



THE  
**CORPORATE L.I.F.E.**  
CENTRE INTERNATIONAL

*Building High Performance  
organizations*



## Sample Company

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February 2009

ENTERPRISE EDITION  
CEO REPORT

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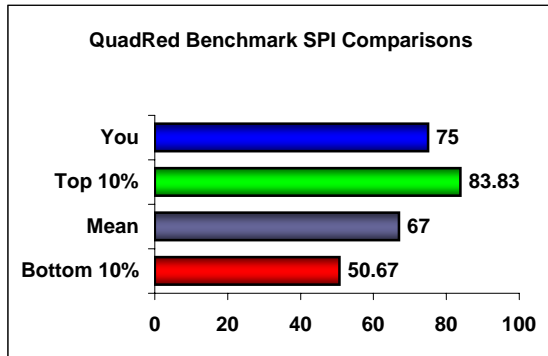
## Sample Company

Your Strategic Performance Index™:

**75**

Your Prior Year SPI™:

**NA**



This report was produced with input from:

Sample Company

CEO

Management

Board of Directors

Employees

Customers

8-Feb-05

### Capabilities

#### Organization Strategy

Vision	83
Customer Profile	67
Customer Service	70
Planning	72
Resource Alignment	67

#### Organization Design

Shared Knowledge	92
Required Technology	92

#### Organization Culture

Performance Management	83
Training & Development	87

### Constraints

#### Organization Strategy

Mission	33
Marketing	40

#### Organization Design

Structure Alignment	83
Leveraging Core Competence	83

#### Organization Culture

Management Modeling	72
Values Credibility	70
Ability to Change	78
Recruitment	79
Building Teams	75



Sample Company

Organization Strategy 63				
Principal Elements		Score	Priority	Prev. Score
1	Mission	33	High	NA
2	Vision	83	High	NA
3	Strategic Advantage	42	Low	NA
4	Customer Profile	67	High	NA
5	Market & Competitive Analysis	58	Low	NA
6	Finance	92	Low	NA
7	Research & Development	58	Low	NA
8	Production	89	Med	NA
9	Marketing	40	Med	NA
10	Sales Effectiveness	46	Low	NA
11	Customer Service	70	High	NA
12	Planning	72	High	NA
13	Resource Alignment	67	Med	NA
14	Execution	67	Med	NA

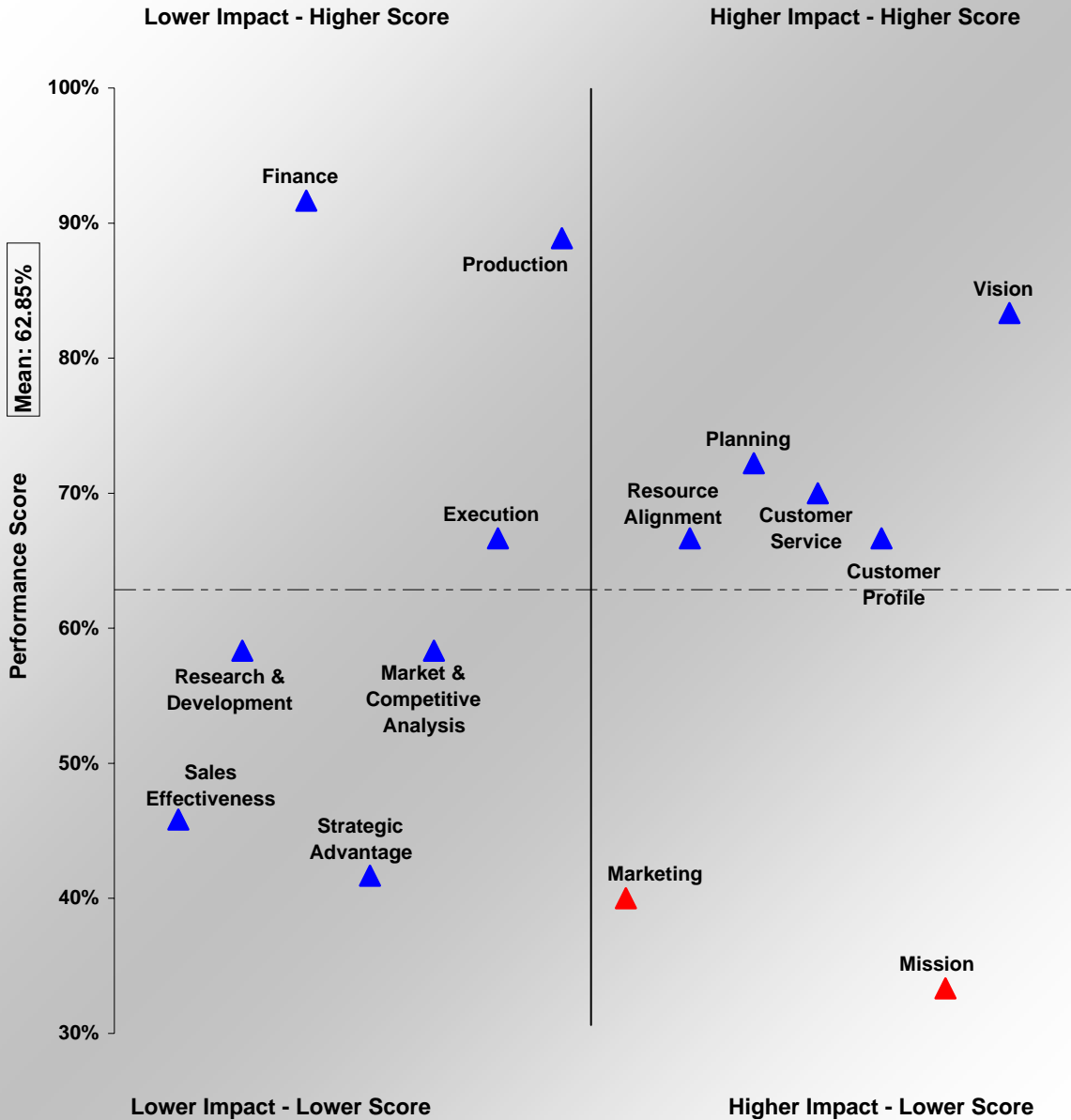
Organization Design 83				
Principal Elements		Score	Priority	Prev. Score
1	Structure Alignment	83	High	NA
2	Leveraging Core Competence	83	High	NA
3	Organization Communication	83	Low	NA
4	Shared Knowledge	92	High	NA
5	Required Technology	92	Med	NA
6	Policies & Procedures	67	Med	NA
7	Roles & Responsibilities	89	Low	NA
8	Outsourcing & Partners	83	Low	NA

Organization Culture 79				
Principal Elements		Score	Priority	Prev. Score
1	Values Credibility	70	High	NA
2	Management Modeling	72	High	NA
3	Empowerment	83	Low	NA
4	Coaching	83	Med	NA
5	Building Teams	75	Med	NA
6	Recruitment	79	Med	NA
7	Orientation	42	Low	NA
8	Training & development	87	Med	NA
9	Performance Management	83	High	NA
10	Reward Systems	92	Low	NA
11	Informal Communication	83	Low	NA
12	Employee Feedback	92	Low	NA
13	Ability to Change	78	High	NA

# ORGANIZATION STRATEGY

## Areas of Focus

This section of the report helps the reader focus on those specific areas which have the greatest potential for improving overall strategic performance. Elements shown in the lower right quadrant (in red) are the “Higher Impact – Lower Score” items. Research suggests that improvement activities should be focused on these areas with the intent being to move their scores upwards into the “Higher Impact – Higher Score” upper right quadrant. It is suggested that an organization develop specific improvement plans in each of these areas and then periodically reassess to determine if the desired improvement has taken place.

