

*A Make It Human*

SAMPLE REPORT

# CULTURE CAPTURE REPORT



**Prepared For:**

Company X

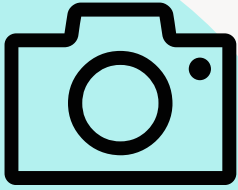
**Date:**

17th February 2025

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# APPROACH

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**Teams and organisations who shape happy, healthy, thriving cultures win on every metric – for people and businesses.**

However, this isn't the story for many. Across organisations engagement is dropping, experiences of stress and burnout rising, and many companies are struggling to find paths to sustaining people and organisations.

**That's where we come in.** At *Make It Human* we have examined the good, the bad and the ugly when it comes to workplace culture and identified the **recipe for success**. This vision and models for happier, healthier, more human workplaces is outlined in Sarah McLellan's book *Make It Human*.

**In this report we have evaluated your company's culture against these models.** Using a recent set of employee reviews freely available on the website Glassdoor, we have completed a structured analysis of your culture. The exact data accessed is detailed below.

**Whilst this isn't comprehensive nor conclusive** we hope it provides valuable objective insight into your culture to guide further exploration and identify next steps for shaping a thriving workplace.

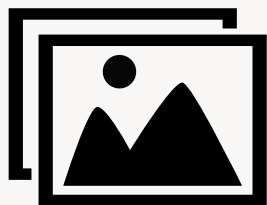
**We're always on hand to help!** Our workshops, courses and on-demand resources could be just what you need to build culture skills & shape a thriving workplace.

**Just drop us a message: [hello@make-it-human.com](mailto:hello@make-it-human.com).**

## Data Evaluated:

This report is based on data accessed through Glassdoor for **Company X** between Jan 2023 and Jan 2025. **A total of xxx Glassdoor reviews were evaluated.**





# LANDSCAPE MODE

## HOW HEALTHY IS YOUR CULTURE?

Our research shows thriving workplaces nurture **5 key elements**: *Workplace* – conditions for people to sustain & thrive; *Accountability* – shared expectations & clarity on how to contribute; *Community* – we're in this together & equally valued; *Empowerment* – feeling trusted to do the right thing; and *Growth* – feeling supported & inspired to develop and grow. When these elements are strong, a healthy culture prevails. However, when they're lacking, toxicity can creep in and define the culture.

Using Glassdoor data we have evaluated your company's culture against this model.

3-5

A rating of 3 or above is more likely to indicate a healthy culture is being nurtured.

1-2

A rating of 2 or below could indicate some toxicity.

SAMPLE REPORT

### Hustle

### Workplace

### Thrive

Success is  
always working

1

2

3

Health & happiness  
come first

### Blame

### Accountability

### Ownership

Who messed  
up?

1

2

We're on it!

### Exclusive

### Community

### Inclusive

Fit the mould &  
join the fast-  
track

1

2

3

Opportunities are  
available to all

### Power

Those in  
charge decide  
& control

### Empowerment

### Empower

People can guide  
their own actions

### Know-it-all

Knowledge is  
fixed & guides  
rank

### Growth

### Learn-it-all

Everyone can  
learn & grow



# CLOSE-UP

## WHERE ARE THE STRENGTHS & AREAS TO IMPROVE?

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A more detailed exploration of your company's culture is summarised below. This is also focused on the **5 Elements** in happy, healthy, thriving workplaces and includes a summary of our evaluation and a selection of employee review quotes, to help you identify likely strengths and areas to improve.

