Courage in Business Survey

Top-line Report

Modus
RESEARCH

Introduction

The results presented in this report are based on the Courage in Business survey.

The survey was carried out between April 25 and May 11, 2016. The survey relied on the Modus Business Panel, which is a fully random sample, representative of all Canadian enterprises.

In total, the survey sampled 1,198 eligible respondents. The margin of error for this sample is +/- 2.8 percentage points, 19 times out of 20.

These data have been weighted by organizational size, industry sector and region to ensure representativeness of Canadian enterprises.

As a top-line report, the survey findings are ordered in the sequence of questions as they were presented in the survey.

To download the Deloitte report, please visit:

https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/insights-and-issues/ca_Deloitte_Courage_report2016_online_v31_AODA.pdf

https://www.canada175.ca/sites/default/files/assets/text_media_grid_item/files/ca_fr_deloitte_courage_report2016_online_v31_aoda.pdf

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Outlook on Economy and Organization

What do you think will be the general outlook for the *Canadian economy* over the next five years?
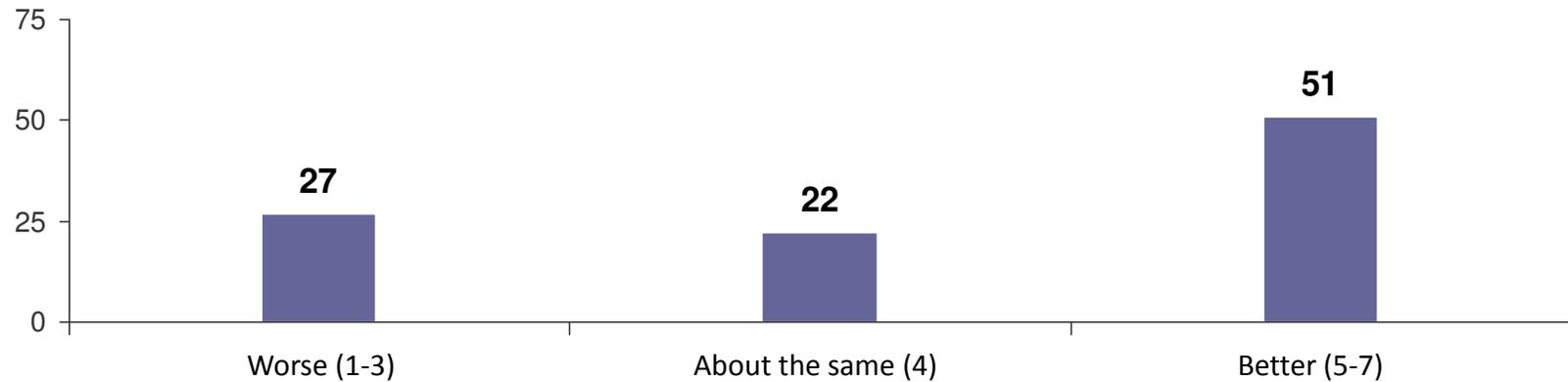
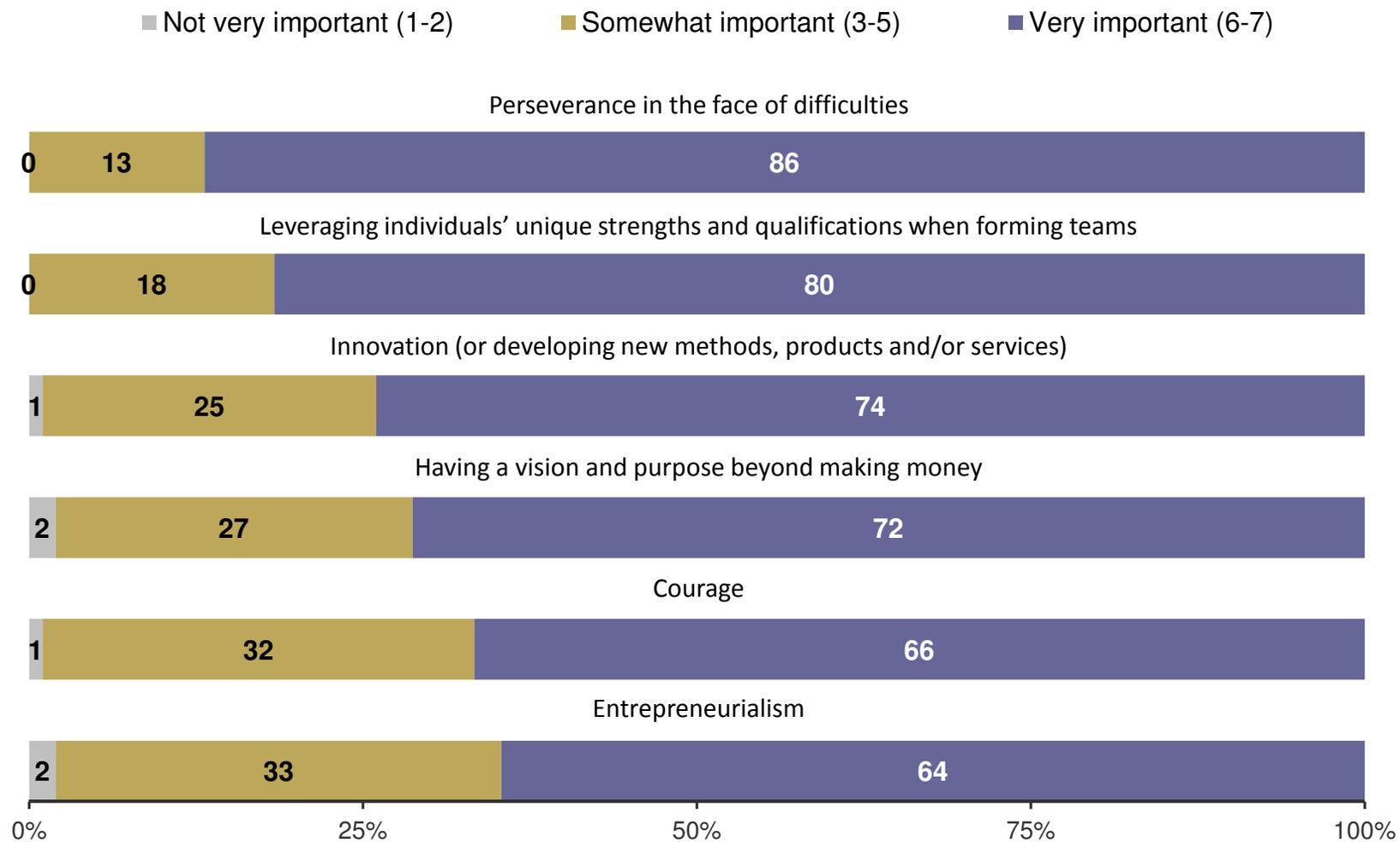What do you think will be the general economic outlook for *your organization* over the next five years?

