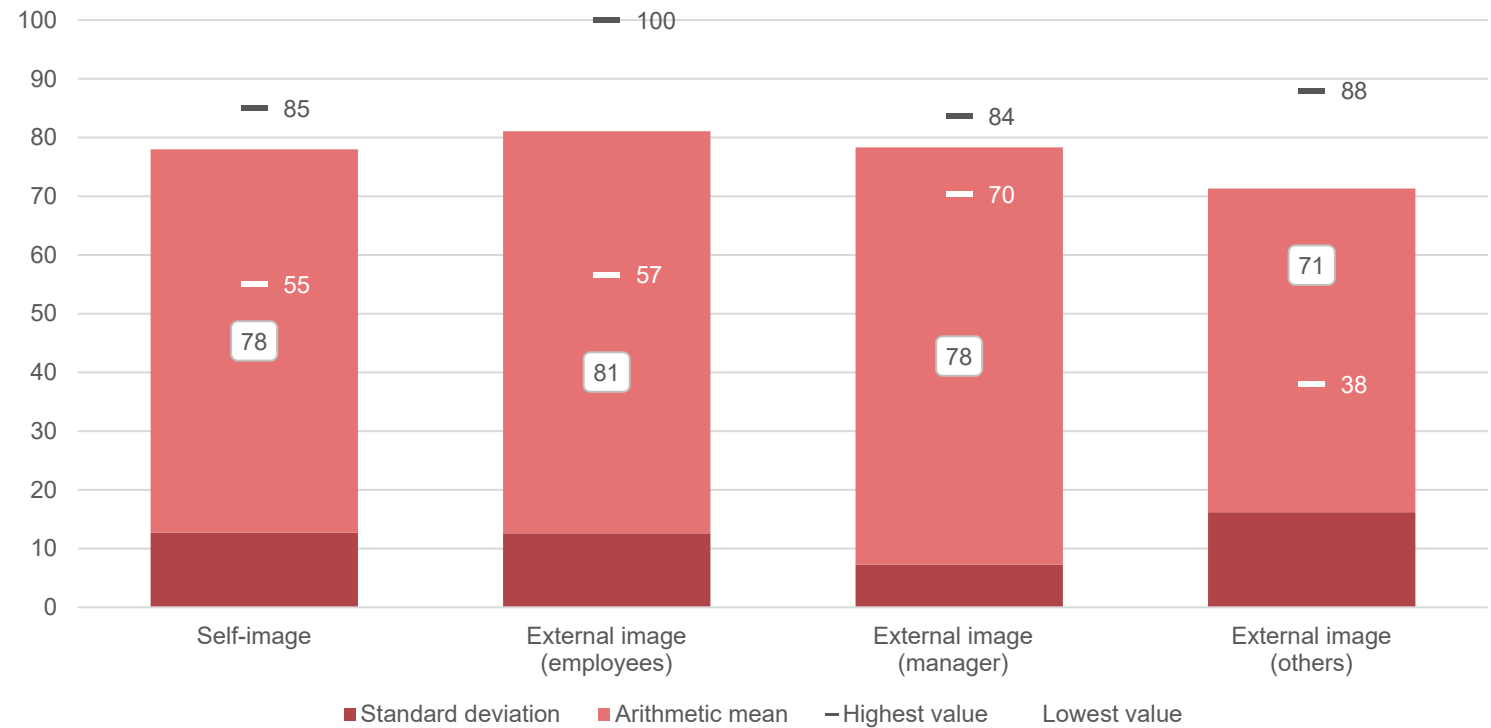


Management competence

Solution orientation

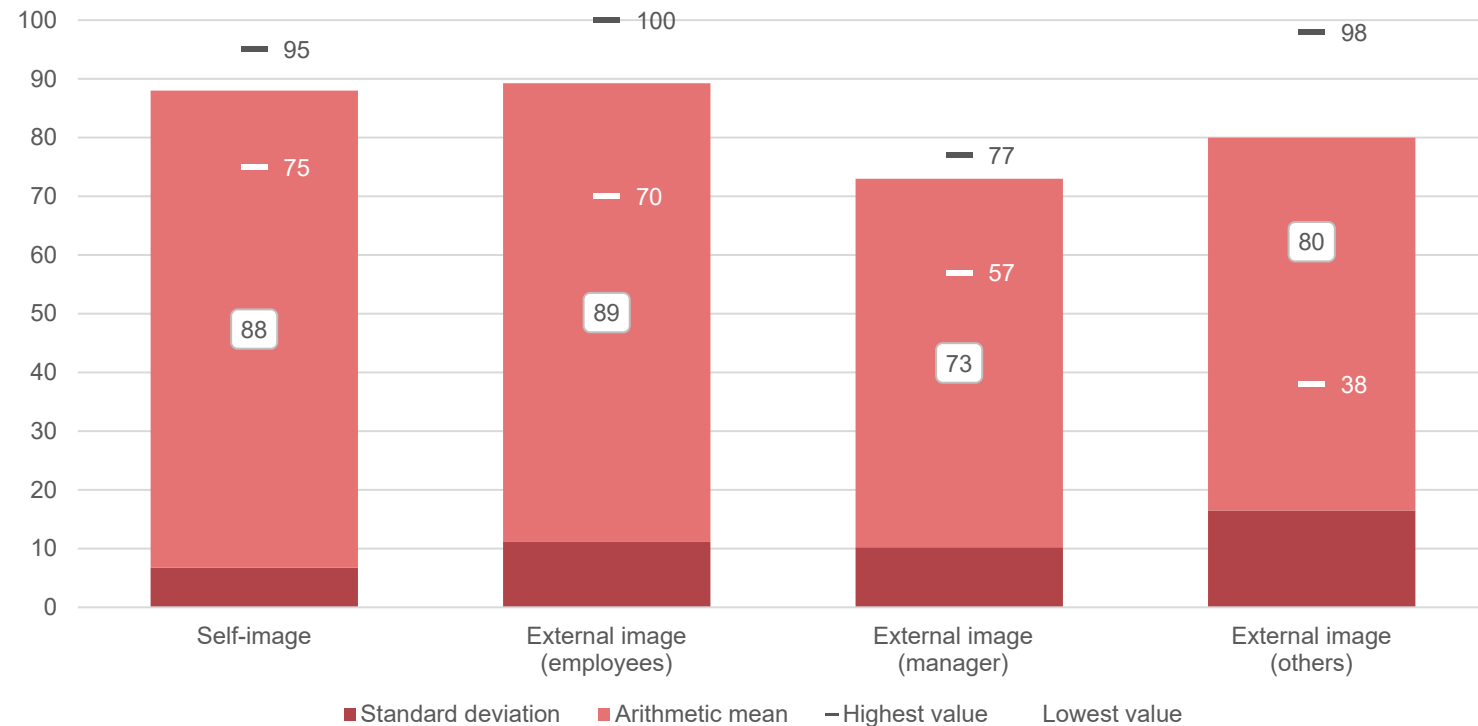
This area describes the extent to which the manager gets others to look at situations from different angles.

Furthermore, solution orientation includes creativity in developing multiple practical solutions for different - even challenging - situations.



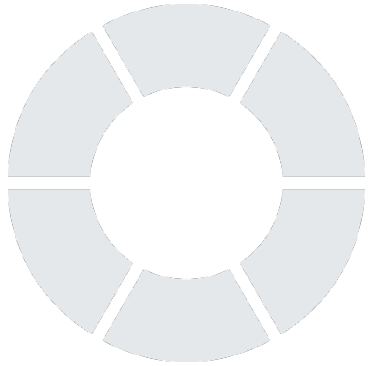
Solution orientation

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	78,00	81,08	78,33	71,33
Standard deviation	12,72	12,60	7,26	16,21
Highest value	85,00	100,00	83,67	88,00
Lowest value	55,00	56,67	70,33	38,00
Benchmark comparison	81,63	74,64	75,09	76,95



Solution orientation

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	88,00	89,26	73,00	80,00
Standard deviation	6,78	11,14	10,24	16,51
Highest value	95,00	100,00	77,00	98,00
Lowest value	75,00	70,00	57,00	38,00

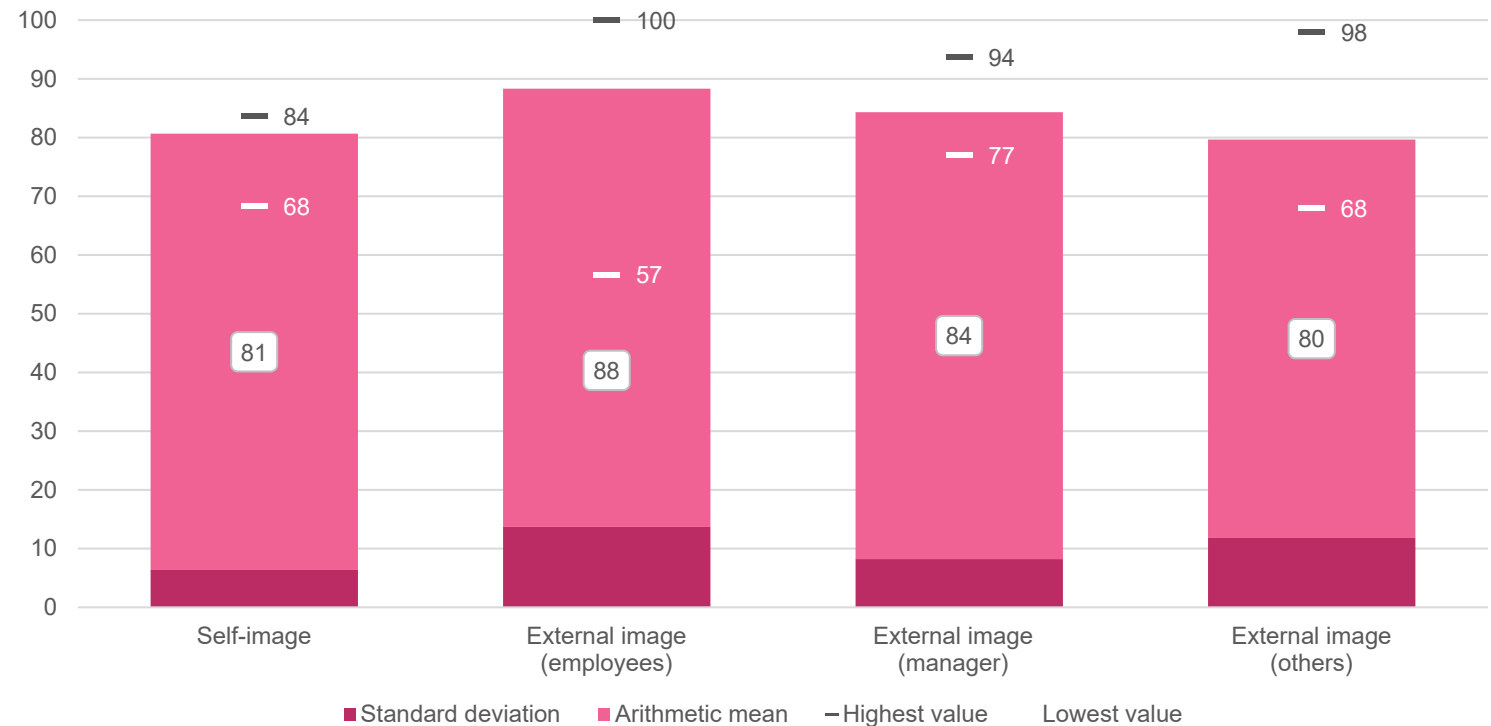
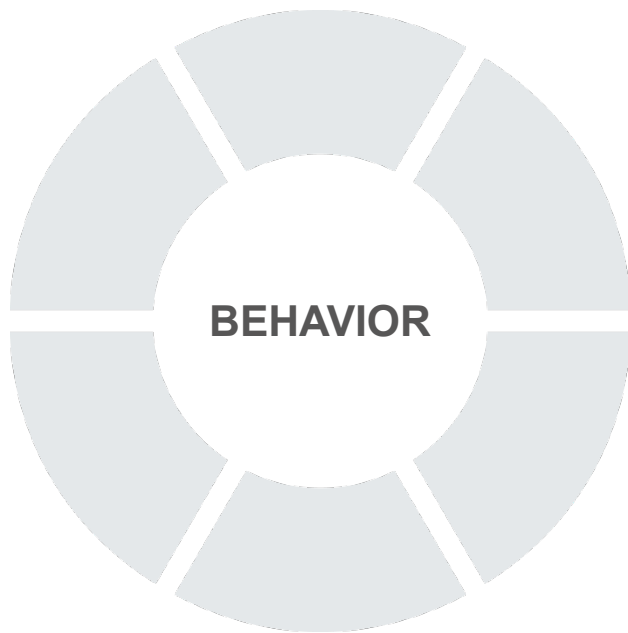


Management competence

Representation competence

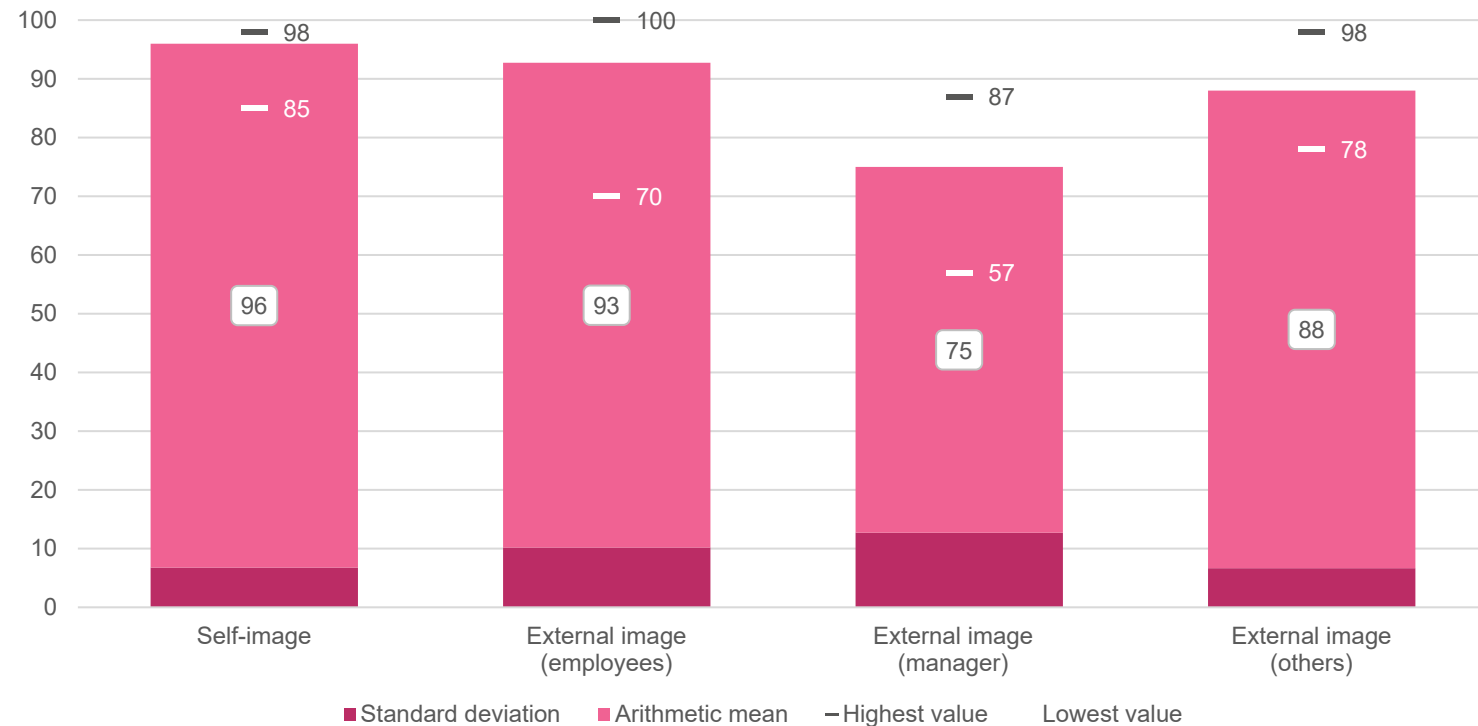
This competency describes how well the manager presents their area to the external world and how confident they appear when presenting information to colleagues.

In addition, this area includes the assessment of self-confidence when they have to discuss problems with people outside the company.



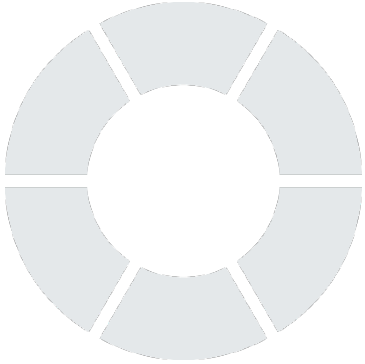
Representation competence

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	80,67	88,32	84,33	79,67
Standard deviation	6,36	13,68	8,21	11,82
Highest value	83,67	100,00	93,67	98,00
Lowest value	68,33	56,67	77,00	68,00
Benchmark comparison	85,85	86,04	84,05	83,94



Representation competence

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	96,00	92,74	75,00	88,00
Standard deviation	6,78	10,17	12,70	6,65
Highest value	98,00	100,00	87,00	98,00
Lowest value	85,00	70,00	57,00	78,00

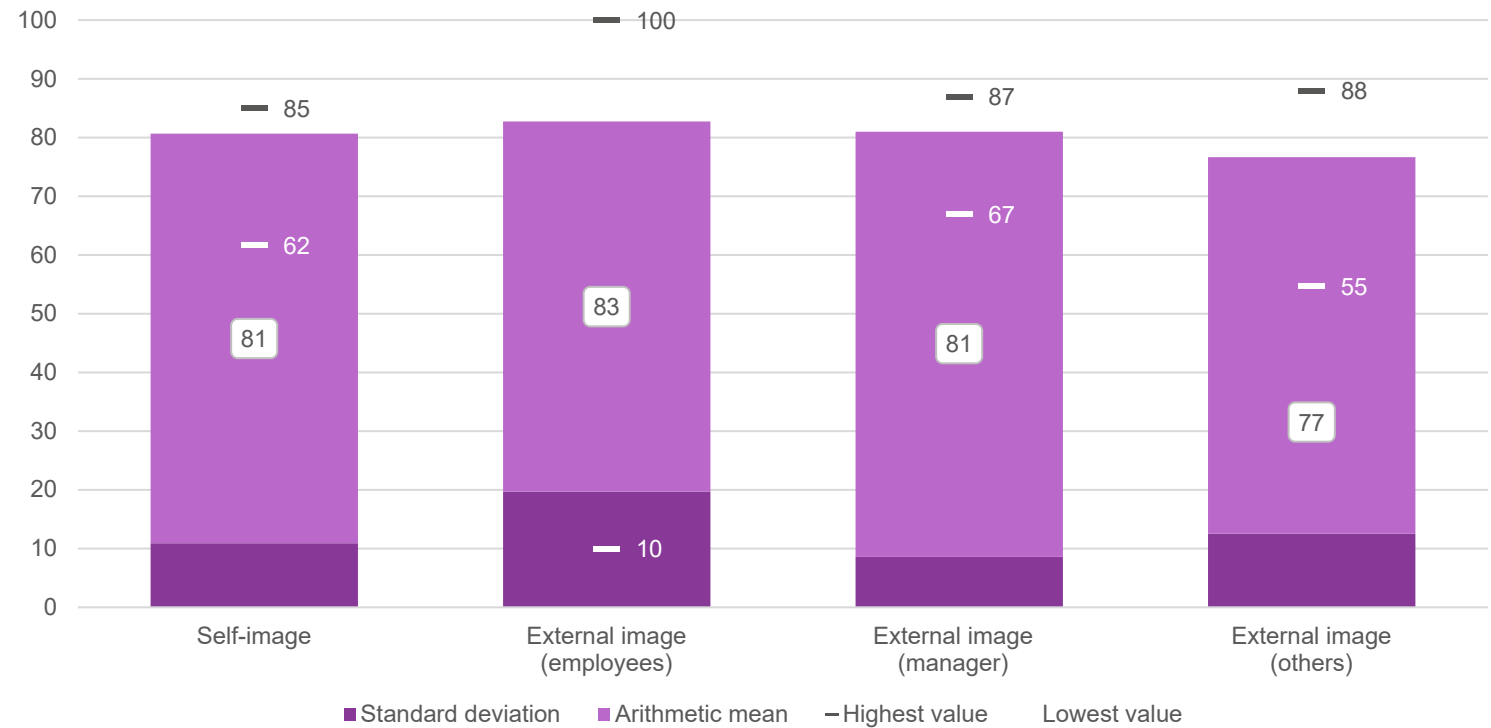
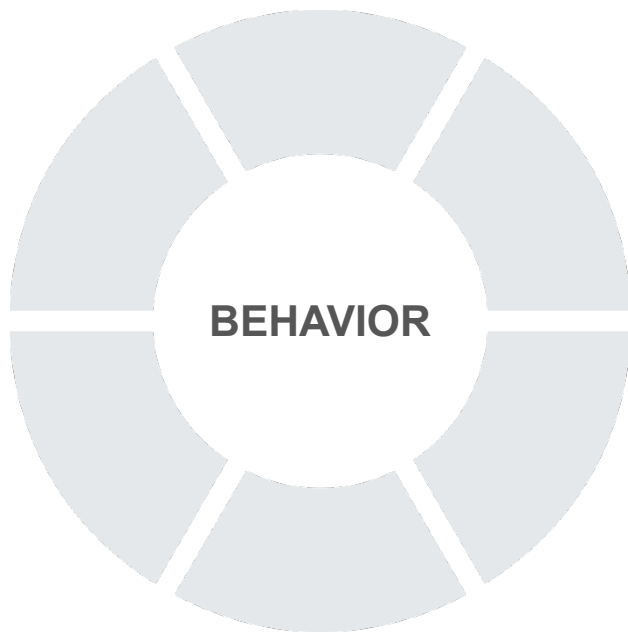


