



# Sample Company

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June 27, 2005

**SMALL BUSINESS REPORT**

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# Results and Key Findings Report Overview

## Objectives

1. Identify business performance issues that impede strategy.
2. Gain senior management agreement regarding High-Impact/Low-Performance areas.
3. Prioritize performance improvement goals.
4. Determine action items, due dates, and metrics.
5. Allocate necessary resources.
6. Communicate performance improvement plan.
7. Execute plan.

## Organization Dynamic Model™ - Small Business Categories

1.0 Organization Strategy		2.0 Organization Culture	
<b>1.1 Mission, Vision, &amp; Competitive Advantage</b>	1.1.1 Mission & Competitive Advantage	<b>2.1 Values &amp; Beliefs</b>	2.1.1 Values Credibility
<b>1.2 External Assessment</b>	1.2.1 Customer Profile 1.2.2 Market & Competitive Analysis	<b>2.2 Leadership</b>	2.2.1 Management Modeling 2.2.2 Empowerment & Coaching
<b>1.3 Internal Capabilities</b>	1.3.1 Finance 1.3.2 Research & Development 1.3.3 Production 1.3.4 Marketing 1.3.5 Sales Effectiveness 1.3.6 Customer Service	<b>2.3 Human Resource Systems</b>	2.3.1 Training & Development 2.3.2 Performance Management 2.3.3 Reward Systems
<b>1.4 Planning &amp; Execution</b>	1.4.1 Planning & Execution 1.4.2 Required Technology	<b>2.4 Organization Character</b>	2.4.1 Organization Communication 2.4.2 Adaptability to Change

## Methodology

The assessment employs a six-point interval scale to evaluate your company's performance measured against 59 best-practice statements. Each statement requires a response ranging from "Strongly Disagree" to "Strongly Agree", or the participant may choose a "Don't Know/Not Applicable" response. Responses from all participants are aggregated resulting in performance mean scores.

Additionally, the assessment takes the participants through a critical thinking process that prioritizes the "Key Drivers" of their company within their industry.

The Results & Key Findings report is designed to reflect:

1. **Priorities:** The areas you and your team view to be the "Key Drivers" of your business.
2. **Performance:** How you and your team currently view your company's performance in the areas of Strategy, Design, and Culture.
3. **Consensus:** Your team's degree of agreement or disagreement within each analyzed component.
4. **Focus:** The areas you and your team view to be both "High-Impact" and "Low-Performance".

## Utilization

1. Review the Degree of Impact Summary in order to:
  - Establish a broad understanding of how you prioritized the "Key Drivers" among your Strategy and Culture.
  - Identify how you rated their performance.
2. Review the detail report pages to validate and gain further understanding of the performance scores.
3. Validate and compare your observations with those of your executive management team.
4. Select your top three to five issues, define solutions, and craft an action plan to improve performance.
5. Six to twelve months' later re-take the assessment and benchmark against previous results.

Notice: This report reflects the views and opinions of the individuals that have completed the QuadStrat® assessment. The information contained within this report does not imply, direct, or recommend specific actions to be taken on the part of the assessment respondents or the company or firm they represent. It is recommended that you utilize the skills of a certified consultant to facilitate the process.



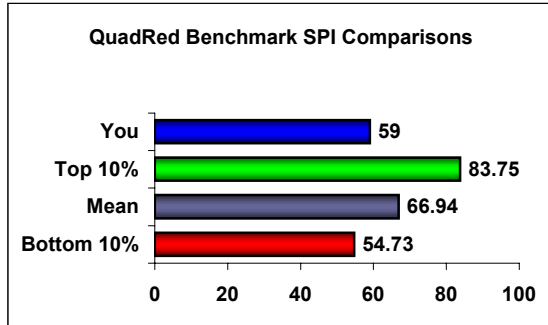
## Sample Company

Your Strategic Performance Index™:

**59**

Your Prior Year SPI™:

**NA**



## Capabilities

Organization Strategy	
Customer Service	61
Mission & Competitive Advantage	68

Organization Culture	
Management Modeling	66

## Constraints

Organization Strategy	
Research & Development	52
Production	56
Planning & Execution	52
Finance	44

Organization Culture	
Ability to Change	56
Empowerment & Coaching	61
Values Credibility	61

This report was produced with input from:

Sample Company

CEO

Management

Board of Directors

Employees

27-Jun-05



Sample Company

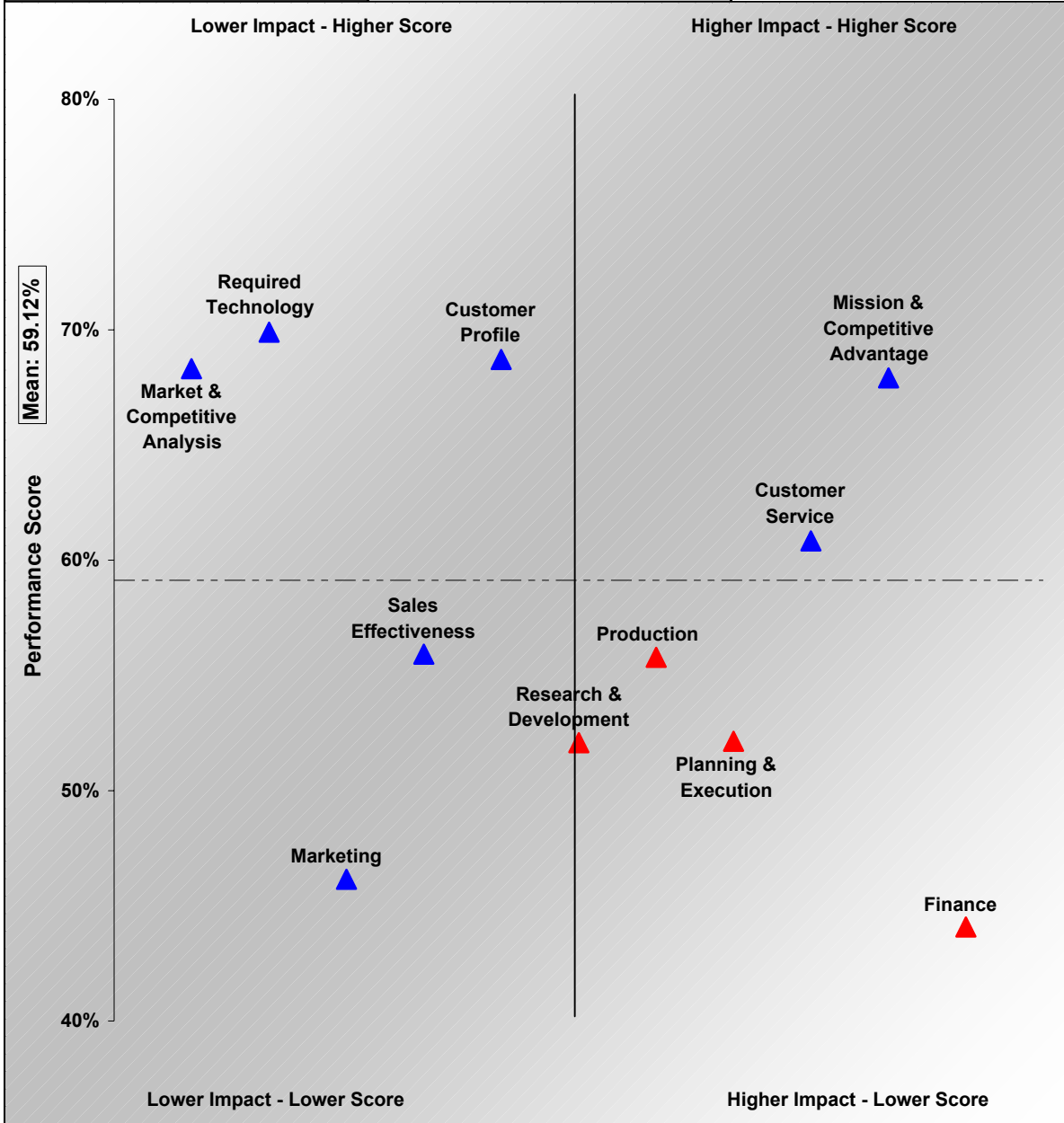
Organization Strategy 59				
Principal Elements		Score	Priority	Prev. Score
1	Mission & Competitive Advantage	68	High	NA
2	Customer Profile	69	Med	NA
3	Market & Competitive Analysis	68	Low	NA
4	Finance	44	High	NA
5	Research & Development	52	Med	NA
6	Production	56	Med	NA
7	Marketing	46	Low	NA
8	Sales Effectiveness	56	Low	NA
9	Customer Service	61	Med	NA
10	Planning & Execution	52	Med	NA
11	Required Technology	70	Low	NA

Organization Culture 62				
Principal Elements		Score	Priority	Prev. Score
1	Values Credibility	61	Med	NA
2	Management Modeling	66	Med	NA
3	Empowerment & Coaching	61	Med	NA
4	Training & Development	74	Med	NA
5	Performance Management	59	Med	NA
6	Reward Systems	50	Med	NA
7	Organization Communication	62	Med	NA
8	Ability to Change	56	Med	NA

# ORGANIZATION STRATEGY

## Degree of Impact

This section of the report plots the Principal Elements within Organization Strategy. Each element reflects the employees' view of their degree of impact on the company's ability to achieve its strategic intent. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority. The table to the right reflects the Principal Elements in order of weighted priority and lists the performance mean score.