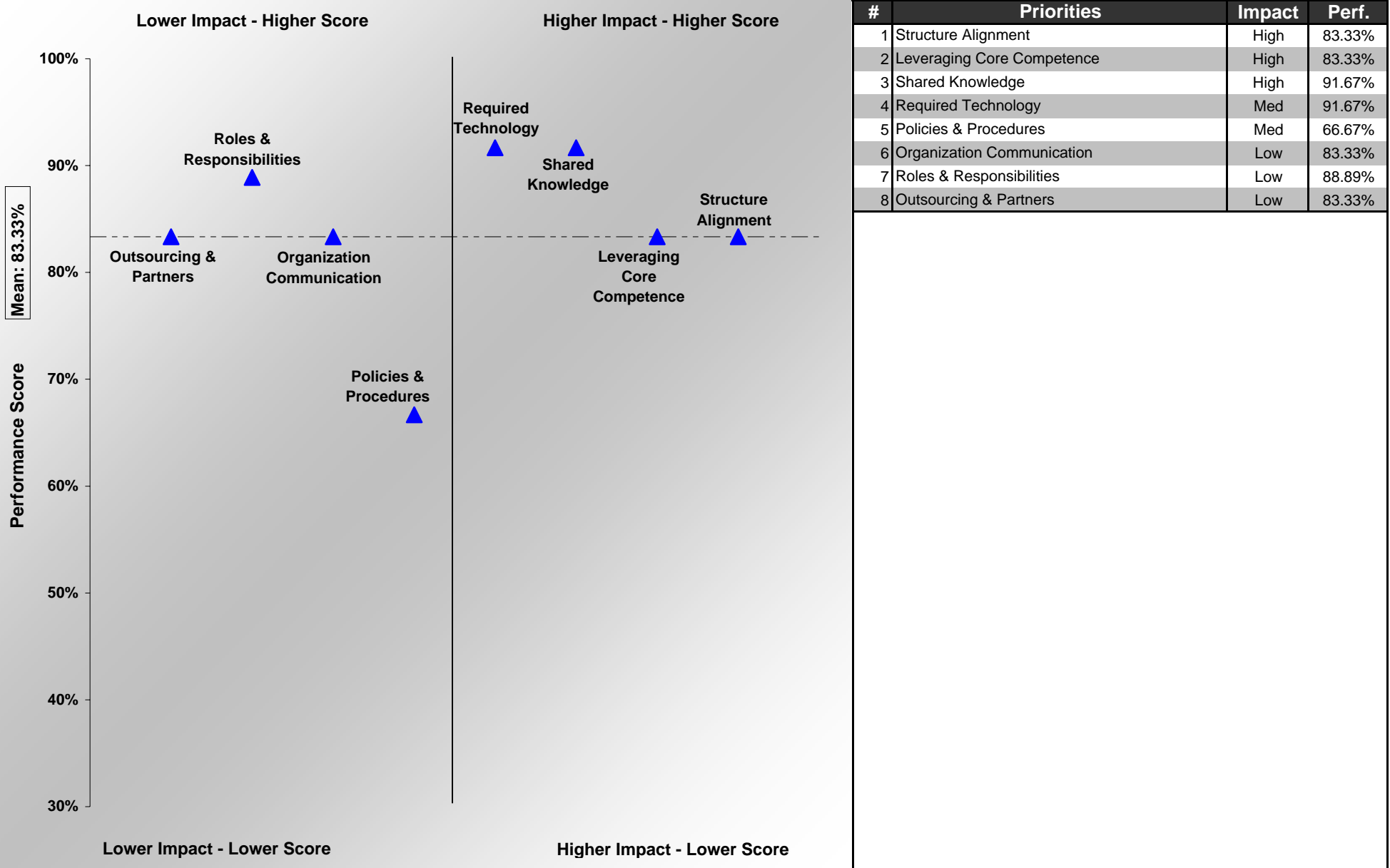


#	Priorities	Impact	Perf.
1	Vision	High	83.33%
2	Mission	High	33.33%
3	Customer Profile	High	66.67%
4	Customer Service	High	70.00%
5	Planning	High	72.22%
6	Resource Alignment	Med	66.67%
7	Marketing	Med	40.00%
8	Production	Med	88.89%
9	Execution	Med	66.67%
10	Market & Competitive Analysis	Low	58.33%
11	Strategic Advantage	Low	41.67%
12	Finance	Low	91.67%
13	Research & Development	Low	58.33%
14	Sales Effectiveness	Low	45.83%

# ORGANIZATION DESIGN

## Areas of Focus

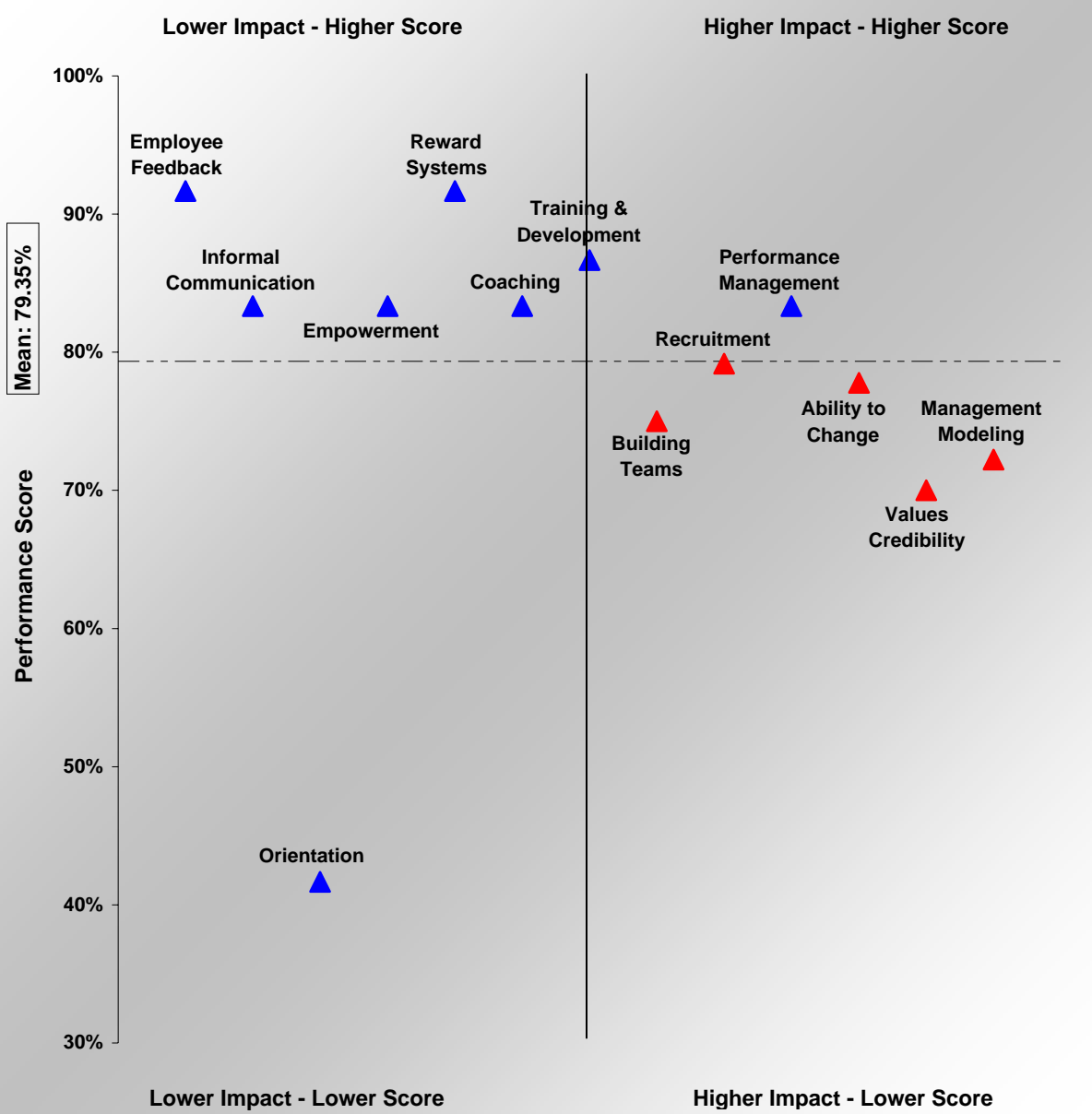
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# ORGANIZATION CULTURE

## Areas of Focus

This section of the report helps the reader focus on those specific areas which have the greatest potential for improving overall strategic performance. Elements shown in the lower right quadrant (in red) are the “Higher Impact – Lower Score” items. Research suggests that improvement activities should be focused on these areas with the intent being to move their scores upwards into the “Higher Impact – Higher Score” upper right quadrant. It is suggested that an organization develop specific improvement plans in each of these areas and then periodically reassess to determine if the desired improvement has taken place.

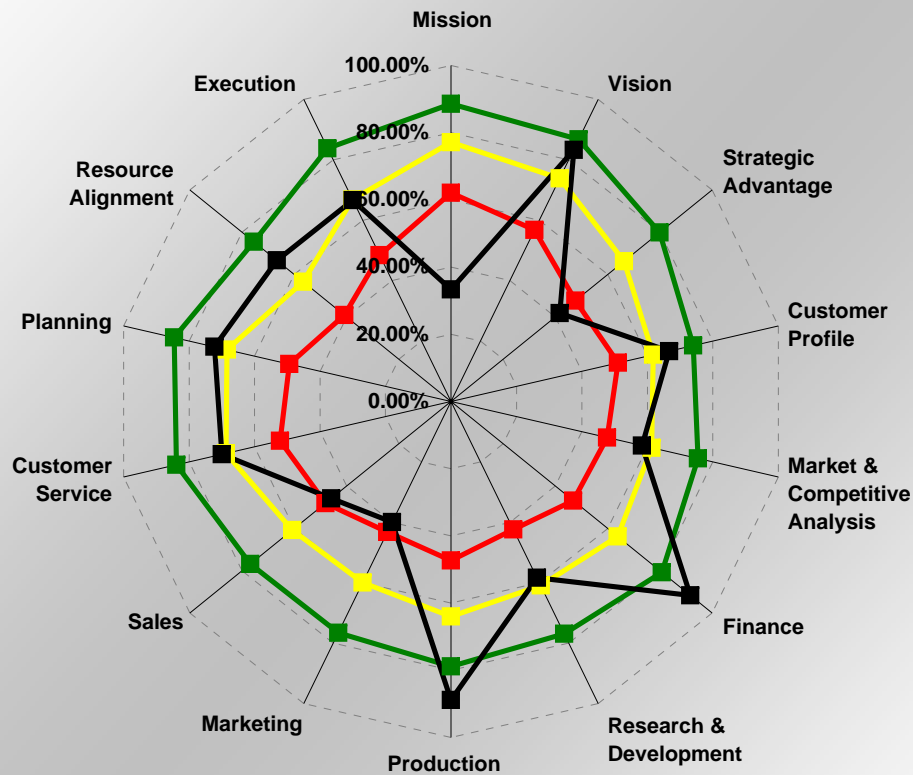


#	Priorities	Impact	Perf.
1	Management Modeling	High	72.22%
2	Values Credibility	High	70.00%
3	Ability to Change	High	77.78%
4	Performance Management	High	83.33%
5	Recruitment	Med	79.17%
6	Building Teams	Med	75.00%
7	Training & Development	Med	86.67%
8	Coaching	Med	83.33%
9	Reward Systems	Low	91.67%
10	Empowerment	Low	83.33%
11	Orientation	Low	41.67%
12	Informal Communication	Low	83.33%
13	Employee Feedback	Low	91.67%

