

# The Organisational Wellness Instrument



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# Introduction

In the past measuring the creative environment was a long and cumbersome process and one that was often neglected. We learnt from very successful companies that monitoring the environment is critical in maintaining a business culture that anticipates problems before it happens and rectifies mistakes immediately in order to sustain passion and energy in the organisation.

For a number of years Dr Kobus Neethling studied the most successful Fortune 500 companies in the world to identify methods and approaches to create a positive work ethic. **Ten critical factors**, essential for achieving success in any creative environment, were identified. He used these factors to develop a model that focuses on the negative and positive aspects of the creative environment. The results are immediate and they act as the barometer indicating where the company is at the moment regarding these factors.

The Organisational Wellness Instrument (OWI) is part of the Neethling Brain Instruments (NBI®). It provides one with **up-to-date** and **easy to read** measures of the current situation or “**state of play**” in an organisation – or any part of it. It is **easy to use, easy to administer, quick to complete** and **very responsive in reporting results**. Unlike conventional organisational climate surveys, which are expensive, time-consuming and rarely current, the OWI produces comprehensive reports within minutes of one's employees completing the questionnaire online.

The research results regarding the effect of these factors are unambiguous; if any of the factors start moving below the critical point; they begin to affect parts of the organisation, or in severe cases, the entire organisation. We can measure the degree to which each of these factors can contribute – or take away – from the “**WELLNESS**” of your organisation.

# Introducing the Ten Critical Factors

Listed below are the **Ten Success Factors** the OWI measures within the company:

## 1. Trust

Above the line	Below the line
<ul style="list-style-type: none"> <li>• Employees can be open about what they think/feel</li> <li>• No fear of consequences when they differ</li> <li>• Genuine support is experienced</li> <li>• The company's sincerity is not questioned</li> </ul>	<ul style="list-style-type: none"> <li>• Employees are afraid to express their opinions</li> <li>• Employees doubt the sincerity of management</li> <li>• They keep their ideas and opinions to themselves</li> </ul>

## 2. Learning

Above the line	Below the line
<ul style="list-style-type: none"> <li>• Employees experience ongoing personal growth</li> <li>• They feel they can initiate their own training</li> <li>• Differences in learning styles are respected</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate on-going personal growth</li> <li>• Training and development is haphazard and sporadic</li> <li>• Training is not available to everyone in the company</li> </ul>

## 3. Gratification

Above the line	Below the line
<ul style="list-style-type: none"> <li>• The place of work is a fun place</li> <li>• Employees are relaxed</li> <li>• Humour is an integral part of the culture</li> </ul>	<ul style="list-style-type: none"> <li>• Fun/laughter is not acceptable</li> <li>• Work is a serious matter</li> <li>• Socialising is not encouraged</li> </ul>

## 4. Language

Above the line	Below the line
<ul style="list-style-type: none"> <li>• Positive language is the norm</li> <li>• The language is that of encouragement and support</li> <li>• Negative language is emphatically discouraged</li> </ul>	<ul style="list-style-type: none"> <li>• Negative language is the norm</li> <li>• The language is that of doom and gloom</li> <li>• Positive language is not encouraged nor supported</li> </ul>

## 5. Ownership

Above the line	Below the line
<ul style="list-style-type: none"> <li>• Every employee feels it is his/her company</li> <li>• Employees form an integral part of goals and strategy</li> <li>• Each employee assumes responsibility for own job performance</li> </ul>	<ul style="list-style-type: none"> <li>• The dominant mentality is one of US and THEM</li> <li>• Employees feel they have no say in the management of the company</li> <li>• This is just A company and not MY company</li> </ul>

## 6. Energy

Above the line	Below the line
<ul style="list-style-type: none"> <li>• The atmosphere is dynamic and energetic</li> <li>• Employees are passionate about their jobs</li> <li>• They are essentially motivated to work and produce</li> </ul>	<ul style="list-style-type: none"> <li>• Employees are lethargic</li> <li>• They have little interest in the future</li> <li>• There is apathy and a lack of involvement</li> </ul>

## 7. Change

Above the line	Below the line
<ul style="list-style-type: none"> <li>• Change is seen as an opportunity and not a threat</li> <li>• Change are not viewed with suspicion, but as the norm for sustained progress</li> <li>• Employees are prepared to adapt their thinking so as to accommodate new ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Change is opposed</li> <li>• Employees feel there is no need for change</li> <li>• Employees feel threatened by change</li> </ul>

