QUADRED™

QuadStrat
Enterprise
ClimatePlus
Sample Company

Prepared by:

QuadRed

August 02, 2007

This Report Contains...

1. METHODOLOGY: How to use the QuadStrat Assessment Report to get the most benefit.

2. QUADRED REPORT CARD™: A 1-page summary that includes your overall Stratigic Performance Index (SPI) and your perceived capabilities and constraints.

3. DEGREE OF IMPACT RESULTS: Identifies your High-Impact/High Performance ("Green Zone") and High Impact/Low Performance ("Red Zone") areas.

4. STRATEGIC PERFORMANCE COMPARISONS: A comparison of your organization's performance to the thousands of organizations in the assessment database.

5. STATEMENT FREQUENCY RESPONSES: Shows the degree of consensus or polarity of responses to each statement.

6. COMMENTS: Provides additional anecdotal or situational information from the respondents.

QuadStrat Enterprise (Standard Edition)
Methodology

The assessment you completed compared your organization performance against practices of the best run companies in the world. Each best practice statement in the assessment was formatted on a 6-point interval scale. Responses could range from "Strongly Agree" to "Strongly Disagree". Participants could also select a "Don't Know" or "Not Applicable" response. Responses from all participants have been aggregated, resulting in performance mean scores presented in this report. Mean scores relating to the six-point scale have been converted into percentages. "Don't Know" or "Not Applicable" responses are not factored into the mean scores.

How to use this report:

1. Review the **Report Card** and the Degree of **Impact Quadrants** to understand:
   (a). How the participants prioritized each of the elements in the assessment.
   (b). How they rated the performance of these elements.
2. Review the **Strategic Performance Comparison** spidergrams to compare the perceptions of your current organization to other organizations that have completed this assessment.
3. Use the **Statement Frequency Responses** to see how participants individually rated performance, particularly in the high-impact areas. Is there centrality or polarity?
4. Use the **Comments** section to obtain more elaboration from the respondents regarding high or low performing areas.
5. Identify and prioritize your key performance improvement opportunities.
6. Develop a performance improvement plan.
7. Execute your plan. (Provide Status updates to your constituents and other key constituencies.)
8. Take the assessment again in approximately 9 to 12 months to determine performance progress in targeted improvement areas.

This report is designed to reflect:

1. **Priorities:**   The performance areas the participants have identified as having the greatest impact on the organization's success.
2. **Performance:**   The participant's perception of the organization's current performance.
3. **Comparison:**   How the organization performance compares between all evaluating groups.
4. **Consensus:** The level of agreement or disagreement that exists among the participants regarding performance in key areas.

QuadStrat Enterprise (Standard Edition)
Report Card

Your Strategic Performance Index™:

57

Your Prior Year SPI™:

N/A

Capabilities

All Statements	
Management Modeling	58%
Customer Service	78%
Ability to Change	60%
Building Teams	63%

Constraints

All Statements	
Vision	48%
Empowerment	49%
Organization Communication	38%
Values Credibility	53%
Mission	56%
Employee Feedback	48%

QuadRed Benchmark SPI Comparisons
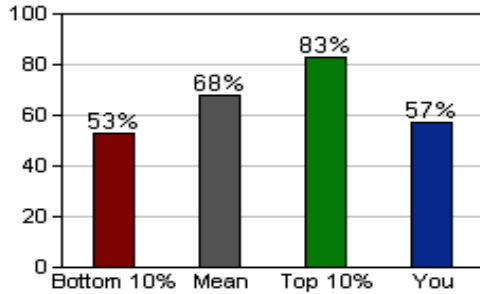
Total Distribution:	12
Percentage:	100%

Total Participants:	12

Group Name	Participants
Management	4
Employee	8

Capabilities and Constraints Definitions

Capabilities are defined as those service categories that are view as "High-Impact" (important to the customer) and "High-Performing (generally perceived as satisfactory performance).

Constraints are defined as those service categories that are view as "High-Impact" (important to the customer) and "Low-Performing" (generally perceived as less satisfactory performance).

Low Impact - Higher Score | **Higher Impact** - Higher Score

Performance Score

- 90%
- 80%
- 70%
- 60%
- 50%
- 40%
- 30%
- 20%

Mean: 57%

Technology

Service

Reward Sys

Inf. Com. Coaching

Building Teams

Roles/Respon.