# 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	88.55%	77.13%	62.06%	33.33%
2	Vision	86.77%	73.86%	56.76%	83.33%
3	Strategic Advantage	79.90%	66.24%	47.69%	41.67%
4	Customer Profile	73.99%	61.83%	51.07%	66.67%
5	Market & Competitive Analysis	75.45%	61.21%	47.72%	58.33%
6	Finance	80.74%	63.86%	46.87%	91.67%
7	Research & Development	76.92%	60.99%	42.42%	58.33%
8	Production	78.82%	63.99%	47.33%	88.89%
9	Marketing	76.59%	60.02%	43.25%	40.00%
10	Sales Effectiveness	76.89%	60.77%	48.12%	45.83%
11	Customer Service	83.90%	68.64%	52.22%	70.00%
12	Planning	84.53%	68.37%	49.31%	72.22%
13	Resource Alignment	75.54%	56.63%	40.82%	66.67%
14	Execution	83.83%	66.82%	48.44%	66.67%

### Organization Strategy

**Top 10%: 80.19%**  
**Overall Mean: 64.97%**  
**Bottom 10%: 49.00%**  
**You: 62.85%**

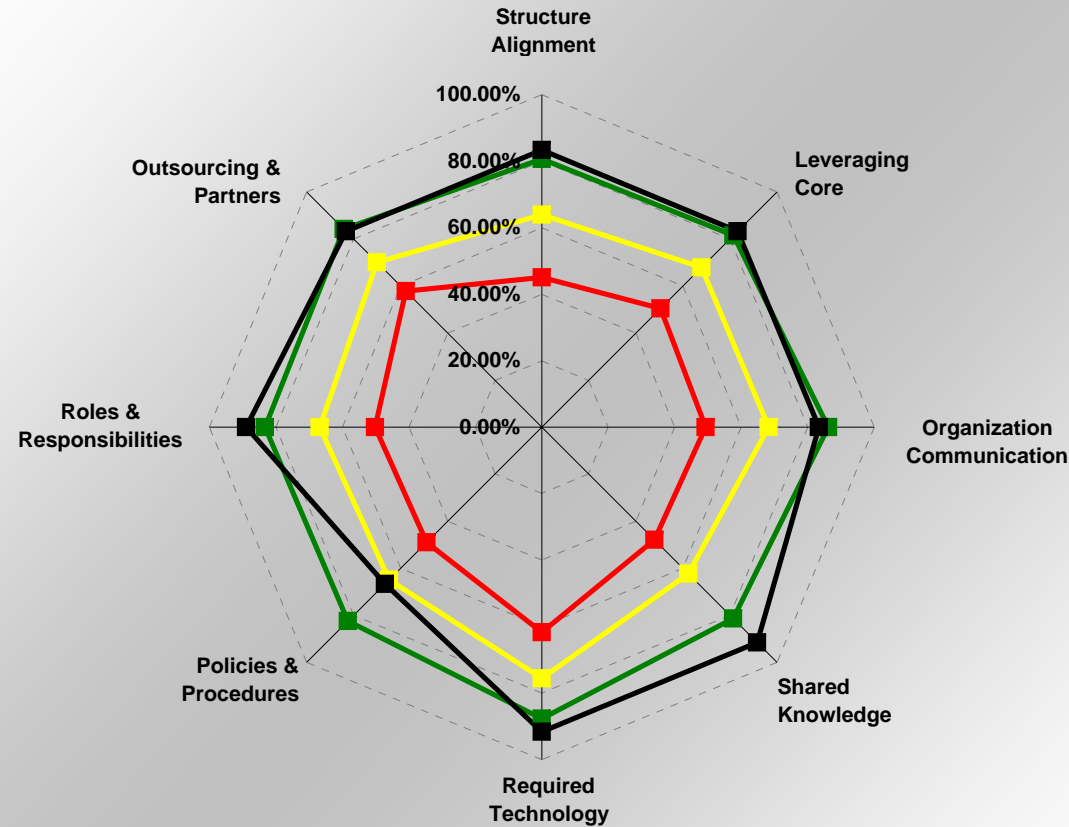


# EXECUTIVE SUMMARY

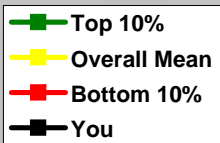
## Design Performance Comparison

This report compares the Design 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	Top	Btm.	You
1	Structure Alignment	80.62%	63.93%	45.05%	83.33%
2	Leveraging Core Competence	81.50%	67.84%	50.43%	83.33%
3	Organization Communication	86.10%	68.28%	49.28%	83.33%
4	Shared Knowledge	81.39%	62.34%	47.93%	91.67%
5	Required Technology	87.69%	75.54%	61.69%	91.67%
6	Policies & Procedures	82.44%	64.88%	48.96%	66.67%
7	Roles & Responsibilities	83.29%	66.75%	50.14%	88.89%
8	Outsourcing & Partners	84.25%	70.13%	57.85%	83.33%



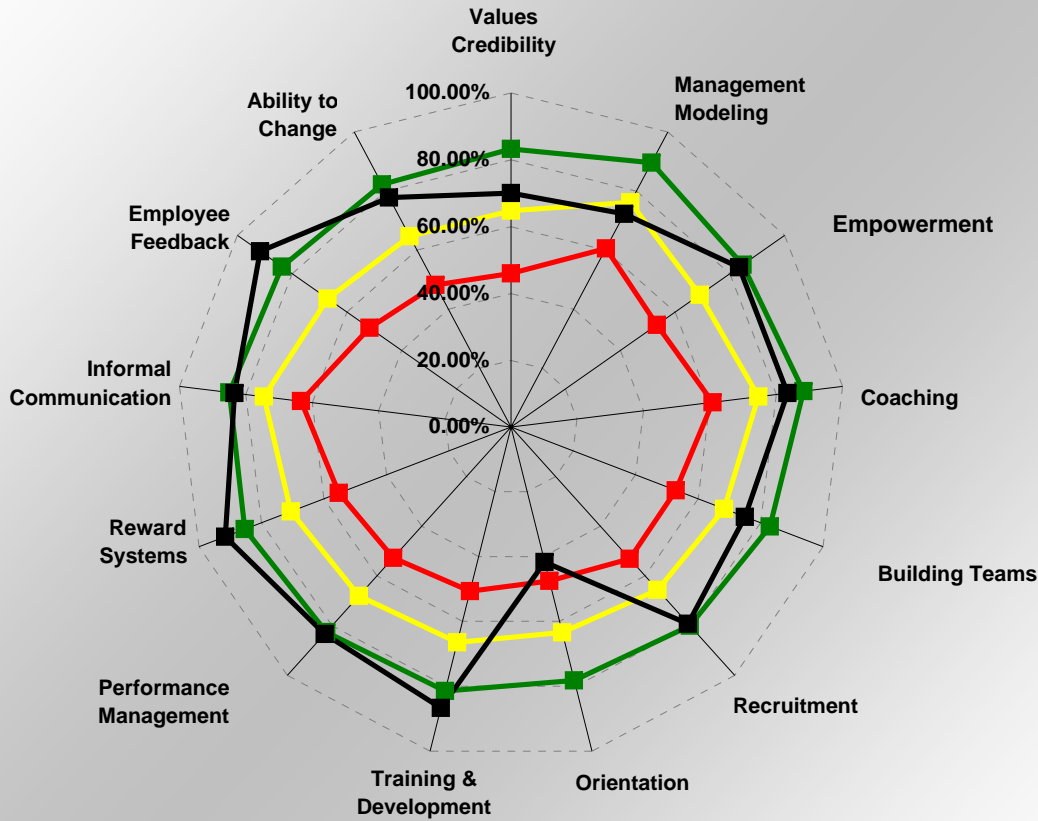
Organization Design	
Top 10%:	83.21%
Overall Mean:	67.23%
Bottom 10%:	50.77%
You:	83.33%



# EXECUTIVE SUMMARY

## Culture Performance Comparison

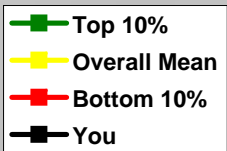
This report compares the Culture performance scores for the organization with three control groups pulled from QuadRed's normative database: Top 10%, Bottom 10%, and overall mean scores.



