The ShareTree Culture Engagement Survey is specifically designed in alignment to the natural human evolution and development cycle. ShareTree conducted research and discovered patterns between globally recognised theories and methods which included Maslow’s Hierarchy of Needs, Spiral Dynamics, Neurolinguistic Programming (NLP), Values Pendulum, Human Energy System, Adult Human Development Theory, Psychological Development Theory, Darwinism, and Social Development Theory. This research revealed a direct correlation to seven distinct phases of growth that human beings evolve through over the course of their lives. Sharetree describes these as the ‘7 Layers of Evolution’. Each person seeks the elements, and corresponding emotions of each layer in their life, in a personal and professional context. These layers also directly translate into the ‘7 Layers of Team Culture and Engagement’.

These Layers are:

1. Security & Safety
2. Acceptance & Belonging
3. Significance & Achievement
4. Gratitude & Care
5. Truth & Congruence
6. Discovery & Growth
7. Meaning & Purpose

The layers translate to emotional states of:

1. Feeling Safe (Me)
2. Feeling Supported (We)
3. Feeling Accomplished (Me)
4. Feeling Valued (We)
5. Feel Free (Me)
6. Feeling Evolved (We)
7. Feeling Meaningful (Both)

Every layer has a distinct focus between ‘Me’ (competitive energy) and ‘We’ (collaborative energy), with the 7th layer having an aspect of balance including both.

The ShareTree Culture Engagement Survey uncovers the teams needs and how they are being met by the organisation. The ‘7 Layers of Team Culture and Engagement’ are revealed through 5 distinct influencing segments in order of impact:

1. Self- Perspective
2. Leadership Influence
3. Communication
4. Organisation & Systems
5. Ecosystem

Gratitude and Care are at the core of all relationships and cultures. Using this knowledge, we uncover what the preferred language of gratitude is for your team in reference to research conducted by Dr Chapman – ‘5 Love Languages’.
How to Interpret Your Survey Results

The survey results are reported starting from the collective view results of all groups and the respective sub-groups if applicable.

People Engagement Summary – Quadrant Graph

The People Engagement Summary provides an overview perspective of the group’s engagement based on 4 quadrants. The quadrants are based on two Axis:

X-Axis - Four Foundational Culture Layers (Safe, Supported, Accomplished & Valued)

The quadrants represent 4 states of engagement:

- **Dis-Engaged** – There is a need for a combination of both Foundational and Advanced Culture Layers to create higher engagement. These people are underutilised, are greatest cost to the organisation and are greatest risk of leaving.
- **Dis-Heartened** – These people are highly actualised and hold a healthy combination of meaning, evolution and autonomy though lacking a combination of feeling safe, supported, accomplished and valued. They can be at risk of falling into disengagement and/or being poached by talent hunters.
- **Directive Engagement** – This occurs where people have enough of the foundation layers though are not inspired by autonomy, evolution and meaning. These people are at risk of lower performance.
- **Self-Actualised Engagement** – These are people that are engaged in the highest way and become your best advocates for shifting the remaining culture that rest in other quadrants. The strategy for shift will vary from group to group and organisation to organisation.

Within each quadrant also exists varied degrees of impact. Top right of each quadrant is best and bottom left is worst.
Team Culture & Engagement Heat Map

The Team Culture & Engagement Heat Map provides a powerful and precise insight into every aspect of team culture engagement for your organisation. It allows the reader to understand with pinpoint precision, where specific opportunities exist to enhance the team culture for the collective culture and for each specific subgroup.

The Heat Map is a matrix of the cross-referenced results between the 7 Layers of team culture and the 5 Influencing Segments.

There are three ways this powerful tool can be used:

1. Individual hot spot assessments – by looking at the individual areas where there are opportunities to improve specific team culture while acknowledging your greatest strengths. This provides a cross section of the Layer needs in conjunction with the Influencing Segments.
2. 7 Layers assessment – by scanning up and down through the 7 layers and identifying by colour which layers in general are in most need of growth, while also acknowledging your strength layers.
3. 5 Influencing Segments assessment – by scanning across the columns of the 5 Influencing Segments and identify by colour which segments in general are in most need of growth while also acknowledging your strength Segments.

This is the primary tool for drafting overarching culture strategy for each group.
7 Layers of Culture – Radar Chart

Meaning of the Lines:
Blue - Team average result
Red – Average of min, most pessimistic team members’ views
Green – Average of max, most optimistic team members’ views
Light Blue – General average results from ShareTree pool data
Purple – Any past result previously collected from the group as a milestone comparison

The recommended approach to read these results is by first identifying the lowest areas in the average result (blue). The closer the min (red) or max (green) result is to the average means that the response views are more closely aligned and further apart means a broader opinion.

Aspects to reflect and assess:
- Depressions in the average line
- When the max/optimistic (green) view is not close to the maximum scale
- When the team average is closer to the min/pessimistic (red) result
- If a past result is recorded, then notice the difference between past and current
- Your three lowest rated questions
- Your three highest rated questions

5 Influencing Segments – Vertical Bar Chart

This graph gives insights into the key areas of influencing focus. The lower performing areas will be key to incorporate into your culture strategy. The combination of the insight from the 7 Layers and the 5 Influencing Segments will provide input and precision for the design of the culture strategy.

Each of the 5 Influencing Segments give specific insight into how a culture strategy might be deployed in order to maximise the benefit.
5 Influencing Segments – Descriptions

1) **Self-Perspective Influencing Segment** – Provides insight into the way the team is feeling about the culture specific to each layer.

2) **Leadership Influencing Segment** – Provides insight into the way the team is being lead in relation to each of the layers of culture.