BASE: All respondents, n=1198; percentages; Apr/May 2016
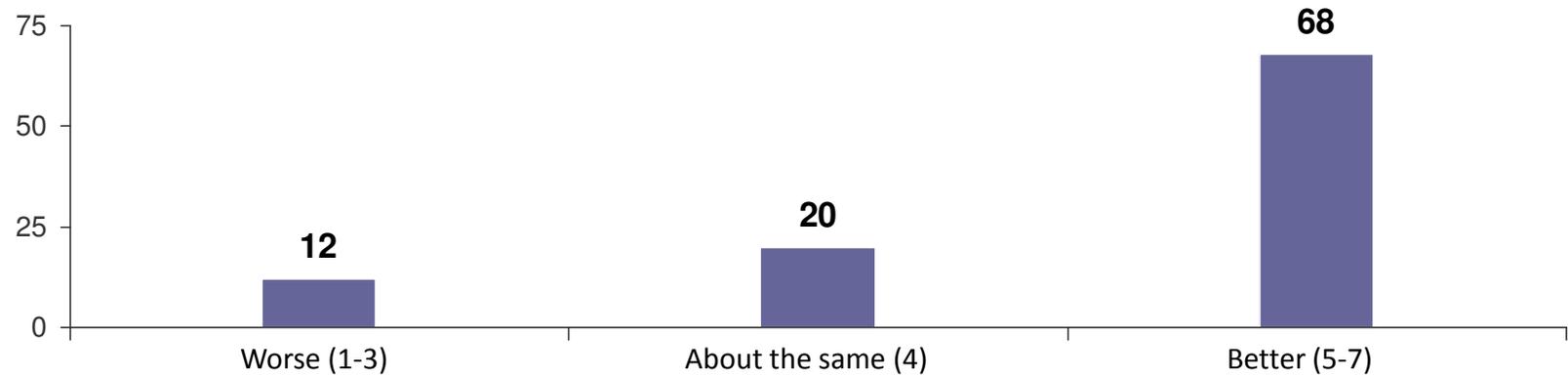
Importance of Attributes for Business Success (Top 6)

In your opinion, how important are each of the following for business success, in general?

◼ Not very important (1-2)   ◼ Somewhat important (3-5)   ◼ Very important (6-7)

Perseverance in the face of difficulties

0 13 86

Leveraging individuals' unique strengths and qualifications when forming teams

0 18 80

Innovation (or developing new methods, products and/or services)

1 25 74

Having a vision and purpose beyond making money

2 27 72

Courage

1 32 66

Entrepreneurialism

2 33 64

0%   25%   50%   75%   100%

Importance of Attributes for Business Success (Bottom 5)

In your opinion, how important are each of the following for business success, in general?