#	Principal Elements	Top	Mean	Btm.	You
1	Values Credibility	83.20%	64.75%	46.02%	70.00%
2	Management Modeling	89.60%	76.15%	60.49%	72.22%
3	Empowerment	84.66%	68.97%	53.35%	83.33%
4	Coaching	88.21%	74.62%	60.78%	83.33%
5	Building Teams	83.07%	68.27%	52.87%	75.00%
6	Recruitment	80.07%	65.57%	53.17%	79.17%
7	Orientation	78.14%	63.38%	47.52%	41.67%
8	Training & Development	81.42%	66.49%	50.64%	86.67%
9	Performance Management	82.55%	68.04%	52.72%	83.33%
10	Reward Systems	85.38%	70.58%	55.14%	91.67%
11	Informal Communication	84.96%	74.49%	63.30%	83.33%
12	Employee Feedback	83.72%	67.02%	51.75%	91.67%
13	Ability to Change	82.14%	64.64%	48.15%	77.78%

### Organization Culture

**Top 10%: 81.39%**  
**Overall Mean: 62.34%**  
**Bottom 10%: 47.93%**  
**You: 79.35%**

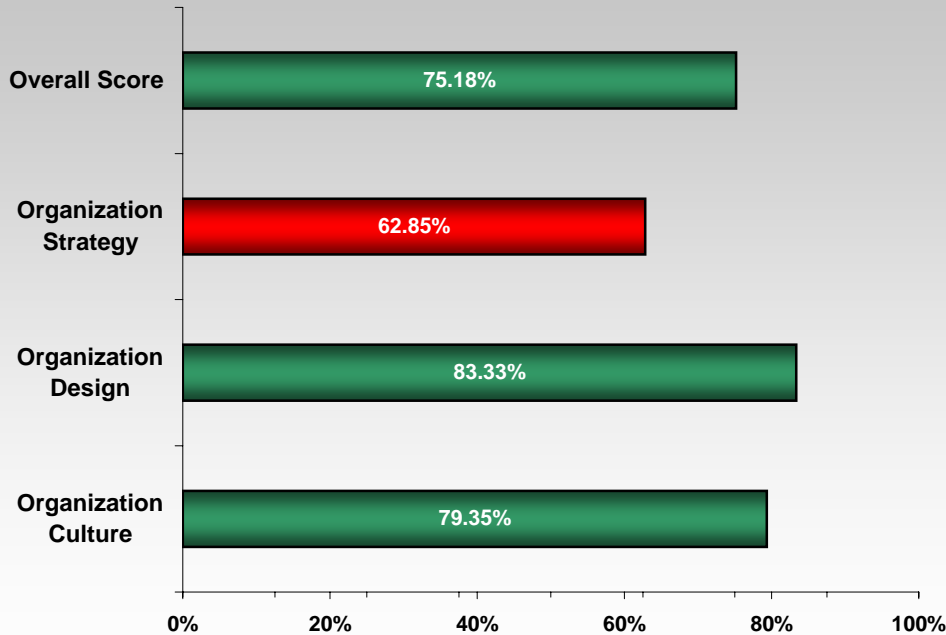


# PERFORMANCE SCORES OVERVIEW

**Mean Performance Scores:  
3 Core Drivers  
12 Key Components**

This **Performance Overview** lists mean scores for the three Core Drivers: **Organization Strategy, Organization Design, and Organization Culture**, along with the performance means for the 12 Key Components. The specific detail necessary for meaningful dialogue and debate will follow on the subsequent pages.

## Organization Strategy , Organization Design, & Organization Culture



## Understanding the Results & Key Findings

The scores reflected in the graph to the left represent your total input into the Management Assessment. Scores are derived from your input as measured by a six point interval scale. During the assessment, respondents selected: 1=Strongly Disagree, 2=Disagree, 3=Somewhat Disagree, 4=Somewhat Agree, 5=Agree, 6=Strongly Agree. The "Don't Know/Not Applicable" responses are not calculated in the overall performance score. Scores on the six point interval were then converted to weighted percentages you see in the chart and on subsequent pages in this Report Card. The chart to the left lists the mean scores for Strategy, Design, and Culture, and for all three areas combined ("Overall Score").

**Degree of Impact Analysis** - A scattergram that plots the elements for each of the three Core Drivers. Elements are shown in a quadrant format that illustrates both the perceived performance and impact.

**Comparison Spidergrams** - A comparison of your strategic performance outcomes with other organizations in the QuadRed normative database. Comparisons are made to organizations who achieve QuadRed scores in upper 10% and lower 10%, as well as the overall normative mean.

**Detail Results and Frequency** - Shows mean scores and the percentage of "Agree", "Disagree" and "Don't Know/Not Applicable" responses for each of the 35 Principal Elements, as well as a frequency distribution for each statement.

### Organization Strategy

### Organization Design

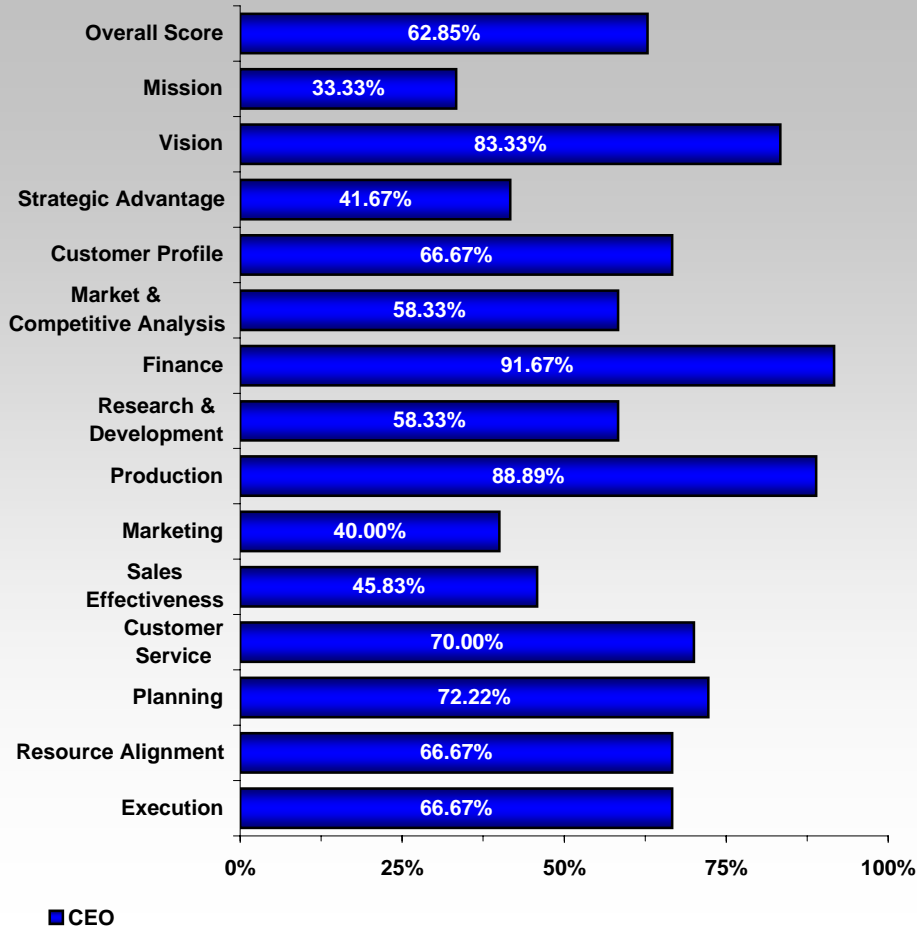
### Organization Culture

1. Mission, Vision, & Competitive Advantage	52.78%	1. Structure	83.33%	1. Values & Beliefs	70.00%
2. External Assessment	62.50%	2. Core Competence	83.33%	2. Leadership	78.47%
3. Internal Capabilities	65.79%	3. Information, Systems, & Technology	88.89%	3. Human Resource Systems	76.50%
4. Planning & Execution	68.52%	4. Organization Efficiency	79.63%	4. Organization Character	84.26%