Management competence

Resilience

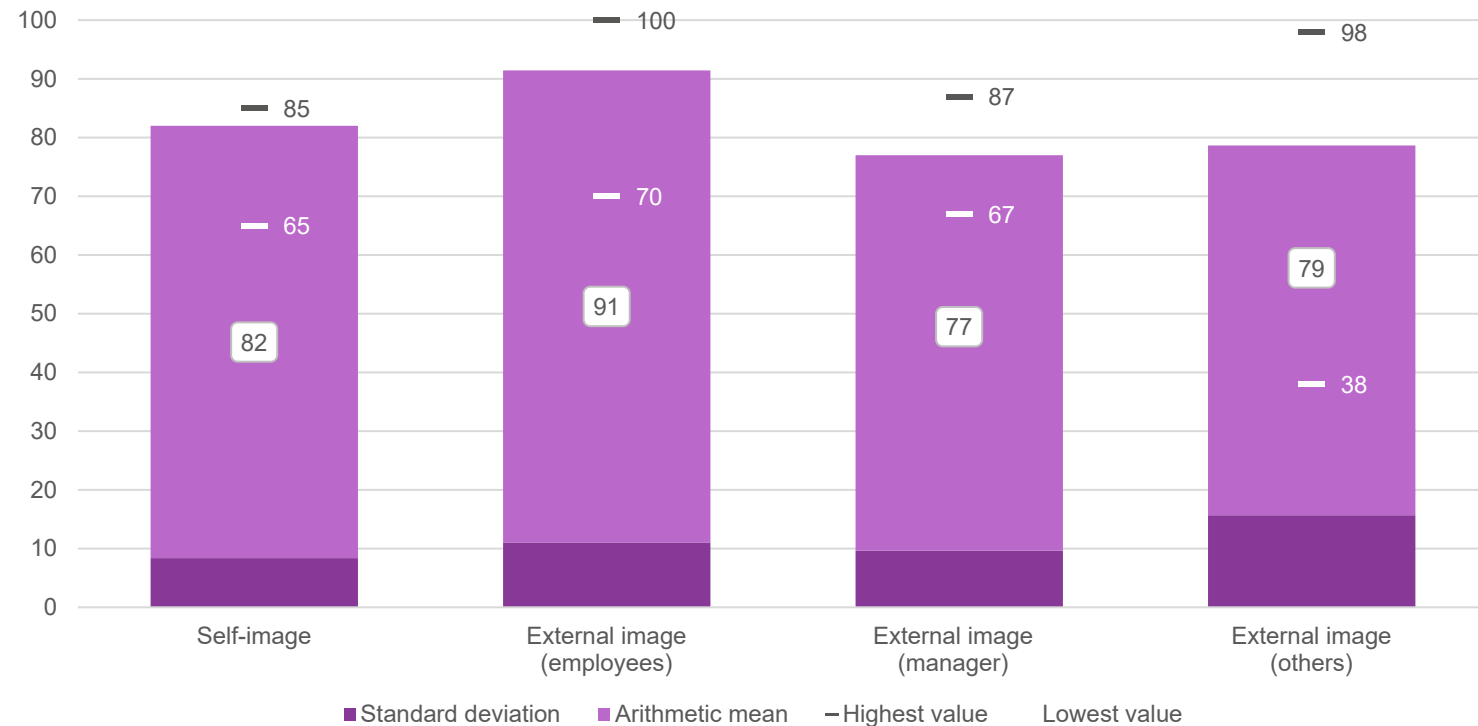
Resilience describes how long it takes a manager to get back on his or her feet after professional setbacks.

This also includes how they deal with stressful situations as well as keeping calm in difficult situations by having confidence in their own abilities.



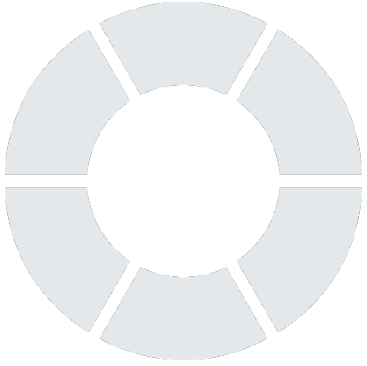
Resilience

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	80,67	82,74	81,00	76,67
Standard deviation	10,90	19,69	8,60	12,55
Highest value	85,00	100,00	87,00	88,00
Lowest value	61,67	10,00	67,00	54,67
Benchmark comparison	80,30	80,65	80,00	81,10



Resilience

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	82,00	91,43	77,00	78,67
Standard deviation	8,37	11,06	9,67	15,68
Highest value	85,00	100,00	87,00	98,00
Lowest value	65,00	70,00	67,00	38,00

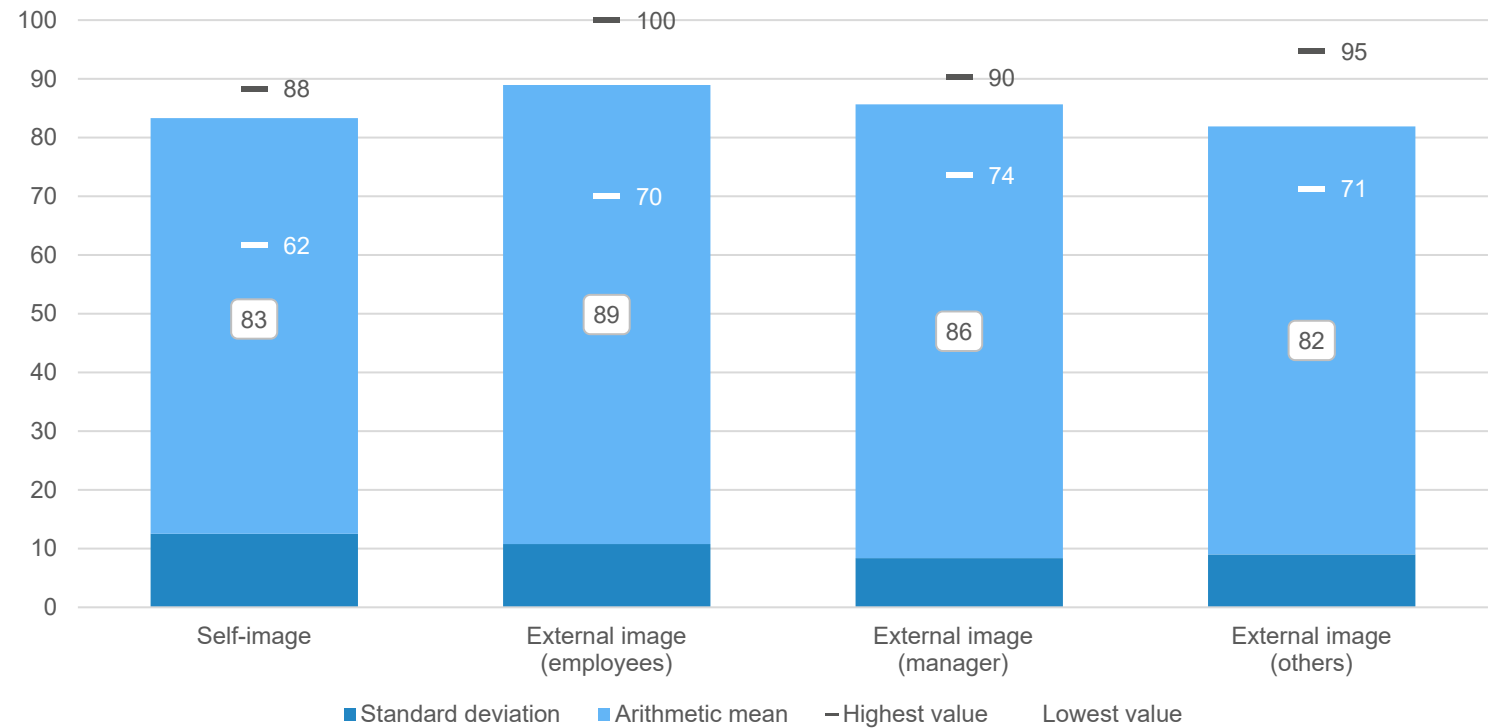


Management competence

Optimism

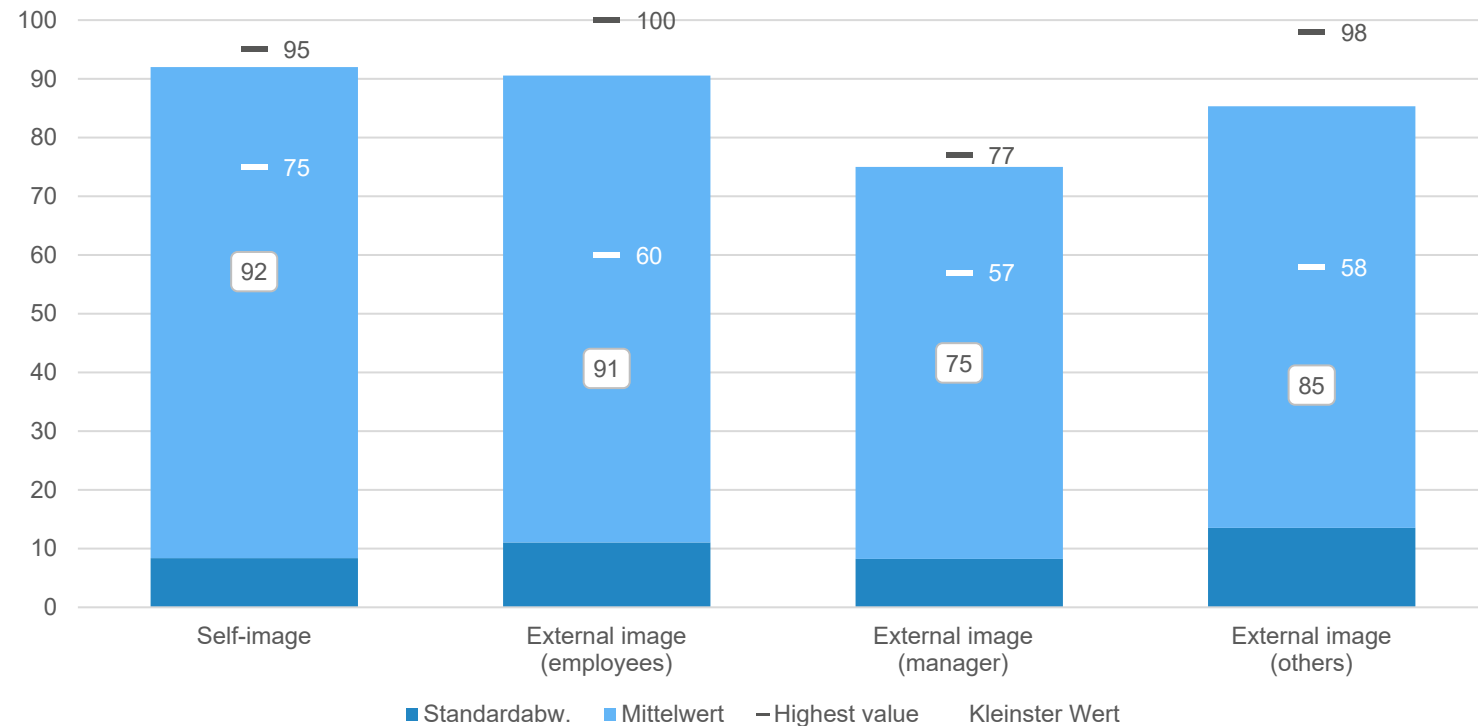
This area describes the extent to which the manager succeeds in remaining optimistic even in difficult professional times and with regard to her professional future.

In addition, optimism includes feeling well prepared for professional challenges.



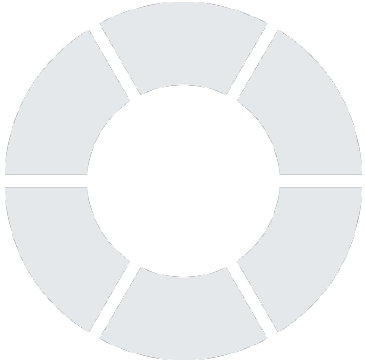
Optimism

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	83,33	88,97	85,67	81,89
Standard deviation	12,51	10,77	8,37	9,01
Highest value	88,33	100,00	90,33	94,67
Lowest value	61,67	70,00	73,67	71,33
Benchmark comparison	81,93	81,76	80,80	81,17



Optimism

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	92,00	90,57	75,00	85,33
Standard deviation	8,37	11,06	8,24	13,53
Highest value	95,00	100,00	77,00	98,00
Lowest value	75,00	60,00	57,00	58,00

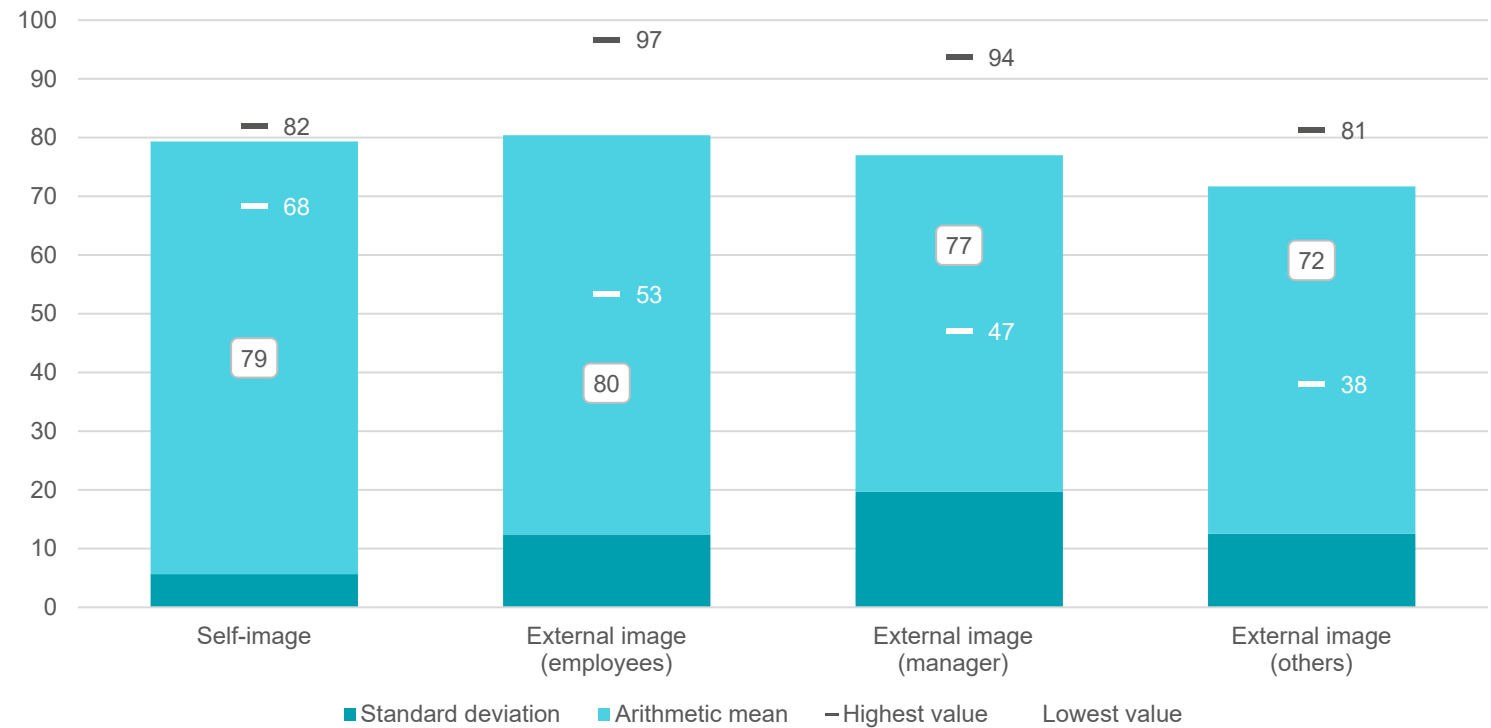


Management competence

Psychological competence

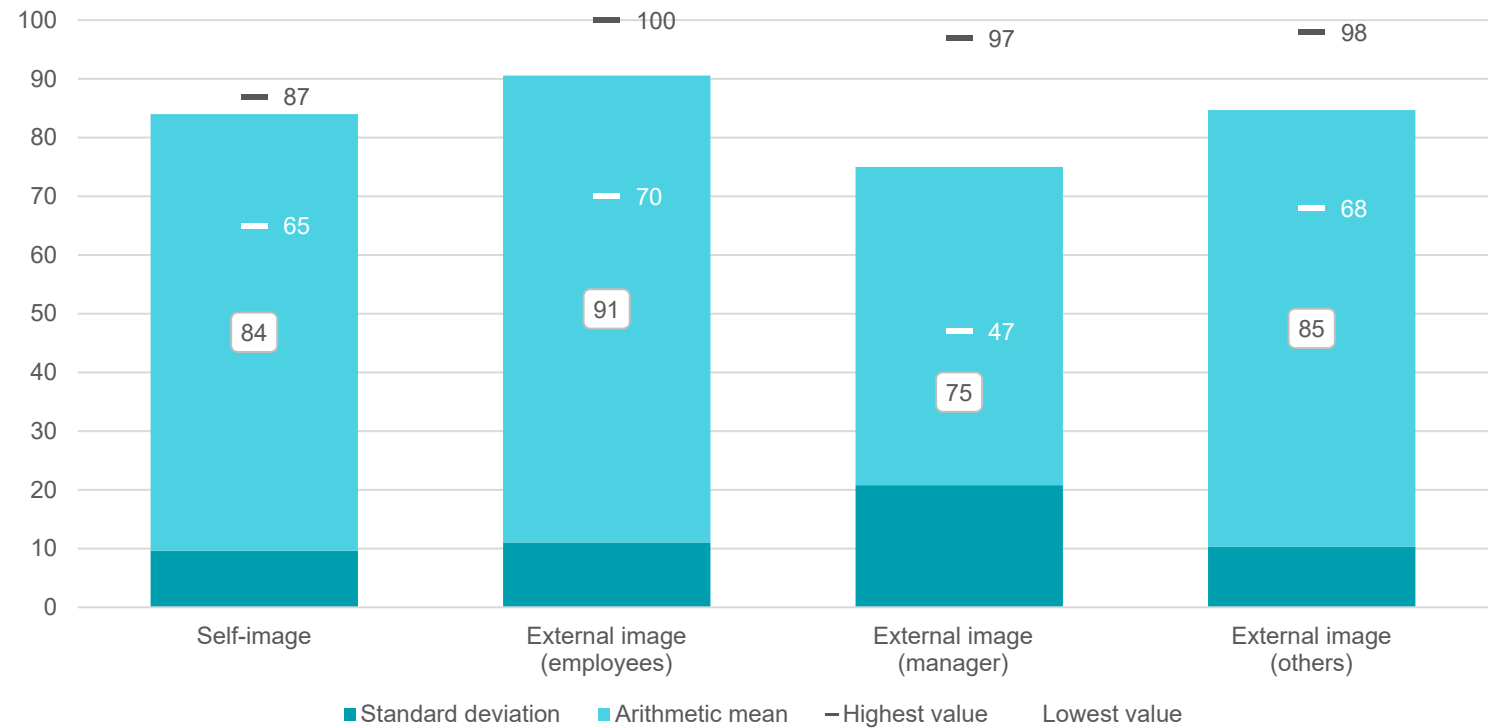
This competence describes how well the manager can empathize with different people and recognize how they can be motivated.