## 8. Interaction

Above the line	Below the line
<ul style="list-style-type: none"> <li>• Employees show genuine interest in one another</li> <li>• Ideas and initiatives are supported and encouraged</li> <li>• They do not fear one another or management</li> </ul>	<ul style="list-style-type: none"> <li>• To criticise and condemn others has become the norm</li> <li>• Very little support and understanding among staff</li> <li>• Fault-finding, animosity and destructive criticism are the order of the day</li> </ul>

## 9. Creativity and Innovation

Above the line	Below the line
<ul style="list-style-type: none"> <li>• Challenging outdated rules and regulations are encouraged</li> <li>• To ask, investigate and enquire are integral components of the company culture</li> <li>• There is a receptiveness to new ideas and to discovering new ways of doing things</li> </ul>	<ul style="list-style-type: none"> <li>• Questioning old-fashioned rules is not permitted</li> <li>• New ideas are discouraged</li> <li>• Employees are not allowed to make mistakes</li> </ul>

## 10. Communication

Above the line	Below the line
<ul style="list-style-type: none"> <li>• Communication is open and stimulating among all</li> <li>• No obstacles to vertical and horizontal communication</li> <li>• Employees listen to one another and are sensitive to situations</li> </ul>	<ul style="list-style-type: none"> <li>• Employees do not listen to one another</li> <li>• Communication is characterised by anger, animosity and disapproval</li> <li>• Negative communication has become the norm</li> </ul>

The questionnaire typically takes 10-15 minutes to complete

# How does it work?

As the client, you choose the number of people to include in the survey process. You can choose the entire company or simply select a smaller sample. We can assist you with sample selection to ensure you obtain meaningful results from the survey.

We work with you to set up the participant database so that we can provide you with a comprehensive selection of reports in whichever way you choose. Reports can be put together for the entire company, or divided by department, division, location or level. Any permutation or combination is possible - but we must setup the database first to allow this to happen.

Staff complete the questionnaire either on paper or online at a time prescribed by you. The results are available immediately after the profiles have been completed.

*As a result of ongoing research and a focus on product development, we can now add your own **company specific questions** to the end of the questionnaire - **up to two factors of four questions each.***

This means that we can work with you to tailor the OWI to plot results directly relevant to your particular concerns.

Once the survey has been completed and the results drawn, one can:

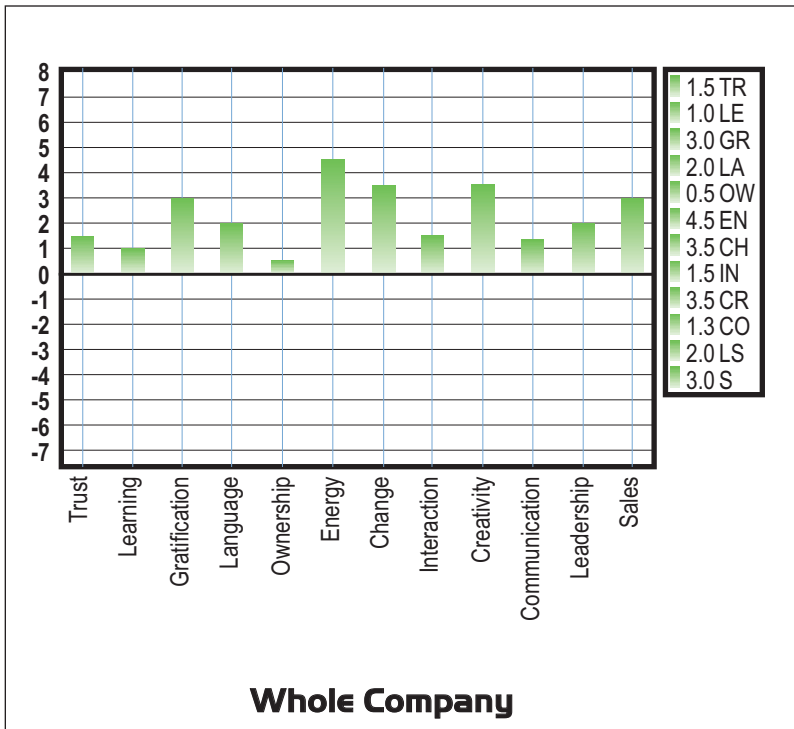
- Identify the critical wellness factors
- Spot the below the line thinking and behaviour (degrees of dying!)
- Spot the above the line thinking and behaviour (degrees of growing!)
- Discover specific causes of problems
- Create a flowing organisation versus a stopping organisation
- Regain organisational wellness
- Put wellness strategies into place
- Monitor the sustainable passion and energy of the organisation
- Measure changes by company, department, level, division or location

## Case Study

### Case study

The company used in the case study is known as A & A Clothing, a sports clothing company which focuses on continually introducing new types of designs as well as utilizing the latest technology for its ranges. After many years in business, the company started detecting the effects of stagnation. They could not pin point the problem, but there was definitely something lacking within the company. The management team had certain preconceived ideas, but needed a tool that could provide substantial evidence so that the core problem could be identified.