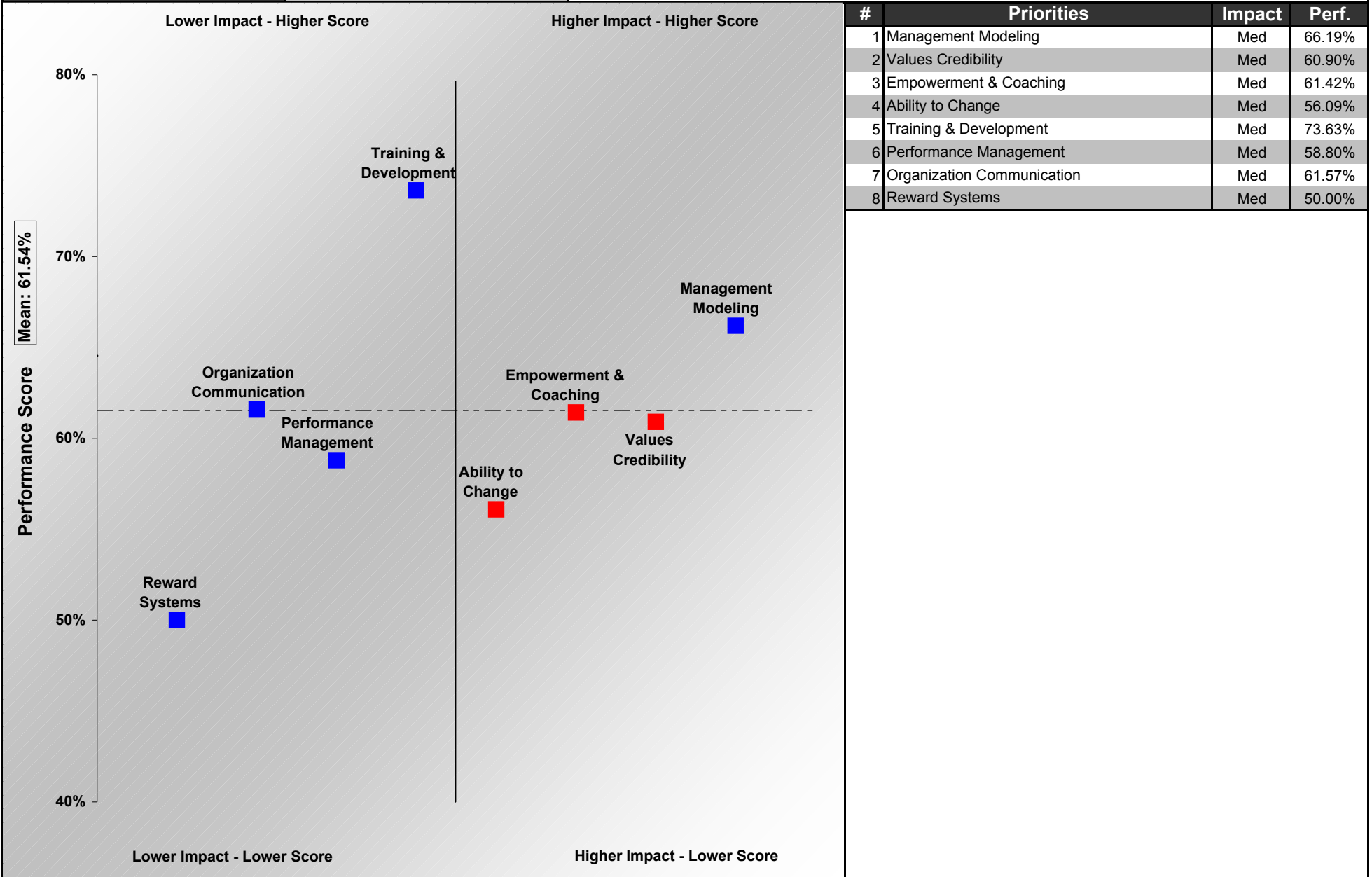


#	Priorities	Impact	Perf.
1	Finance	High	44.07%
2	Mission & Competitive Advantage	High	67.91%
3	Customer Service	Med	60.83%
4	Planning & Execution	Med	52.14%
5	Production	Med	55.78%
6	Research & Development	Med	52.08%
7	Customer Profile	Med	68.71%
8	Sales Effectiveness	Low	55.93%
9	Marketing	Low	46.15%
10	Required Technology	Low	69.89%
11	Market & Competitive Analysis	Low	68.31%

# ORGANIZATION CULTURE

## Degree of Impact

This section of the report plots the Principal Elements within Organization Culture. Each element reflects the employees' view of their degree of impact on the company's ability to achieve its strategic intent. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority. The table to the right reflects the Principal Elements in order of weighted priority and lists the performance mean score.

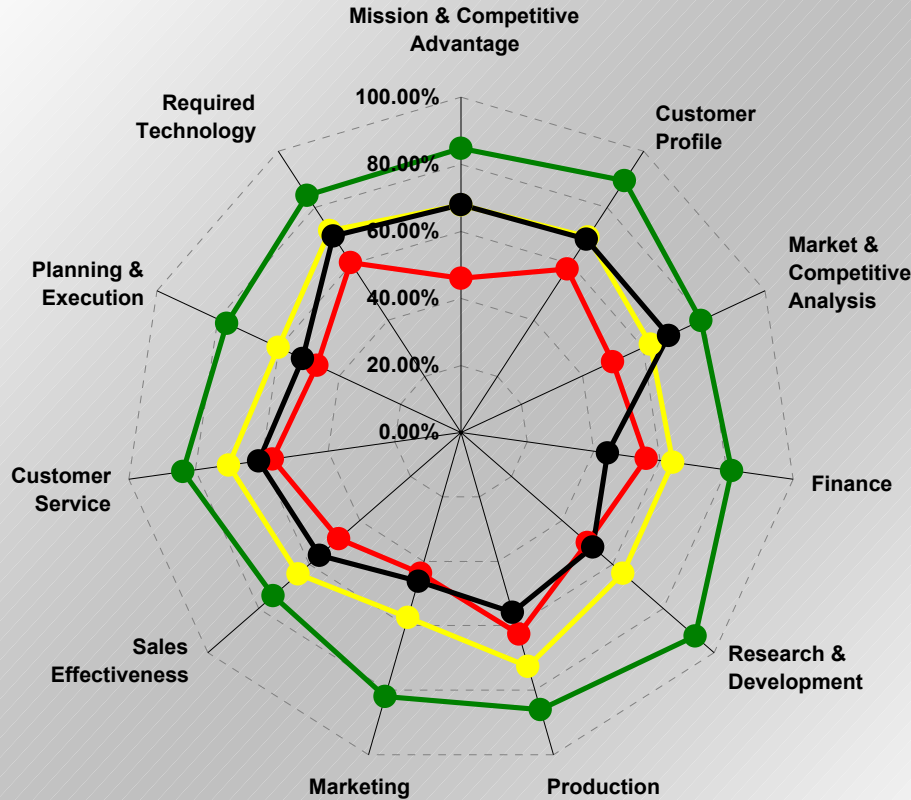




# EXECUTIVE SUMMARY

## Strategy Performance Comparison

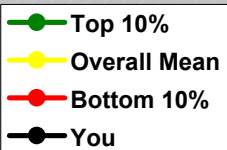
This report compares the Strategy performance scores for the organization with three control groups pulled from QuadRed's normative database: Top 10%, Bottom 10%, and overall mean scores.



#	Principal Elements	Top	Mean	Btm.	You
1	Mission & Competitive Advantage	84.72%	67.84%	45.97%	67.91%
2	Customer Profile	89.51%	69.55%	58.10%	68.71%
3	Market & Competitive Analysis	78.97%	62.31%	49.92%	68.31%
4	Finance	81.48%	63.84%	55.85%	44.07%
5	Research & Development	92.59%	64.05%	50.00%	52.08%
6	Production	86.00%	72.55%	62.47%	55.78%
7	Marketing	81.88%	57.34%	43.70%	46.15%
8	Sales Effectiveness	74.19%	64.33%	48.28%	55.93%
9	Customer Service	83.82%	69.97%	56.79%	60.83%
10	Planning & Execution	77.13%	60.13%	47.36%	52.14%
11	Required Technology	84.31%	71.73%	60.39%	69.89%