■ Not very important (1-2)   ■ Somewhat important (3-5)   ■ Very important (6-7)

Mentorship
| 1 | 35 | 63 |

Bringing diverse perspectives to decision making
| 2 | 35 | 62 |

Encouraging employees to challenge conventional organization thinking
| 2 | 41 | 55 |

Challenging convention
| 3 | 47 | 50 |

Fearlessness
| 5 | 58 | 36 |

0%   25%   50%   75%   100%

BASE: All respondents, n=1198; percentages; Apr/May 2016

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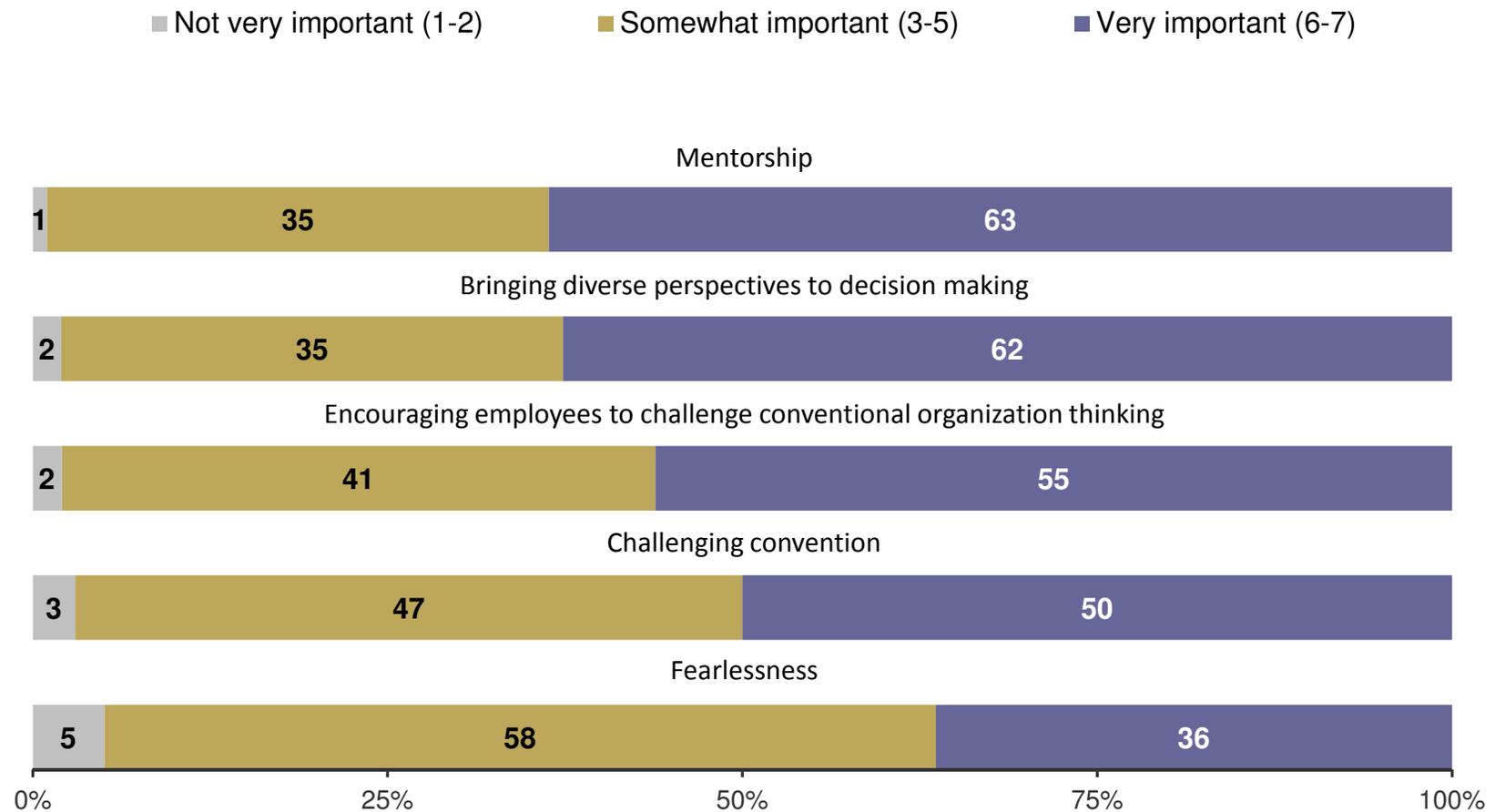
Attributes Describing Organization (Top 6)

And how accurately do each of these describe the organization where you currently work?