They started out by letting each employee fill out the questionnaire. The first graph drawn was that of the company's wellness as a whole.

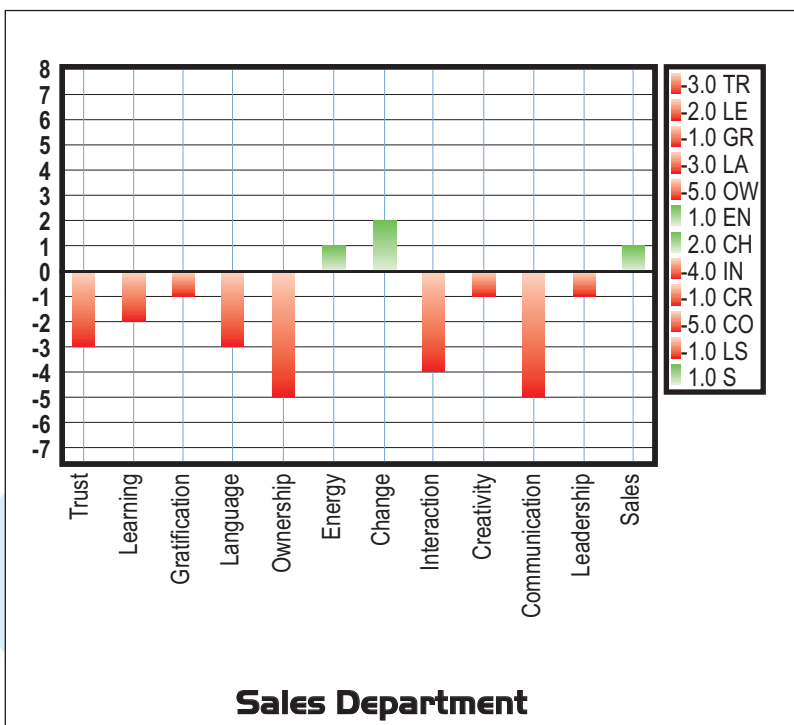


On the surface it would appear as if A & A Clothing were operating fine, although, according to the wellness profile, 'Ownership' as well as 'Interaction' was very low. The next step was to dig deeper and draw reports for the different departments.

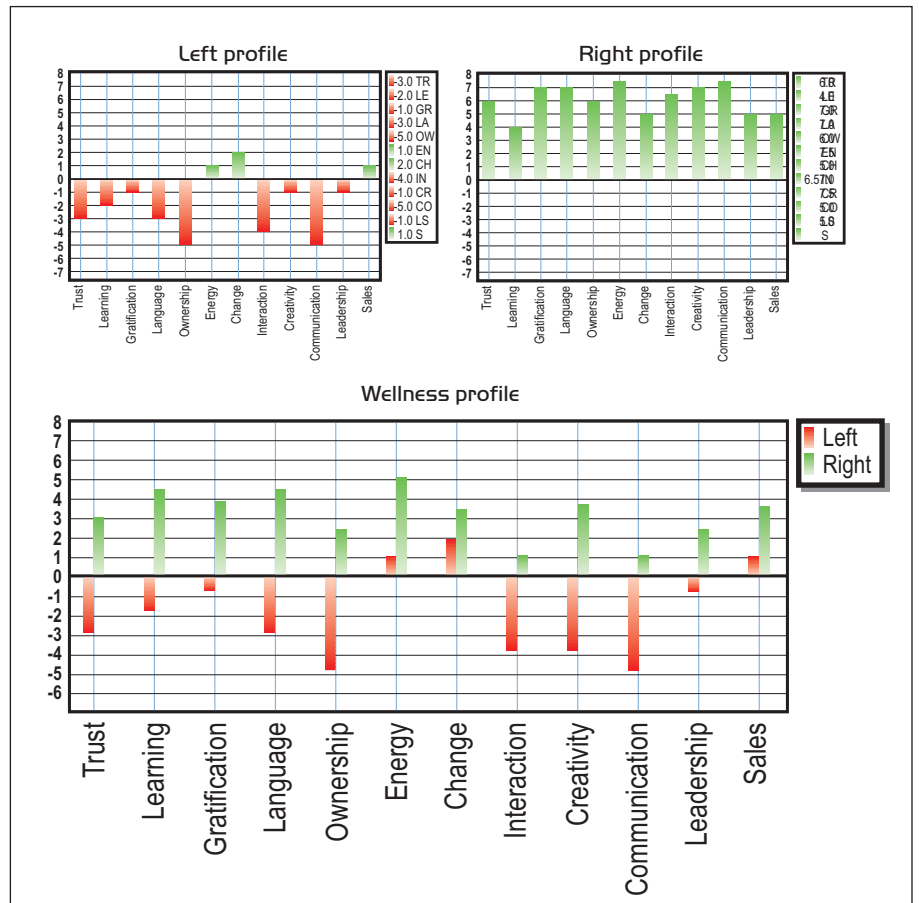
After observing the results, the following graph was discovered. The results for the Sales Department indicated major negativity.