Ability to Change

Mgmt Modeling

Orientation

Training

Mission Values

Perf. Mgmt Feedback

Empowerment

Vision

Policies & Procedures

Communication

Low Impact - Lower Score | **Higher Impact** - Lower Score

Employee		
No.	**Category**	**Score**
1	Management Modeling	58%
2	Customer Service	78%
3	Vision	48%
4	Empowerment	49%
5	Organization Communication	38%
6	Ability to Change	60%
7	Values Credibility	53%
8	Mission	56%
9	Building Teams	63%
10	Employee Feedback	48%
11	Required Technology	77%
12	Performance Management	52%
13	Coaching	65%
14	Training & Development	57%
15	Informal Communication	65%
16	Reward Systems	70%
17	Policies & Procedures	45%
18	Orientation	56%
19	Roles & Responsibilities	61%

This chart illustrates the actual spacing of the elements on the Impact axis.
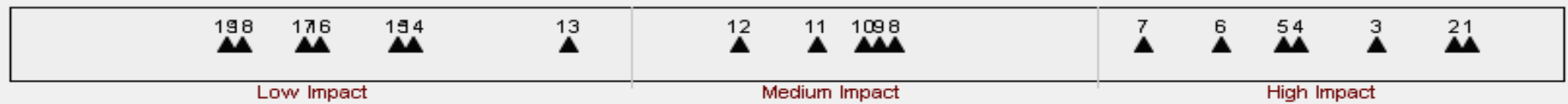
| 19 8 | 17 6 | 15 14 | 13 | 12 | 11 | 10 9 8 | 7 | 6 | 5 4 | 3 | 2 1 |

Low Impact | Medium Impact | High Impact
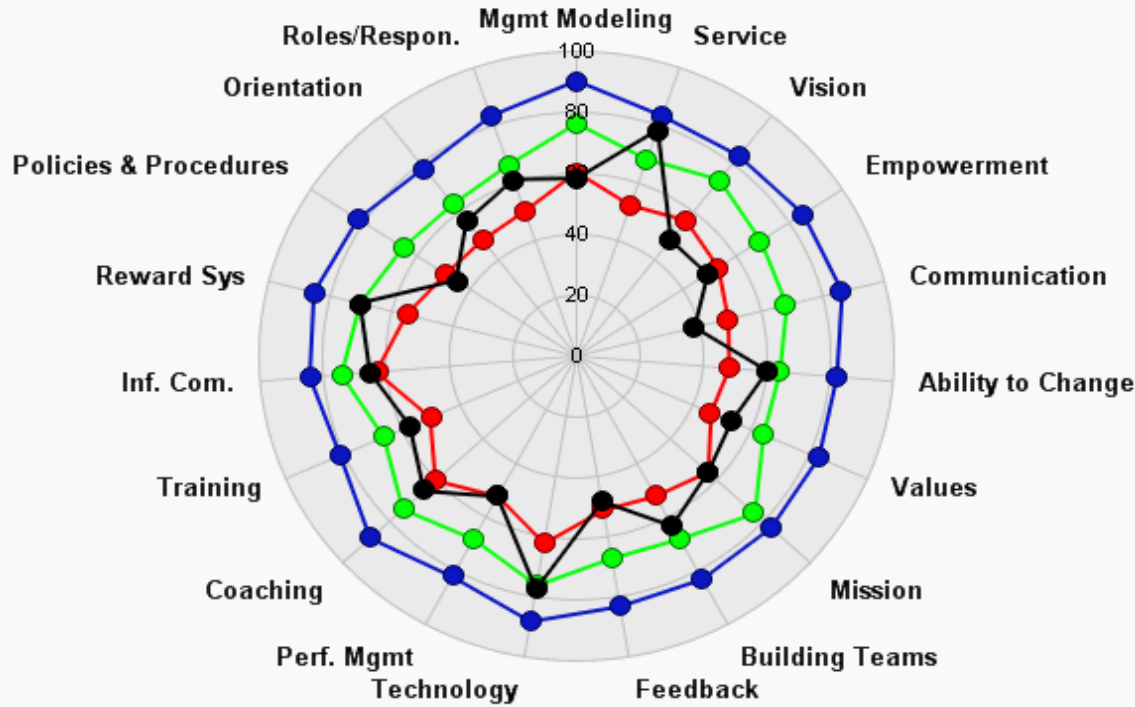
Employee				
Category	Top	Mean	Btm	You
Management Modeling	90%	76%	60%	58%
Customer Service	83%	68%	52%	78%
Vision	83%	73%	56%	48%
Empowerment	85%	69%	53%	49%
Organization Communication	86%	68%	49%	38%
Ability to Change	82%	64%	48%	60%
Values Credibility	83%	64%	46%	53%
Mission	83%	76%	56%	56%
Building Teams	83%	68%	52%	63%
Employee Feedback	83%	67%	51%	48%
Required Technology	88%	76%	62%	77%
Performance Management	82%	68%	52%	52%
Coaching	88%	74%	60%	65%
Training & Development	81%	66%	50%	57%
Informal Communication	84%	74%	63%	65%
Reward Systems	85%	70%	55%	70%
Policies & Procedures	82%	65%	49%	45%
Orientation	78%	63%	48%	56%
Roles & Responsibilities	83%	66%	50%	61%