It is also the ability to establish good contact with people at different hierarchical levels in the company.



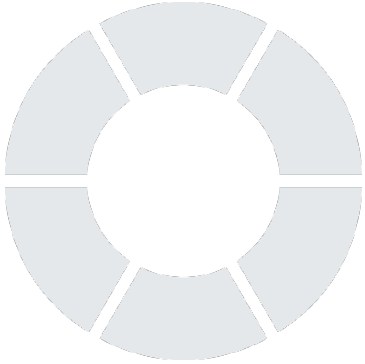
Psychological competence

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	79,33	80,39	77,00	71,67
Standard deviation	5,65	12,41	19,65	12,54
Highest value	82,00	96,67	93,67	81,33
Lowest value	68,33	53,33	47,00	38,00
Benchmark comparison	79,56	73,62	76,70	76,23



Psychological competence

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	84,00	90,57	75,00	84,67
Standard deviation	9,67	11,06	20,79	10,30
Highest value	87,00	100,00	97,00	98,00
Lowest value	65,00	70,00	47,00	68,00

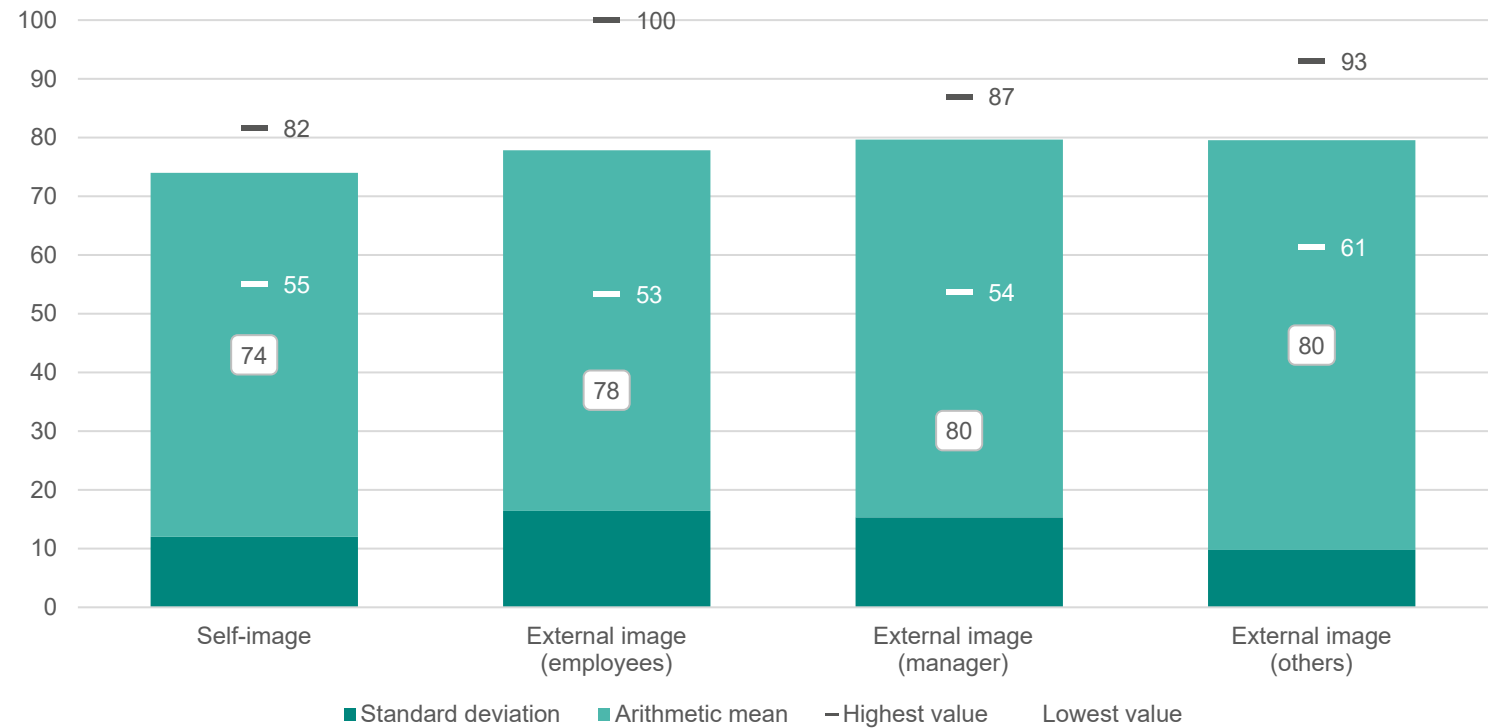
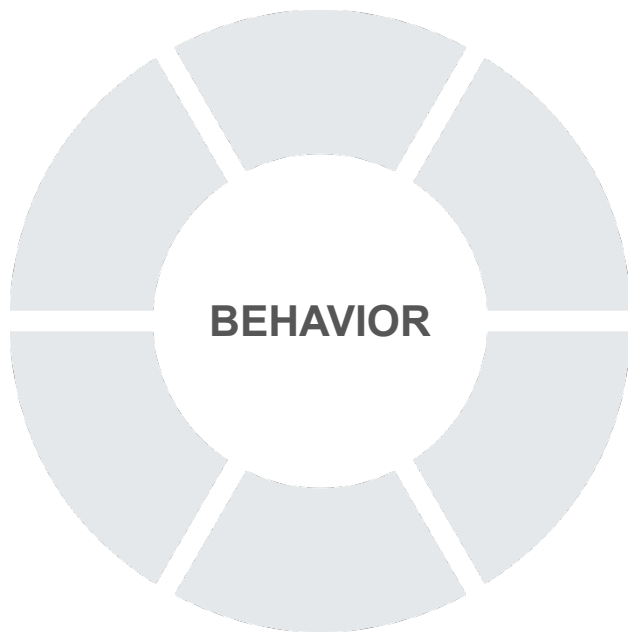


Management competence

Organizational talent

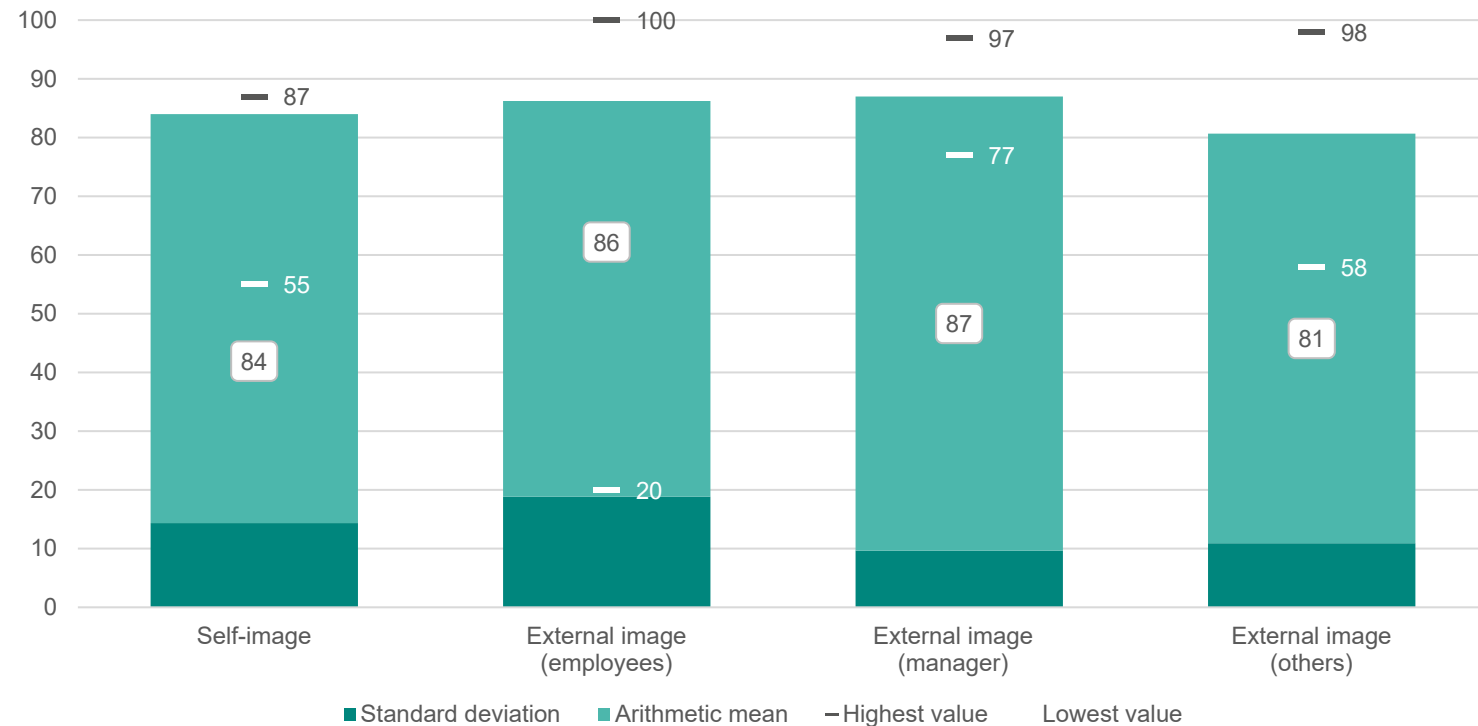
This talent shows in the fact that the manager can structure himself well and can usually bring structure and order even in confusing situations.

Furthermore, it shows the strength in planning and controlling processes.



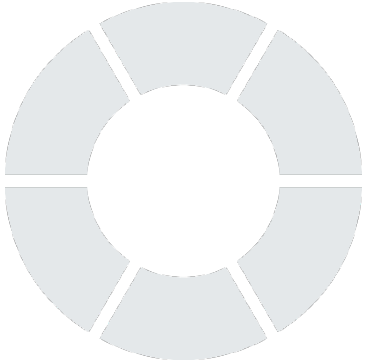
Organizational talent

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	74,00	77,83	79,67	79,56
Standard deviation	12,00	16,42	15,32	9,76
Highest value	81,67	100,00	87,00	93,00
Lowest value	55,00	53,33	53,67	61,33
Benchmark comparison	78,30	75,24	77,96	78,21



Organizational talent

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	84,00	86,22	87,00	80,67
Standard deviation	14,34	18,85	9,67	10,91
Highest value	87,00	100,00	97,00	98,00
Lowest value	55,00	20,00	77,00	58,00

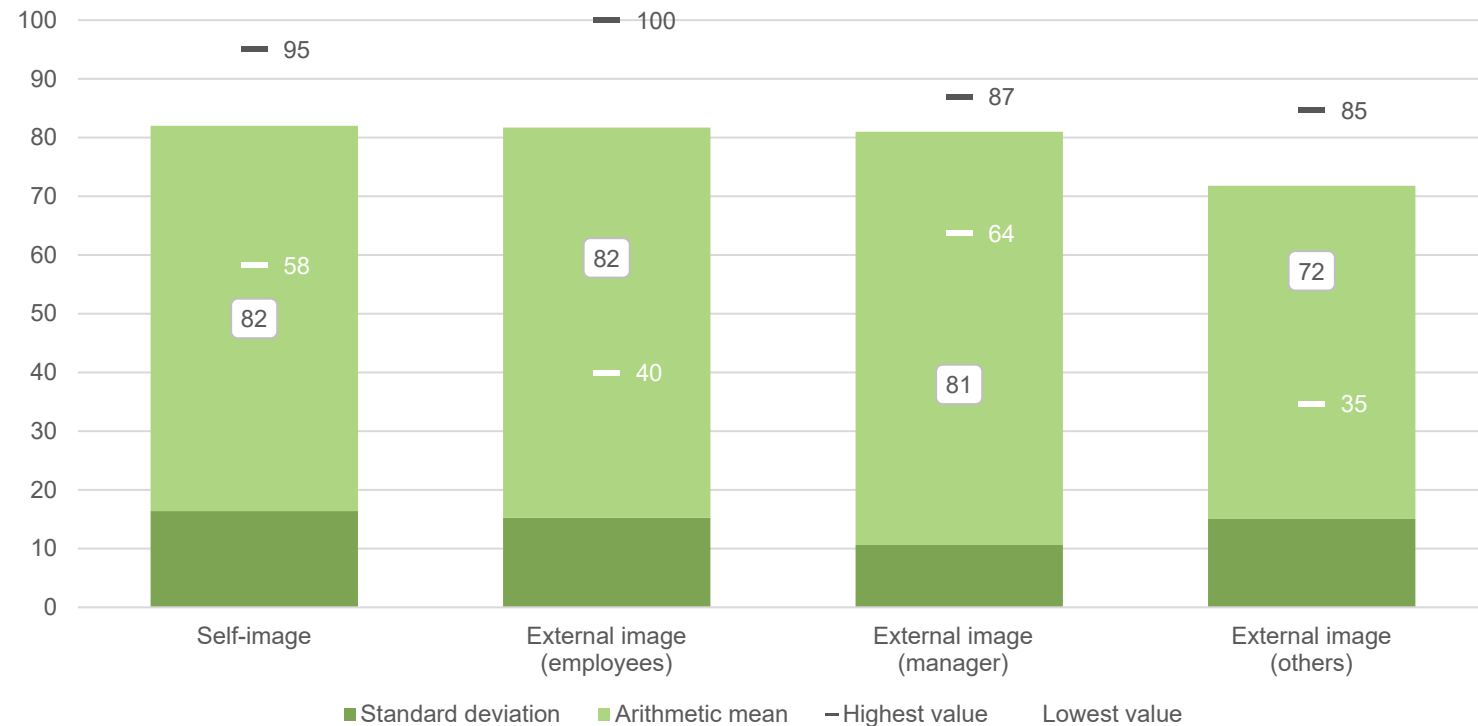


Management competence

Entrepreneurial orientation

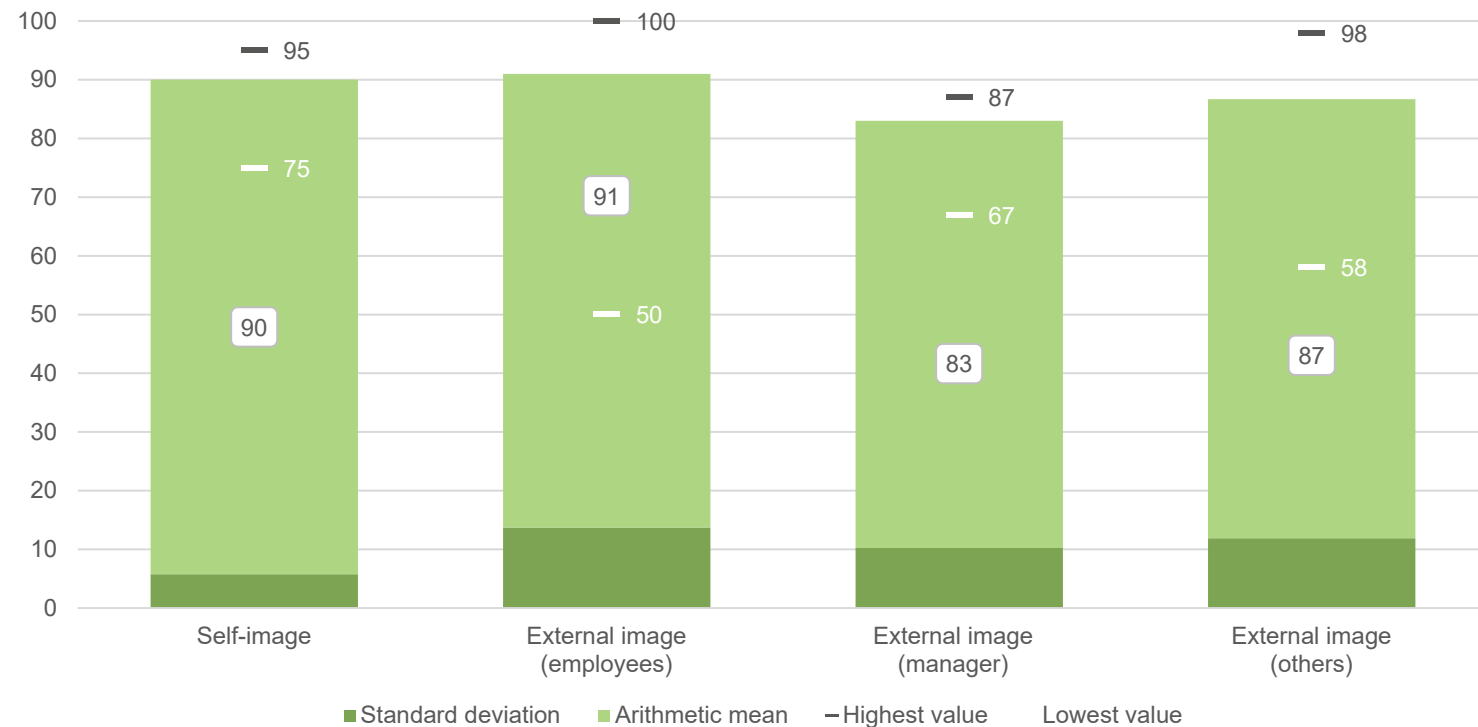
Managers with this competence usually recognize problems a little earlier than others and they decide and act in a way that is best for the company in the medium and long term.

They are also good at weighing up costs and benefits in work situations and deciding and acting accordingly.