3) **Communication Influencing Segment** – Provides insight into the way the team is being communicated with in relation to each of the layers of culture.

4) **Organisation & Systems Influencing Segment** – Provides insight into the way the team is being systematically engaged in relation to the layers of culture. This includes processes, systems, continuous improvement and routines used to assist the team.

5) **Ecosystem Influencing Segment** – Provides insight into the way the team perceives its interaction with the broader environment beyond the core team in both the organisation and beyond the organisation in relation to each of the layers of culture.

5 Languages of Gratitude – Horizontal Bar Chart

The following are ways to best communicate in each of the languages of gratitude.

- **Words of Affirmation**
  - Written acknowledgements, cards, thank you notes and other expressions of authentic and meaningful gratitude.

- **Acts of Service**
  - Take action to support or help a person or the team for things beyond your normal role and beyond work.

- **Quality Time**
  - Uninterrupted & focused meaningful conversations during one on one time.

- **Real Connections**
  - Handshakes, high fives, pats on the back, hugs, laughing and joking together.

- **Gifts and Rewards**
  - Bonuses, thoughtful gifts and bonuses. Element of surprise is always most impactful.

The ‘5 Languages of Gratitude’ provides insight into how the team prefers to be appreciated and valued. This is at the core of team culture and can be used as an overall general strategy to engage the team. In one-to-one interactions, the leaders should still use their personal knowledge to engage in a manner appropriate to each individual. This facilitates greater engagement and provides clarity of team preferences for planning activities and events.
The ‘7 Layer of Culture Focus’ provides insight into the team’s intuitive perspective about which areas require the primary focus for the culture strategy, in alignment to the 7 layers of culture. This is useful to compare to the radar chart results to test for congruence and alignment in perspective. A greater alignment in perspective can be seen from a broader spread of the results. The closer the results spread, the more misalignment there is in the perspective.

The ‘7 Aspects of Performance Focus’ provides insight into the team’s intuitive perspective about which areas should be the primary focus of team performance across the 7 layers of culture. This is useful to compare to the radar chart results to test for congruence and alignment in perspective. Greater alignment in perspective can be seen from a broader spread of the results. The closer the results spread, the more misalignment in the perspective.

How to Create a Culture Strategy

Forming your culture strategy should always include your team. We strongly recommend sharing the results with your team after formulating your own base culture strategy with these results. Inviting them into the discussion to provide innovative ideas to enhance the culture is a key strategy for culture engagement. This approach is the best way to give ownership and achieve sustainable results. Sharing the results also helps pessimistic views to align with the broader group perspective.

We recommend tackling a maximum of 3 key strategy initiatives at a time. You can monitor the impact of the strategies through regular Culture Engagement Survey checks along your implementation journey. Identifying culture champions to lead each of the culture enhancement strategy initiatives is also a great approach. Create metrics for each culture enhancement strategy initiative and ensure routine reporting intervals are scheduled.
**Your Group Culture Results**

**Group Name - Summary**

**People Engagement Summary**

Your team's participation score is 71/80 = **89% Participation**

**Team Culture Engagement Heat Map**

*Values listed are averages of group*
**7 Layers of Culture**
A total of 35 questions related to the 7 Layer of Culture and 5 Segments.

Summary areas strength:
- 5 - Feeling Free – Transparency and Congruency
- 4 - Feeling valued - Stable and reliable processes & systems
- 3 - Feeling Accomplished – Succeeding and growing

Summary areas for focused growth:
- 7 – Feeling Meaningful – Purposeful impact
- 6 – Feeling Evolved – Learning, variety, clarity and innovation
- 2 - Feeling Supported – Teamwork and communication

Your overall culture score is 4.18/5 = **84% Culture Engagement**
5 Influencing Segments
Summary areas strength:
- 1 – Self Perspective
- 2 - Leadership

Summary areas for focused growth:
- 4 – Organisation and Systems
- 5 - Ecosystem

Three highest rated questions (strengths):
2.1 – I feel accepted in my team regardless of my beliefs, personal choices and lifestyle
1.2 – Leadership engages in a way that is open, non-threatening and ensures personal security and safety
5.2 – Leadership is approachable, honest and creates a sense of trust and reliability

Three lowest rated questions (growth focus):
7.5 - The organisation has Corporate Social Responsibility (CSR) program that is effective and meaningful
2.4 - Teams takes time out together to connect with fun, authenticity and empathy in a structured and routine way
5.4 - Systems and information are transparent, accessible and accurate to empower performance
5 Languages of Gratitude Preferences
Teams express how they most like to be appreciated.

7 Layers of Culture Focus
Teams express what they feel most needs focus to improve team culture.
7 Aspects of Performance Focus
Teams express what they feel most needs focus to improve team culture.

<table>
<thead>
<tr>
<th>7 Aspects of Performance Focus</th>
<th>Score of 7 = Most Needed</th>
<th>1 = Least Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial security and physical, mental health and wellbeing</td>
<td>[Bar Graph]</td>
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<tr>
<td>Success and growth</td>
<td>[Bar Graph]</td>
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<td>Skills development and innovation</td>
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<tr>
<td>Stability and reliability of processes &amp; systems</td>
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<tr>
<td>Transparency and congruency</td>
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<td>Teamwork and communication</td>
<td>[Bar Graph]</td>
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<tr>
<td>Purposeful impact and community engagement</td>
<td>[Bar Graph]</td>
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</tbody>
</table>

Next steps after analysing the data is to draft a culture strategy and seek the input from the team.

We look forward to assisting you enhance your culture to the next level of engagement.