NA: Not Applicable **DK:** Don't Know **1:** Strongly Disagree **2:** Disagree **3:** Somewhat Disagree **4:** Somewhat Agree **5:** Agree **6:** Strongly Agree

| 13% | 38% | 50% | | ☐ Not Applicable | ☐ Don't Know | ☐ Disagree | ☐ Agree |

Mission

Mission		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
1 Our mission statement clearly explains our company's reason for being in business.	All	12	0%	8%	0%	8%	33%	25%	17%	8%	25%	64%	19	All	56%	16
	Management	4	0%	25%	0%	0%	0%	25%	25%	25%	50%	83%	16	Management	80%	13
	Employee	8	0%	0%	0%	13%	50%	25%	13%	0%	13%	56%	15	Employee	56%	13
2 Our mission statement clearly explains how our company is different from our competition.	All	12	0%	17%	0%	8%	25%	42%	8%	0%	8%	60%	14			
	Management	4	0%	50%	0%	0%	0%	25%	25%	0%	25%	75%	11			
	Employee	8	0%	0%	0%	13%	38%	50%	0%	0%	0%	56%	12			

| 19% | 56% | 25% | | ☐ Not Applicable | ☐ Don't Know | ☐ Disagree | ☐ Agree |

Vision

Vision		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
3 Our vision statement clearly explains what our company will be doing in the future.	All	12	0%	25%	0%	17%	50%	8%	0%	0%	0%	48%	10	All	48%	10
	Management	4	0%	25%	0%	0%	50%	25%	0%	0%	0%	56%	9	Management	55%	8
	Employee	8	0%	25%	0%	25%	50%	0%	0%	0%	0%	44%	8	Employee	48%	11
4 Our vision gives us the direction we need to make good decisions.	All	12	0%	25%	0%	8%	42%	25%	0%	0%	0%	54%	11			
	Management	4	0%	25%	0%	0%	50%	25%	0%	0%	0%	56%	9			
	Employee	8	0%	25%	0%	13%	38%	25%	0%	0%	0%	53%	12			

NA: Not Applicable **DK:** Don't Know **1:** Strongly Disagree **2:** Disagree **3:** Somewhat Disagree **4:** Somewhat Agree **5:** Agree **6:** Strongly Agree

| 24% | 71% | | Not Applicable | Don't Know | Disagree | Agree |

Customer Service

		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
5	Our customer service standards are clearly defined and documented.															
	All	12	0%	0%	0%	0%	8%	25%	50%	17%	67%	79%	14	All	78%	13
	Management	4	0%	0%	0%	0%	25%	25%	25%	25%	50%	75%	21	Management	76%	16
	Employee	8	0%	0%	0%	0%	0%	25%	63%	13%	75%	81%	10	Employee	78%	12
6	We consistently exceed our customer's expectations.															
	All	12	0%	0%	0%	0%	8%	33%	50%	8%	58%	76%	13			
	Management	4	0%	0%	0%	0%	25%	25%	50%	0%	50%	71%	15			
	Employee	8	0%	0%	0%	0%	0%	38%	50%	13%	63%	79%	11			
7	Our employees understand and support our commitment to customer satisfaction.															
	All	12	0%	0%	0%	0%	8%	33%	42%	17%	58%	78%	14			
	Management	4	0%	0%	0%	0%	0%	25%	50%	25%	75%	83%	13			
	Employee	8	0%	0%	0%	0%	13%	38%	38%	13%	50%	75%	15			