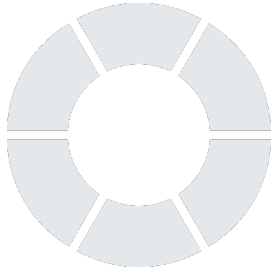
Entrepreneurial orientation

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	82,00	81,72	81,00	71,78
Standard deviation	16,39	15,27	10,61	15,04
Highest value	95,00	100,00	87,00	84,67
Lowest value	58,33	40,00	63,67	34,67
Benchmark comparison	83,19	76,24	79,43	78,28

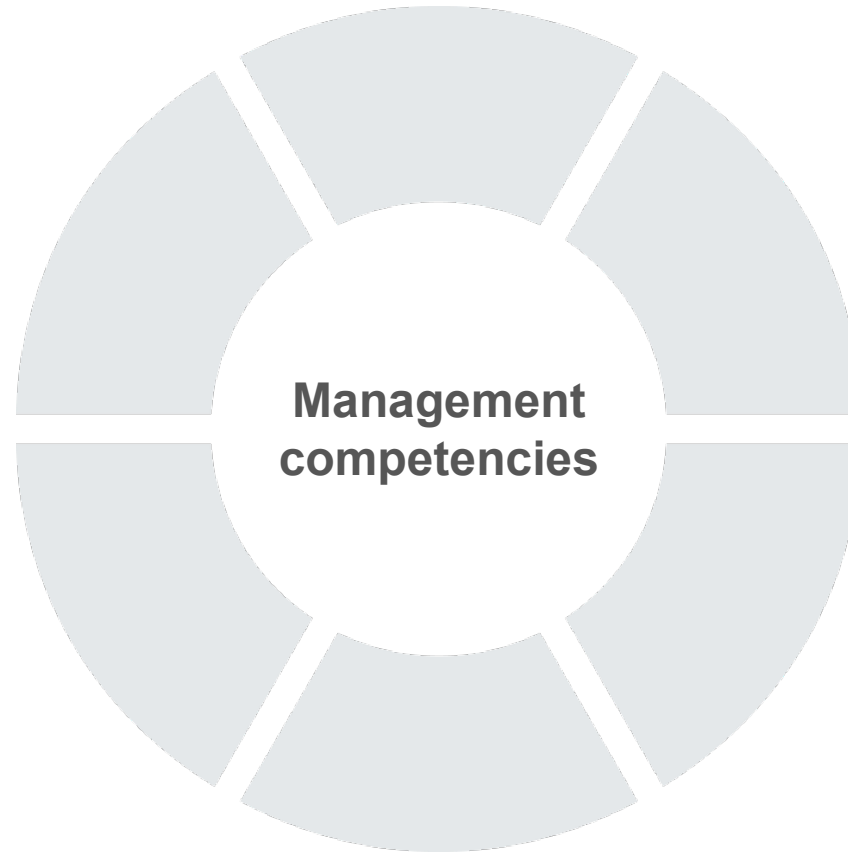


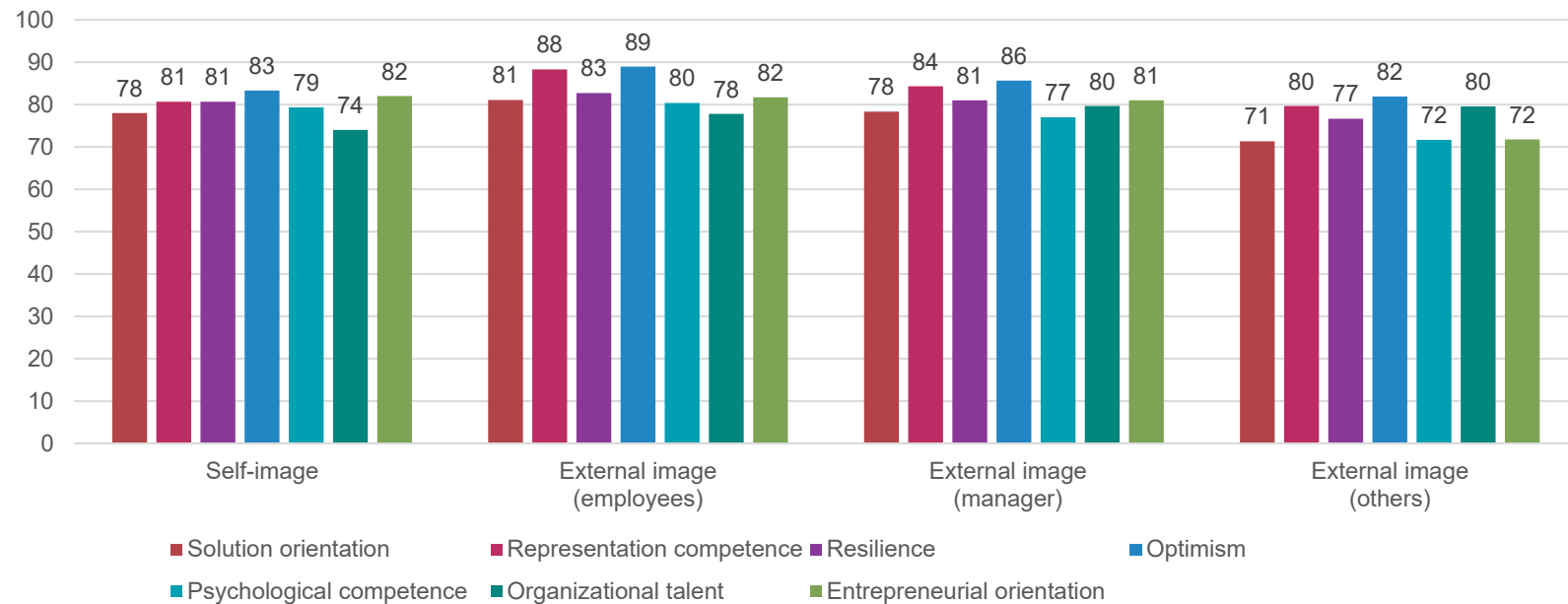
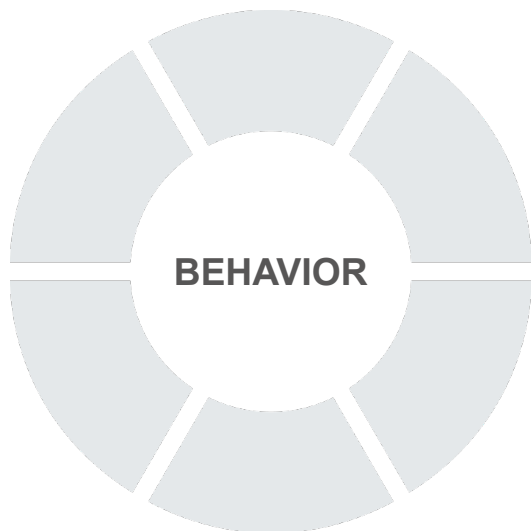
Entrepreneurial orientation

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	90,00	91,00	83,00	86,67
Standard deviation	5,77	13,73	10,24	11,90
Highest value	95,00	100,00	87,00	98,00
Lowest value	75,00	50,00	67,00	58,00

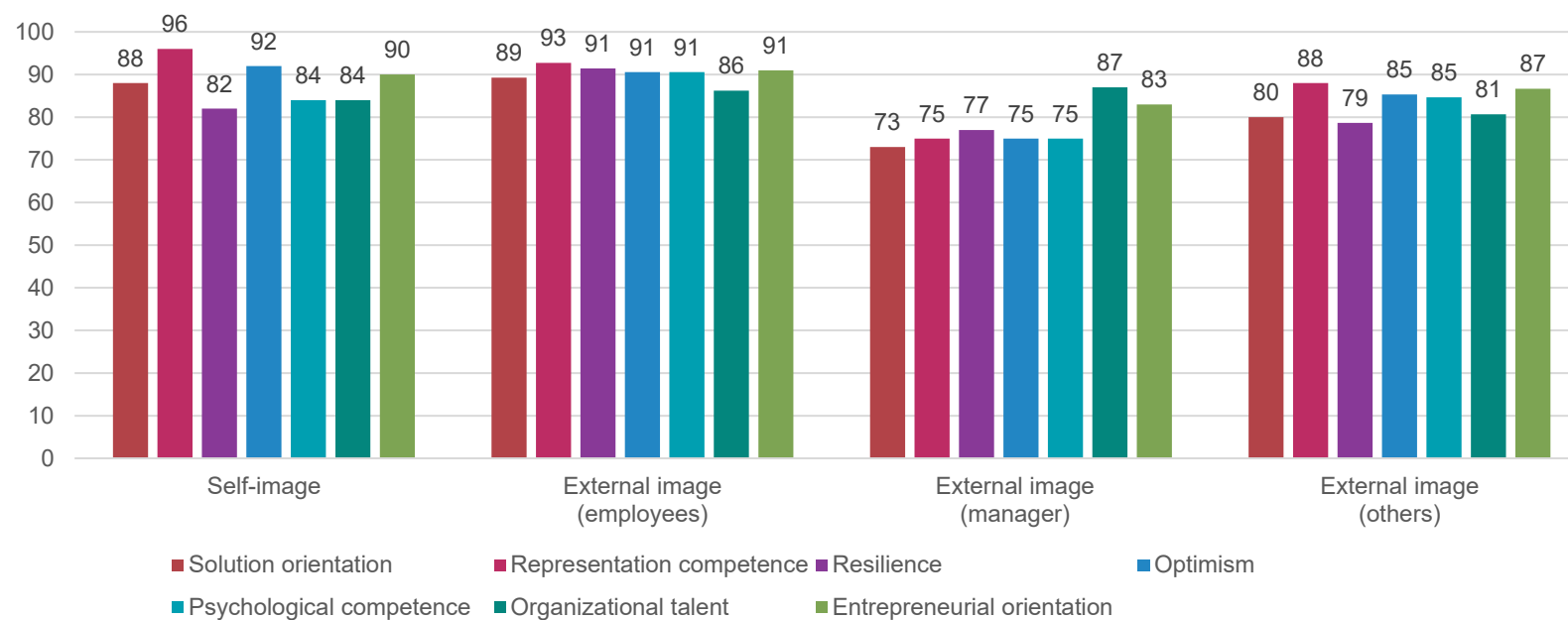


Overview of all mean values





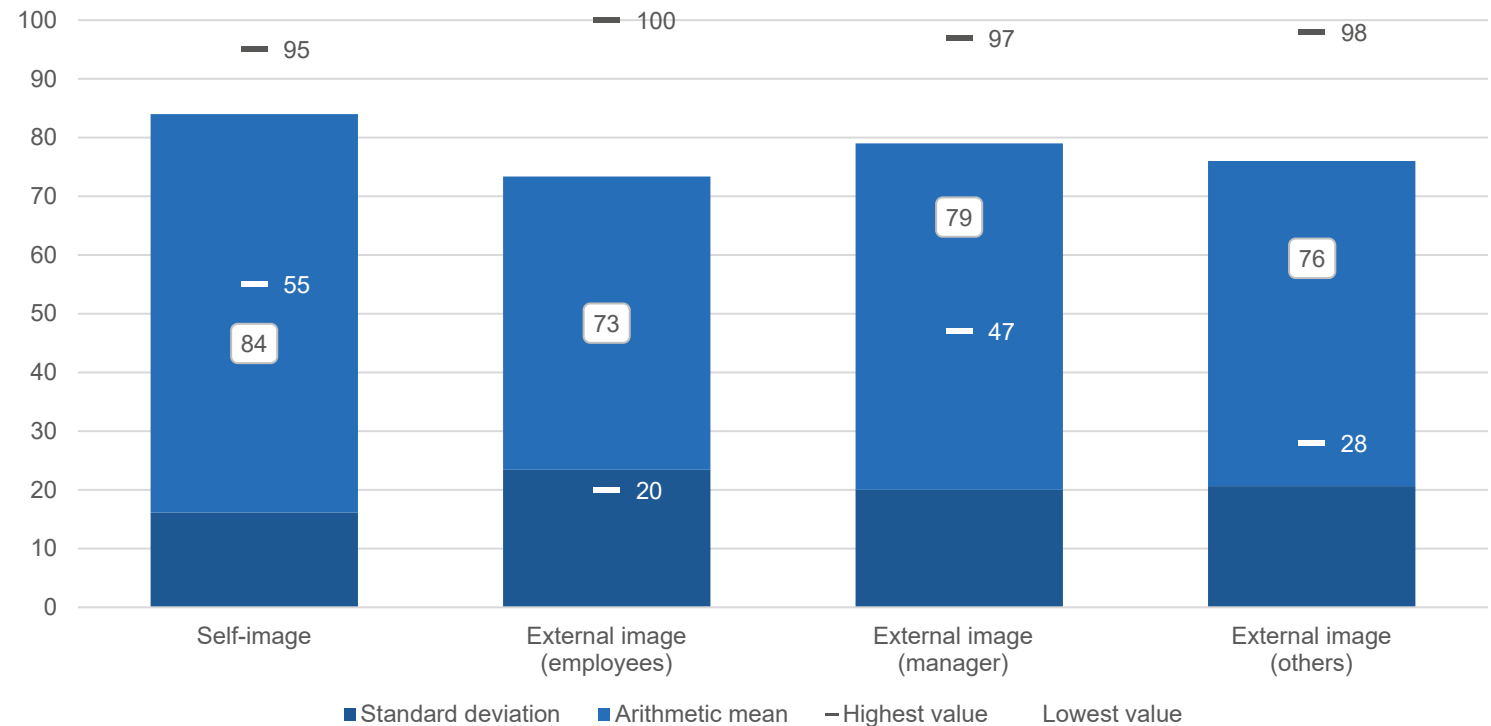
	Self-image	External image (employees)	External image (manager)	External image (others)
Solution orientation	78,00	81,08	78,33	71,33
Representation competence	80,67	88,32	84,33	79,67
Resilience	80,67	82,74	81,00	76,67
Optimism	83,33	88,97	85,67	81,89
Psychological competence	79,33	80,39	77,00	71,67
Organizational talent	74,00	77,83	79,67	79,56
Entrepreneurial orientation	82,00	81,72	81,00	71,78



	Self-image	External image (employees)	External image (manager)	External image (others)
Solution orientation	88,00	89,26	73,00	80,00
Representation competence	96,00	92,74	75,00	88,00
Resilience	82,00	91,43	77,00	78,67
Optimism	92,00	90,57	75,00	85,33
Psychological competence	84,00	90,57	75,00	84,67
Organizational talent	84,00	86,22	87,00	80,67
Entrepreneurial orientation	90,00	91,00	83,00	86,67

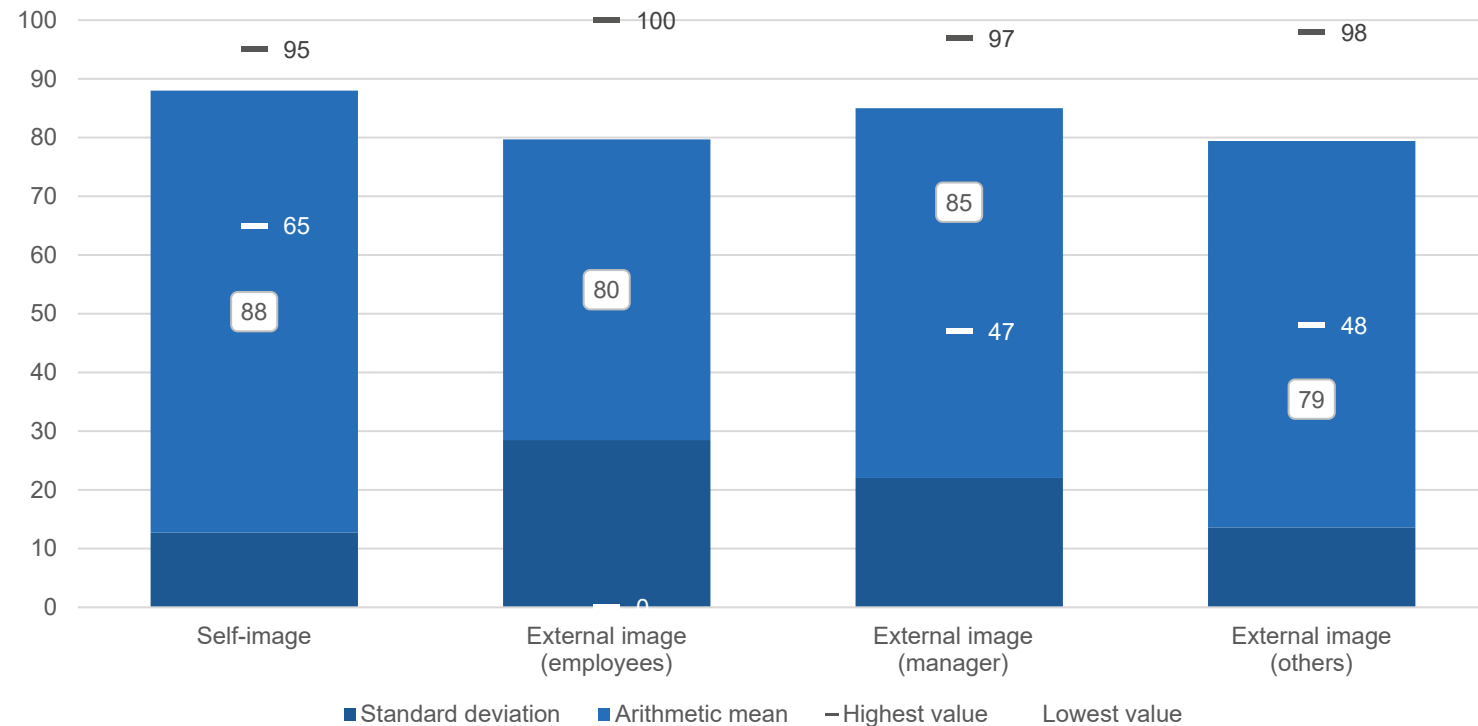
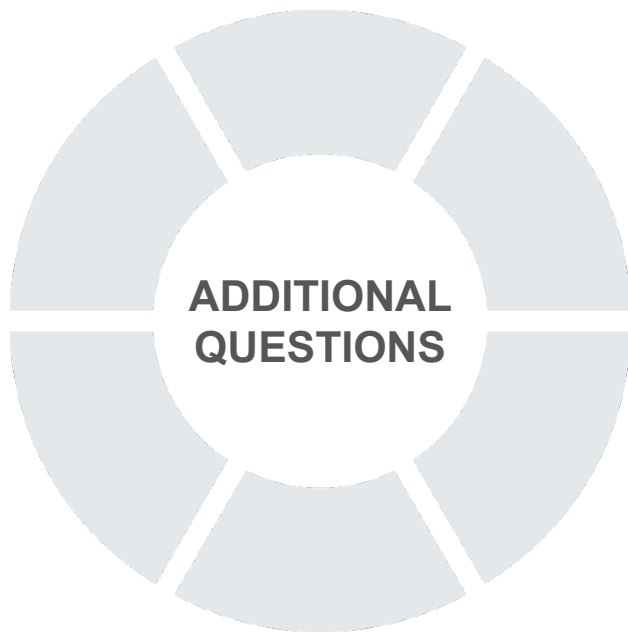


Additional questions



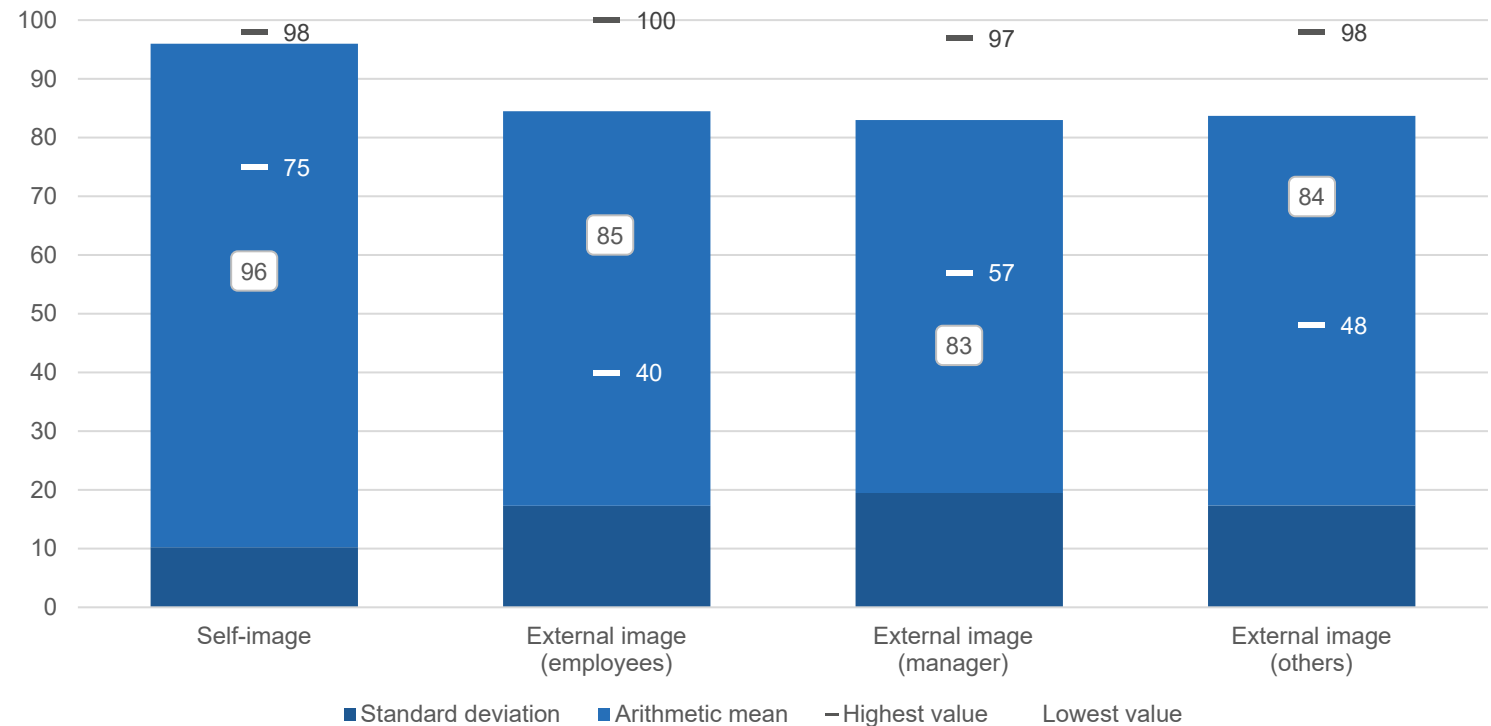
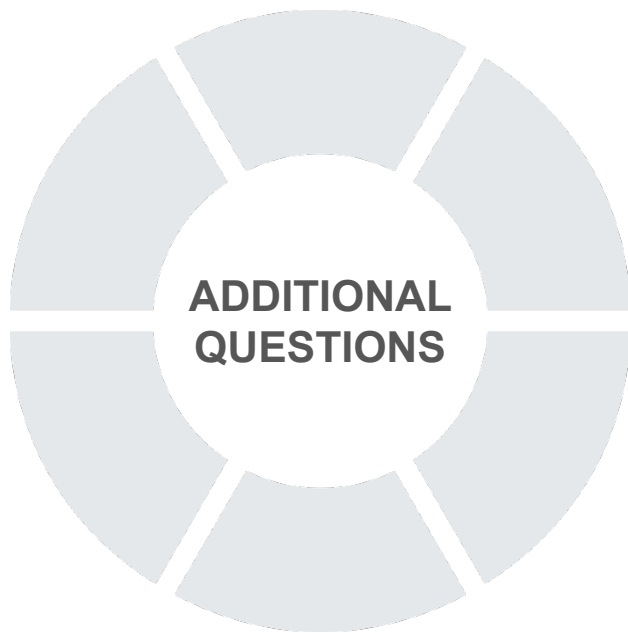
Is always predictable for his/her employees.