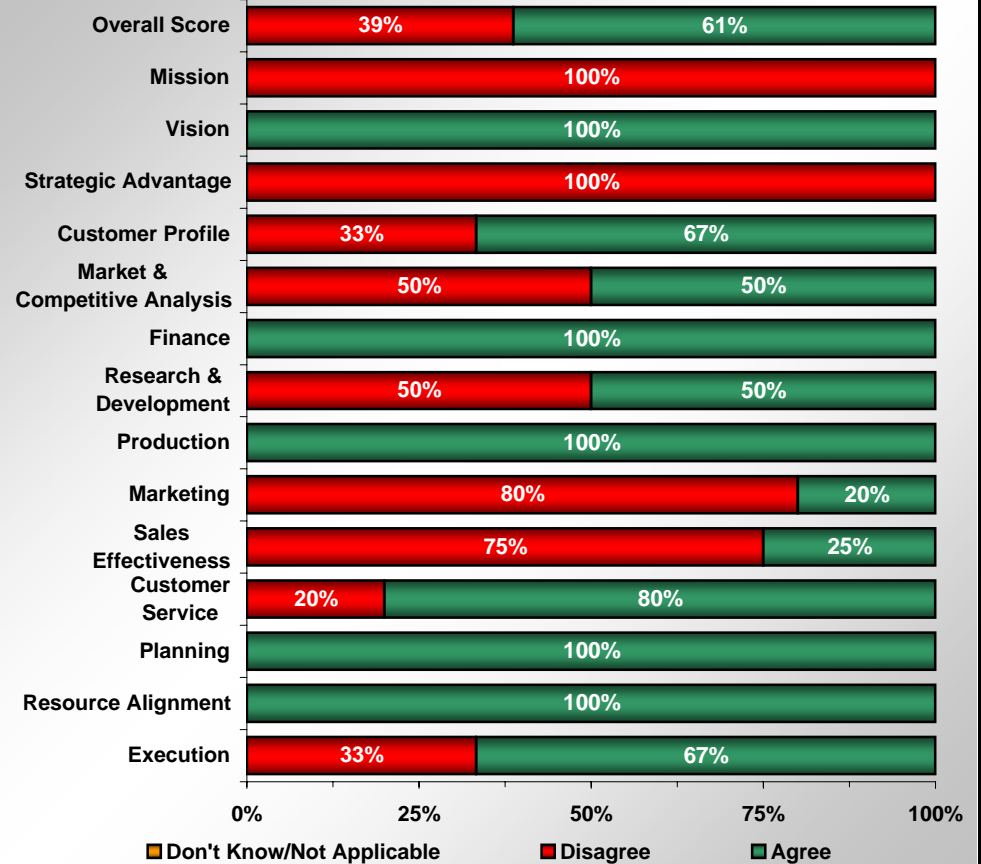
# Organization Strategy

## Detail Results

This section of the report demonstrates the dispersion of responses for all participants for Mission, Vision, & Competitive Advantage, External Assessment, Internal Capabilities, and Planning & Execution.



### Level of Awareness/Agreement



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

## Mission, Vision, & Competitive Advantage

Mission		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.	CEO	0%	0%	100%	0%	0%	0%	0%	0%	0%	33.33%	--	CEO:	33.33%	0.00
	Mgmt.	0%	0%	8%	25%	33%	25%	8%	33%	66.67%	18.80	Management:			
2. Our mission explains how our customers and other stakeholders benefit from our company.	CEO	0%	0%	100%	0%	0%	0%	0%	0%	0%	33.33%	--			
	Mgmt.	0%	8%	8%	25%	33%	25%	0%	25%	59.72%	20.67				

Organization Strategy		Detail Results							This section of the report demonstrates the dispersion of responses for all participants for Mission, Vision, & Competitive Advantage, External Assessment, Internal Capabilities, and Planning & Execution.						
Mission (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6							
3. Our mission statement clearly explains how our company is different from our competition.	CEO Mgmt.	0% 0%	0% 8%	100% 8%	0% 42%	0% 25%	0% 17%	0% 0%	0% 17%	33.33% 55.56%	-- 19.24	CEO: Management:	33.33% 60.65%	0.00 19.58	
Vision		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6							
4. Our vision statement clearly explains what our company will be doing in the future.	CEO Mgmt.	0% 0%	0% 8%	0% 17%	0% 25%	100% 50%	0% 0%	0% 0%	0% 0%	66.67% 52.78%	-- 17.17	CEO: Management:	83.33% 58.80%	16.67 20.11	
5. Our vision serves the long-term interests of our customers and other stakeholders.	CEO Mgmt.	0% 0%	0% 0%	0% 25%	0% 8%	0% 33%	0% 33%	100% 0%	100% 33%	100.00% 62.50%	-- 20.26				
6. Our vision gives us the direction we need to make good decisions.	CEO Mgmt.	0% 0%	0% 8%	0% 8%	0% 25%	0% 33%	100% 17%	0% 8%	100% 25%	83.33% 61.11%	-- 22.84				
Strategic Advantage		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6							
7. We have effectively established a clear competitive advantage in our markets.	CEO Mgmt.	0% 0%	0% 17%	0% 17%	100% 50%	0% 17%	0% 0%	0% 0%	0% 0%	50.00% 44.44%	-- 16.41	CEO: Management:	41.67% 43.75%	11.79 16.89	
8. Our company's competitive advantage is clearly understood by all employees.	CEO Mgmt.	0% 0%	0% 17%	100% 33%	0% 25%	0% 25%	0% 0%	0% 0%	0% 0%	33.33% 43.06%	-- 18.06				
External Assessment															
Customer Profile		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6							
9. Our company has clearly identified the specific features and benefits our customers want.	CEO Mgmt.	0% 0%	0% 8%	0% 8%	0% 50%	0% 17%	100% 17%	0% 0%	100% 17%	83.33% 54.17%	-- 18.97	CEO: Management:	66.67% 58.57%	28.87 21.53	
10. Our company has clearly identified why our customers would not purchase our products or services.	CEO Mgmt.	0% 0%	0% 17%	100% 8%	0% 42%	0% 25%	0% 8%	0% 0%	0% 8%	33.33% 50.00%	-- 20.10	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree			
11. Our customers purchase our products or services in the manner they prefer (in-person, internet, phone, etc.).	CEO Mgmt.	0% 8%	0% 0%	0% 8%	0% 8%	0% 33%	100% 25%	0% 17%	100% 42%	83.33% 72.73%	-- 20.10				
Market & Competitive Analysis		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6							
12. Our company has clearly identified the key strengths, weaknesses, and strategies of our direct competitors.	CEO Mgmt.	0% 8%	0% 25%	100% 17%	0% 33%	0% 8%	0% 8%	0% 0%	0% 8%	33.33% 42.42%	-- 21.55	CEO: Management:	58.33% 54.80%	22.97 17.97	
13. Our company has thoroughly assessed the threat of substitute products or services.	CEO Mgmt.	0% 8%	0% 8%	100% 17%	0% 42%	0% 25%	0% 0%	0% 0%	0% 0%	33.33% 48.48%	-- 15.73				

<h1>Organization Strategy</h1>	<h2>Detail Results</h2>	This section of the report demonstrates the dispersion of responses for all participants for <b>Mission, Vision, &amp; Competitive Advantage, External Assessment, Internal Capabilities, and Planning &amp; Execution.</b>
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Market & Competitive Analysis (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
14. Our company has analyzed the outlook for growth in our primary market.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>CEO:</b>	<b>58.33%</b>	<b>22.97</b>
	Mgmt.	8%	8%	0%	25%	50%	8%	0%	8%	59.09%	17.26		<b>Management:</b>	<b>54.80%</b>
15. Our customer base is growing at a rate that meets or exceeds industry standards.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<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>		
	Mgmt.	17%	0%	8%	17%	33%	25%	0%	25%	65.00%	16.57			
16. Our company maintains an ongoing, quantifiable market evaluation process.	CEO	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Mgmt.	0%	0%	8%	42%	50%	0%	0%	0%	56.94%	11.14			
17. Our company has analyzed threats and opportunities that could result from changes in external demographic, economic, political, and technological factors that may influence our business.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	8%	0%	25%	17%	33%	17%	0%	17%	57.58%	18.80			

### Internal Capabilities

Finance		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
18. We have sufficient financial resources to achieve our goals.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>CEO:</b>	<b>91.67%</b>	<b>9.62</b>
	Mgmt.	8%	0%	0%	25%	17%	33%	17%	50%	74.24%	18.80		<b>Management:</b>	<b>55.56%</b>
19. Our company has consistently achieved our financial goals.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	8%	25%	50%	8%	8%	0%	8%	47.22%	17.16			
20. We conduct a "Cost/Benefit" analysis before we spend money on any business opportunity.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Mgmt.	0%	0%	25%	42%	17%	17%	0%	17%	54.17%	17.59			
21. As part of our financial planning, we utilize an "If/Then" thinking process to anticipate many different scenarios.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Mgmt.	17%	8%	17%	42%	17%	0%	0%	0%	46.67%	15.32			

Research & Development		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
22. Our company allocates the necessary resources to support our research and development process.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>CEO:</b>	<b>58.33%</b>	<b>11.79</b>
	Mgmt.	0%	25%	17%	33%	17%	0%	8%	8%	45.83%	24.75		<b>Management:</b>	<b>44.44%</b>
23. Our research and development process is innovative and creative.	CEO	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Mgmt.	0%	17%	33%	33%	8%	8%	0%	8%	43.06%	19.41			

Production		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
24. Quality is embedded into our production process.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>CEO:</b>	<b>88.89%</b>	<b>9.62</b>
	Mgmt.	0%	0%	8%	17%	42%	33%	0%	33%	66.67%	15.89		<b>Management:</b>	<b>56.02%</b>

