



SURVEY RESULTS · H2 2026

Culture Diagnostic

A results-driven culture that is becoming more open to new ideas.
Values alignment hasn't moved yet.



ORGANISATION

**Meridian Tech
Services**

IT & IT-enabled services, Bengaluru,
India

RESPONSES

570 / 720

79% response rate

COMPARED WITH

H1 2026

512 responses, 71%

Fictional organisation. Responses are simulated for illustration; every score, range, test and driver in this report was computed by the AXIS360 Pulse scoring engine.

EXECUTIVE SUMMARY

What the results say

A results-driven culture that is becoming more open to new ideas.
Values alignment hasn't moved yet.

79%

Response rate (570 of 720), was
71%

3.97

Strongest theme: Market Culture

1▲ 0▼

Themes that genuinely improved
/ worsened since H1 2026

Key findings

- 1** Market (results-focused) culture is the strongest trait at 3.97: people see the organisation as competitive and achievement-oriented.
- 2** Adhocracy (innovation and experimentation) rose significantly to 3.37, though it is still the lowest of the four culture types.
- 3** Values alignment is steady at 3.48. Its strongest drivers are the collaborative 'clan' culture ($\beta +0.41$) and innovation ($\beta +0.32$), not results pressure.
- 4** The lowest-rated statement is about being encouraged to experiment even if it might fail (3.33).

About this module

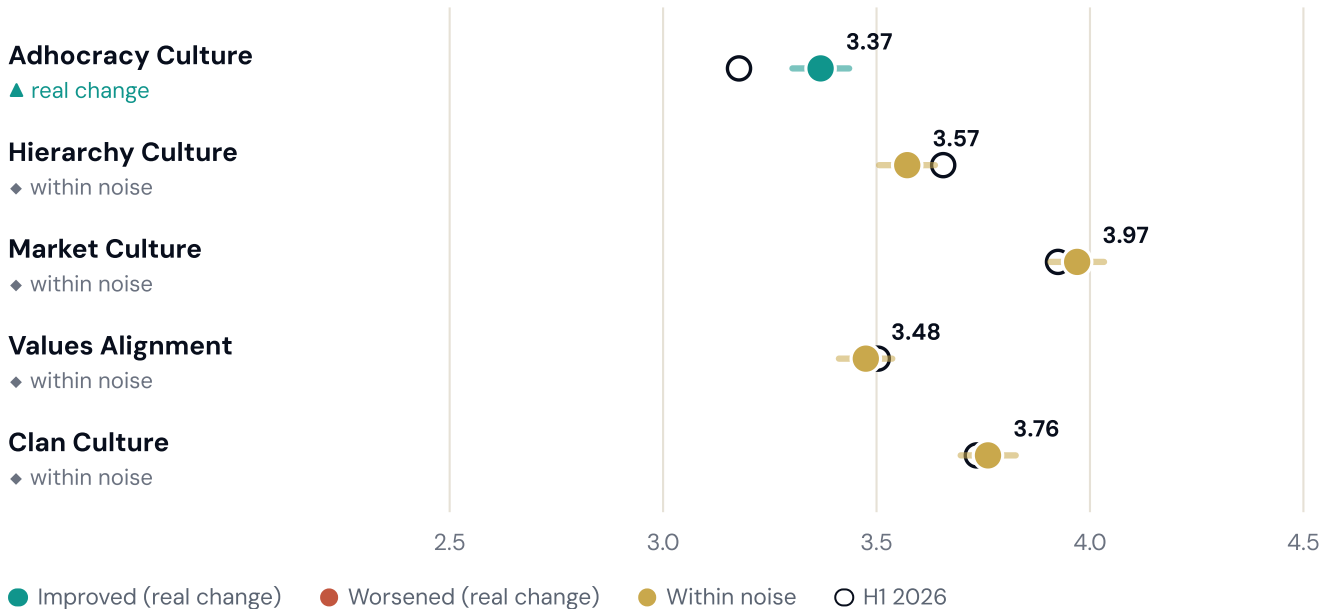
Places your organisation's culture along two axes — flexibility vs. stability, internal vs. external focus — using the four culture types (Clan, Adhocracy, Market, Hierarchy) from Cameron & Quinn's Competing Values Framework.

Scale: 1 (strongly disagree) to 5 (strongly agree). Each person's answers are averaged per theme first, so everyone counts once.

SCORES BY THEME

Where the organisation stands

Filled dot: H2 2026 score with its 95% confidence range. Hollow dot: H1 2026. Only changes larger than chance would explain ($p < 0.05$) are marked as real change.