| 80% | 20% | | Not Applicable | Don't Know | Disagree | Agree |

Organization Communication

		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
8	Our company keeps employees well informed.															
	All	12	0%	0%	25%	42%	25%	8%	0%	0%	0%	36%	15	All	38%	14
	Management	4	0%	0%	25%	50%	25%	0%	0%	0%	0%	33%	13	Management	40%	15
	Employee	8	0%	0%	25%	38%	25%	13%	0%	0%	0%	38%	17	Employee	38%	15
9	Our company regularly communicates the status of our goals and objectives.															
	All	12	0%	0%	17%	33%	42%	8%	0%	0%	0%	40%	15			
	Management	4	0%	0%	0%	25%	50%	25%	0%	0%	0%	50%	13			
	Employee	8	0%	0%	25%	38%	38%	0%	0%	0%	0%	35%	13			
10	At our company, important information is readily available.															
	All	12	0%	0%	17%	33%	42%	8%	0%	0%	0%	40%	15			
	Management	4	0%	0%	25%	25%	50%	0%	0%	0%	0%	38%	15			
	Employee	8	0%	0%	13%	38%	38%	13%	0%	0%	0%	42%	15			

NA: Not Applicable **DK:** Don't Know **1:** Strongly Disagree **2:** Disagree **3:** Somewhat Disagree **4:** Somewhat Agree **5:** Agree **6:** Strongly Agree

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| 7% | 7% | 86% |

☐ Not Applicable ☐ Don't Know ☐ Disagree ☐ Agree

Required Technology		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
11 We currently have the technology we need to achieve our goals.	All	12	0%	0%	0%	0%	0%	42%	42%	17%	58%	79%	12	All	77%	11
	Management	4	0%	0%	0%	0%	0%	25%	50%	25%	75%	83%	13	Management	78%	15
	Employee	8	0%	0%	0%	0%	0%	50%	38%	13%	50%	77%	12	Employee	77%	10
12 Our company continues to identify and acquire new technologies that support our business.	All	12	0%	8%	0%	0%	8%	25%	58%	0%	58%	76%	11			
	Management	4	0%	25%	0%	0%	25%	0%	50%	0%	50%	72%	19			
	Employee	8	0%	0%	0%	0%	0%	38%	63%	0%	63%	77%	8			

| 63% | 37% |

☐ Not Applicable ☐ Don't Know ☐ Disagree ☐ Agree

Policies & Procedures		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
13 At our company, policies and procedures provide clear and understandable direction.	All	12	0%	0%	8%	25%	33%	33%	0%	0%	0%	49%	16	All	45%	14
	Management	4	0%	0%	25%	0%	25%	50%	0%	0%	0%	50%	23	Management	51%	15
	Employee	8	0%	0%	0%	38%	38%	25%	0%	0%	0%	48%	13	Employee	45%	14
14 Our managers ensure we comply with our policies and procedures.	All	12	0%	0%	0%	25%	42%	33%	0%	0%	0%	51%	13			
	Management	4	0%	0%	0%	25%	50%	25%	0%	0%	0%	50%	13			
	Employee	8	0%	0%	0%	25%	38%	38%	0%	0%	0%	52%	13			
15 Our managers and employees feel that they can get things done without a lot of "red tape."	All	12	0%	0%	8%	33%	50%	8%	0%	0%	0%	43%	13			
	Management	4	0%	0%	0%	0%	75%	25%	0%	0%	0%	54%	8			
	Employee	8	0%	0%	13%	50%	38%	0%	0%	0%	0%	38%	11			

NA: Not Applicable **DK:** Don't Know **1:** Strongly Disagree **2:** Disagree **3:** Somewhat Disagree **4:** Somewhat Agree **5:** Agree **6:** Strongly Agree

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| 38% | 63% | | | | ☐ Not Applicable | ☐ Don't Know | ☐ Disagree | ☐ Agree |