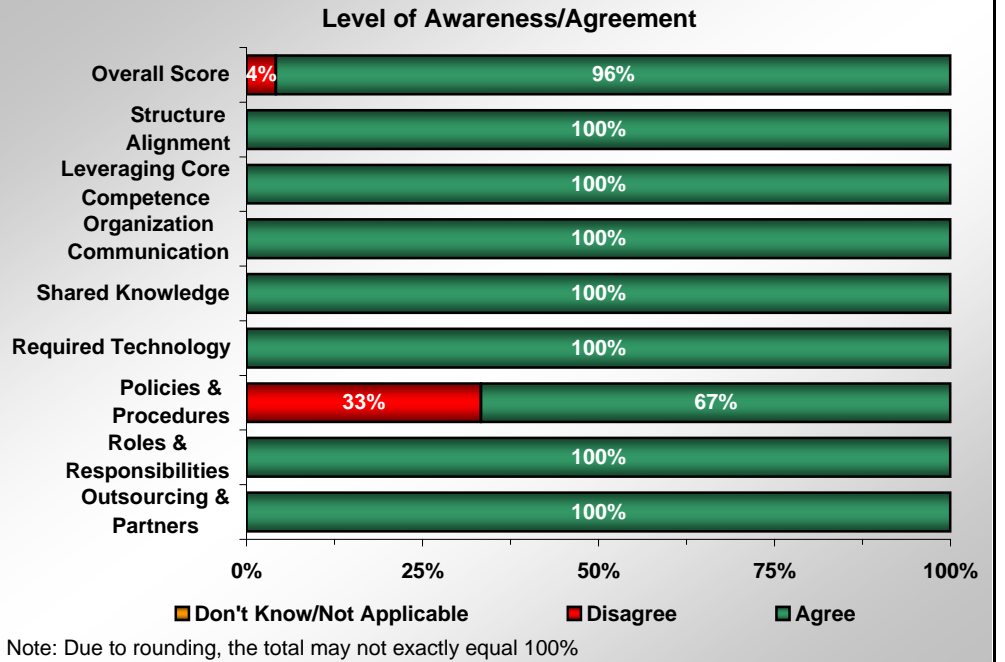
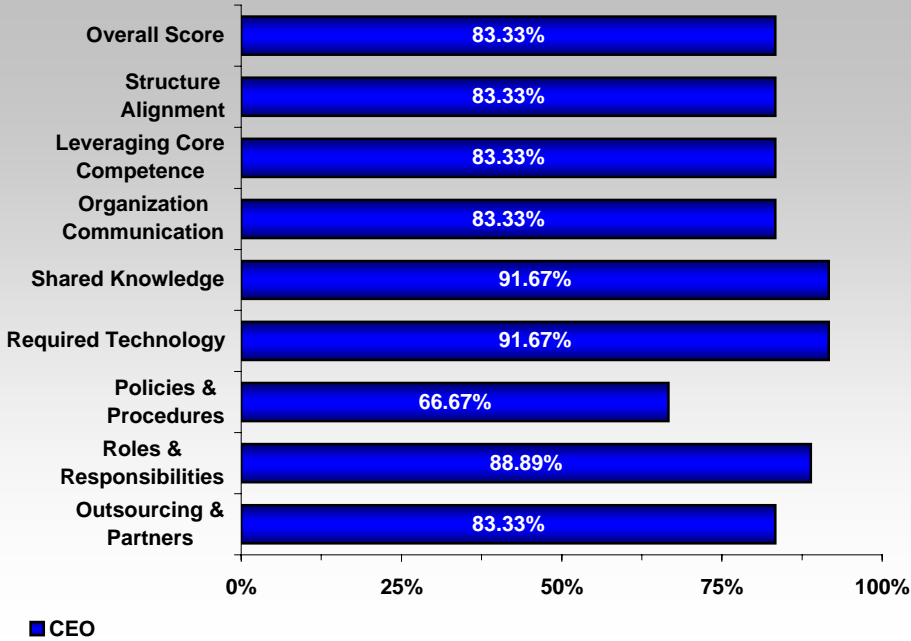
Organization Strategy		Detail Results							This section of the report demonstrates the dispersion of responses for all participants for Mission, Vision, & Competitive Advantage, External Assessment, Internal Capabilities, and Planning & Execution.						
									FREQUENCY OF RESPONSE						
Production (cont.)		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
25. Our product or service production process is cost efficient.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	CEO:	88.89%	9.62	
	Mgmt.	0%	0%	42%	42%	17%	0%	0%	0%	45.83%	12.57	Management:	56.02%	19.17	
26. Our product or service production process is flexible, fast, and responsive.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--				
	Mgmt.	0%	8%	25%	17%	25%	25%	0%	25%	55.56%	22.84				
Marketing		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
27. Our company has a clearly defined marketing plan.	CEO	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	CEO:	40.00%	22.36	
	Mgmt.	17%	8%	8%	17%	42%	8%	0%	8%	56.67%	19.56	Management:	54.26%	19.28	
28. Our marketing process reinforces our brand identity.	CEO	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<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>			
	Mgmt.	17%	8%	0%	25%	25%	25%	0%	25%	61.67%	20.86				
29. We use a comprehensive marketing database that provides us with detailed customer and market information.	CEO	0%	100%	0%	0%	0%	0%	0%	0%	16.67%	--				
	Mgmt.	33%	8%	8%	17%	33%	0%	0%	0%	52.08%	18.77				
30. Our "Competitive Advantage" is emphasized in all marketing efforts.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--				
	Mgmt.	33%	0%	25%	17%	17%	8%	0%	8%	52.08%	18.77				
31. Our company consistently analyzes the "Return-on-Investment" (ROI) of our major marketing campaigns.	CEO	0%	100%	0%	0%	0%	0%	0%	0%	16.67%	--				
	Mgmt.	42%	8%	17%	17%	17%	0%	0%	0%	45.24%	18.55				
Sales Effectiveness		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
32. Our sales teams or channels consistently achieve their goals.	CEO	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	CEO:	45.83%	15.96	
	Mgmt.	17%	25%	17%	33%	8%	0%	0%	0%	38.33%	17.66	Management:	41.25%	19.97	
33. Our salespeople possess the necessary skills to achieve their goals.	CEO	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--				
	Mgmt.	17%	25%	17%	25%	8%	8%	0%	8%	41.67%	22.57				
34. Our management team employs a well-defined sales management process.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--				
	Mgmt.	17%	17%	25%	33%	8%	0%	0%	0%	40.00%	16.10				
35. Our company effectively tracks sales activity from lead generation through closing.	CEO	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--				
	Mgmt.	17%	25%	17%	8%	25%	8%	0%	8%	45.00%	24.91				
Customer Service		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
36. Our customer service standards are clearly defined and documented.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	CEO:	70.00%	21.73	
	Mgmt.	17%	0%	8%	25%	50%	0%	0%	0%	58.33%	11.79	Management:	63.03%	14.59	
37. We consistently exceed our customer's expectations.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--				
	Mgmt.	8%	0%	8%	17%	50%	17%	0%	17%	63.64%	14.56				

Organization Strategy		Detail Results							This section of the report demonstrates the dispersion of responses for all participants for Mission, Vision, & Competitive Advantage, External Assessment, Internal Capabilities, and Planning & Execution.						
									FREQUENCY OF RESPONSE						
Customer Service (cont.)		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
38. Our employees understand and support our commitment to customer satisfaction.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	CEO:	70.00%	21.73	
	Mgmt.	0%	0%	8%	25%	50%	17%	0%	17%	62.50%	14.43	Management:	63.03%	14.59	
39. Our company regularly obtains and evaluates customer feedback.	CEO	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--				
	Mgmt.	8%	0%	17%	17%	58%	0%	0%	0%	57.58%	13.67				
40. Our company enjoys a higher rate of repeat business and referrals than our competitors.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--				
	Mgmt.	8%	0%	0%	17%	33%	33%	8%	42%	72.73%	15.41				
Planning & Execution															
Planning		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
41. Our company has clearly defined and prioritized our strategic goals.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	CEO:	72.22%	9.62	
	Mgmt.	0%	0%	8%	33%	33%	25%	0%	25%	62.50%	16.09	Management:	56.94%	16.61	
42. Our strategic goals and objectives are measurable.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--				
	Mgmt.	0%	0%	25%	33%	25%	17%	0%	17%	55.56%	17.89				
43. At our company, action plans must clearly specify how and when each goal will be achieved.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--				
	Mgmt.	0%	0%	25%	42%	25%	8%	0%	8%	52.78%	15.63				
Resource Alignment		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
44. Our company has allocated the necessary capital, technology, and people to achieve our strategic goals.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	CEO:	66.67%	0.00	
	Mgmt.	0%	0%	42%	42%	17%	0%	0%	0%	45.83%	12.57	Management:	40.28%	15.48	
45. At our company, we evaluate the capacity and performance levels of departments or individuals before increasing their workload.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--				
	Mgmt.	0%	33%	33%	25%	8%	0%	0%	0%	34.72%	16.60				
Execution		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
46. We execute our strategic goals.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	CEO:	66.67%	16.67	
	Mgmt.	0%	0%	17%	50%	25%	8%	0%	8%	54.17%	14.43	Management:	52.31%	19.58	
47. Management routinely reviews the status of our strategic goals and objectives.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--				
	Mgmt.	0%	0%	8%	25%	33%	33%	0%	33%	65.28%	16.60				
48. At our company, there are consequences when deadlines are missed.	CEO	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--				
	Mgmt.	0%	33%	17%	42%	8%	0%	0%	0%	37.50%	17.59				