|                | Rating (1-5) | Overall Summary                                                                                                                                                                                                                                                                      | Review Quotes                                                                                                                                                                                                                                                                | Likely Strengths                                                                                                                                                 | Areas to Improve                                                                                                                                                                   |
|----------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Workplace      | 3            | The workplace culture is mixed, with some employees reporting good work-life balance and flexibility, while others experience stress, micromanagement, and long hours. The company seems to have a flexible approach to work, but this is not consistently applied across all teams. | "Flexible working, very supportive environment, don't micro-manage. Good company culture, inclusive, fair, great team."<br>"Management borderline toxic. The team was managed with extreme pressure, personal attacks and public exposure rather than a supportive culture." | <ul style="list-style-type: none"><li>Flexible working arrangements</li><li>Supportive environment in some teams</li></ul>                                       | <ul style="list-style-type: none"><li>Inconsistent application of flexible work policies</li><li>Reports of micromanagement and toxic management in some teams</li></ul>           |
| Accountability | 2            | Accountability is inconsistent. While some employees feel empowered and understand their impact, others report a lack of clarity, frequent changes in goals, and a tendency to blame others when things go wrong.                                                                    | "Leaders do not lead by example."<br>"The leadership focuses way too much on revenue and cost-cutting."                                                                                                                                                                      | <ul style="list-style-type: none"><li>Some teams feel empowered to make decisions</li><li>Open dialogue in certain areas</li></ul>                               | <ul style="list-style-type: none"><li>Lack of clarity in role expectations</li><li>Frequent changes in goals and measures of success</li><li>Blame culture in some teams</li></ul> |
| Community      | 3            | The community is diverse, but there are reports of favouritism, exclusion, and a lack of psychological safety in some teams. Collaboration is valued, but not consistently experienced across the organisation.                                                                      | "Great people, very inclusive, great onboarding."<br>"The work culture can be toxic and kindness is rare. Most senior leaders do not know how to treat people well."                                                                                                         | <ul style="list-style-type: none"><li>Inclusive culture in some teams</li><li>Some efforts to promote diversity</li></ul>                                        | <ul style="list-style-type: none"><li>Favouritism and exclusion in some teams</li><li>Lack of psychological safety in certain areas</li></ul>                                      |
| Empowerment    | 2            | Empowerment is limited, with many employees reporting micromanagement, over-bureaucratic processes, and a lack of trust. Some teams feel empowered, but this is not the norm across the organisation.                                                                                | "People don't feel trusted by management"<br>"Micromanagement happens in some of the team."                                                                                                                                                                                  | <ul style="list-style-type: none"><li>Some teams feel trusted and empowered</li><li>Transparent communication in certain areas</li></ul>                         | <ul style="list-style-type: none"><li>Micromanagement and over-bureaucratic processes</li><li>Lack of trust and autonomy in decision-making</li></ul>                              |
| Growth         | 3            | Growth opportunities are mixed. While some employees feel they have opportunities to develop and grow, others report limited career progression and a lack of investment in skill development.                                                                                       | "Great place to learn and grow."<br>"No career progression for senior individual contributors"                                                                                                                                                                               | <ul style="list-style-type: none"><li>Opportunities for learning and development in some teams</li><li>Some employees feel they can grow their careers</li></ul> | <ul style="list-style-type: none"><li>Limited career progression opportunities</li><li>Lack of investment in skill development for some employees</li></ul>                        |