Roles & Responsibilities

		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
16 Our employees clearly understand how their jobs relate to our company's goals.	All	12	0%	0%	0%	0%	25%	50%	17%	8%	25%	68%	15	All	61%	15
	Management	4	0%	0%	0%	0%	25%	25%	50%	0%	50%	71%	15	Management	77%	15
	Employee	8	0%	0%	0%	0%	25%	63%	0%	13%	13%	67%	15	Employee	61%	13
17 At our company, there is no unnecessary duplication of individual roles and responsibilities.	All	12	0%	0%	0%	0%	42%	33%	17%	8%	25%	65%	16			
	Management	4	0%	0%	0%	0%	0%	25%	50%	25%	75%	83%	13			
	Employee	8	0%	0%	0%	0%	63%	38%	0%	0%	0%	56%	8			

| 50% | 50% | | | | ☐ Not Applicable | ☐ Don't Know | ☐ Disagree | ☐ Agree |

Values Credibility

		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
18 Our employees clearly understand and embrace our company's values and beliefs.	All	12	0%	0%	0%	0%	17%	50%	25%	8%	33%	71%	14	All	53%	20
	Management	4	0%	0%	0%	0%	0%	25%	50%	25%	75%	83%	13	Management	75%	19
	Employee	8	0%	0%	0%	0%	25%	63%	13%	0%	13%	65%	10	Employee	53%	17
19 Our values and beliefs are reinforced in all internal communication.	All	12	0%	0%	0%	0%	25%	33%	33%	8%	42%	71%	16			
	Management	4	0%	0%	0%	0%	0%	25%	50%	25%	75%	83%	13			
	Employee	8	0%	0%	0%	0%	38%	38%	25%	0%	25%	65%	13			
20 The daily experiences of our employees are consistent with the direction set forth in our values and beliefs.	All	12	0%	0%	0%	17%	42%	17%	17%	8%	25%	60%	20			
	Management	4	0%	0%	0%	0%	0%	25%	50%	25%	75%	83%	13			
	Employee	8	0%	0%	0%	25%	63%	13%	0%	0%	0%	48%	10			
21 Cynicism is virtually absent in our company.	All	12	0%	0%	25%	17%	42%	17%	0%	0%	0%	42%	18			
	Management	4	0%	0%	0%	25%	50%	25%	0%	0%	0%	50%	13			
	Employee	8	0%	0%	38%	13%	38%	13%	0%	0%	0%	38%	19			

NA: Not Applicable **DK:** Don't Know **1:** Strongly Disagree **2:** Disagree **3:** Somewhat Disagree **4:** Somewhat Agree **5:** Agree **6:** Strongly Agree

| 44% | 56% | ☐ Not Applicable | ☐ Don't Know | ☐ Disagree | ☐ Agree |

Management Modeling

		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
22 Our managers always behave in a manner that is consistent with our values and beliefs.	All	12	0%	0%	0%	17%	17%	17%	42%	8%	50%	68%	21	All	58%	19
	Management	4	0%	0%	0%	0%	0%	0%	75%	25%	100%	88%	8	Management	80%	13
	Employee	8	0%	0%	0%	25%	25%	25%	25%	0%	25%	58%	19	Employee	58%	17
23 At our company, employees have confidence in our senior leadership.	All	12	0%	0%	0%	8%	33%	25%	25%	8%	33%	65%	19			
	Management	4	0%	0%	0%	0%	0%	0%	75%	25%	100%	88%	8			
	Employee	8	0%	0%	0%	13%	50%	38%	0%	0%	0%	54%	11			
24 Our company's senior leaders are honest.	All	12	0%	0%	0%	8%	33%	25%	33%	0%	33%	64%	17			
	Management	4	0%	0%	0%	0%	25%	50%	25%	0%	25%	67%	13			
	Employee	8	0%	0%	0%	13%	38%	13%	38%	0%	38%	63%	19			

| 53% | 47% | ☐ Not Applicable | ☐ Don't Know | ☐ Disagree | ☐ Agree |

Empowerment

		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
25 Our managers know when to personally manage projects and when to let their staff have authority and control.	All	12	0%	0%	17%	8%	33%	33%	8%	0%	8%	51%	20	All	49%	18
	Management	4	0%	0%	0%	0%	25%	50%	25%	0%	25%	67%	13	Management	54%	17
	Employee	8	0%	0%	25%	13%	38%	25%	0%	0%	0%	44%	19	Employee	49%	19
26 Employee involvement is always encouraged.	All	12	0%	0%	8%	8%	33%	42%	8%	0%	8%	56%	17			
	Management	4	0%	0%	25%	0%	50%	25%	0%	0%	0%	46%	20			
	Employee	8	0%	0%	0%	13%	25%	50%	13%	0%	13%	60%	15			
27 At our company, authority to make decisions is given to the lowest appropriate level.	All	12	0%	0%	17%	17%	42%	25%	0%	0%	0%	46%	17			
	Management	4	0%	0%	0%	25%	50%	25%	0%	0%	0%	50%	13			
	Employee	8	0%	0%	25%	13%	38%	25%	0%	0%	0%	44%	19			