### Organization Strategy

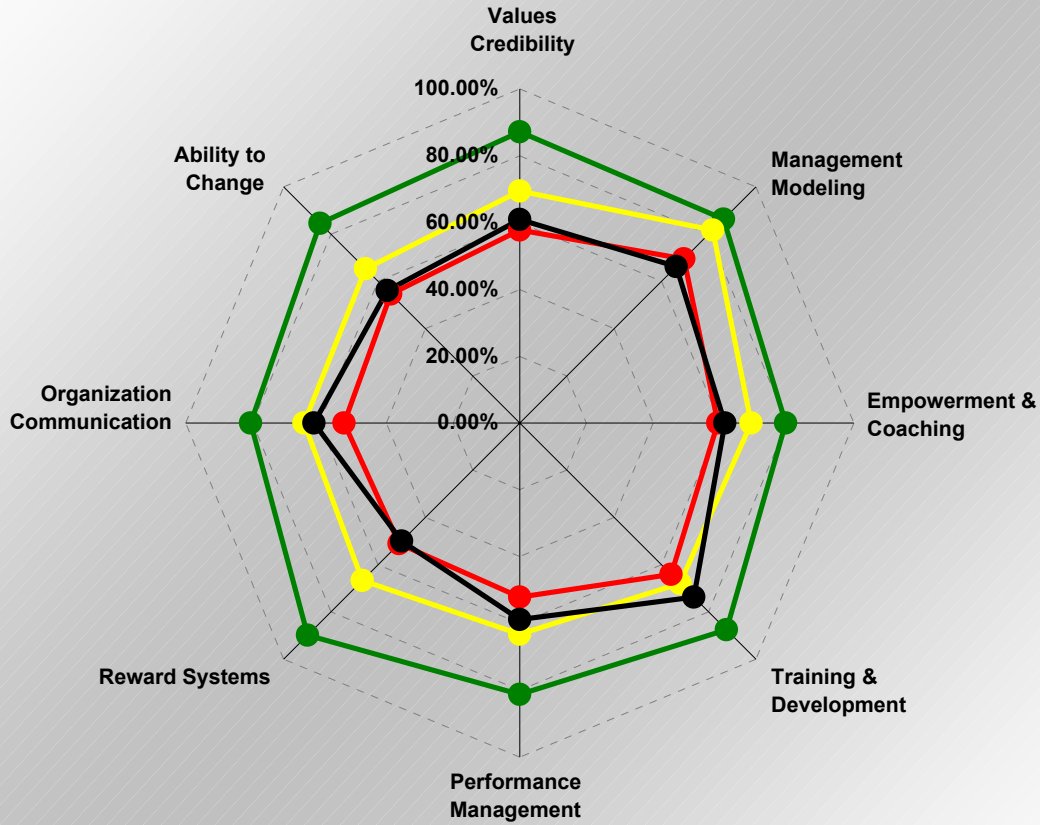
Top 10%: 83.15%  
 Overall Mean: 65.79%  
 Bottom 10%: 52.61%  
 You: 59.12%



# EXECUTIVE SUMMARY

## Culture Performance Comparison

This report compares the Culture performance scores for the organization with three control groups pulled from QuadRed's normative database: Top 10%, Bottom 10%, and overall mean scores.



#	Principal Elements	Top	Mean	Btm.	You
1	Values Credibility	87.18%	69.42%	57.75%	60.90%
2	Management Modeling	86.27%	81.74%	69.53%	66.19%
3	Empowerment & Coaching	79.63%	69.23%	59.34%	61.42%
4	Training & Development	87.50%	67.95%	64.07%	73.63%
5	Performance Management	81.25%	63.22%	52.08%	58.80%
6	Reward Systems	89.74%	66.68%	51.09%	50.00%
7	Organization Communication	80.56%	64.54%	52.60%	61.57%
8	Ability to Change	84.57%	65.35%	54.63%	56.09%

### Organization Culture

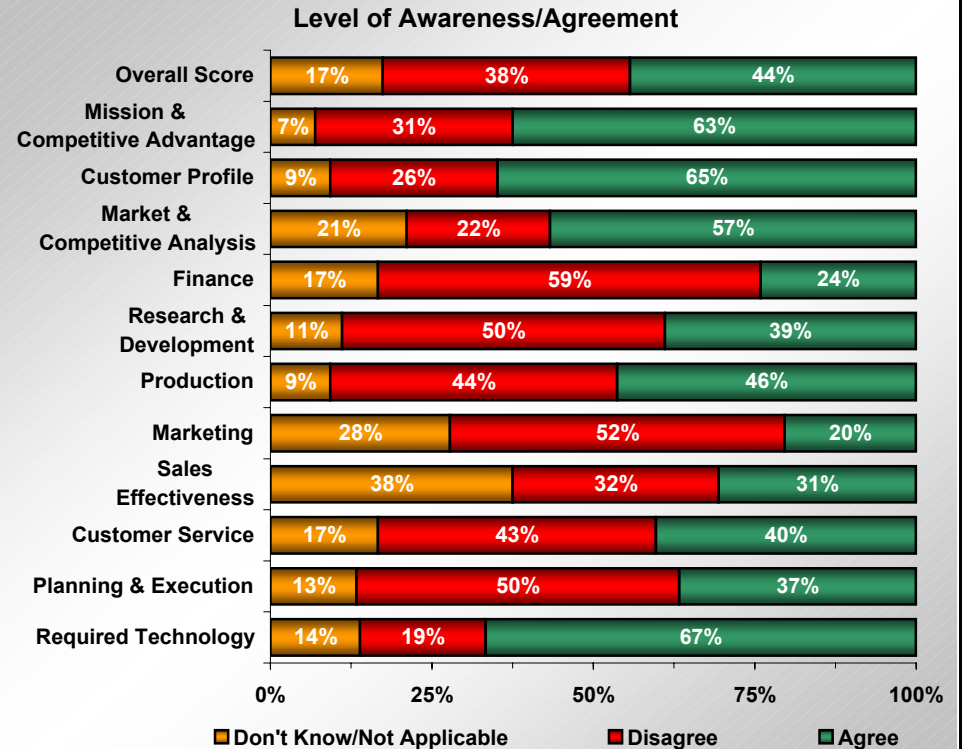
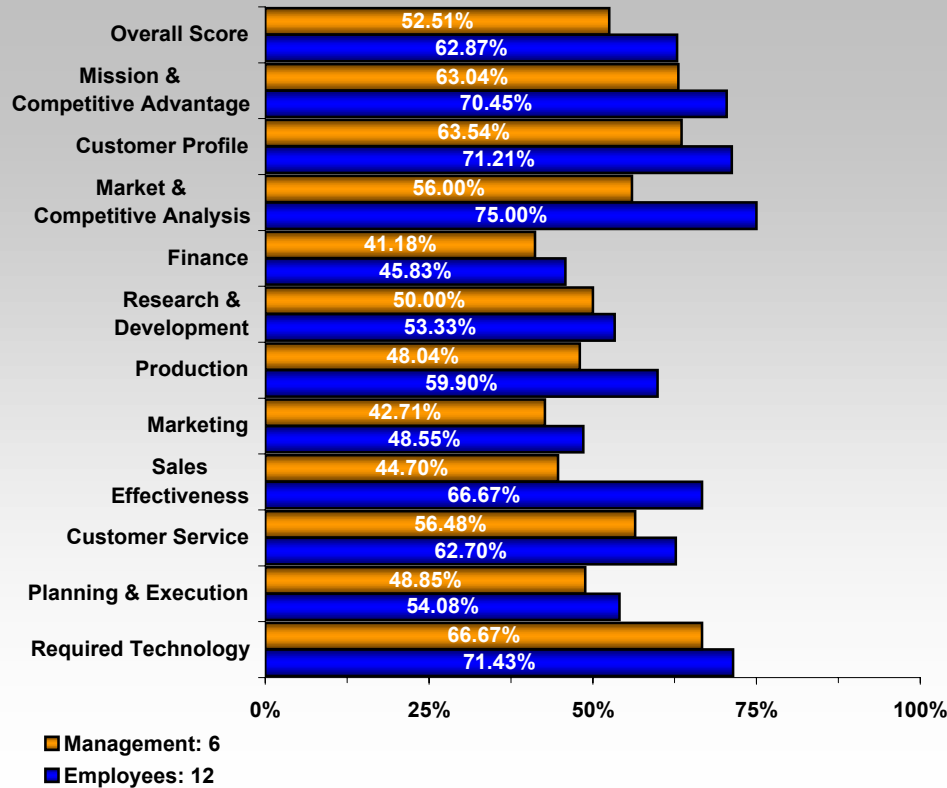
Top 10%: 84.59%  
 Overall Mean: 68.52%  
 Bottom 10%: 57.64%  
 You: 61.54%



