



WORKERS TO OWNERS

OWNERSHIP CULTURE SELF-ASSESSMENT

Assessing ownership culture

This quick assessment tool helps business owners and employees consider the readiness of their organizational culture in a transition to worker or employee-ownership. Concerns often exist that employees do not have the cultural traits or practices that are needed to successfully operate a firm after a transition. However, it can be difficult to put a finger on what the missing elements are, and vague concerns can be seen as unsurpassable, or even as character judgements, rather than challenges to be addressed and overcome. The tool translates some of the robust literature on the topic of ownership culture into a short checklist from which concerns can be more clearly defined, and a plan to address gaps can be designed.

How do I use it?

The statements in the assessment all have a positive correlation with ownership culture. Check mark the statements you agree with for your business. If you leave many of the statements in a section unchecked, consider why, and talk with your organizing group or an outside advisor about how you might be able to address the gaps.

Ownership Culture

These statements relate to employees' identification as a worker. Do they own their role? Gaps here can be addressed by creating an environment where people can be themselves.

Ownership Systems

These statements relate to employees' identification with management. Do they own their productivity? Gaps here can be addressed by increasing transparency and cooperation.

Ownership Outcomes

These statements relate to employees' identification with the company. Do they own their impact on the world? Gaps here can be addressed by increasing participation in risks and rewards.

Where can I learn more about ownership culture?

A library of resources on the topic of ownership culture is available here:

<http://BecomingEmployeeOwned.org/ownership-culture/>

Who is the Workers to Owners Collaborative?

The Workers to Owners Collaborative is a national membership group committed to bringing worker ownership to scale through conversions of existing businesses. The collaborative is convened, supported and facilitated by the Democracy at Work Institute.



OWNERSHIP CULTURE SELF-ASSESSMENT

Ownership Culture

- Employees are proud of their work and feel satisfied by it.
- Employees share a sense of community and togetherness.
- Employees are loyal to the company and want it to succeed.
- Employees actively contribute to ideas to help solve problems.
- Employees feel the effort they make can affect company performance.
- Employees are willing to work extra when needed.
- Employees work just as hard when they are not being watched by supervisors.
- Employees are willing to take risks and try new things.
- Employees trust and have positive relationships with their managers.
- Employees trust and have positive relationships with their co-workers.

Ownership Systems

- Employees have enough information to do their jobs well.
- Employees can make reasonable changes to their immediate work environment.
- Employees understand how their work affects their co-workers ability to do their jobs well.
- Employees have opportunities to learn about how the company works.
- Employees are trained to see how their work affects the company's bottom line.
- Employees have opportunities to address operational rules they feel are unfair.
- Employees have opportunities to address company personnel policies they feel are unfair.
- Employees and managers admit mistakes and have an opportunity to address them.
- Employees have time and space to discuss the company and their role in it.
- Employees see an opportunity for professional advancement through the company.

Ownership Outcomes

- Employees share in the financial successes of the company.
- Employees are recognized for exceptional performance and effort.
- Employees care about the company's relationship to customers.
- Employees care about the company's relationship to vendors.
- Employees care about the company's relationship to the community.
- Employees believe the company quickly responds to internal problems.
- Employees believe the company has a good strategic direction.
- Employees have an opportunity to influence the future direction of the company.
- Employees operate the company effectively even when the owner is not present.
- Employees are at the center of the public reputation of the company.