NA: Not Applicable **DK:** Don't Know **1:** Strongly Disagree **2:** Disagree **3:** Somewhat Disagree **4:** Somewhat Agree **5:** Agree **6:** Strongly Agree

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| 37% | 63% | | Not Applicable | Don't Know | Disagree | Agree |

Coaching

		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
28	At our company, delegation is viewed as a way to develop and motivate our employees.													All	65%	15
		All	12	0%	0%	0%	8%	25%	50%	17%	0%	17%	63%	14			
		Management	4	0%	0%	0%	0%	0%	50%	50%	0%	50%	75%	9	Management	75%	13
		Employee	8	0%	0%	0%	13%	38%	50%	0%	0%	0%	56%	12	Employee	65%	15
29	Our managers understand the importance of maintaining their employee's self-esteem.	All	12	0%	0%	0%	0%	25%	42%	25%	8%	33%	69%	15			
		Management	4	0%	0%	0%	0%	25%	50%	25%	0%	25%	67%	13			
		Employee	8	0%	0%	0%	0%	25%	38%	25%	13%	38%	71%	17			
30	Our managers always show appreciation to employees for good performance.	All	12	0%	0%	0%	0%	17%	33%	42%	8%	50%	74%	15			
		Management	4	0%	0%	0%	0%	0%	25%	50%	25%	75%	83%	13			
		Employee	8	0%	0%	0%	0%	25%	38%	38%	0%	38%	69%	13			

| 48% | 52% | | Not Applicable | Don't Know | Disagree | Agree |

Building Teams

		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
31	Our company encourages and fosters good teamwork.	All	12	0%	0%	0%	8%	25%	50%	17%	0%	17%	63%	14	All	63%	16
		Management	4	0%	0%	0%	25%	50%	25%	0%	0%	0%	50%	13	Management	55%	13
		Employee	8	0%	0%	0%	0%	13%	63%	25%	0%	25%	69%	10	Employee	63%	17
32	Our managers are effective at creating employee support and enthusiasm around company goals.	All	12	0%	0%	0%	8%	25%	42%	25%	0%	25%	64%	15			
		Management	4	0%	0%	0%	25%	50%	0%	25%	0%	25%	54%	20			
		Employee	8	0%	0%	0%	0%	13%	63%	25%	0%	25%	69%	10			
33	At our company, team performance is rewarded at a level equal to or greater than individual performance.	All	12	0%	0%	8%	17%	50%	25%	0%	0%	0%	49%	15			
		Management	4	0%	0%	0%	0%	50%	50%	0%	0%	0%	58%	9			
		Employee	8	0%	0%	13%	25%	50%	13%	0%	0%	0%	44%	15			
34	We effectively bring together people from various departments to better achieve our goals.	All	12	0%	0%	0%	0%	25%	50%	17%	8%	25%	68%	15			
		Management	4	0%	0%	0%	0%	50%	50%	0%	0%	0%	58%	9			
		Employee	8	0%	0%	0%	0%	13%	50%	25%	13%	38%	73%	15			

NA: Not Applicable **DK:** Don't Know **1:** Strongly Disagree **2:** Disagree **3:** Somewhat Disagree **4:** Somewhat Agree **5:** Agree **6:** Strongly Agree

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| | | 56% | | 33% | | | | | Not Applicable | Don't Know | Disagree | Agree |

Orientation		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
35 Our company provides new employees with an orientation program that helps them understand the company's mission, vision and values.	All	12	8%	8%	0%	17%	42%	17%	8%	0%	8%	53%	15	All	56%	15
	Management	4	0%	0%	0%	50%	25%	25%	0%	0%	0%	46%	15	Management	45%	14
	Employee	8	13%	13%	0%	0%	50%	13%	13%	0%	13%	58%	13	Employee	56%	15
36 Our senior managers participate in the orientation program.	All	12	8%	8%	0%	25%	33%	17%	8%	0%	8%	52%	16			
	Management	4	0%	0%	0%	50%	25%	25%	0%	0%	0%	46%	15			
	Employee	8	13%	13%	0%	13%	38%	13%	13%	0%	13%	56%	17			

| 22% | | 33% | | | 44% | | | | | Not Applicable | Don't Know | Disagree | Agree |