# Organization Strategy

## Executive Team and Organization Comparison

This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: **Mission, Vision, & Competitive Advantage, External Assessment, Internal Capabilities, and Planning & Execution**



Note: Due to rounding, the total may not exactly equal 100%

## Mission, Vision, & Competitive Advantage

Mission & Competitive Advantage		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6						
1. Our mission statement clearly explains our company's reason for being in business.	Mgmt.	0%	0%	0%	0%	33%	33%	33%	67%	83.33%	14.91	Mgmt.	63.04%	21.88
	Employees	0%	0%	0%	0%	8%	50%	42%	92%	88.89%	10.86	Employees	70.45%	22.69
2. Our mission statement clearly explains how our company is different from our competition.	Mgmt.	0%	0%	0%	33%	50%	17%	0%	17%	63.89%	12.55	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Employees	8%	8%	8%	17%	33%	8%	17%	25%	63.64%	25.62			
3. We have effectively established a clear competitive advantage in our markets.	Mgmt.	17%	0%	17%	17%	33%	17%	0%	17%	60.00%	19.00			
	Employees	8%	0%	0%	25%	33%	25%	8%	33%	69.70%	16.36			
4. Our company's competitive advantage is clearly understood by all employees.	Mgmt.	0%	17%	33%	33%	0%	17%	0%	17%	44.44%	22.77			
	Employees	17%	8%	8%	33%	17%	8%	8%	17%	56.67%	23.83			

<b>Organization Strategy</b>	<b>Executive Team and Organization Comparison</b>	This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: <b>Mission, Vision, &amp; Competitive Advantage, External Assessment, Internal Capabilities, and Planning &amp; Execution</b>
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### External Assessment

Customer Profile		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
5. Our company has clearly identified the specific features and benefits our customers want.	Mgmt.	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	9.13	Mgmt.	63.54%	17.45
	Employees	8%	0%	0%	8%	42%	33%	8%	42%	74.24%	13.67	Employees	71.21%	19.22
6. Our company has clearly identified why our customers would not purchase our products or services.	Mgmt.	17%	0%	33%	50%	0%	0%	0%	0%	43.33%	9.13			
	Employees	8%	0%	0%	33%	25%	17%	17%	33%	69.70%	19.46			
7. Our customers purchase our products or services in the manner they prefer (in-person, internet, phone,etc.).	Mgmt.	17%	0%	0%	17%	33%	33%	0%	33%	70.00%	13.94			
	Employees	8%	8%	0%	17%	25%	25%	17%	42%	69.70%	24.51			
Market & Competitive Analysis		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
8. Our company has clearly identified the key strengths, weaknesses, and strategies of our direct competitors.	Mgmt.	17%	17%	33%	17%	0%	17%	0%	17%	43.33%	25.27	Mgmt.	56.00%	25.86
	Employees	33%	0%	0%	17%	33%	0%	17%	17%	70.83%	19.42	Employees	75.00%	19.80
9. Our company has thoroughly assessed the threat of substitute products or services.	Mgmt.	33%	17%	17%	17%	17%	0%	0%	0%	41.67%	21.52	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Employees	25%	8%	0%	8%	33%	17%	8%	25%	66.67%	23.57			
10. Our company has analyzed the outlook for growth in our primary market.	Mgmt.	0%	17%	0%	0%	67%	17%	0%	17%	61.11%	22.77			
	Employees	8%	0%	0%	8%	25%	33%	25%	58%	80.30%	16.36			
11. Our customer base is growing at a rate that meets or exceeds industry standards.	Mgmt.	0%	0%	0%	17%	17%	33%	33%	67%	80.56%	19.48			
	Employees	17%	0%	0%	0%	17%	33%	33%	67%	86.67%	13.15			
12. Our company maintains an ongoing, quantifiable market evaluation process.	Mgmt.	33%	17%	17%	17%	17%	0%	0%	0%	41.67%	21.52			
	Employees	33%	0%	8%	17%	17%	17%	8%	25%	66.67%	21.82			

### Internal Capabilities

Finance		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
13. We have sufficient financial resources to achieve our goals.	Mgmt.	17%	33%	33%	0%	17%	0%	0%	0%	33.33%	20.41	Mgmt.	41.18%	25.76
	Employees	0%	25%	33%	17%	8%	8%	8%	17%	44.44%	26.90	Employees	45.83%	24.69
14. Our company has consistently achieved our financial goals.	Mgmt.	0%	17%	0%	17%	50%	17%	0%	17%	58.33%	22.97			
	Employees	17%	8%	17%	33%	8%	8%	8%	17%	53.33%	24.60			
15. We conduct a "Cost/Benefit" analysis before we spend money on any business opportunity.	Mgmt.	0%	67%	17%	0%	0%	17%	0%	17%	30.56%	26.70			
	Employees	50%	17%	17%	8%	8%	0%	0%	0%	36.11%	19.48			