■ Not at all accurate (1-2)   ■ Somewhat accurate (3-5)   ■ Very accurate (6-7)

*Rank**

Perseveres in the face of difficulties

| 1 | 29 | 69 | 1 |

Has a vision and purpose beyond making money

| 7 | 41 | 52 | 4 |

Entrepreneurial

| 6 | 47 | 47 | 6 |

Leverages individuals' unique strengths and qualifications when forming teams

| 5 | 48 | 45 | 2 |

Courageous

| 5 | 50 | 44 | 5 |

Innovative (develops new methods, products and/or services)

| 6 | 52 | 41 | 3 |

0%   25%   50%   75%   100%

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*Ranked by importance

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Attributes Describing Organization (Bottom 5)

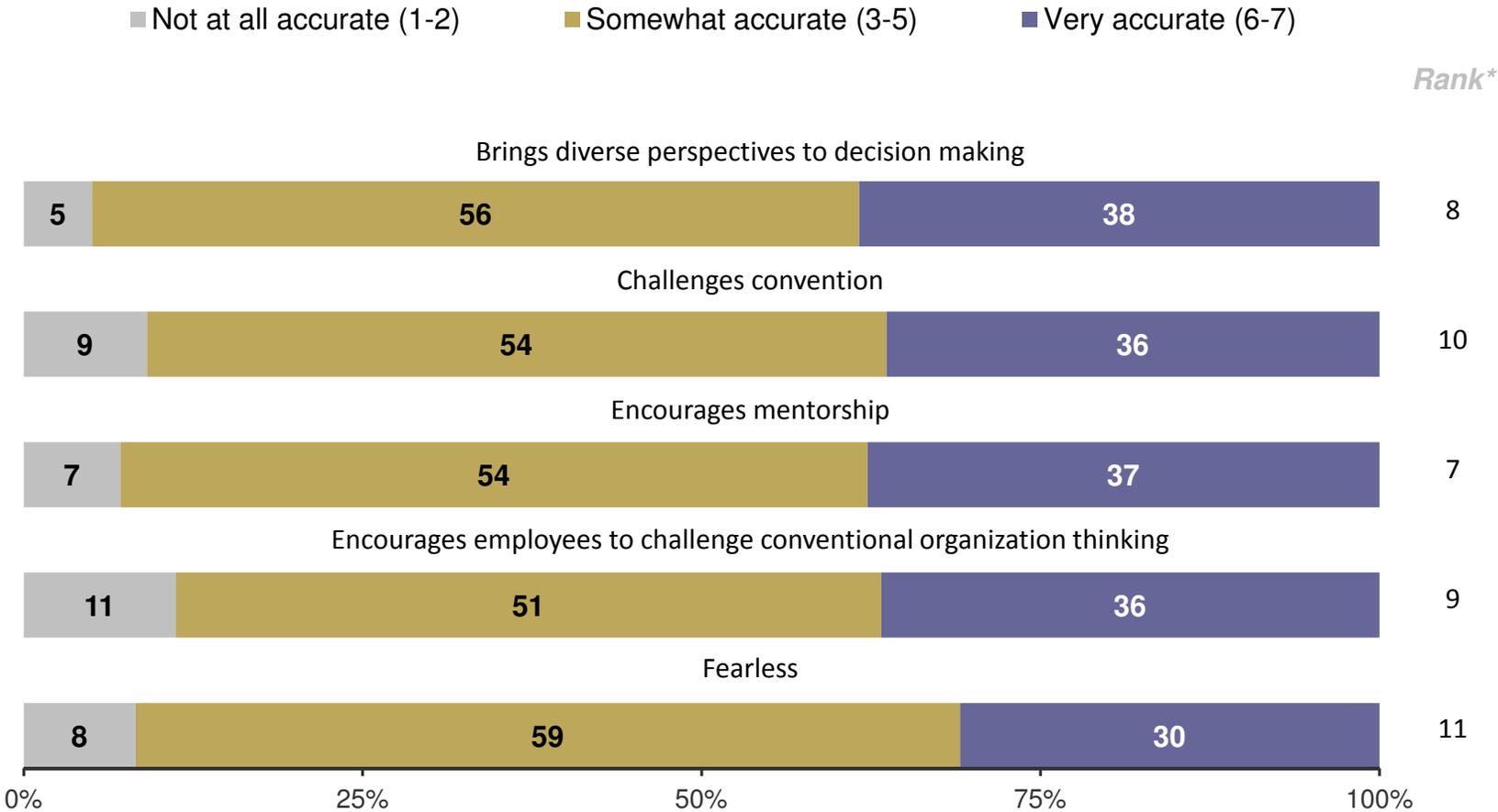And how accurately do each of these describe the organization where you currently work?

■ Not at all accurate (1-2)　■ Somewhat accurate (3-5)　■ Very accurate (6-7)

Rank*

Brings diverse perspectives to decision making

| 5 | 56 | 38 | 8 |

Challenges convention

| 9 | 54 | 36 | 10 |

Encourages mentorship

| 7 | 54 | 37 | 7 |

Encourages employees to challenge conventional organization thinking

| 11 | 51 | 36 | 9 |

Fearless

| 8 | 59 | 30 | 11 |

0%　　25%　　50%　　75%　　100%

BASE: All respondents, n=1198; percentages; Apr/May 2016

*Ranked by importance

Gap Analysis: Importance vs. Accuracy

■ Very accurately describes organization (6-7)   ■ Very important organization attribute (6-7)