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	84,00	73,38	79,00	76,00
Standard deviation	16,13	23,41	20,01	20,65
Highest value	95,00	100,00	97,00	98,00
Lowest value	55,00	20,00	47,00	28,00



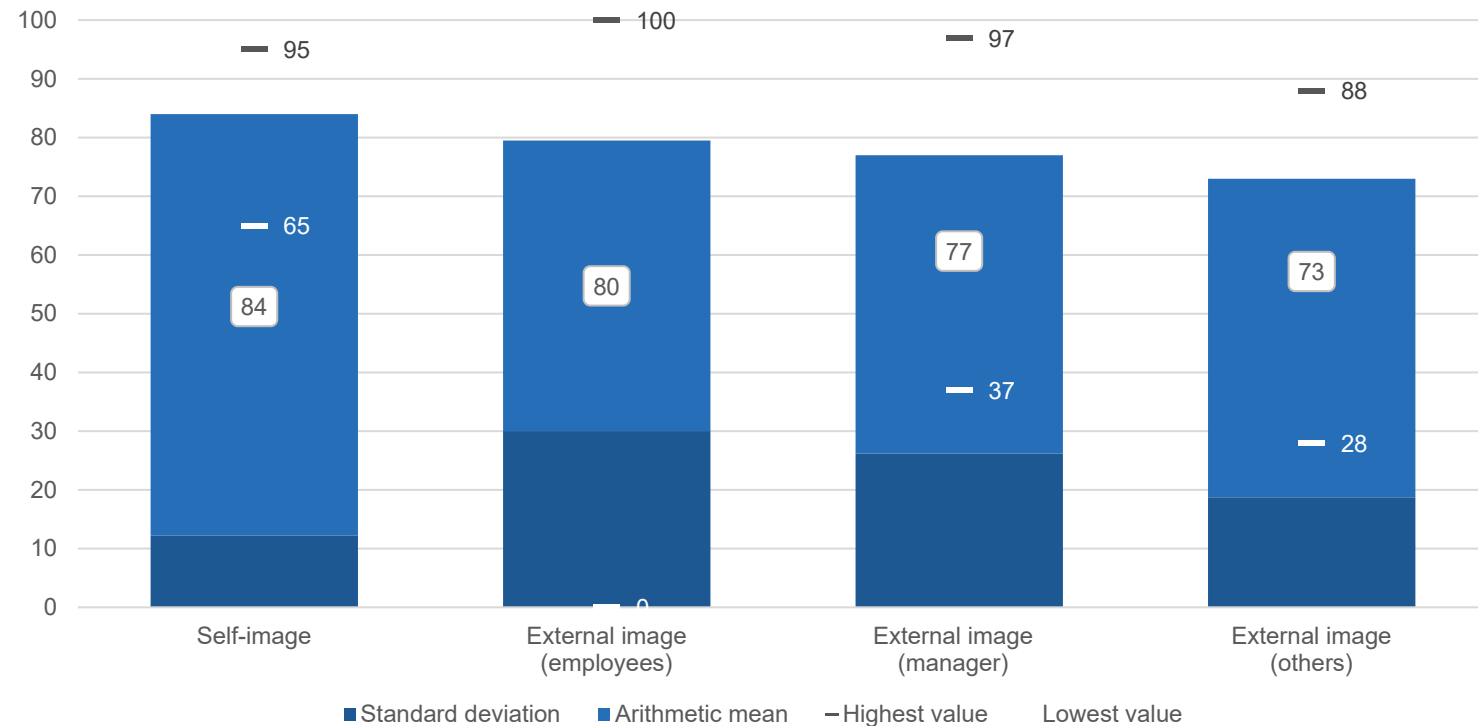
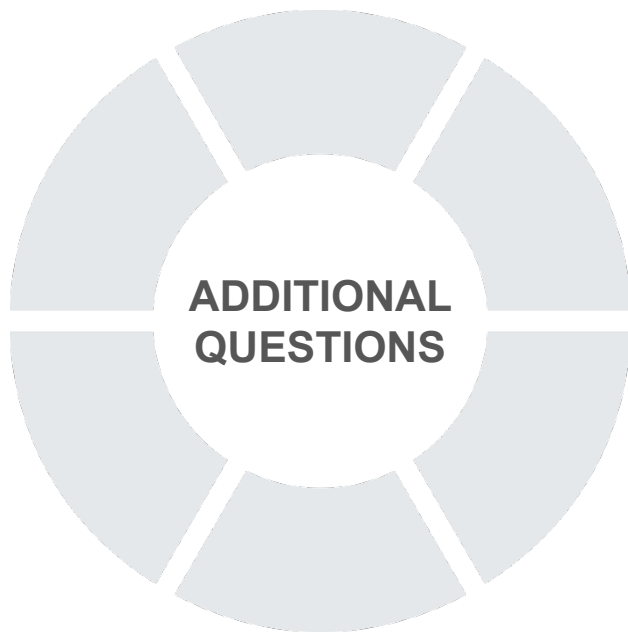
Always remains appreciative when criticizing his/her employees.

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	88,00	79,70	85,00	79,43
Standard deviation	12,70	28,49	22,04	13,62
Highest value	95,00	100,00	97,00	98,00
Lowest value	65,00	0,00	47,00	48,00



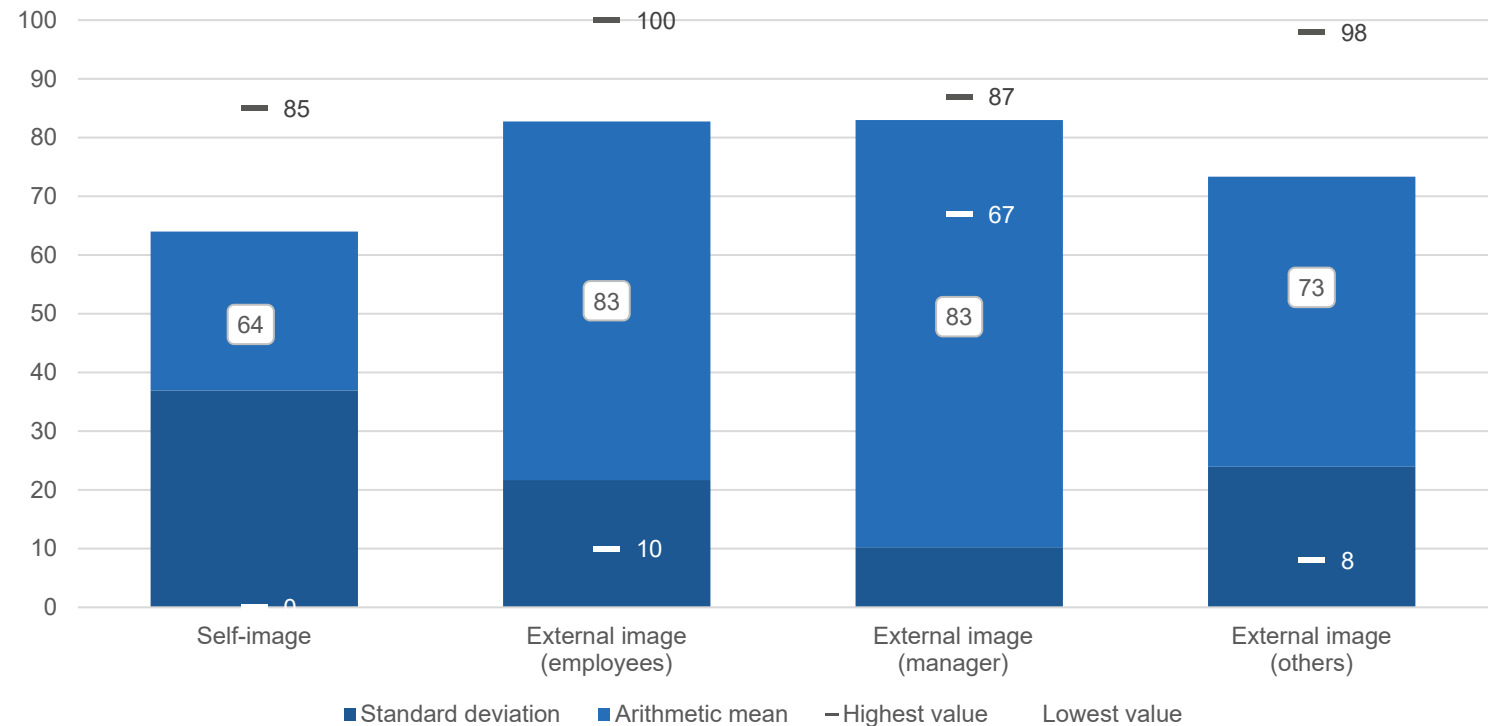
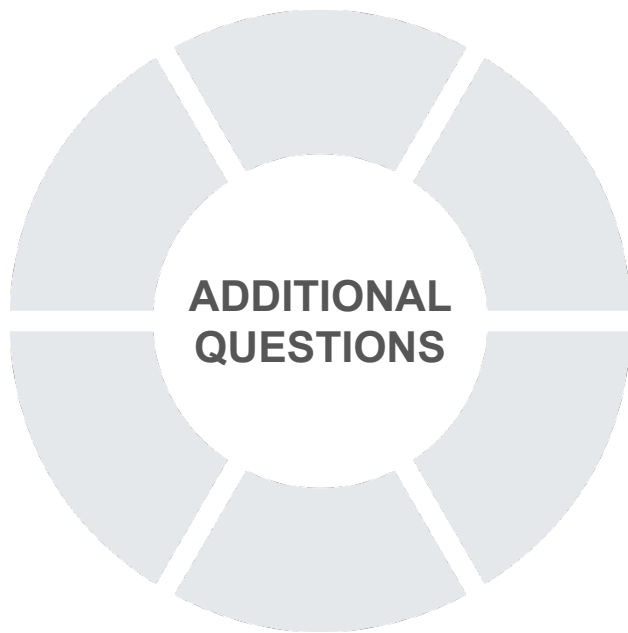
Sees it as his/her job to be a good role model for the employees.

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	96,00	84,50	83,00	83,71
Standard deviation	10,24	17,29	19,47	17,34
Highest value	98,00	100,00	97,00	98,00
Lowest value	75,00	40,00	57,00	48,00



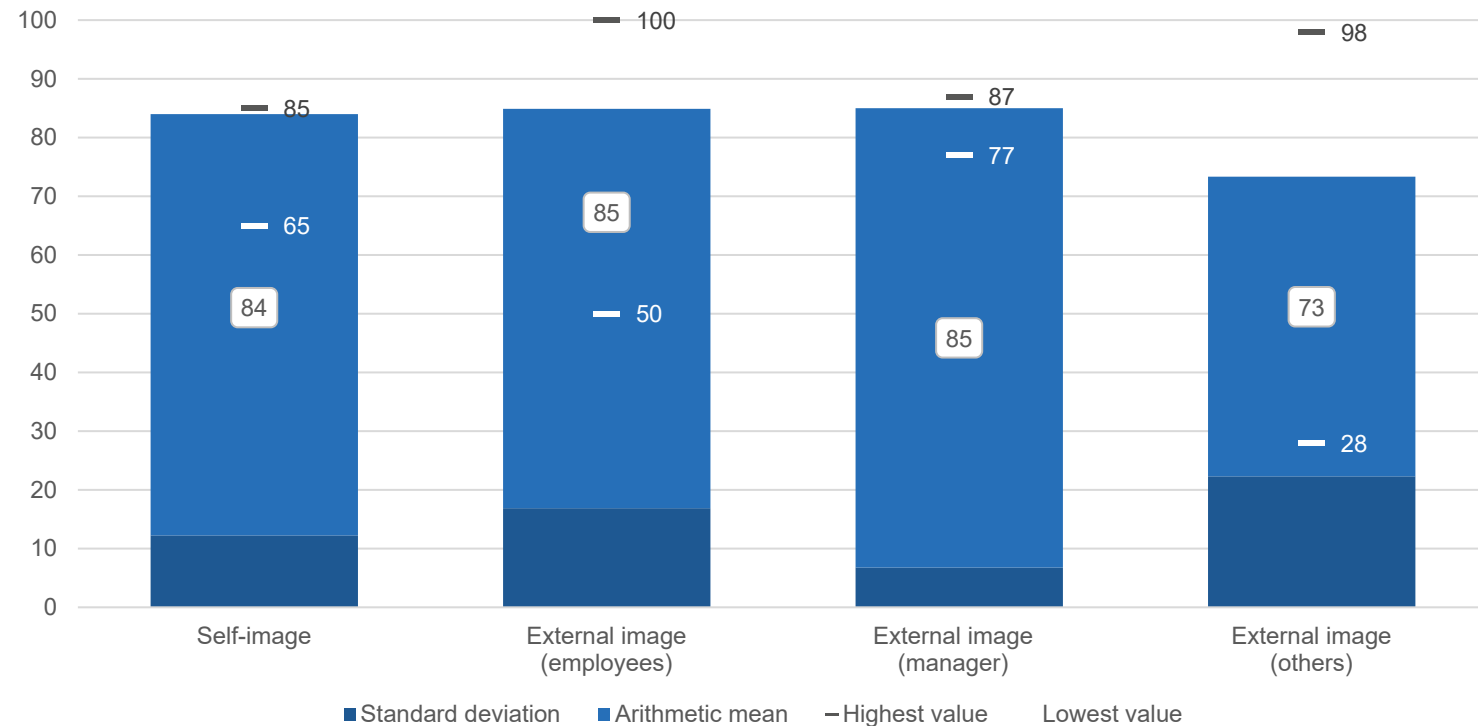
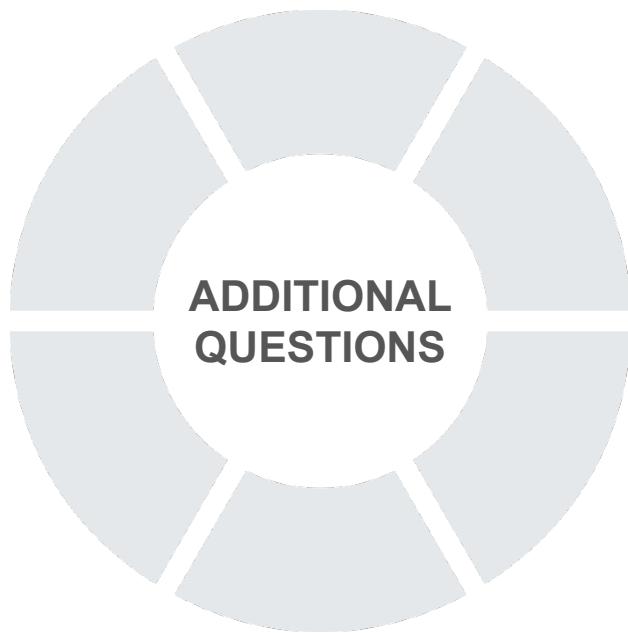
Adheres to rules that he/she demands from the employees.

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	84,00	79,50	77,00	73,00
Standard deviation	12,25	30,00	26,20	18,73
Highest value	95,00	100,00	97,00	88,00
Lowest value	65,00	0,00	37,00	28,00



Looks for a solution rather than for the guilty parties.

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	64,00	82,74	83,00	73,33
Standard deviation	36,94	21,67	10,24	23,94
Highest value	85,00	100,00	87,00	98,00
Lowest value	0,00	10,00	67,00	8,00

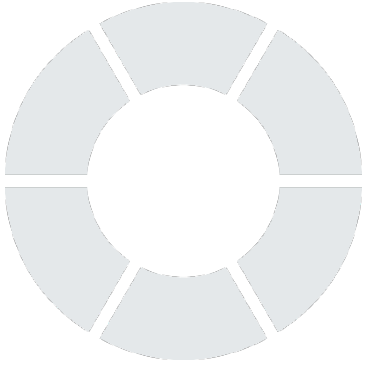


Always has an open ear for his/her employees.