# Organization Design

## Detail Results

This section of the report demonstrates the dispersion of responses for all participants for **Structure, Core Competence, Information, Systems, & Technology, and Organization Efficiency.**



## Structure

Structure Alignment	FREQUENCY OF RESPONSE								Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
	DK	1	2	3	4	5	6							
49. Management has carefully considered how our organizational structure impacts our strategic plan.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>CEO:</b>	<b>83.33%</b>	<b>0.00</b>
	Mgmt.	0%	0%	33%	33%	25%	8%	0%	8%	51.39%	16.60	<b>Management:</b>	<b>43.98%</b>	<b>19.58</b>
50. Our organizational structure is not influenced by organization politics.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	33%	42%	8%	17%	0%	0%	0%	34.72%	18.06			
51. Our ability to quickly modify our organizational structure is a key contributor to our success.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	17%	33%	17%	25%	8%	0%	8%	45.83%	21.47			

## Core Competence

Leveraging Core Competence	FREQUENCY OF RESPONSE								Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
	DK	1	2	3	4	5	6							
52. Our company has clearly identified our corporate core competencies.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>CEO:</b>	<b>83.33%</b>	<b>0.00</b>
	Mgmt.	0%	0%	25%	17%	42%	17%	0%	17%	58.33%	18.12	<b>Management:</b>	<b>56.67%</b>	<b>15.65</b>

# Organization Design

## Detail Results

This section of the report demonstrates the dispersion of responses for all participants for **Structure, Core Competence, Information, Systems, & Technology, and Organization Efficiency.**

Leveraging Core Competence (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
53. We leverage our core competencies to create real value for our customers.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>CEO:</b>	<b>83.33%</b>	<b>0.00</b>
	Mgmt.	8%	0%	17%	33%	33%	8%	0%	8%	56.06%	15.41		<b>Management:</b>	<b>56.67%</b>
54. We leverage our core competencies to set us apart from our competitors.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	8%	0%	17%	33%	33%	8%	0%	8%	56.06%	15.41			
55. We leverage our core competencies to capitalize on new product or service opportunities.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	8%	0%	17%	33%	33%	8%	0%	8%	56.06%	15.41			

## Information, Systems, & Technology

Organization Communication		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
56. Our company keeps employees well informed.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>CEO:</b>	<b>83.33%</b>	<b>19.24</b>
	Mgmt.	0%	8%	25%	8%	33%	17%	8%	25%	58.33%	25.13		<b>Management:</b>	<b>59.72%</b>
57. Our company regularly communicates the status of our goals and objectives.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Mgmt.	0%	0%	8%	8%	50%	25%	8%	33%	69.44%	17.16			
58. At our company, important information is readily available.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Mgmt.	0%	0%	25%	25%	42%	8%	0%	8%	55.56%	16.41			
59. Our company provides our managers with the information they need to make informed decisions.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Mgmt.	0%	0%	17%	50%	17%	17%	0%	17%	55.56%	16.41			

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

Shared Knowledge		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
60. Our company uses information management systems to support the functions of analyzing, planning, and executing.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>CEO:</b>	<b>91.67%</b>	<b>11.79</b>
	Mgmt.	0%	0%	17%	42%	33%	8%	0%	8%	55.56%	14.80		<b>Management:</b>	<b>55.56%</b>
61. Our company has a knowledge management system where managers from different areas can share information to maximize performance.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	0%	17%	42%	33%	8%	0%	8%	55.56%	14.80			

Required Technology		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
62. We currently have the technology we need to achieve our goals.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>CEO:</b>	<b>91.67%</b>	<b>11.79</b>
	Mgmt.	0%	8%	8%	33%	33%	17%	0%	17%	56.94%	19.41		<b>Management:</b>	<b>63.89%</b>
63. Our company continues to identify and acquire new technologies that support our business.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Mgmt.	0%	0%	0%	17%	42%	42%	0%	42%	70.83%	12.56			

# Organization Design

## Detail Results

This section of the report demonstrates the dispersion of responses for all participants for **Structure, Core Competence, Information, Systems, & Technology, and Organization Efficiency.**

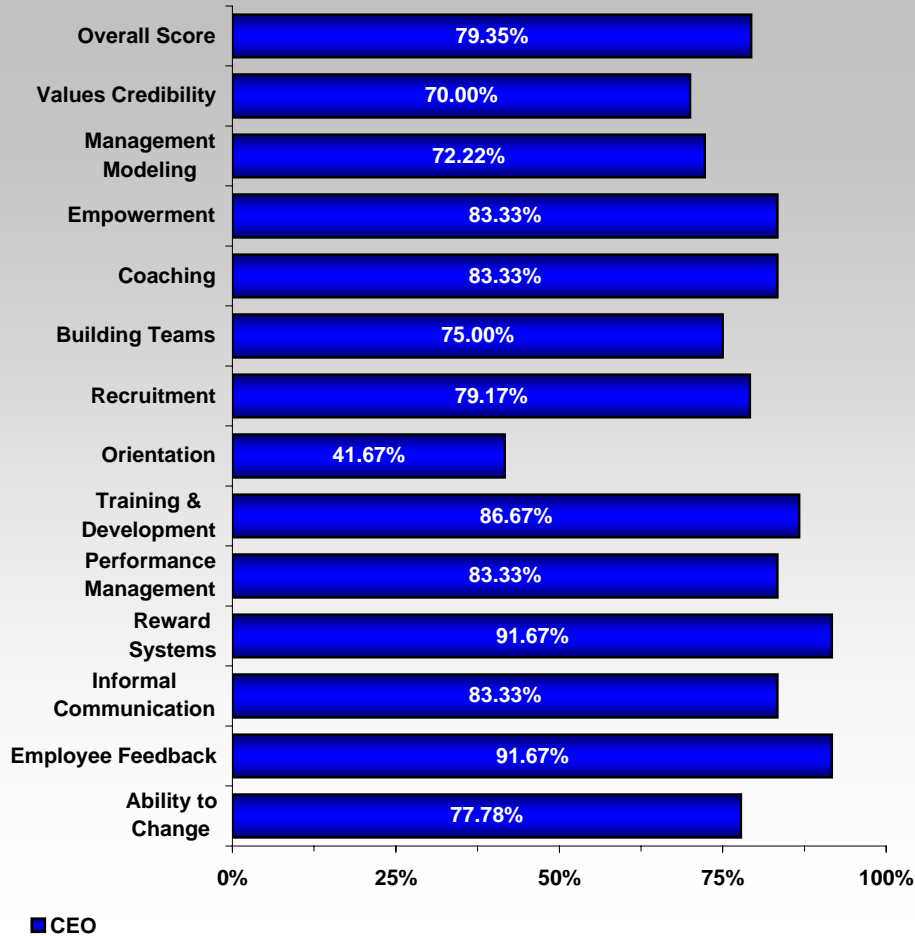
### Organization Efficiency

Policies & Procedures		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
64. At our company, policies and procedures provide clear and understandable direction.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	CEO:	66.67%	33.34
	Mgmt.	0%	8%	50%	8%	25%	8%	0%	8%	45.83%	20.26		Management:	50.46%
65. Our managers ensure we comply with our policies and procedures.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Mgmt.	0%	17%	17%	33%	17%	17%	0%	17%	50.00%	22.47			
66. Our managers and employees feel that they can get things done without a lot of "red tape."	CEO	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Mgmt.	0%	8%	25%	17%	25%	25%	0%	25%	55.56%	22.84			
Roles & Responsibilities		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
67. Our employees clearly understand how their jobs relate to our company's goals.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	CEO:	88.89%	9.62
	Mgmt.	0%	8%	0%	42%	33%	17%	0%	17%	58.33%	18.12		Management:	50.93%
68. At our company, management roles are clearly defined.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Mgmt.	0%	8%	33%	25%	25%	8%	0%	8%	48.61%	19.41			
69. At our company, there is no unnecessary duplication of individual roles and responsibilities.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	25%	17%	33%	8%	17%	0%	17%	45.83%	23.70			
Outsourcing & Partners		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
70. Our company outsources processes and functions that do not relate to our core competencies.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	CEO:	83.33%	0.00
	Mgmt.	8%	8%	8%	25%	33%	17%	0%	17%	57.58%	20.23		Management:	55.80%
71. 56. Our company holds our vendors and strategic partners to the same high standard of performance that we expect of ourselves.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	0%	25%	33%	33%	8%	0%	8%	54.17%	16.09			