Attribute	Very important (6-7)	Very accurate (6-7)	Gap
Perseverance in the face of difficulties	86	69	17
Leveraging individuals' unique strengths and qualifications when forming teams	80	45	35
Innovation (or developing new methods, products and/or services)	74	41	33
Having a vision and purpose beyond making money	72	52	20
Courage	66	44	22
Entrepreneurialism	64	47	17
Brings diverse perspectives to decision making	63	38	25
Challenges convention	62	36	26
Encourages mentorship	55	37	18
Encourages employees to challenge conventional organization thinking	50	36	14
Fearless	36	30	6

Gap
(Importance rating subtracted by accuracy rating)

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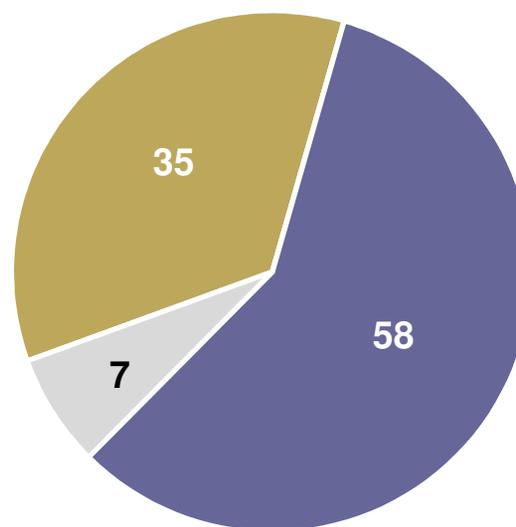*BASE: All respondents, n=1198; percentages; Apr/May 2016*

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Encouraging, Identifying and Implementing New Business Ideas

Do you have a formalized process in place to *encourage and identify* new business ideas (e.g., process improvements, new products) within your organization?
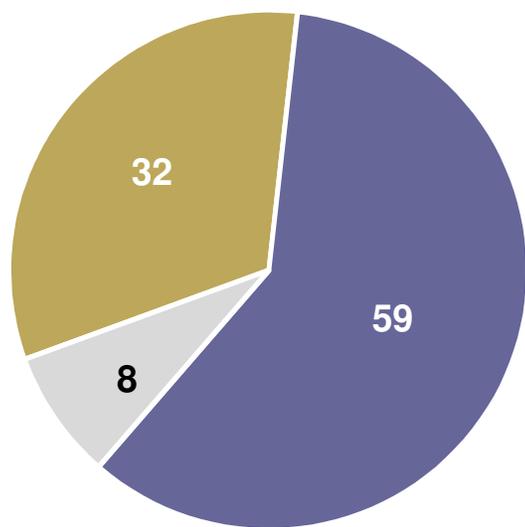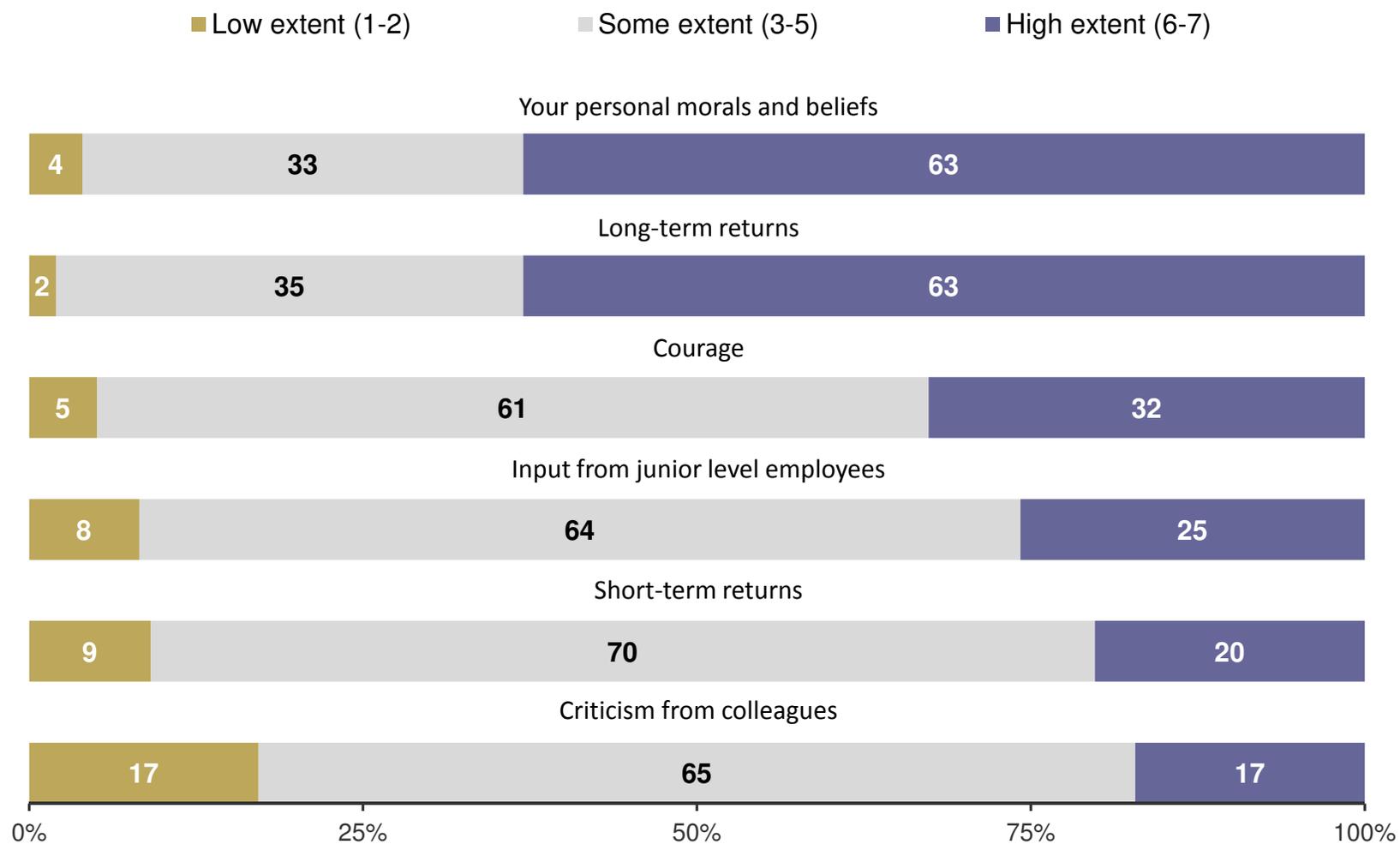
Do you have a formalized process in place to *implement* new ideas (e.g., process improvements, new products) within your organization?