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	84,00	84,91	85,00	73,33
Standard deviation	12,25	16,89	6,78	22,30
Highest value	85,00	100,00	87,00	98,00
Lowest value	65,00	50,00	77,00	28,00



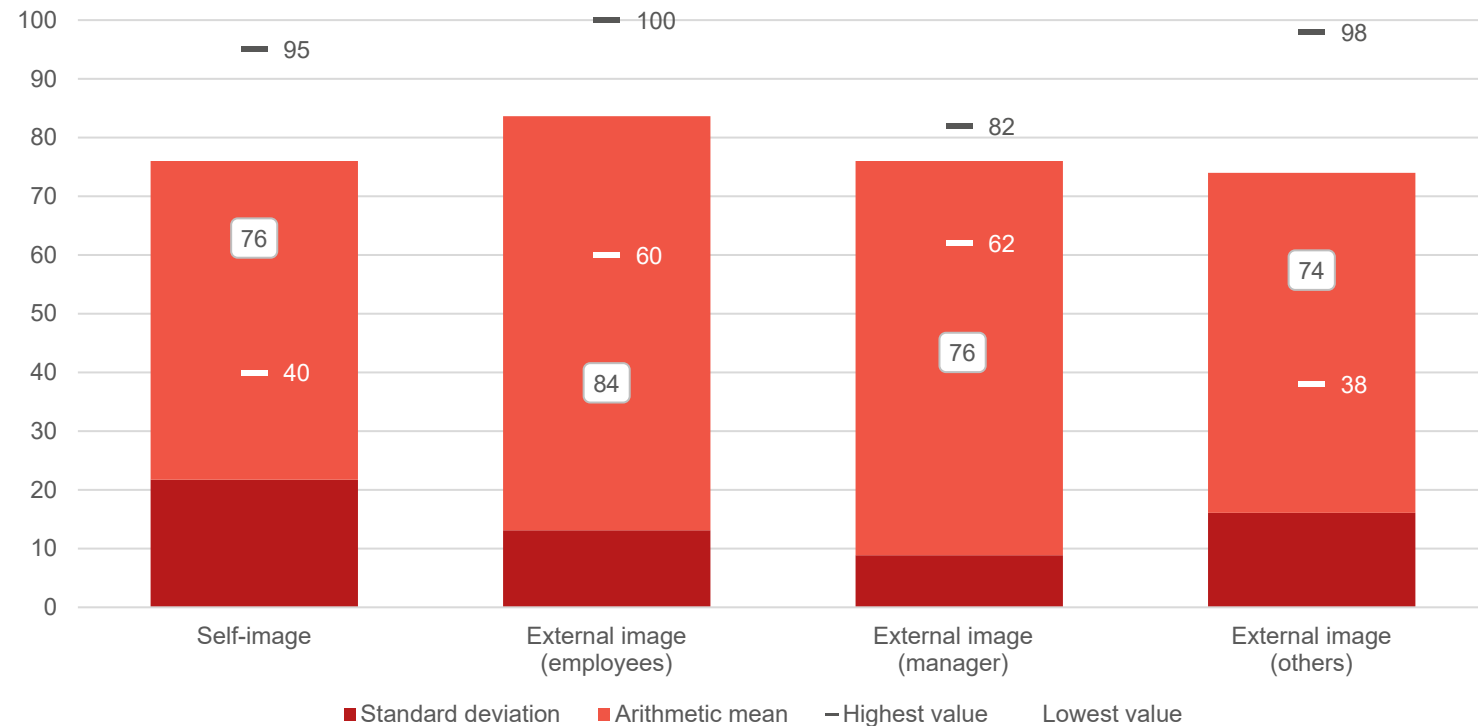
Career-promoting behavior



Career-promoting behavior

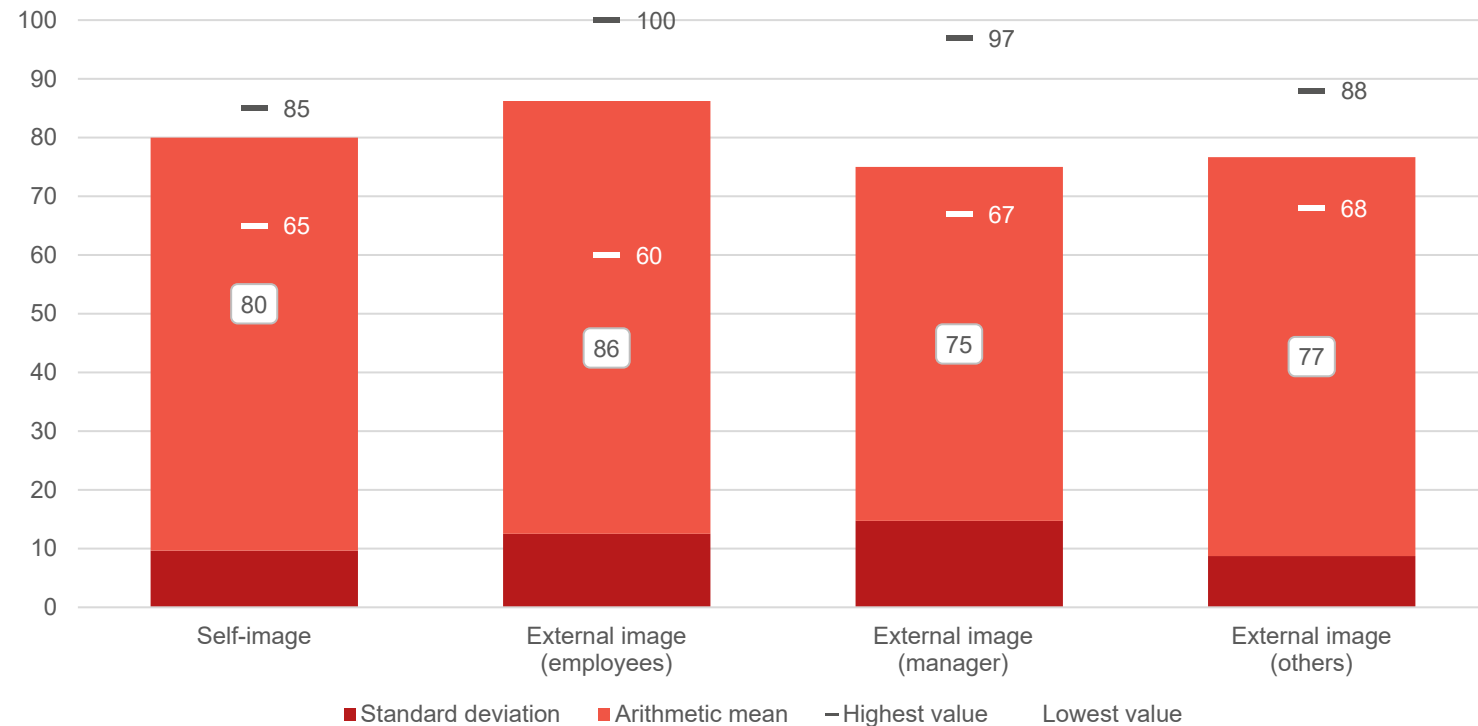
Flexibility

Flexible people find it easy to adapt to new work environments and are good at adjusting to changing demands at work.



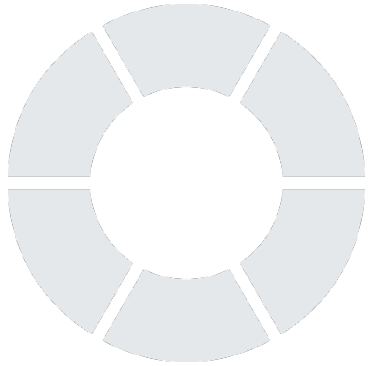
Flexibility

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	76,00	83,63	76,00	74,00
Standard deviation	21,73	13,13	8,88	16,08
Highest value	95,00	100,00	82,00	98,00
Lowest value	40,00	60,00	62,00	38,00
Benchmark comparison	84,26	80,72	77,88	80,08



Flexibility

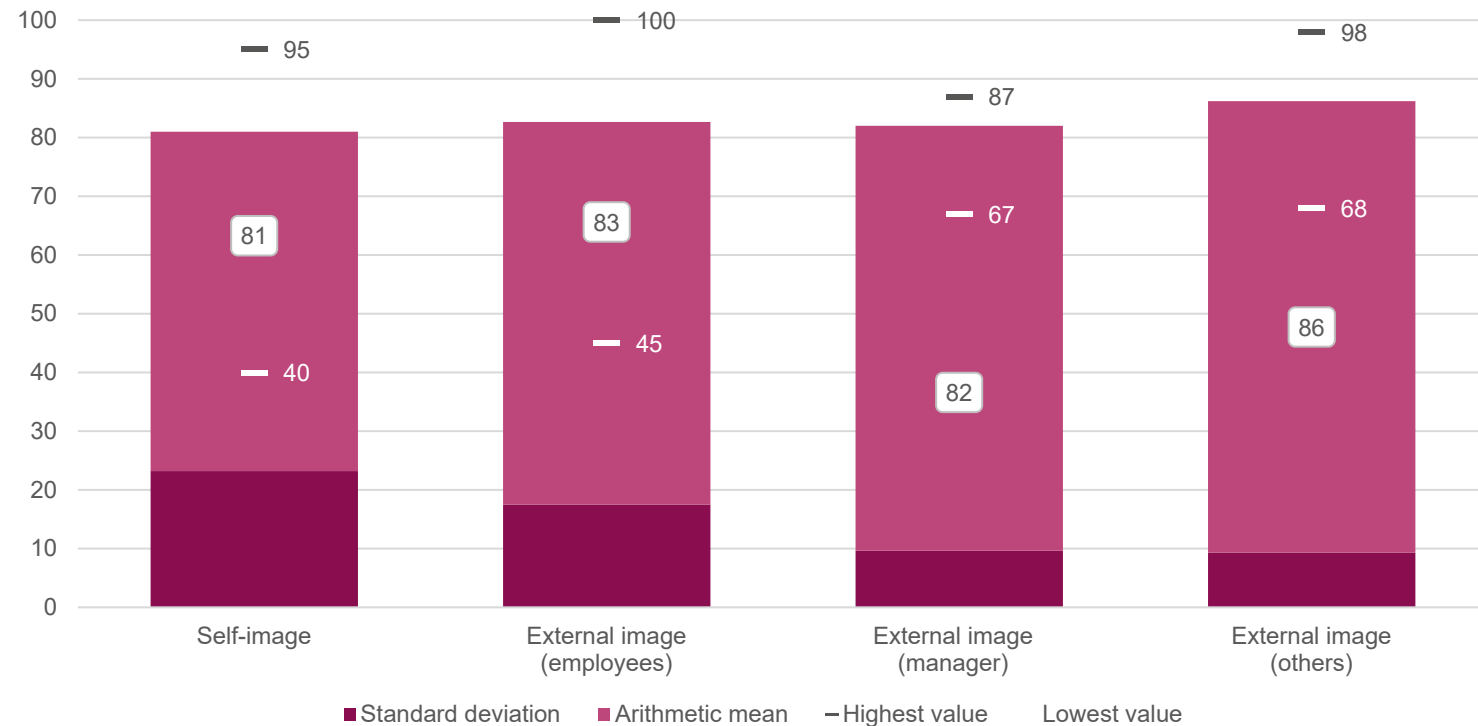
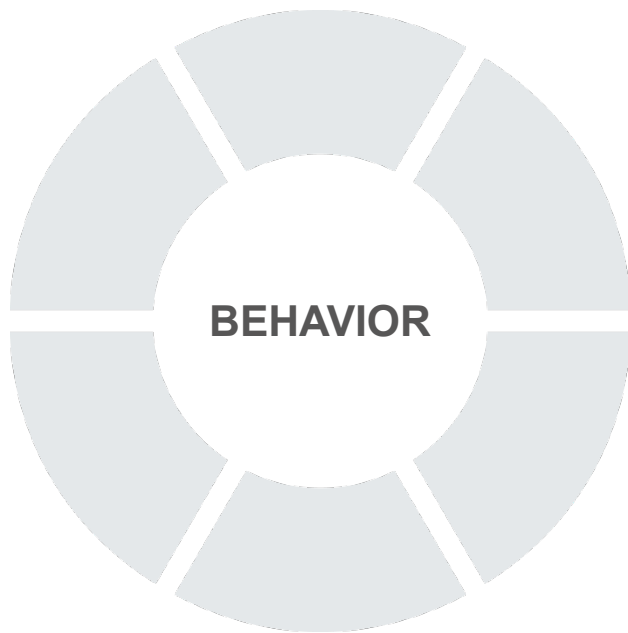
	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	80,00	86,22	75,00	76,67
Standard deviation	9,67	12,53	14,72	8,73
Highest value	85,00	100,00	97,00	88,00
Lowest value	65,00	60,00	67,00	68,00



Career-promoting behavior

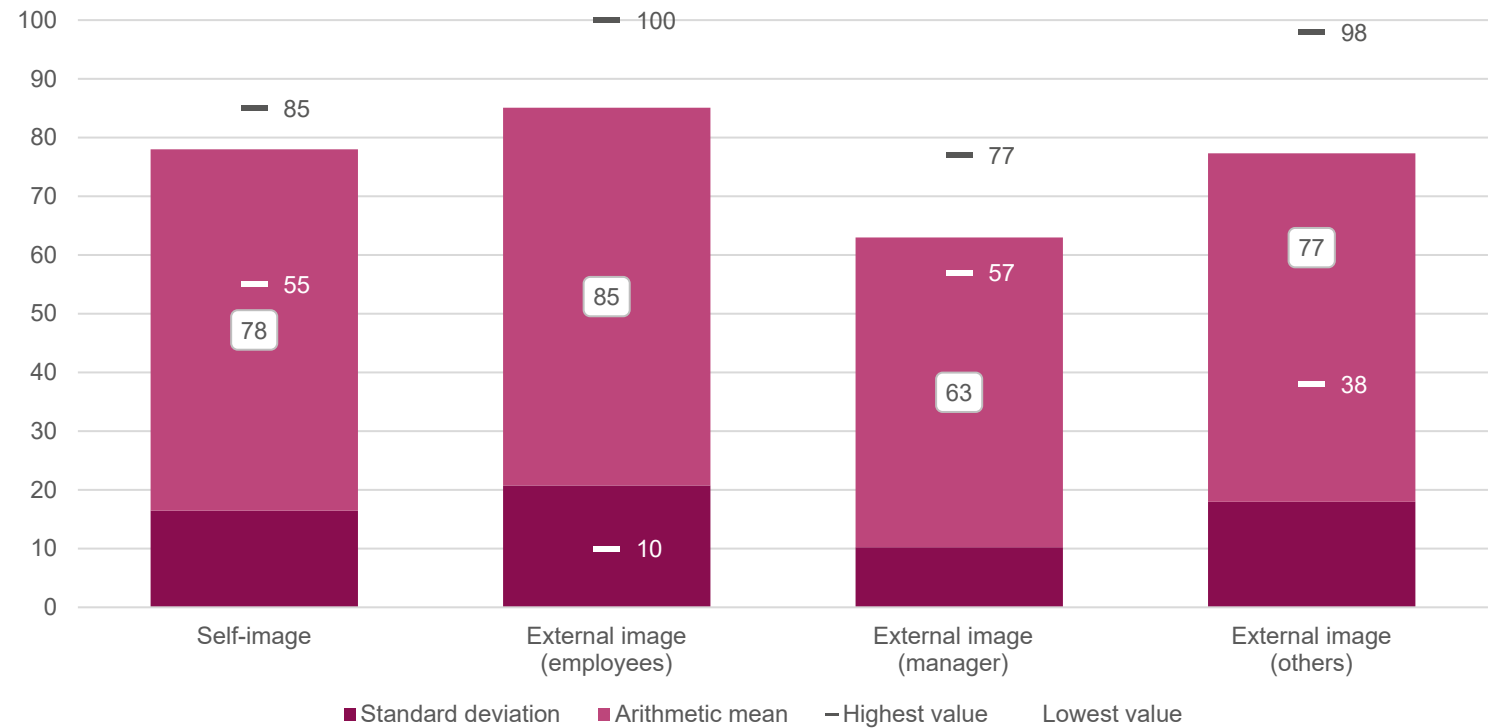
Target orientation

This orientation describes how easy it is for a manager to set professional goals and how easy it is for them to plan their careers according to their own abilities.



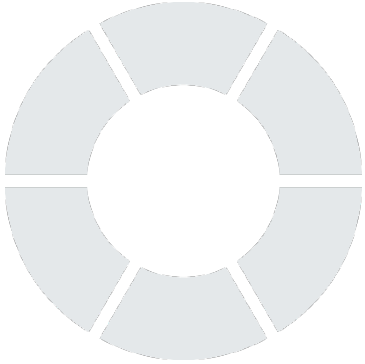
Target orientation

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	81,00	82,67	82,00	86,21
Standard deviation	23,21	17,48	9,67	9,29
Highest value	95,00	100,00	87,00	98,00
Lowest value	40,00	45,00	67,00	68,00
Benchmark comparison	75,93	83,03	75,15	81,39



Target orientation

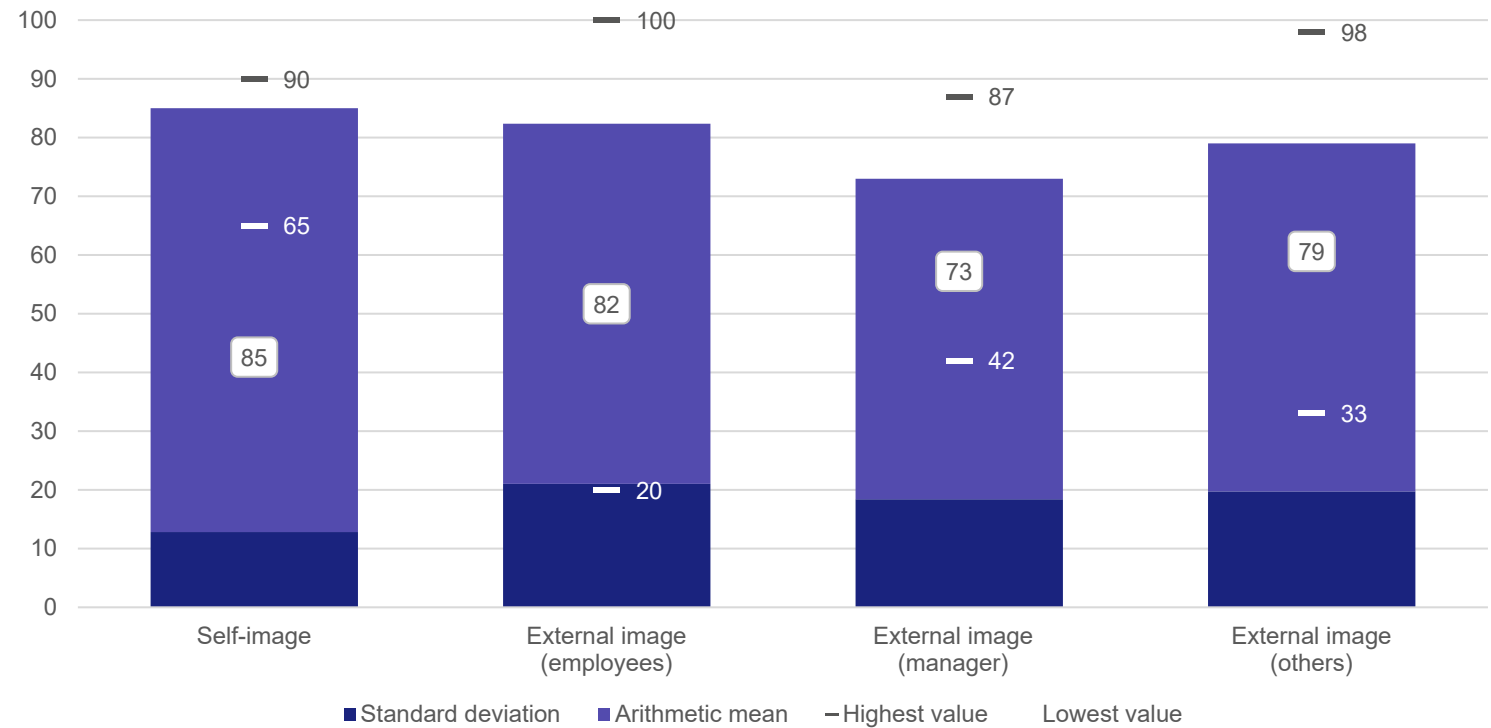
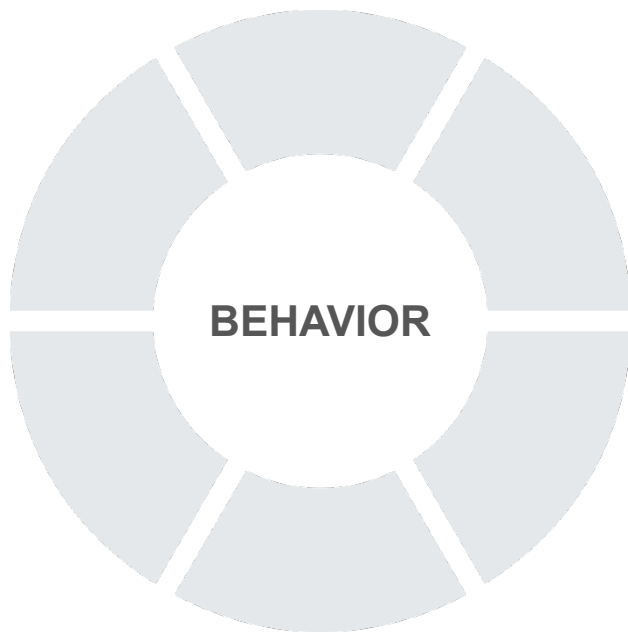
	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	78,00	85,09	63,00	77,33
Standard deviation	16,47	20,74	10,24	17,98
Highest value	85,00	100,00	77,00	98,00
Lowest value	55,00	10,00	57,00	38,00