Training & Development		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
37 Our company ensures that all employees are taught the necessary skills to do their job.	All	12	0%	17%	0%	17%	25%	25%	17%	0%	17%	58%	18	All	57%	15
	Management	4	0%	0%	0%	0%	25%	50%	25%	0%	25%	67%	13	Management	70%	13
	Employee	8	0%	25%	0%	25%	25%	13%	13%	0%	13%	53%	19	Employee	57%	14
38 Our training programs improve our company's performance.	All	12	0%	25%	0%	0%	33%	33%	8%	0%	8%	61%	11			
	Management	4	0%	25%	0%	0%	25%	25%	25%	0%	25%	67%	16			
	Employee	8	0%	25%	0%	0%	38%	38%	0%	0%	0%	58%	9			
39 Our training programs are well designed and structured.	All	12	0%	33%	0%	0%	17%	25%	25%	0%	25%	69%	13			
	Management	4	0%	25%	0%	0%	0%	25%	50%	0%	50%	78%	9			
	Employee	8	0%	38%	0%	0%	25%	25%	13%	0%	13%	63%	13			

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

| 57% | 43% | | Not Applicable | Don't Know | Disagree | Agree |

Performance Management		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
40 Our company uses a results-oriented employee performance review process.	All	12	0%	0%	0%	17%	25%	33%	25%	0%	25%	61%	17	All	52%	18
	Management	4	0%	0%	0%	50%	50%	0%	0%	0%	0%	42%	9	Management	44%	15
	Employee	8	0%	0%	0%	0%	13%	50%	38%	0%	38%	71%	11	Employee	52%	18
41 As part of our performance management process, managers and employees agree upon goals.	All	12	0%	0%	0%	33%	42%	17%	8%	0%	8%	50%	15			
	Management	4	0%	0%	0%	50%	0%	25%	25%	0%	25%	54%	25			
	Employee	8	0%	0%	0%	25%	63%	13%	0%	0%	0%	48%	10			
42 At our company, people are held accountable for their work.	All	12	0%	0%	25%	33%	25%	8%	8%	0%	8%	40%	20			
	Management	4	0%	0%	25%	50%	25%	0%	0%	0%	0%	33%	13			
	Employee	8	0%	0%	25%	25%	25%	13%	13%	0%	13%	44%	23			
43 Employee goals include clear steps and timelines.	All	12	0%	0%	0%	0%	42%	50%	8%	0%	8%	61%	10			
	Management	4	0%	0%	0%	0%	75%	25%	0%	0%	0%	54%	8			
	Employee	8	0%	0%	0%	0%	25%	63%	13%	0%	13%	65%	10			
44 Performance appraisals are conducted more than once a year.	All	12	0%	0%	8%	58%	33%	0%	0%	0%	0%	38%	10			
	Management	4	0%	0%	0%	75%	25%	0%	0%	0%	0%	38%	8			
	Employee	8	0%	0%	13%	50%	38%	0%	0%	0%	0%	38%	11			

NA: Not Applicable **DK:** Don't Know **1:** Strongly Disagree **2:** Disagree **3:** Somewhat Disagree **4:** Somewhat Agree **5:** Agree **6:** Strongly Agree

| 37% | 63% | | Not Applicable | Don't Know | Disagree | Agree |

Reward Systems		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
45 Our company rewards employees fairly.	All	12	0%	0%	0%	0%	17%	25%	42%	17%	58%	76%	16	All	70%	16
	Management	4	0%	0%	0%	0%	25%	25%	25%	25%	50%	75%	21	Management	75%	15
	Employee	8	0%	0%	0%	0%	13%	25%	50%	13%	63%	77%	15	Employee	70%	17
46 Employees in our company feel that the rewards for achieving their goals are worthy of the effort.	All	12	0%	0%	0%	0%	8%	42%	42%	8%	50%	75%	13			
	Management	4	0%	0%	0%	0%	0%	25%	75%	0%	75%	79%	8			
	Employee	8	0%	0%	0%	0%	13%	50%	25%	13%	38%	73%	15			
47 At our company, promotions are only given to the people that deserve them.	All	12	0%	0%	0%	8%	33%	25%	33%	0%	33%	64%	17			
	Management	4	0%	0%	0%	0%	25%	25%	50%	0%	50%	71%	15			
	Employee	8	0%	0%	0%	13%	38%	25%	25%	0%	25%	60%	17			