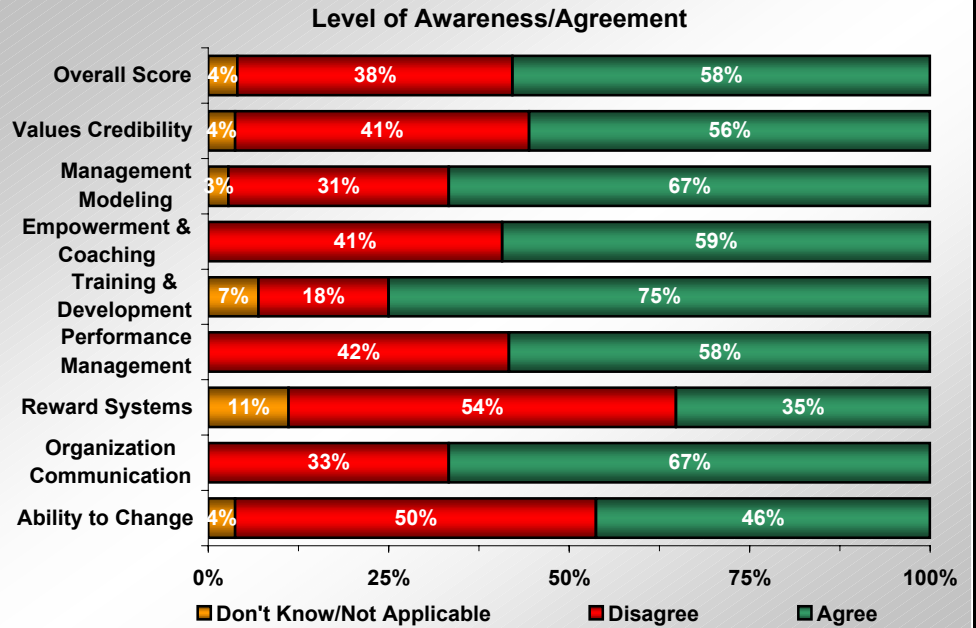
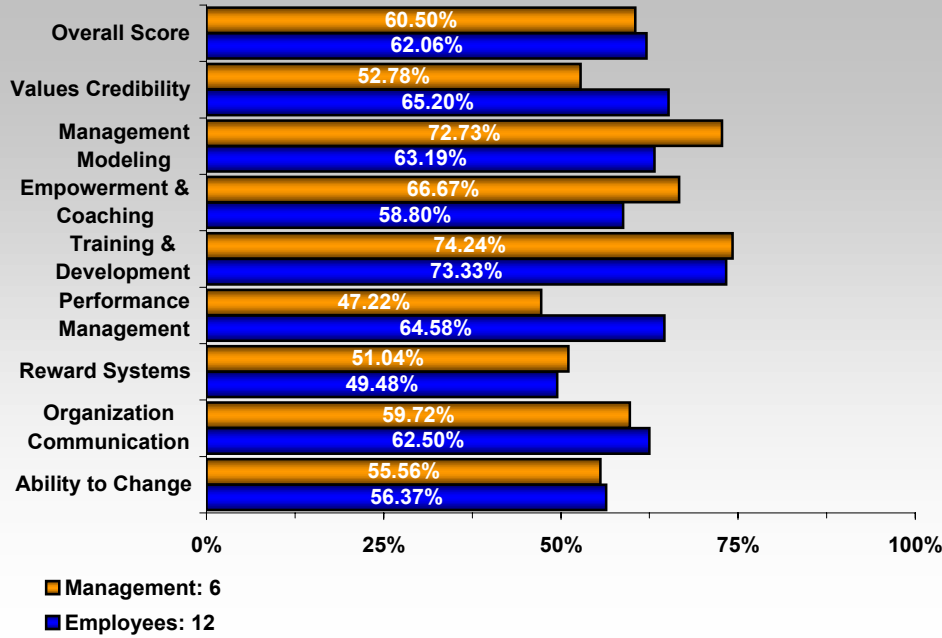
<b>Organization Strategy</b>		<b>Executive Team and Organization Comparison</b>							This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: <b>Mission, Vision, &amp; Competitive Advantage, External Assessment, Internal Capabilities, and Planning &amp; Execution</b>					
									<b>FREQUENCY OF RESPONSE</b>					
<b>Research &amp; Development</b>		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
16. Our company allocates the necessary resources to support our research and development process.	Mgmt.	0%	17%	17%	17%	50%	0%	0%	0%	50.00%	21.08	<b>Mgmt.</b>	<b>50.00%</b>	<b>21.08</b>
	Employees	17%	8%	25%	17%	17%	8%	8%	17%	53.33%	25.82	<b>Employees</b>	<b>53.33%</b>	<b>25.82</b>
<b>Production</b>		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
17. Quality is embedded into our production process.	Mgmt.	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	0.00	<b>Mgmt.</b>	<b>48.04%</b>	<b>19.44</b>
	Employees	0%	0%	8%	17%	25%	42%	8%	50%	70.83%	18.97	<b>Employees</b>	<b>59.90%</b>	<b>20.24</b>
18. Our product or service production process is cost efficient.	Mgmt.	17%	17%	33%	17%	17%	0%	0%	0%	40.00%	19.00			
	Employees	25%	0%	8%	33%	25%	0%	8%	8%	59.26%	18.84			
19. Our product or service production process is flexible, fast, and responsive.	Mgmt.	0%	17%	67%	0%	17%	0%	0%	0%	36.11%	16.39			
	Employees	8%	8%	25%	25%	33%	0%	0%	0%	48.48%	17.41			
<b>Marketing</b>		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
20. Our company has a clearly defined marketing plan.	Mgmt.	17%	17%	50%	17%	0%	0%	0%	0%	33.33%	11.78	<b>Mgmt.</b>	<b>42.71%</b>	<b>20.15</b>
	Employees	8%	17%	17%	25%	25%	0%	8%	8%	50.00%	24.72	<b>Employees</b>	<b>48.55%</b>	<b>26.07</b>
21. Our marketing process reinforces our brand identity.	Mgmt.	0%	17%	0%	33%	33%	17%	0%	17%	55.56%	22.77			
	Employees	25%	17%	8%	17%	17%	8%	8%	17%	53.70%	28.60			
22. Our company consistently analyzes the "Return-on-Investment" (ROI) of our major marketing campaigns.	Mgmt.	17%	33%	0%	50%	0%	0%	0%	0%	36.67%	18.26			
	Employees	75%	17%	0%	8%	0%	0%	0%	0%	27.78%	19.24			
<b>Sales Effectiveness</b>		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
23. Our sales teams or channels consistently achieve their goals.	Mgmt.	33%	17%	17%	33%	0%	0%	0%	0%	37.50%	15.96	<b>Mgmt.</b>	<b>44.70%</b>	<b>19.51</b>
	Employees	67%	0%	0%	8%	8%	17%	0%	17%	70.83%	15.96	<b>Employees</b>	<b>66.67%</b>	<b>14.21</b>
24. Our salespeople possess the necessary skills to achieve their goals.	Mgmt.	0%	33%	0%	33%	17%	17%	0%	17%	47.22%	26.70	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Employees	58%	0%	0%	0%	25%	17%	0%	17%	73.33%	9.12			
25. Our management team employs a well-defined sales management process.	Mgmt.	0%	0%	50%	33%	17%	0%	0%	0%	44.44%	13.61			
	Employees	58%	0%	8%	8%	17%	8%	0%	8%	60.00%	19.00			
26. Our company effectively tracks sales activity from lead generation through closing.	Mgmt.	0%	0%	67%	0%	17%	17%	0%	17%	47.22%	22.15			
	Employees	25%	0%	0%	25%	33%	17%	0%	17%	64.81%	13.03			