Career-promoting behavior

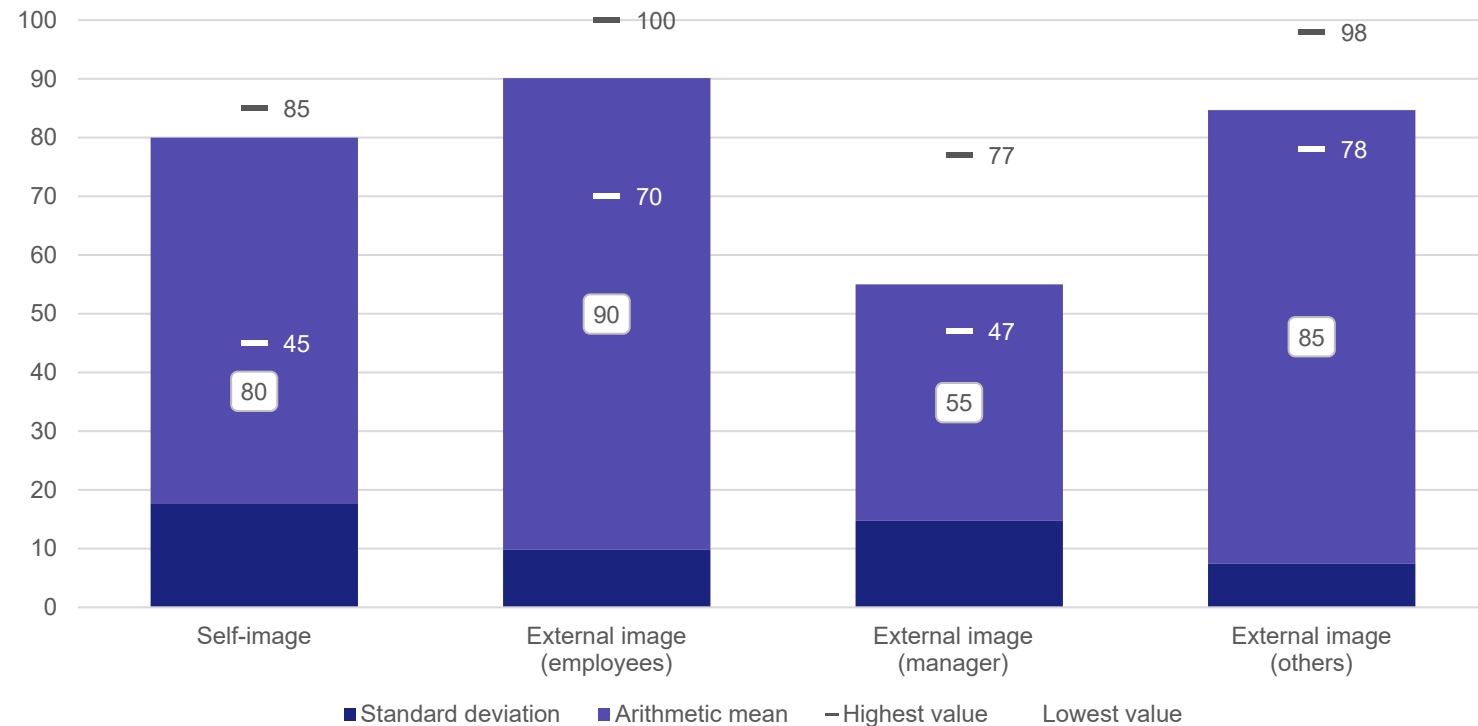
Confidence

Confident people are not easily troubled or discouraged and do not give up easily when things go wrong.



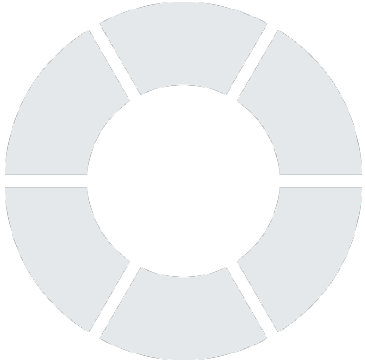
Confidence

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	85,00	82,36	73,00	79,00
Standard deviation	12,81	21,01	18,40	19,74
Highest value	90,00	100,00	87,00	98,00
Lowest value	65,00	20,00	42,00	33,00
Benchmark comparison	78,33	82,94	72,27	77,85



Confidence

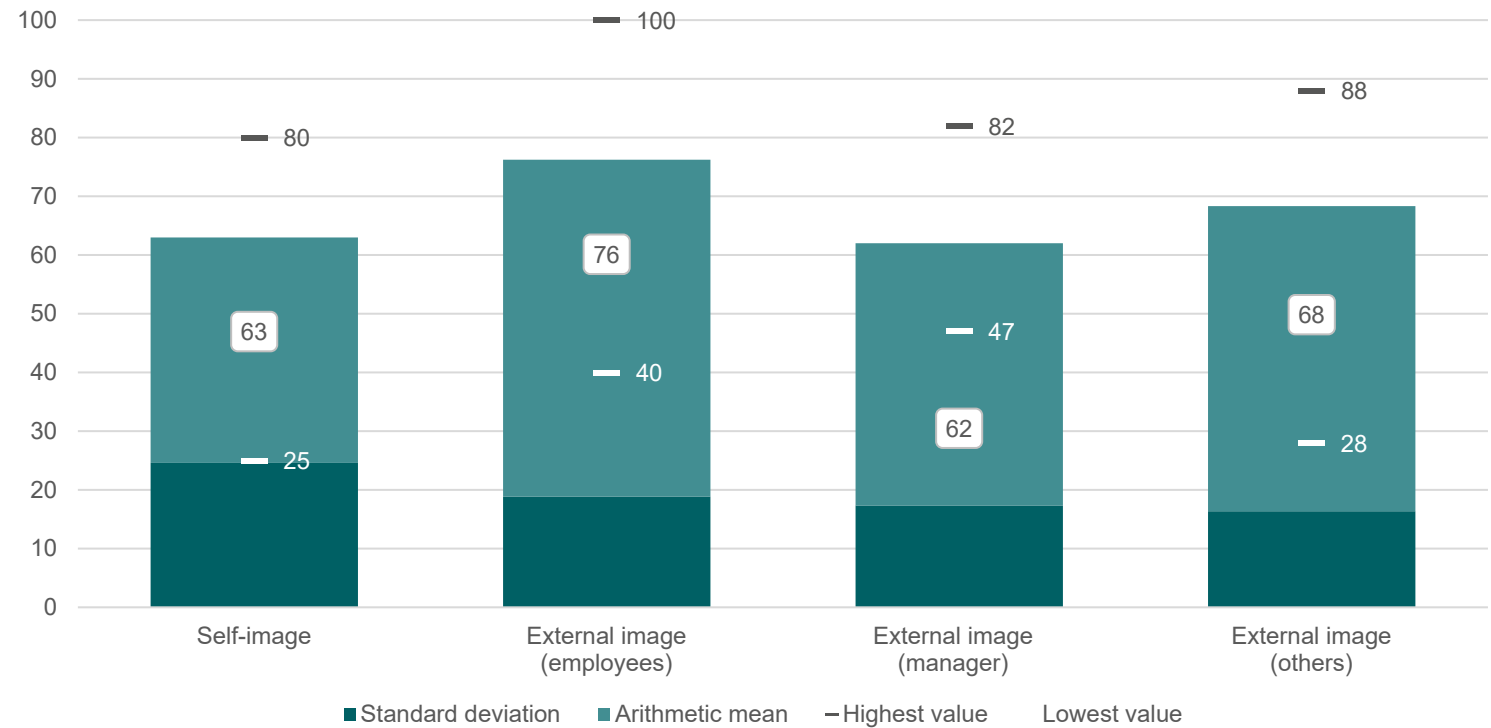
	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	80,00	90,13	55,00	84,67
Standard deviation	17,73	9,78	14,72	7,47
Highest value	85,00	100,00	77,00	98,00
Lowest value	45,00	70,00	47,00	78,00



Career-promoting behavior

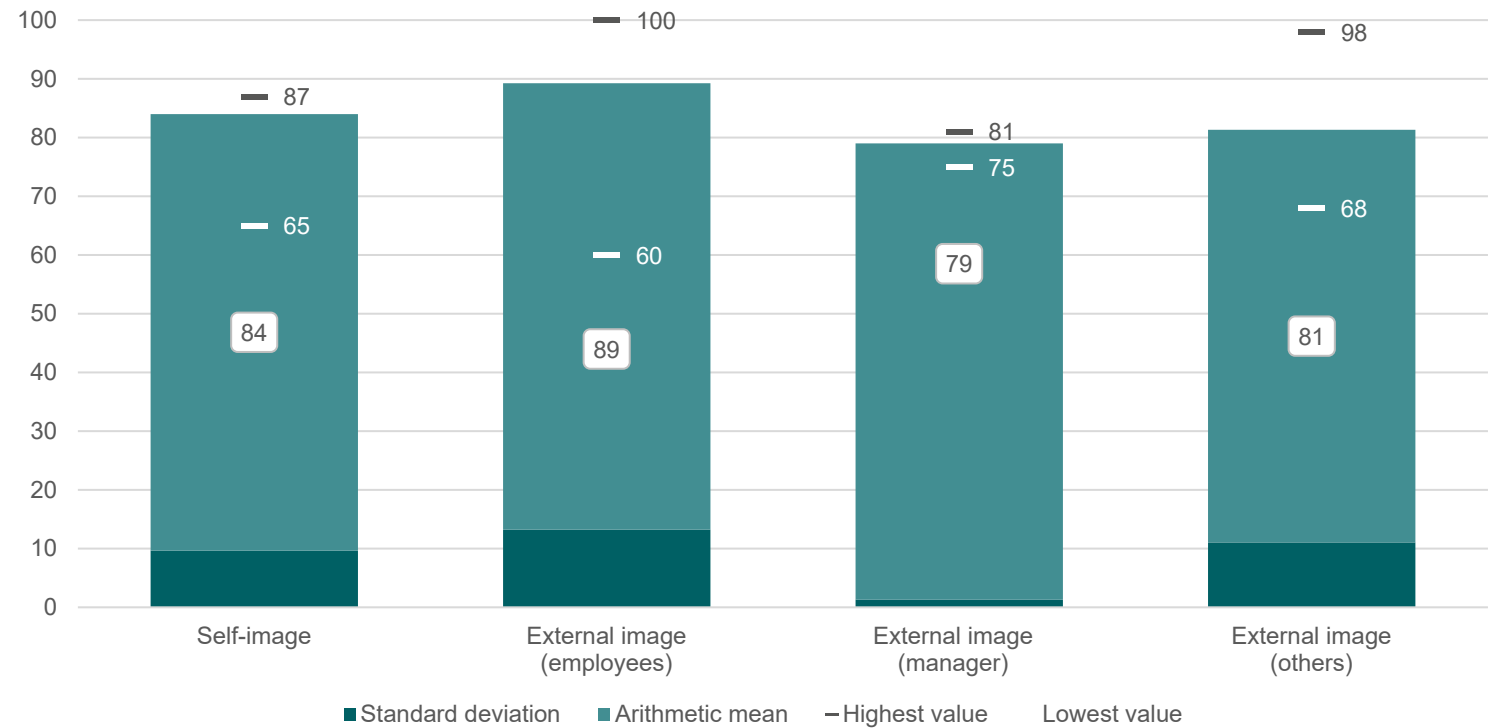
Assertiveness

This aspect describes how easy it is for a manager to convince others of his or her viewpoint and how well he or she succeeds in winning others over to his or her position in disputes.



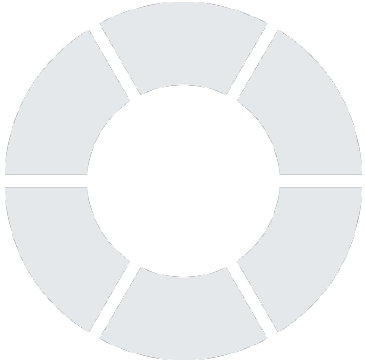
Assertiveness

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	63,00	76,24	62,00	68,33
Standard deviation	24,59	18,87	17,35	16,36
Highest value	80,00	100,00	82,00	88,00
Lowest value	25,00	40,00	47,00	28,00
Benchmark comparison	64,63	67,57	60,62	66,86



Assertiveness

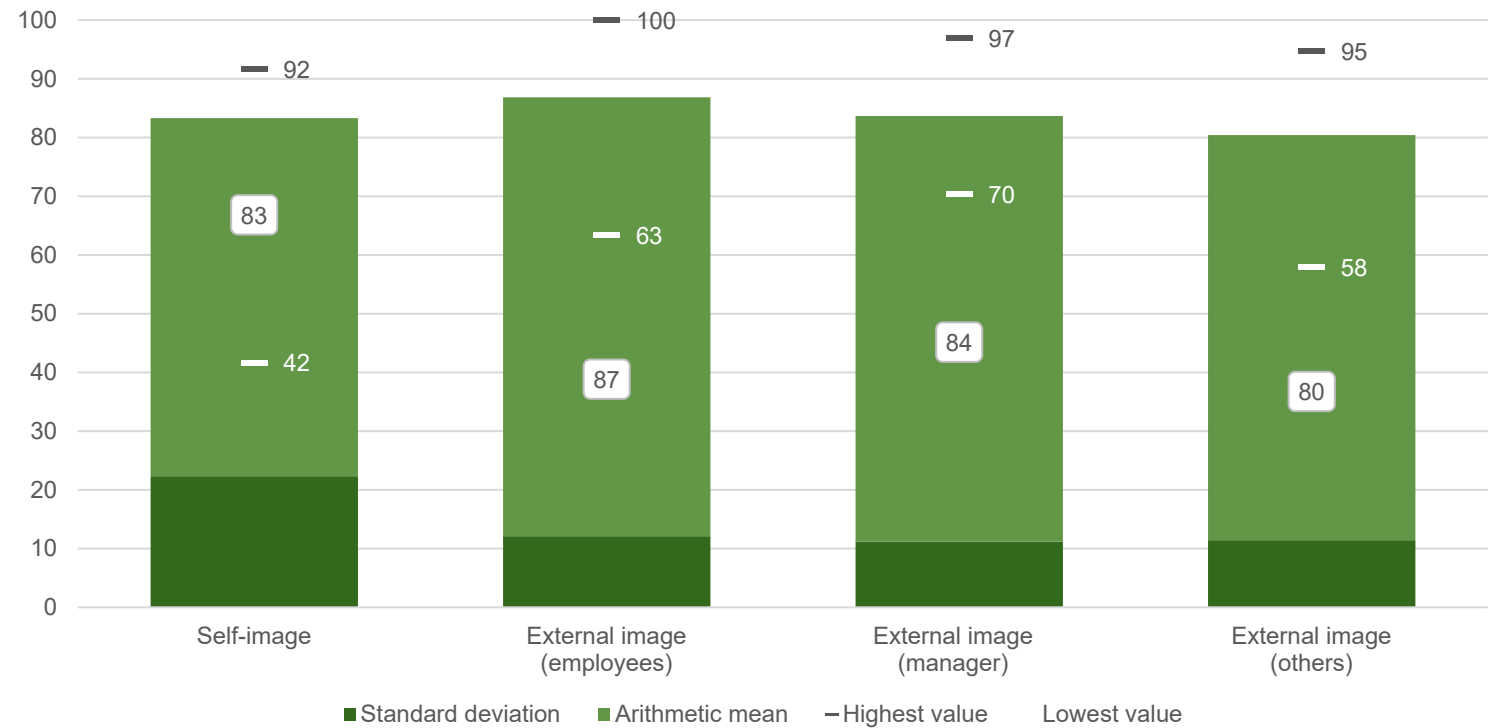
	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	84,00	89,26	79,00	81,33
Standard deviation	9,67	13,23	1,30	11,06
Highest value	87,00	100,00	81,00	98,00
Lowest value	65,00	60,00	75,00	68,00



Career-promoting behavior

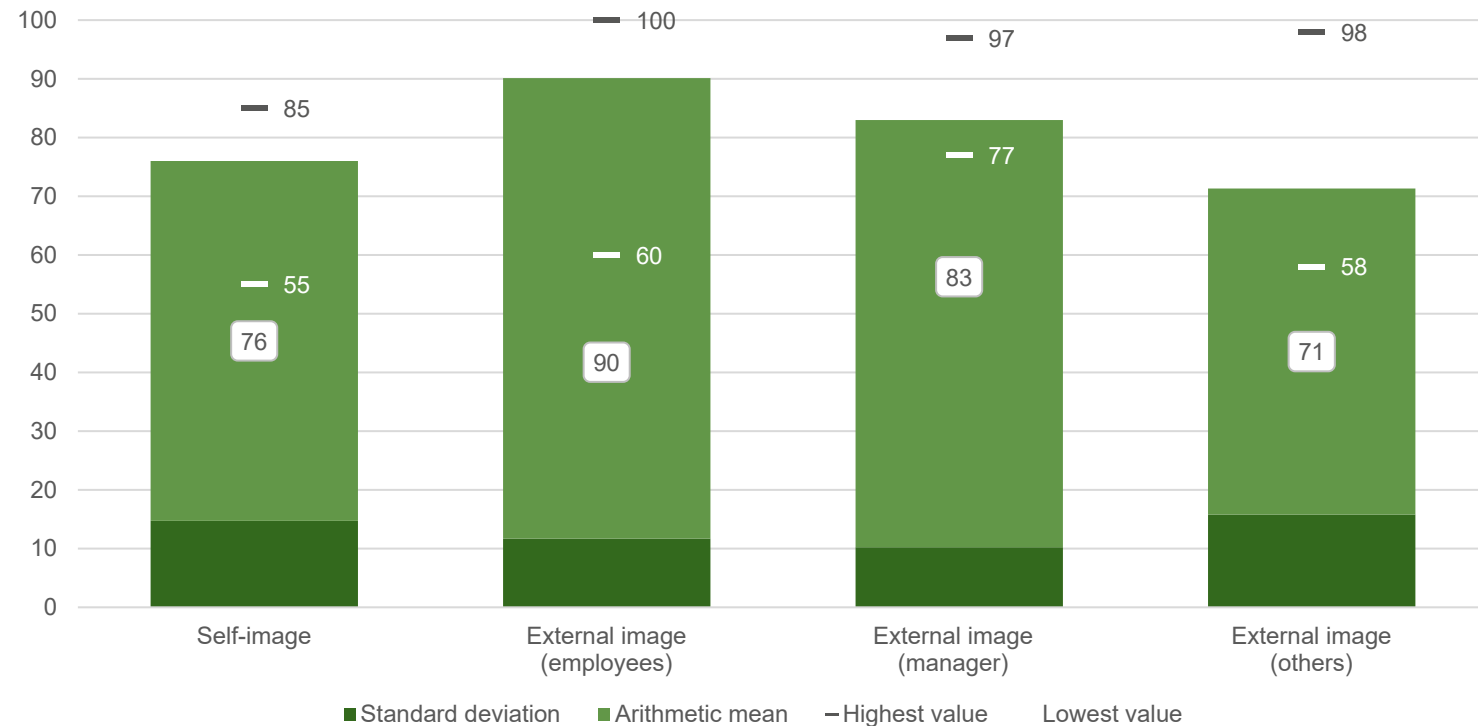
Corporate political skills

Managers with this competence have learned what makes their own company tick on the inside, they have a good grasp of in-house company policy and are good at assessing which people in the company are really important for getting a task done well.