- Yes
- No
- DK/NR

32

59

8

35

58

7

BASE: All respondents, n=1198; percentages; Apr/May 2016

Factors Influencing Decision Making

On a scale of 1 to 7, to what extent do each of the following influence your decision making?

■ Low extent (1-2)　　　■ Some extent (3-5)　　　■ High extent (6-7)

Your personal morals and beliefs

| 4 | 33 | 63 |

Long-term returns

| 2 | 35 | 63 |

Courage

| 5 | 61 | 32 |

Input from junior level employees

| 8 | 64 | 25 |

Short-term returns

| 9 | 70 | 20 |

Criticism from colleagues

| 17 | 65 | 17 |

0%　　25%　　50%　　75%　　100%

Encouraging Pursuits

How much flexibility do your employees have to undertake initiatives not directly related to their work mandate?
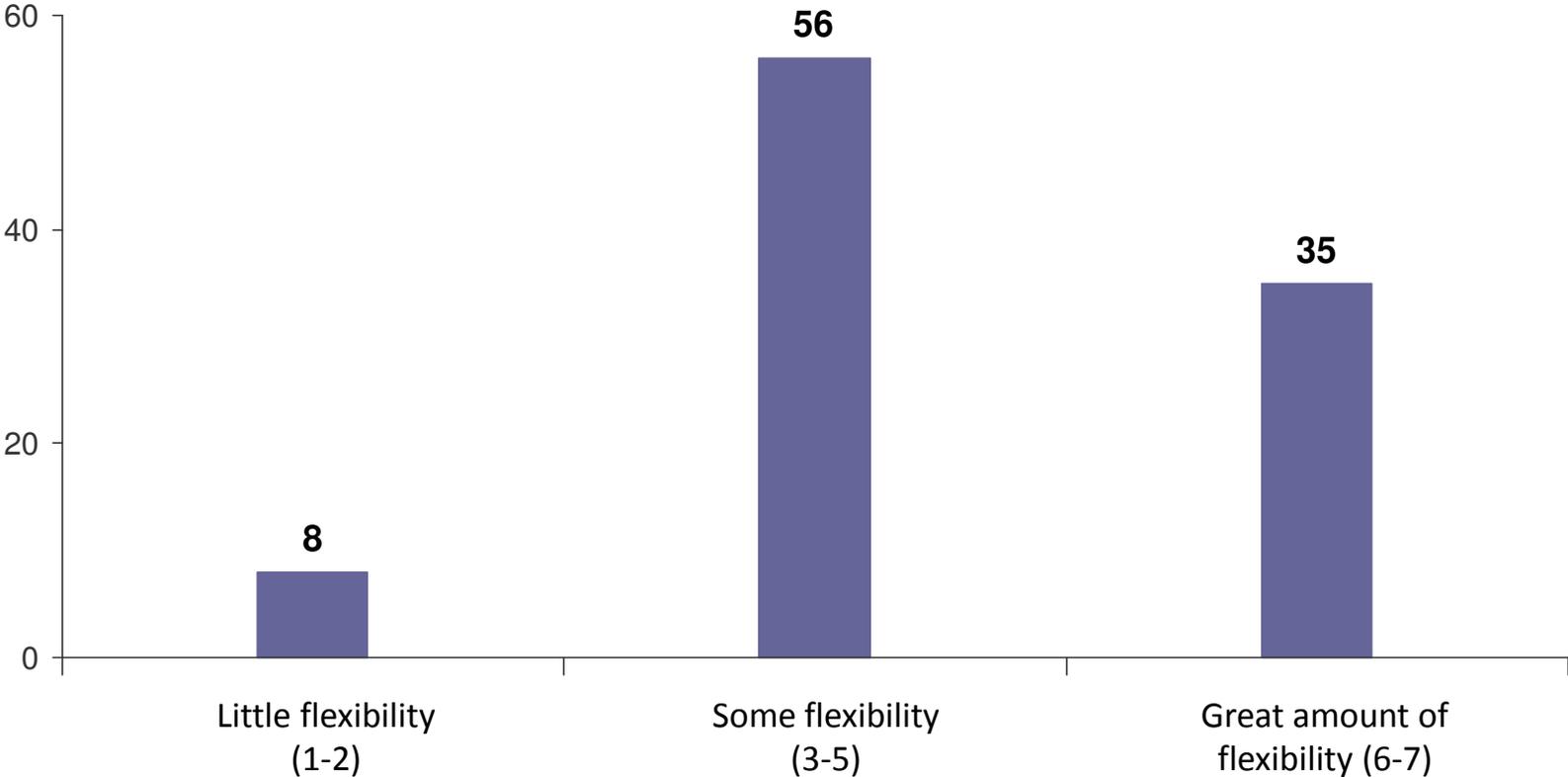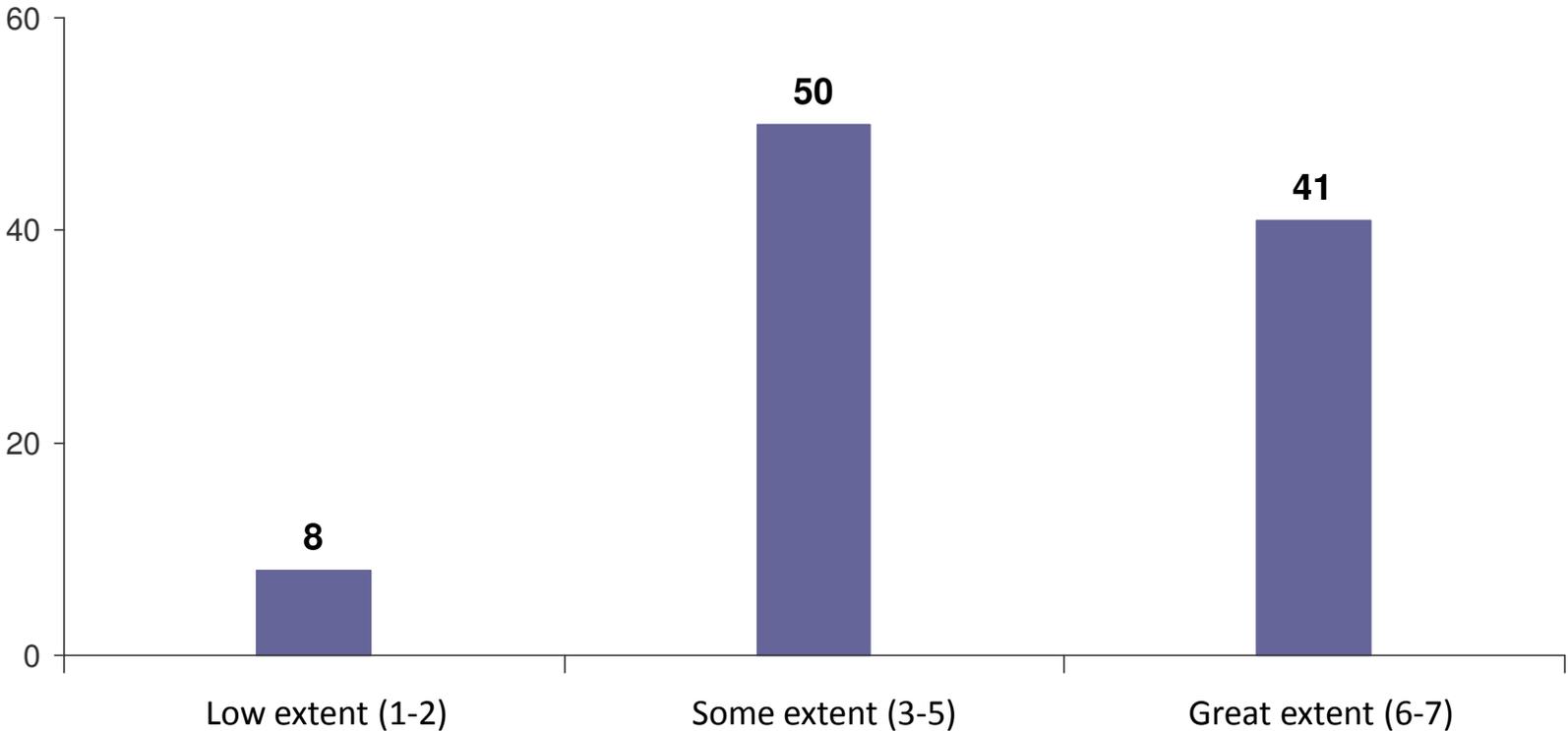