<b>Organization Strategy</b>		<b>Executive Team and Organization Comparison</b>							This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: <b>Mission, Vision, &amp; Competitive Advantage, External Assessment, Internal Capabilities, and Planning &amp; Execution</b>					
<b>Customer Service</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>	<b>Mean Score</b>	<b>Std. Dev.</b>	
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
27. Our customer service standards are clearly defined and documented.	Mgmt.	17%	17%	0%	33%	33%	0%	0%	0%	50.00%	20.41	Mgmt.	56.48%	18.20
	Employees	0%	0%	8%	42%	25%	25%	0%	25%	61.11%	16.41	Employees	62.70%	17.96
28. We consistently exceed our customer's expectations.	Mgmt.	17%	0%	17%	67%	0%	0%	0%	0%	46.67%	7.46			
	Employees	0%	0%	8%	58%	25%	8%	0%	8%	55.56%	12.98			
29. Our company regularly obtains and evaluates customer feedback.	Mgmt.	17%	0%	0%	50%	33%	0%	0%	0%	56.67%	9.13			
	Employees	0%	0%	17%	33%	25%	25%	0%	25%	59.72%	18.06			
30. Our company enjoys a higher rate of repeat business and referrals than our competitors.	Mgmt.	50%	0%	0%	0%	17%	17%	17%	33%	83.33%	16.67			
	Employees	50%	0%	0%	0%	8%	25%	17%	42%	86.11%	12.55			
<b>Planning &amp; Execution</b>														
<b>Planning &amp; Execution</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>	<b>Mean Score</b>	<b>Std. Dev.</b>	
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
31. At our company, action plans must clearly specify how and when each goal will be achieved.	Mgmt.	0%	17%	33%	33%	0%	17%	0%	17%	44.44%	22.77	Mgmt.	48.85%	19.89
	Employees	8%	8%	33%	17%	33%	0%	0%	0%	46.97%	17.98	Employees	54.08%	21.66
32. Our company has allocated the necessary capital, technology, and people to achieve our strategic goals.	Mgmt.	0%	0%	17%	33%	50%	0%	0%	0%	55.56%	13.61	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Employees	17%	8%	8%	17%	33%	8%	8%	17%	60.00%	23.83			
33. We execute our strategic goals.	Mgmt.	0%	0%	0%	50%	33%	17%	0%	17%	61.11%	13.61			
	Employees	17%	8%	0%	42%	25%	8%	0%	8%	55.00%	17.66			
34. Management routinely reviews the status of our strategic goals and objectives.	Mgmt.	0%	17%	17%	33%	17%	17%	0%	17%	50.00%	23.57			
	Employees	42%	8%	8%	0%	33%	8%	0%	8%	57.14%	23.29			
35. At our company, there are consequences when deadlines are missed.	Mgmt.	17%	33%	33%	17%	0%	0%	0%	0%	30.00%	13.94			
	Employees	8%	17%	17%	17%	25%	8%	8%	17%	53.03%	26.69			
<b>Required Technology</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>	<b>Mean Score</b>	<b>Std. Dev.</b>	
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
36. We currently have the technology we need to achieve our goals.	Mgmt.	17%	17%	0%	17%	17%	17%	17%	33%	63.33%	32.06	Mgmt.	66.67%	22.22
	Employees	8%	0%	8%	17%	25%	33%	8%	42%	69.70%	19.46	Employees	71.43%	21.82
37. Our company is committed to developing or acquiring the technology that is necessary to achieve our goals.	Mgmt.	17%	0%	0%	0%	67%	17%	0%	17%	70.00%	7.45			
	Employees	17%	8%	0%	8%	17%	33%	17%	50%	73.33%	25.09			

# Organization Culture

## Executive Team and Organization Comparison

This section of the report compares senior management's opinions with those of the general workforce for 8 Principal Elements tied to: **Values & Beliefs, Leadership, Human Resource Systems, and Organization Character**



Note: Due to rounding, the total may not exactly equal 100%

## Values & Beliefs

Values Credibility		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
38. Our employees clearly understand and embrace our company's values and beliefs.	Mgmt.	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	9.13	Mgmt.	52.78%	15.39
	Employees	0%	0%	0%	8%	50%	33%	8%	42%	73.61%	13.21	Employees	65.20%	20.25
39. Our company's business practices are carefully aligned with our values and beliefs.	Mgmt.	0%	0%	0%	50%	33%	17%	0%	17%	61.11%	13.61			
	Employees	0%	0%	0%	0%	67%	25%	8%	33%	73.61%	11.14			
40. Cynicism is virtually absent in our company.	Mgmt.	0%	17%	33%	50%	0%	0%	0%	0%	38.89%	13.61			
	Employees	17%	8%	33%	33%	0%	0%	8%	8%	45.00%	22.29			

## Leadership

Management Modeling		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
41. At our company, employees have confidence in our senior leadership.	Mgmt.	17%	0%	17%	17%	33%	17%	0%	17%	60.00%	19.00	Mgmt.	72.73%	20.10
	Employees	0%	8%	8%	42%	25%	17%	0%	17%	55.56%	19.24	Employees	63.19%	20.25