Proceeding from here, they convened a meeting with the Sales Department. The meeting was conducted in an informal, non-threatening and open-ended way in order to assess what the reason for the high negativity was. At this point in time, a single individual was identified as the flow-stopper. After further probing, however, it became clear that he was being manipulated and abused by one of the managers.

The wellness profile clearly indicated the problem, and steps could now be implemented to rectify it. Six months later the OWI was administered again and there was a remarkable improvement in all areas.



The OWI has proven to be an invaluable instrument in detecting and rectifying an unhealthy environment and therefore in sustaining growth and productivity.



# Clients

- Levi Strauss
- Eggbert Eggs
- Anglo American
- MG Rover
- Amplats
- Sanlam
- Sasol
- O'Keefe & Swartz
- Merisol
- South African Air force
- Tshwane University of Technology
- Foskor
- Nedbank
- SET Colleges
- Department of Water Affairs – South Africa
- Etc.

# Comments

- “The Organisational Instrument is the best tool we have ever used. It has assisted us in identifying the core problems within our company - and sort them out.”  
**(General Manager - Levi Strauss, Melbourne, Australia)**
- “Kobus Neethling and his team have changed the way business is done - we will never go back to 20th century tactics.”  
**(Marjo Louw - General Manager, Merisol, UK)**
- “Very user -friendly internet access and front-end. The overall administration process from start to finish was very concise and efficient. The system administration functionality providing the ability to go online, check completion status and view the team results was very good. We anticipate that we will want to conduct this assessment probably on a six month basis going forward. Thanks again for your support and look forward to working with you in the near future.”  
**(Merisol - Huston, Texas)**
- “This tool has greatly assisted us in our transformation process.”  
**(Technikon Pretoria - University of Tswane)**

## Contact Us

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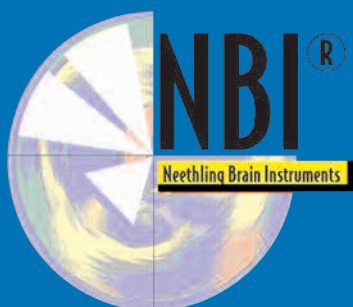
**About the Author** Dr Kobus Neethling is an award-winning, internationally renowned speaker in the field of creativity. He was included in the 500 Leaders of Influence by the American Biographical Institute and holds six degrees, including two Masters Degrees, a Doctorate and a Post Doctorate on the Identification and Development of Creative Behaviour.

Dr Neethling has received 10 International Who's Who Awards including Personality of the Year (2000). He also received the first International Creative Genius Award (2004) from the International Genius Academy (USA) as well as the International Plato Award for his breakthrough contributions as a Creativity Researcher and Teacher (2006 -Oxford, England). Alongside these, he developed the largest battery of Whole Brain Instruments in the world (used in 25 countries) including the acclaimed 8-Dimension Brain Model and was voted by Femina magazine as one of the six best presenters in South Africa (2005).

He has written more than 80 books and 9 TV series including a number of international best-sellers. His three new international best-sellers are: 'Creativity Uncovered'; 'Very Smart Parents' and version two of 'Am I clever or am I stupid' which has sold more than 200 000 copies. As the creator of the Neethling Brain Instruments (NBI®), he received worldwide recognition for the contribution of these instruments towards the unique insight in the self, creativity and change.

**Anglo Platinum (Anglo American Platinum Mine: Swartkop)**

"We started production on this mine 50 years ago. During the past three years we were able to equal the production of the previous 47 years. This miracle was due to two factors: new technology and the introduction of the Kobus Neethling Creativity Programmes."



**Dr Mary Frasier: President of the American Society for Creative Teaching**

"Kobus Neethling has demonstrated the most thorough scholarship in creativity that I have been able to witness in my years of teaching"

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