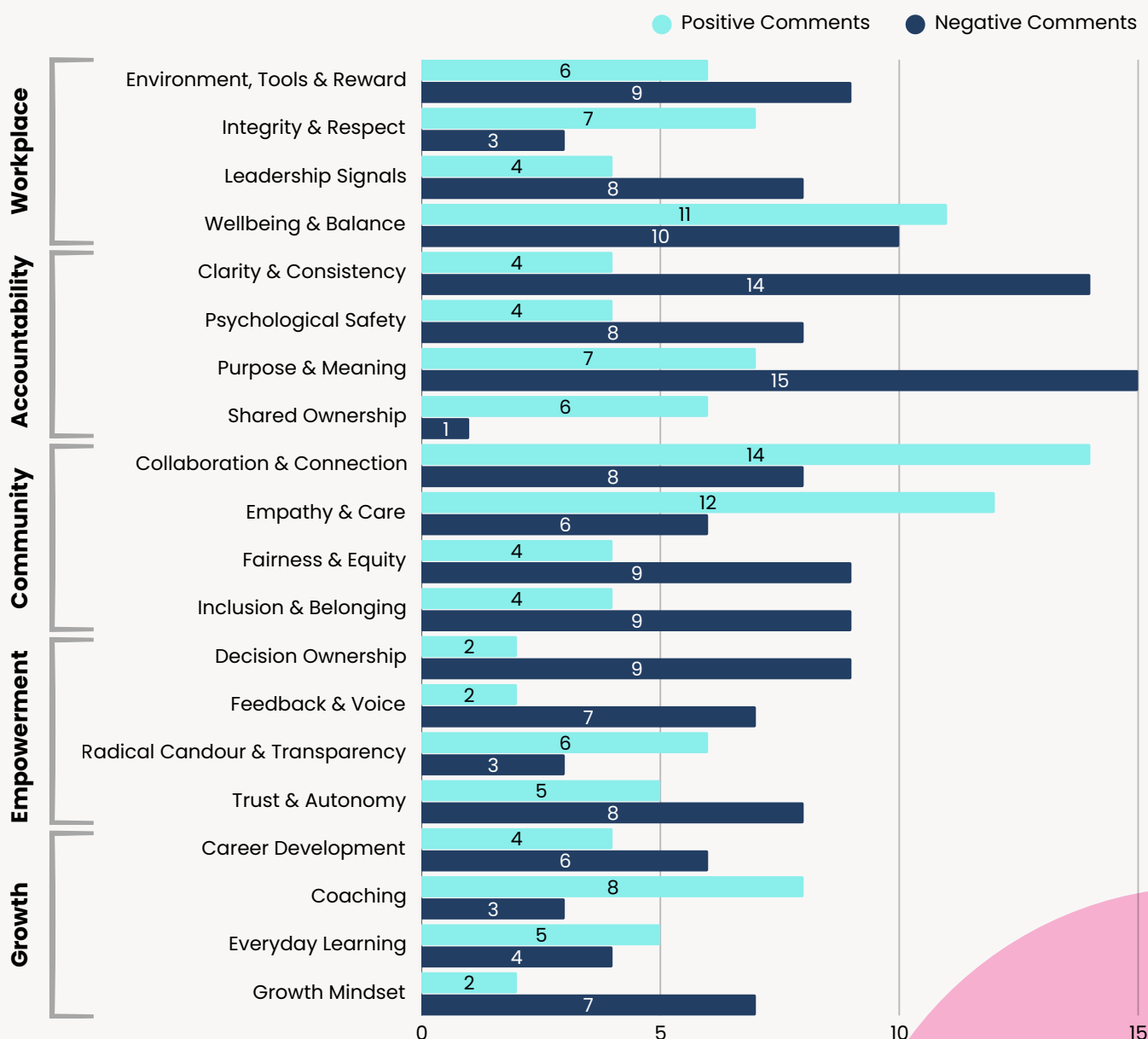
# CLOSE-UP

## WHAT'S DRIVING THESE EXPERIENCES?

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The 5 elements are broken down into **sub-categories** below, so you can see the themes shaping the overall experience of workplace culture today. Each of the comments shared have been mapped to the culture elements and sub-categories they refer to. For example, one comment may have 3 separate points so each element is identified and mapped.

The chart below shows the split between the number of positive and negative comments for each of the 5 elements and their sub-categories. This can help identify specific actions to improve culture.



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# X-RAY

## ARE THERE CRACKS LURKING IN YOUR CULTURE?

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Based on our model: *10 Signs of Culture Cracks*, we examined the *negative comments only* and counted the use of key words to provide an indication of whether these culture cracks are likely to be simmering in your workplace. These are the early signs culture could be veering off track. Catching and acting on them quickly can help get your culture back on track before it damages people and business.