BASE: All respondents, n=1198; percentages; Apr/May 2016

DK/NR=1%

Societal Good

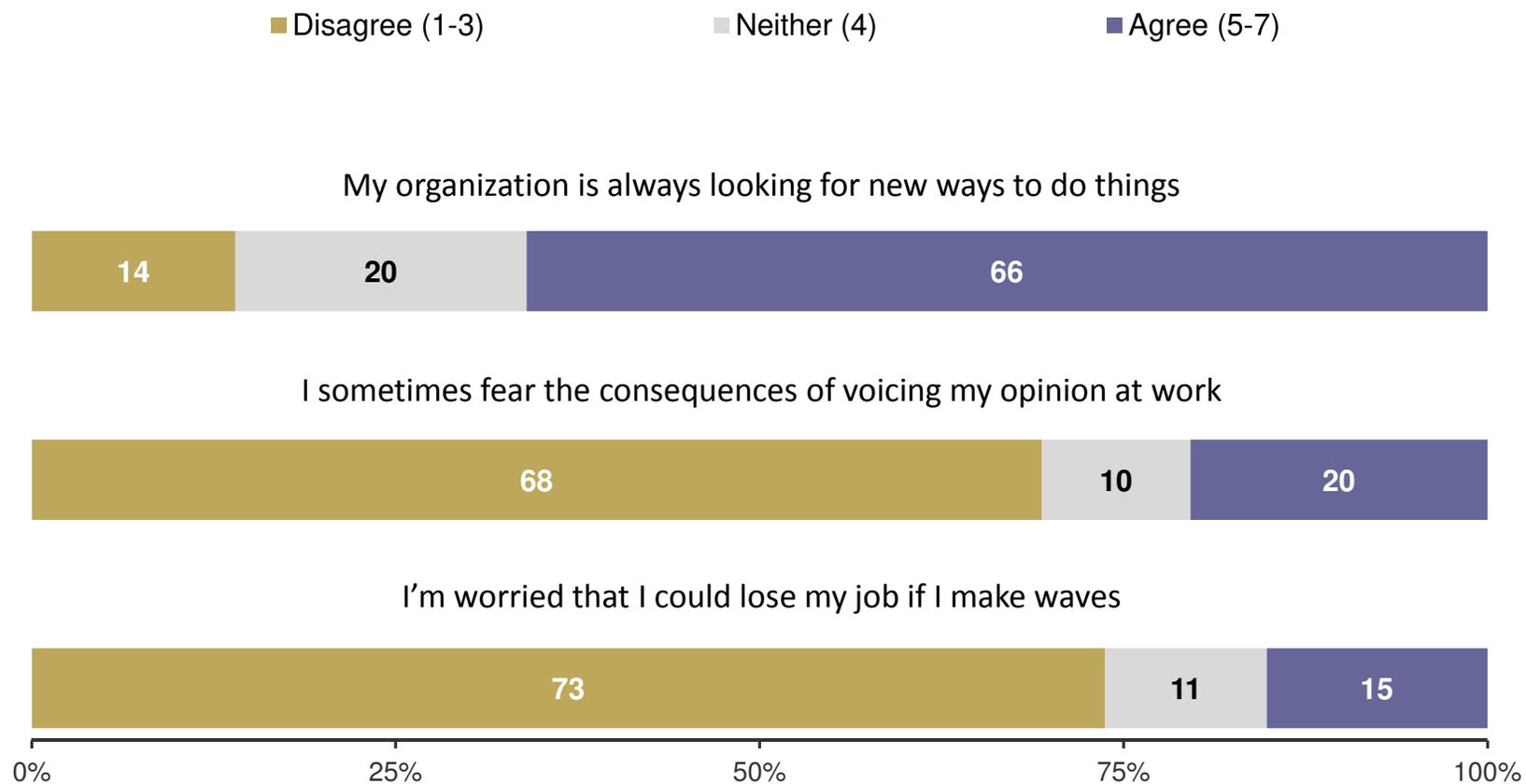To what extent does societal good factor into the vision and strategy of your firm/organization?

BASE: All respondents, n=1198; percentages; Apr/May 2016

DK/NR=2%

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Exploring Different Approaches, Consequences of Speaking Up or Making Waves

How strongly do you agree or disagree with the following statements?

■ Disagree (1-3)   ■ Neither (4)   ■ Agree (5-7)

My organization is always looking for new ways to do things

14	20	66

I sometimes fear the consequences of voicing my opinion at work

68	10	20

I'm worried that I could lose my job if I make waves

73	11	15

0%   25%   50%   75%   100%

BASE: All respondents, n=1198; percentages; Apr/May 2016

Risk Tolerance

Overall, what is your organization's level of risk tolerance?

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