<h1>Organization Culture</h1>	<b>Executive Team and Organization Comparison</b>	This section of the report compares senior management's opinions with those of the general workforce for 8 Principal Elements tied to: <b>Values &amp; Beliefs, Leadership, Human Resource Systems, and Organization Character</b>
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Management Modeling (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
42. Our company's senior leaders are honest.	Mgmt.	0%	0%	0%	0%	33%	33%	33%	67%	83.33%	14.91	Mgmt.	72.73%	20.10
	Employees	0%	0%	8%	8%	50%	17%	17%	33%	70.83%	18.97	Employees	63.19%	20.25
Empowerment & Coaching		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
43. At our company, authority to make decisions is given to the lowest appropriate level.	Mgmt.	0%	0%	17%	0%	67%	17%	0%	17%	63.89%	16.39	Mgmt.	66.67%	15.12
	Employees	0%	0%	17%	42%	25%	8%	8%	17%	58.33%	19.46	Employees	58.80%	23.73
44. At our company delegation is viewed as a tool to develop and motivate our employees.	Mgmt.	0%	0%	17%	0%	50%	33%	0%	33%	66.67%	18.26			
	Employees	0%	8%	17%	17%	42%	0%	17%	17%	59.72%	25.08			
45. Our managers always show appreciation to employees for good performance.	Mgmt.	0%	0%	0%	17%	50%	33%	0%	33%	69.44%	12.54			
	Employees	0%	8%	25%	25%	8%	17%	17%	33%	58.33%	27.98			

## Human Resource Systems

Training & Development		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
46. Our company invests in training.	Mgmt.	0%	0%	0%	0%	33%	0%	67%	67%	88.89%	17.21	Mgmt.	74.24%	16.04
	Employees	0%	0%	0%	8%	25%	42%	25%	67%	80.56%	15.62	Employees	73.33%	18.94
47. Our company insures that all employees are taught the necessary skills to do their job.	Mgmt.	0%	0%	17%	0%	67%	17%	0%	17%	63.89%	16.39	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Employees	0%	0%	8%	33%	17%	25%	17%	42%	68.06%	21.86			
48. Our training programs improve our company's performance.	Mgmt.	17%	0%	0%	0%	50%	33%	0%	33%	73.33%	9.12			
	Employees	8%	0%	0%	33%	17%	25%	17%	42%	71.21%	19.85			
49. Our training programs are well designed and structured.	Mgmt.	17%	0%	0%	0%	67%	17%	0%	17%	70.00%	7.45			
	Employees	17%	0%	0%	17%	33%	17%	17%	33%	73.33%	17.92			
Performance Management		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
50. At our company people are held accountable for their work.	Mgmt.	0%	17%	50%	17%	17%	0%	0%	0%	38.89%	17.21	Mgmt.	47.22%	21.12
	Employees	0%	0%	8%	33%	33%	17%	8%	25%	63.89%	18.58	Employees	64.58%	17.25
51. Employee goals include clear steps and timelines.	Mgmt.	0%	17%	0%	33%	33%	17%	0%	17%	55.56%	22.77			
	Employees	0%	0%	17%	0%	58%	25%	0%	25%	65.28%	16.60			
Reward Systems		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
52. Given our business goals, we are rewarding the appropriate skills and behaviors.	Mgmt.	17%	17%	33%	0%	33%	0%	0%	0%	43.33%	22.36	Mgmt.	51.04%	19.69
	Employees	8%	8%	17%	33%	33%	0%	0%	0%	50.00%	16.67	Employees	49.48%	18.69



<b>Organization Culture</b>		<b>Executive Team and Organization Comparison</b>							This section of the report compares senior management's opinions with those of the general workforce for 8 Principal Elements tied to: <b>Values &amp; Beliefs, Leadership, Human Resource Systems, and Organization Character</b>					
<b>Reward Systems (cont.)</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>			
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>				<b>Mean Score</b>	<b>Std. Dev.</b>	
53. Our company rewards employees fairly.	Mgmt.	17%	0%	17%	17%	50%	0%	0%	0%	56.67%	14.91	<b>Mgmt.</b>	<b>51.04%</b>	<b>19.69</b>
	Employees	8%	17%	0%	42%	33%	0%	0%	0%	50.00%	18.26	<b>Employees</b>	<b>49.48%</b>	<b>18.69</b>
54. At our company, promotions are only given to the people that deserve them.	Mgmt.	0%	17%	0%	50%	17%	17%	0%	17%	52.78%	22.15			
	Employees	17%	17%	17%	17%	25%	8%	0%	8%	48.33%	22.84			
<b>Organization Character</b>														
<b>Organization Communication</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>			
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>				<b>Mean Score</b>	<b>Std. Dev.</b>	
55. Our company keeps employees well informed.	Mgmt.	0%	0%	17%	17%	67%	0%	0%	0%	58.33%	13.95	<b>Mgmt.</b>	<b>59.72%</b>	<b>15.01</b>
	Employees	0%	0%	0%	33%	67%	0%	0%	0%	61.11%	8.21	<b>Employees</b>	<b>62.50%</b>	<b>13.23</b>
56. Our company regularly communicates the status of our goals and objectives.	Mgmt.	0%	0%	17%	17%	50%	17%	0%	17%	61.11%	17.21			
	Employees	0%	0%	8%	25%	50%	8%	8%	17%	63.89%	17.16			
<b>Ability to Change</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>			
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>				<b>Mean Score</b>	<b>Std. Dev.</b>	
57. Our company manages change well.	Mgmt.	0%	17%	0%	67%	17%	0%	0%	0%	47.22%	16.39	<b>Mgmt.</b>	<b>55.56%</b>	<b>22.14</b>
	Employees	0%	8%	0%	42%	50%	0%	0%	0%	55.56%	14.79	<b>Employees</b>	<b>56.37%</b>	<b>16.92</b>
58. Our company effectively explains the reason for change.	Mgmt.	0%	17%	0%	17%	33%	33%	0%	33%	61.11%	25.09			
	Employees	0%	8%	0%	33%	42%	17%	0%	17%	59.72%	18.06			
59. When change occurs, our company carefully explains how the change will affect employees.	Mgmt.	0%	17%	0%	33%	17%	33%	0%	33%	58.33%	25.27			
	Employees	17%	8%	8%	33%	25%	8%	0%	8%	53.33%	18.92			