THEME	SCORE	95% RANGE	H1 2026	CHANGE	VERDICT
Adhocracy Culture	3.37	3.30 – 3.44	3.18	+0.19	▲ real change
Hierarchy Culture	3.57	3.51 – 3.64	3.66	-0.08	within noise
Market Culture	3.97	3.91 – 4.03	3.92	+0.04	within noise
Values Alignment	3.48	3.41 – 3.54	3.50	-0.03	within noise
Clan Culture	3.76	3.70 – 3.83	3.73	+0.03	within noise

BY TEAM

How each team experiences it

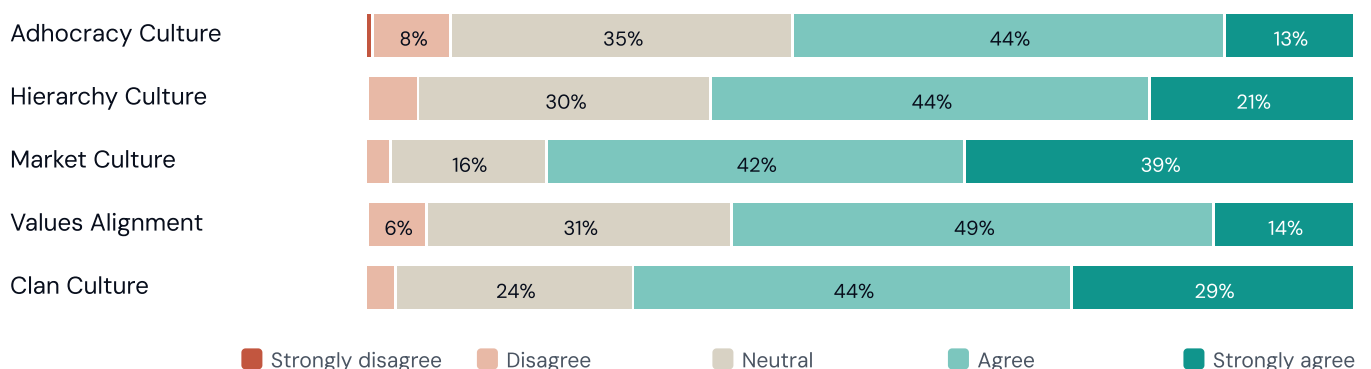
Scores for each team in H2 2026. Darker teal is stronger, terracotta is weaker.

		Adhocracy Culture	Hierarchy Culture	Market Culture	Values Alignment	Clan Culture
Whole organisation	n=570	3.37	3.57	3.97	3.48	3.76
Engineering	n=211	3.44	3.67	4.03	3.49	3.79
Delivery & Projects	n=163	3.29	3.51	3.92	3.47	3.75
Customer Success	n=105	3.42	3.51	4.03	3.43	3.80
Sales & Marketing	n=60	3.21	3.40	3.73	3.38	3.66
HR & Finance	n=27	3.35	3.78	4.04	3.76	3.74
Leadership Office	n=4	hidden	hidden	hidden	hidden	hidden

Why is a team hidden? Any group with fewer than 5 respondents is never shown, so no one can work out who said what. Leadership Office had 4 respondents. Their answers are still included in the whole-organisation score.

How answers are spread

Each person's average for a theme, rounded to the nearest point on the scale. Averages can hide a split team; this shows it.



FROM INSIGHT TO ACTION

Where to focus

What drives values alignment

Key-driver analysis across 570 respondents: how strongly each theme moves values alignment when the others are held equal (standardised β). Together they explain 44% of its variation.



Priority areas

Pulse ranks team-and-theme results with falling scores first, then the lowest, so emerging problems surface before they become the lowest scores. Each comes with a suggested starting point.

HR & Finance · Adhocracy Culture: 3.35 declining -0.23

Create safe-to-fail space: small experiments with explicit permission to stop them without blame.

Engineering · Values Alignment: 3.49 declining -0.10

Make stated values visible in decisions: explain the 'why' behind major calls in terms of those values.

Customer Success · Hierarchy Culture: 3.51 declining -0.19

Look at which approvals and procedures slow teams down without reducing risk.

Strongest and weakest statements

Strongest

- **3.97** This organisation is strongly results-driven — getting the job done matters most.
- **3.97** People here are competitive and achievement-focused.
- **3.76** Leaders here are generally seen as mentors, not just managers.

Weakest

- **3.33** We are encouraged to experiment with new approaches, even if they might fail.
- **3.40** This is a dynamic, entrepreneurial place — people are willing to stick their necks out.
- **3.47** I could describe this organisation's stated values without checking them first.

ABOUT THIS REPORT

How to read these results

Anonymity

Each person answered through a single-use link that carries no name or email. Results are only ever shown for groups of five or more; smaller groups are hidden everywhere, including in exports. Individual answers are never shown to anyone.

Scores and confidence ranges

Each theme is scored from 1 (strongly disagree) to 5 (strongly agree). Each person's answers are averaged per theme first, so everyone counts once regardless of how many statements a theme has. The 95% range shows how much a score could plausibly move with a different set of respondents: smaller groups have wider ranges.

Real change versus noise

Changes since H1 2026 are tested statistically (a two-sided z-test). Only changes with $p < 0.05$ are marked as real change; anything else is within the movement you would expect by chance and should not drive decisions on its own.

Key drivers

Key-driver analysis is a standardised multiple regression across respondents: it shows which themes move the outcome most when the others are held equal. It identifies associations, not proven causes.

The science behind the module

All statements are original wording grounded in published, citable research. No licensed or proprietary item banks are used.

This is a sample report. Meridian Tech Services is a fictional organisation and the responses are simulated. Every number in this report was produced by the AXIS360 Pulse scoring engine, exactly as it would be for a real client.

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