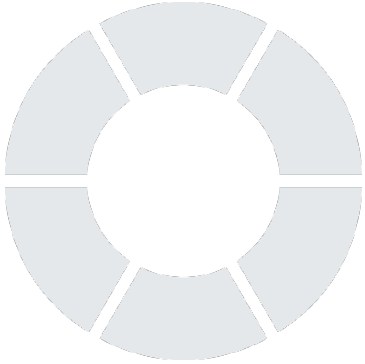
Corporate political skills

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	83,33	86,87	83,67	80,44
Standard deviation	22,33	12,12	11,19	11,42
Highest value	91,67	100,00	97,00	94,67
Lowest value	41,67	63,33	70,33	58,00
Benchmark comparison	75,43	80,03	72,88	78,19



Corporate political skills

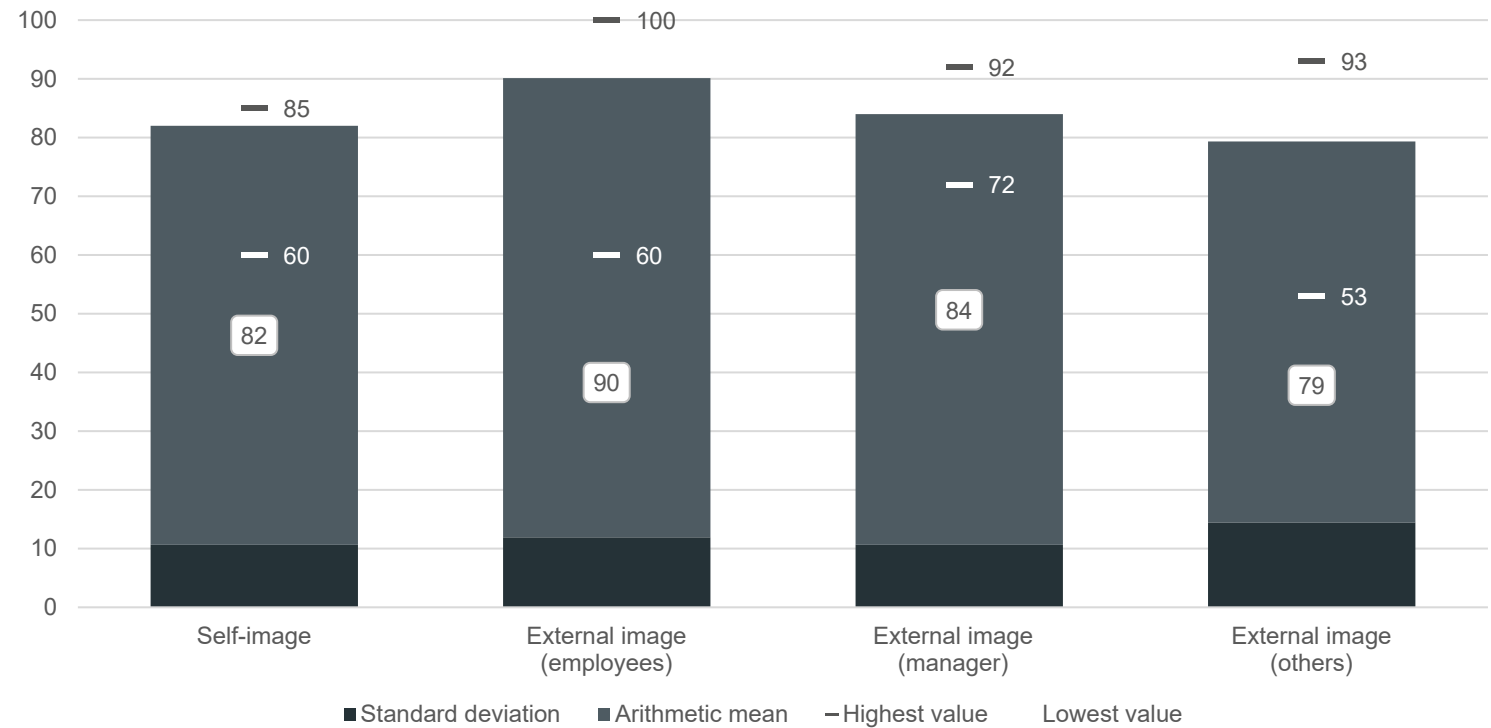
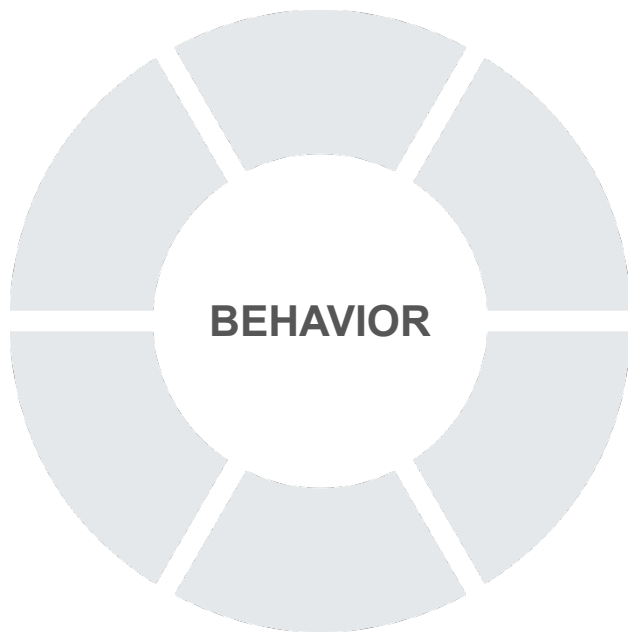
	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	76,00	90,13	83,00	71,33
Standard deviation	14,72	11,71	10,24	15,78
Highest value	85,00	100,00	97,00	98,00
Lowest value	55,00	60,00	77,00	58,00



Career-promoting behavior

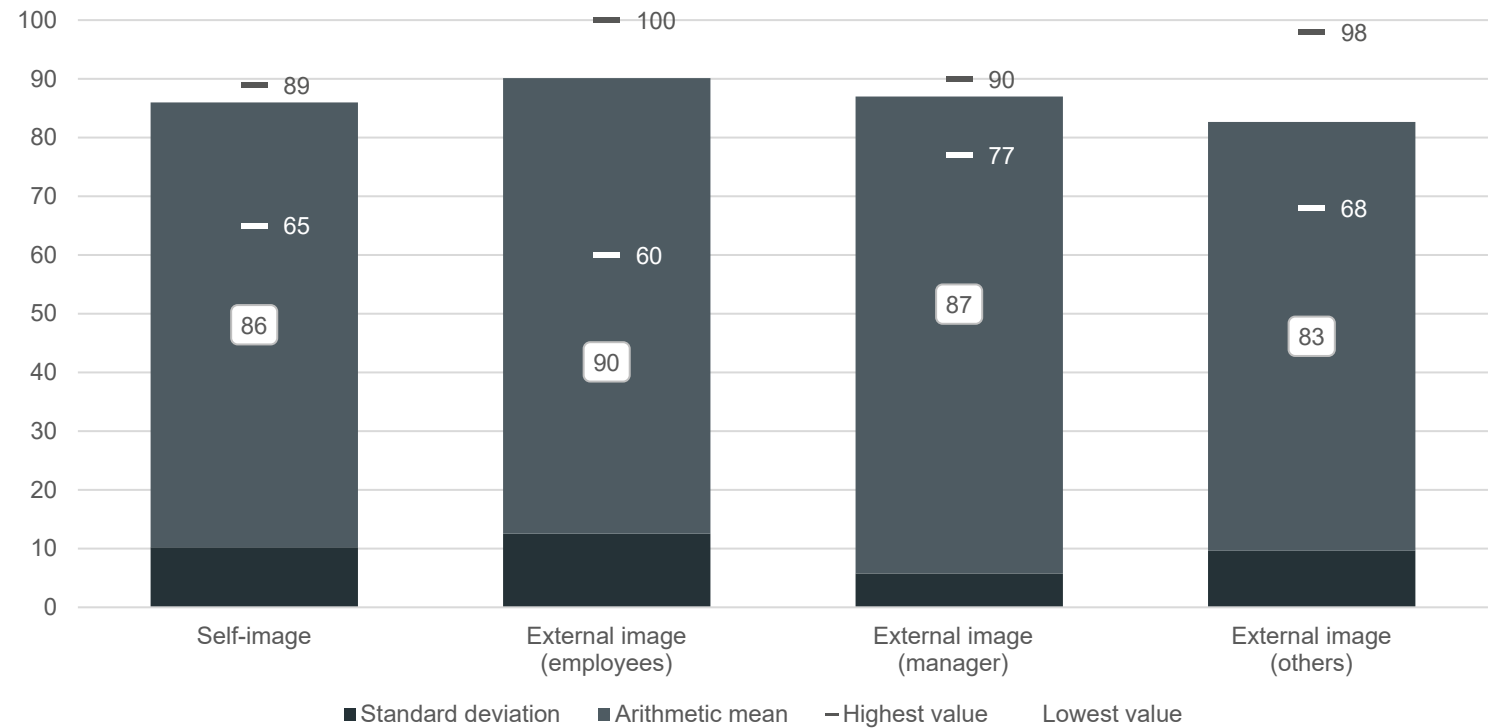
Doer - Quality

People with this trait describe themselves as quite active people and generally appear very confident to others.



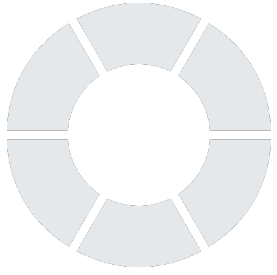
Doer - Quality

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	82,00	90,13	84,00	79,33
Standard deviation	10,65	11,92	10,65	14,46
Highest value	85,00	100,00	92,00	93,00
Lowest value	60,00	60,00	72,00	53,00
Benchmark comparison	79,26	86,71	81,67	83,82



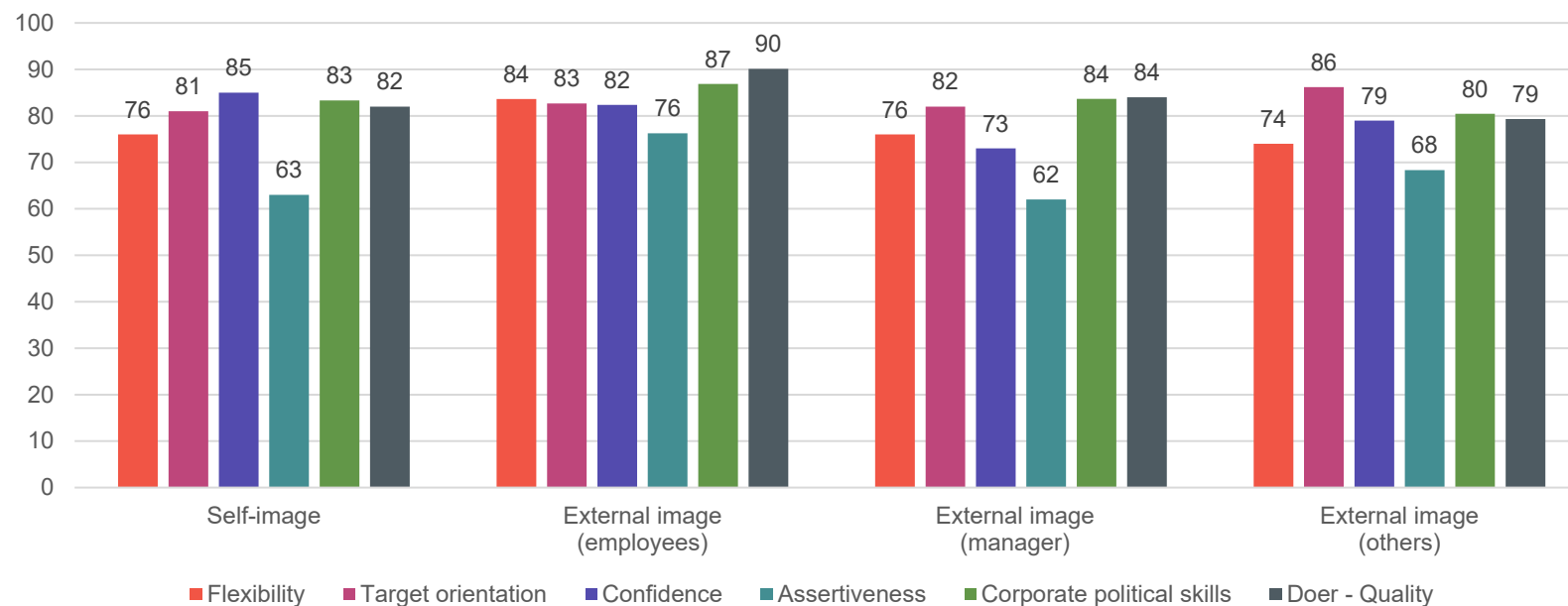
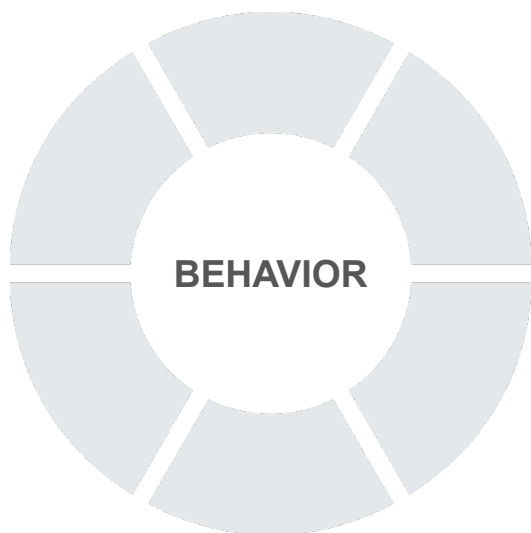
Doer - Quality

	Self-image	External image (employees)	External image (manager)	External image (others)
Arithmetic mean	86,00	90,13	87,00	82,67
Standard deviation	10,24	12,55	5,77	9,64
Highest value	89,00	100,00	90,00	98,00
Lowest value	65,00	60,00	77,00	68,00

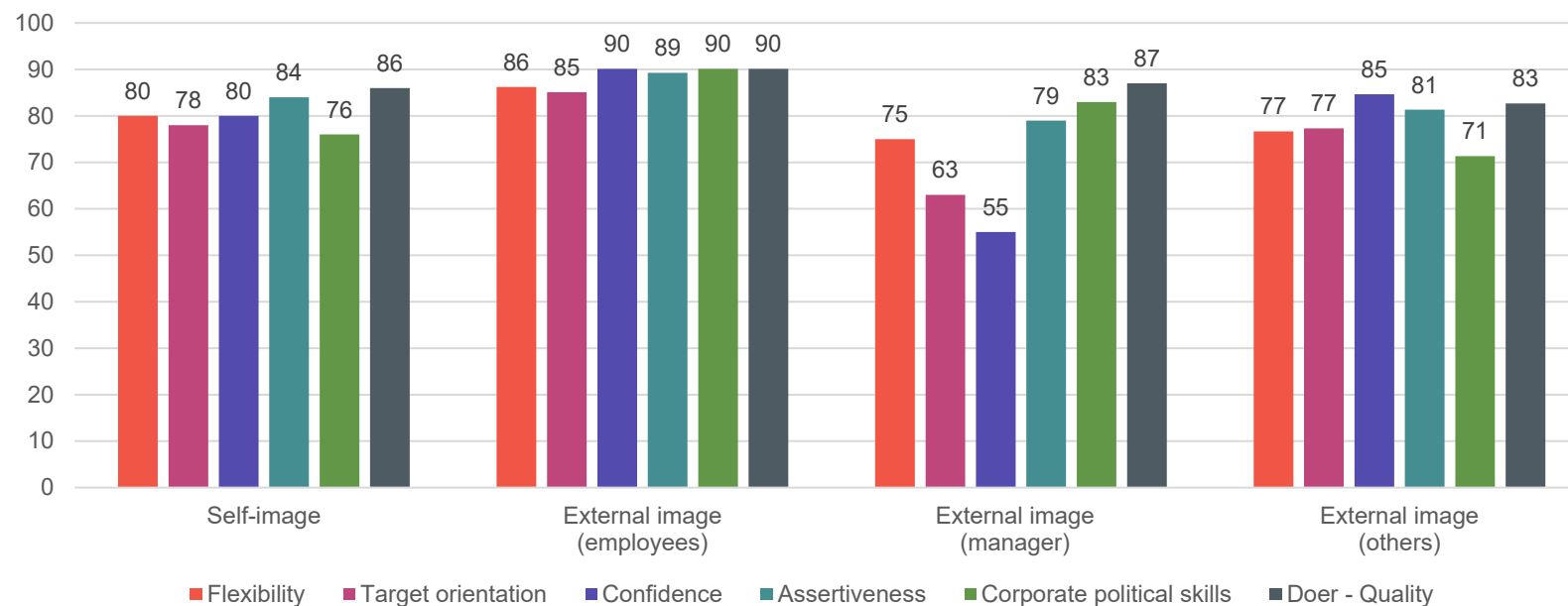


Overview of all mean values

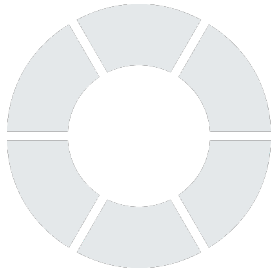




	Self-image	External image (employees)	External image (manager)	External image (others)
Flexibility	76,00	83,63	76,00	74,00
Target orientation	81,00	82,67	82,00	86,21
Confidence	85,00	82,36	73,00	79,00
Assertiveness	63,00	76,24	62,00	68,33
Corporate political skills	83,33	86,87	83,67	80,44
Doer - Quality	82,00	90,13	84,00	79,33

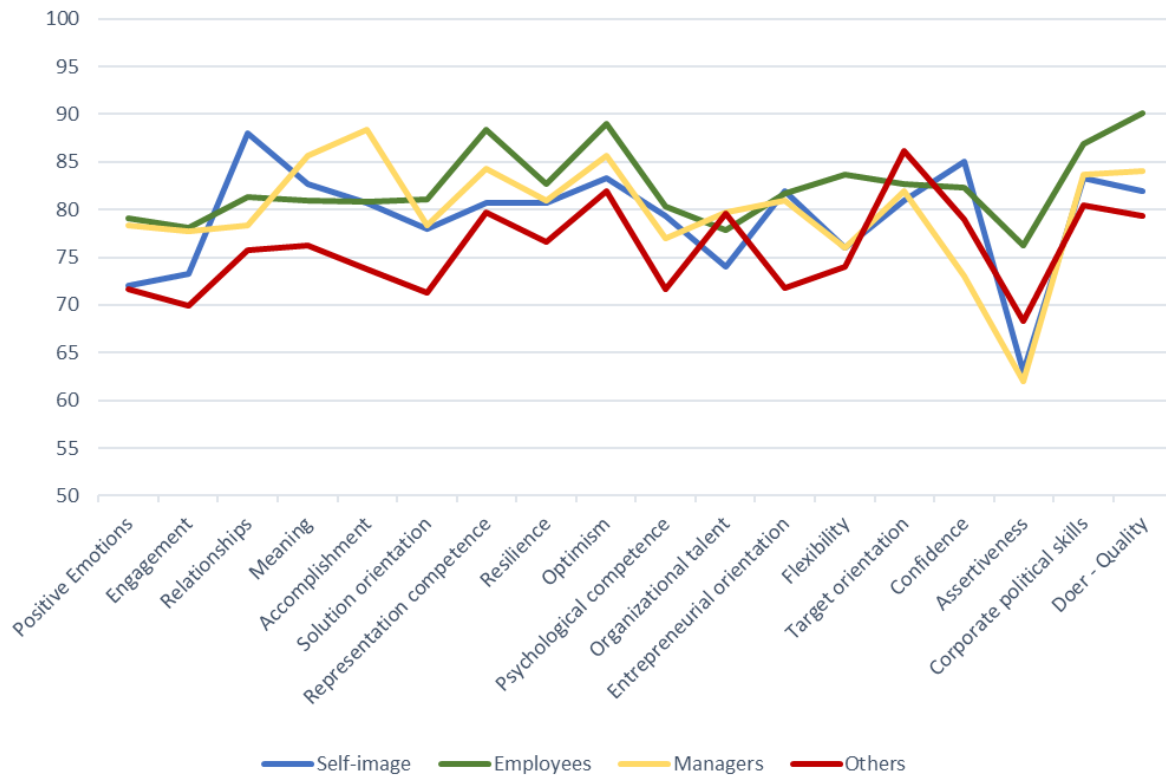


	Self-image	External image (employees)	External image (manager)	External image (others)
Flexibility	80,00	86,22	75,00	76,67
Target orientation	78,00	85,09	63,00	77,33
Confidence	80,00	90,13	55,00	84,67
Assertiveness	84,00	89,26	79,00	81,33
Corporate political skills	76,00	90,13	83,00	71,33
Doer - Quality	86,00	90,13	87,00	82,67



Overview Organisational(culture)analysis

Behavior



Expectation