| 42% | 58% | | Not Applicable | Don't Know | Disagree | Agree |

Informal Communication		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
48 At our company, ideas and opinions are exchanged openly without fear of reprisal.	All	12	0%	0%	0%	8%	25%	50%	17%	0%	17%	63%	14	All	65%	16
	Management	4	0%	0%	0%	0%	50%	50%	0%	0%	0%	58%	9	Management	65%	13
	Employee	8	0%	0%	0%	13%	13%	50%	25%	0%	25%	65%	16	Employee	65%	18
49 Conflict or disagreement is used productively to achieve better solutions.	All	12	0%	0%	0%	0%	42%	33%	17%	8%	25%	65%	16			
	Management	4	0%	0%	0%	0%	50%	25%	25%	0%	25%	63%	15			
	Employee	8	0%	0%	0%	0%	38%	38%	13%	13%	25%	67%	17			
50 We have an "open door" policy.	All	12	0%	0%	0%	8%	17%	33%	33%	8%	42%	69%	18			
	Management	4	0%	0%	0%	0%	0%	50%	50%	0%	50%	75%	9			
	Employee	8	0%	0%	0%	13%	25%	25%	25%	13%	38%	67%	21			

QuadStrat Enterprise (Standard Edition)

Performance Scores

NA: Not Applicable   **DK:** Don't Know   **1:** Strongly Disagree   **2:** Disagree   **3:** Somewhat Disagree   **4:** Somewhat Agree   **5:** Agree   **6:** Strongly Agree

| 7% | 73% | 20% | ■ Not Applicable ■ Don't Know ■ Disagree ■ Agree |

Employee Feedback

		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
51 Our company solicits employee opinions.	All	12	0%	0%	17%	33%	33%	17%	0%	0%	0%	42%	16	All	48%	17
	Management	4	0%	0%	50%	25%	0%	25%	0%	0%	0%	33%	23	Management	35%	18
	Employee	8	0%	0%	0%	38%	50%	13%	0%	0%	0%	46%	11	Employee	48%	14
52 Our managers take the time to communicate the results of employee feedback.	All	12	8%	0%	8%	25%	42%	8%	8%	0%	8%	47%	17			
	Management	4	0%	0%	25%	25%	50%	0%	0%	0%	0%	38%	15			
	Employee	8	13%	0%	0%	25%	38%	13%	13%	0%	13%	52%	17			

| 47% | 47% | ■ Not Applicable ■ Don't Know ■ Disagree ■ Agree |

Ability to Change

		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
53 Our company manages change well.	All	12	0%	8%	0%	25%	33%	25%	8%	0%	8%	53%	16	All	60%	15
	Management	4	0%	0%	0%	50%	50%	0%	0%	0%	0%	42%	9	Management	47%	11
	Employee	8	0%	13%	0%	13%	25%	38%	13%	0%	13%	60%	16	Employee	60%	14
54 Our company effectively explains the reason for change.	All	12	0%	0%	0%	25%	33%	42%	0%	0%	0%	53%	13			
	Management	4	0%	0%	0%	25%	50%	25%	0%	0%	0%	50%	13			
	Employee	8	0%	0%	0%	25%	25%	50%	0%	0%	0%	54%	14			
55 When change occurs, our company carefully explains how the change will affect employees.	All	12	0%	0%	0%	8%	33%	42%	17%	0%	17%	61%	14			
	Management	4	0%	0%	0%	25%	50%	25%	0%	0%	0%	50%	13			
	Employee	8	0%	0%	0%	0%	25%	50%	25%	0%	25%	67%	12			

General Comments

We need to put some teeth into our Performance Management program. Too many people are not contributing at the level they should be.

This company has a lot more potential. As we have grown, I think we have lost touch with each other. We are all doing our own thing without communicating effectively with our employees or each other. We need better information systems.