*These are presented in risk order - high to low. Only those with key words identified are shown.*

| Culture Crack                                               | Key Word Count                                                              | Total Word Count | Review Quotes                                                                                                                                                                                     |
|-------------------------------------------------------------|-----------------------------------------------------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Frozen Core</b><br>Managers frozen by process            | Process (8), Slow (5), Bureaucracy (4), Approval, (3), Decision (4)         | 24               | "Internal process is slow and often different depending on who you talk to."<br>"Too much time spent sorting internal issues and getting approvals takes time from client-facing sales activity." |
| <b>Profit over Purpose</b><br>Success = only financial gain | Profit (4), Purpose (3), Financial (2), Sales (5), Revenue (3), Cost (4)    | 21               | "The leadership focuses way too much on revenue and cost-cutting but forgets that people need to feel engaged to perform."                                                                        |
| <b>History Lessons</b><br>Hampered by the past              | Old (4), Legacy (2), Innovation (3), Outdated (5), Change (6)               | 20               | "Still using old engineering methods and technologies." "The company has a low investment budget yet they expect people to be as productive as competitors."                                      |
| <b>Hero Complex</b><br>Relying on favourites                | Ego (3), Credit-grabbing (2), Competition (4), Favouritism (5), Unfair (4)  | 18               | "Leaders often take credit for other people's work."<br>"Favouritism is there as in other companies to promote."                                                                                  |
| <b>Parent-Child</b><br>'We know best'                       | Trust (4), Transparency (3), Autonomy (2), Dependant (3), Communication (5) | 17               | "Leaders rely on their power to control and influence people and decisions."<br>"Information is held back or sugar-coated."                                                                       |
| <b>Silence</b><br>When dialogue dries-up                    | Silence (2), Feedback (5), Fear (3), Isolated (2), Speak-up (3)             | 15               | "People are afraid to speak up or ignored when they do."<br>"The management style is archaic. They claim to be progressive and innovative but in reality, they always stick to the old ways."     |
| <b>Corporate Clones</b><br>Everyone looks the same!         | Diversity (5), Bias (3), Cronyism (2), Homogenous (2)                       | 12               | "Hiring and promotion decisions are made on personal hunches/connections."<br>"A lack of diversity in key roles or functions is often flagged."                                                   |



# NEXT STEPS

## AREAS TO TARGET & IDEAS TO TEST

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### MAINTAIN

The following areas have emerged as **likely areas of strength**. Keep working on these to ensure they remain so:

- *Workplace* – some employees report good experiences of flexible working whilst some work is required on managing workloads
- *Community* – there are several mentions of a diverse and inclusive community, although room for improvement
- *Growth* – Some good experiences of learning and career development opportunities are reported but some functions need improving

### IMPROVE

The following areas have emerged as **likely areas to improve**. Without focused action, these will hold your people & business back:

- **Accountability** – Lack of clarity in expectations and some experiences of a blame culture
- **Empowerment** – Some micromanagement is reported and lack of trust between leaders and teams
- *Frozen Core, Profit over Purpose, History Lessons, Hero Complex and Parent-Child* are potential culture cracks to further examine & fix

### GET STARTED

The following actions could help **strengthen your culture**:

1. **Work with managers** to align expectations and ensure they feel empowered to make decisions and support teams
2. **Clarify priorities** across the organisation and ensure these are understood. Committing to regular and honest communications to share progress & challenges could help
3. **Make work feel more meaningful** by linking tasks & progress to the impact it makes on broader objectives (e.g. society, people, environment)
4. **The following *Make It Human* resources would be particularly valuable:**
  - a. **Embed foundations for growth** (to enable focus on purpose, fairness, integrity) – [Module 3 online course](#) / or a [workshop](#)
  - b. **Get the heart beating with Human Managers** to empower and enable managers to build trusting relationships – [Module 5 online course](#) / a [workshop](#)

### Get in touch!

We would be delighted to help you craft your plan for nurturing a culture where people and business thrive.

***Book your call with our team of culture consultants today!***

**Book a Call**