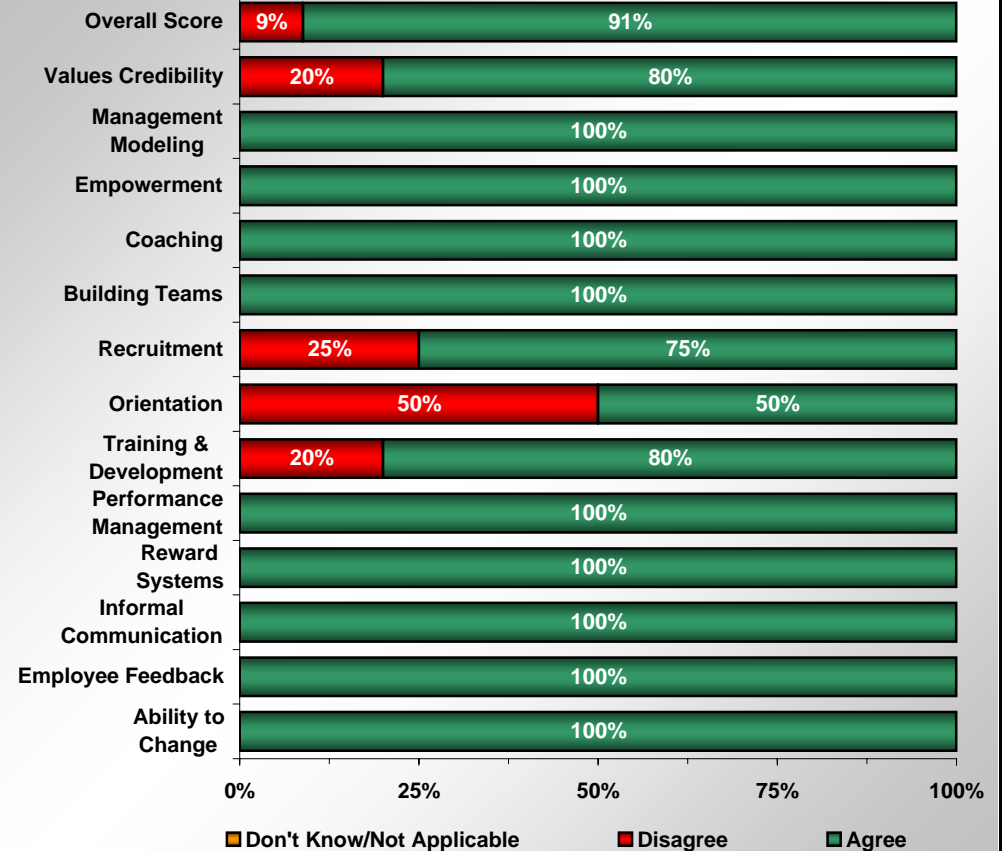
# Organization Culture

## Detail Results

This section of the report demonstrates the dispersion of responses for all participants for Values & Beliefs, Leadership, Human Resource Systems, and Organization Character.



### Level of Awareness/Agreement



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					
72. Our employees clearly understand and embrace our company's values and beliefs.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	CEO: 70.00% 29.81	
	Mgmt.	0%	8%	8%	17%	33%	25%	8%	33%	63.89%	23.39		
73. Our company's business practices are carefully aligned with our values and beliefs.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Management: 58.33% 23.47	
	Mgmt.	0%	8%	8%	17%	33%	25%	8%	33%	63.89%	23.39		

<h1>Organization Culture</h1>	<h2>Detail Results</h2>	This section of the report demonstrates the dispersion of responses for all participants for <b>Values &amp; Beliefs, Leadership, Human Resource Systems, and Organization Character.</b>
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Values Credibility (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
74. Our values and beliefs are reinforced in all internal communication.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>CEO:</b>	<b>70.00%</b>	<b>29.81</b>
	Mgmt.	0%	0%	17%	33%	0%	42%	8%	50%	65.28%	22.98	<b>Management:</b>	<b>58.33%</b>	<b>23.47</b>
75. The daily experiences of our employees are consistent with the direction set forth in our values and beliefs.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<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>		
	Mgmt.	0%	8%	17%	17%	33%	25%	0%	25%	58.33%	21.90			
76. Cynicism is virtually absent in our company.	CEO	0%	100%	0%	0%	0%	0%	0%	0%	16.67%	--			
	Mgmt.	0%	17%	50%	17%	8%	8%	0%	8%	40.28%	19.41			

### Leadership

Management Modeling		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
77. Our managers' always behave in a manner that is consistent with our values and beliefs.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>CEO:</b>	<b>72.22%</b>	<b>9.62</b>
	Mgmt.	0%	17%	17%	8%	42%	17%	0%	17%	54.17%	23.70	<b>Management:</b>	<b>58.80%</b>	<b>25.97</b>
78. At our company, employees have confidence in our senior leadership.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Mgmt.	0%	8%	33%	8%	25%	17%	8%	25%	55.56%	25.95			
79. Our company's senior leaders are honest.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	17%	8%	0%	17%	50%	8%	58%	66.67%	28.42			

Empowerment		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
80. Our managers know when to personally manage projects and when to let their staff have the authority and control.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>CEO:</b>	<b>83.33%</b>	<b>0.00</b>
	Mgmt.	0%	17%	33%	25%	17%	8%	0%	8%	44.44%	20.52	<b>Management:</b>	<b>54.63%</b>	<b>20.55</b>
81. Employee involvement is always encouraged.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	0%	0%	25%	50%	8%	17%	25%	69.44%	17.16			
82. At our company, authority to make decisions is given to the lowest appropriate level.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	8%	17%	42%	33%	0%	0%	0%	50.00%	15.89			

Coaching		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
83. At our company, delegation is viewed as a tool to develop and motivate our employees.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>CEO:</b>	<b>83.33%</b>	<b>16.67</b>
	Mgmt.	0%	8%	25%	17%	25%	25%	0%	25%	55.56%	22.84	<b>Management:</b>	<b>56.48%</b>	<b>24.32</b>
84. When coaching employees, our managers understand the importance of maintaining the employee's self-esteem.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	8%	25%	8%	25%	17%	17%	33%	61.11%	27.83			
85. Our managers always show appreciation to employees for good performance.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Mgmt.	0%	17%	17%	17%	33%	17%	0%	17%	52.78%	23.39			

# Organization Culture

## Detail Results

This section of the report demonstrates the dispersion of responses for all participants for **Values & Beliefs, Leadership, Human Resource Systems, and Organization Character.**

Building Teams		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6							
86. Our company encourages and fosters good teamwork.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	CEO:	75.00%	9.62	
	Mgmt.	0%	8%	17%	25%	25%	25%	0%	25%	56.94%	21.86				Management:
87. Our managers are effective at creating employee support and enthusiasm around company goals.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<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>			
	Mgmt.	0%	8%	33%	17%	33%	8%	0%	8%	50.00%	20.10				
88. At our company, team performance is rewarded at a level equal to or greater than individual performance.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--				
	Mgmt.	0%	42%	0%	17%	17%	25%	0%	25%	47.22%	29.16				
89. We effectively bring together people from various departments to better achieve our goals.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--				
	Mgmt.	0%	8%	33%	8%	33%	17%	0%	17%	52.78%	22.29				
Human Resource Systems															
Recruitment		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.			Mean Score	Std. Dev.
		DK	1	2	3	4	5	6							
90. At our company, only high-caliber candidates are considered for open positions.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	CEO:	79.17%	20.97	
	Mgmt.	0%	17%	25%	0%	42%	17%	0%	17%	52.78%	24.45				Management:
91. We only hire individuals who are compatible with our company culture.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--				
	Mgmt.	0%	8%	25%	42%	25%	0%	0%	0%	47.22%	15.63				
92. Our managers are very good interviewers.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--				
	Mgmt.	8%	8%	25%	25%	33%	0%	0%	0%	48.48%	17.41				
93. Our managers are evaluated on their success at recruiting top talent.	CEO	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--				
	Mgmt.	25%	25%	25%	0%	25%	0%	0%	0%	38.89%	22.05				
Orientation															
		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.			Mean Score	Std. Dev.
		DK	1	2	3	4	5	6							
94. Our company provides new employees with an orientation program that helps them understand the company's mission, vision and values.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	CEO:	41.67%	35.36	
	Mgmt.	0%	17%	8%	17%	25%	33%	0%	33%	58.33%	25.12				Management:
95. Our senior managers participate in the orientation program.	CEO	0%	100%	0%	0%	0%	0%	0%	0%	16.67%	--				
	Mgmt.	0%	33%	0%	25%	17%	25%	0%	25%	50.00%	27.52				
Training & Development															
		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.			Mean Score	Std. Dev.
		DK	1	2	3	4	5	6							
96. Our company invests in training.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--		CEO:	86.67%	21.73
	Mgmt.	0%	0%	8%	25%	33%	17%	17%	33%	68.06%	20.67				
97. Our company insures that all employees are taught the necessary skills to do their job.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--				
	Mgmt.	0%	8%	17%	25%	50%	0%	0%	0%	52.78%	17.17				

# Organization Culture

## Detail Results

This section of the report demonstrates the dispersion of responses for all participants for **Values & Beliefs, Leadership, Human Resource Systems, and Organization Character.**

Training & Development (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6							
98. Our training programs improve our company's performance.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>CEO:</b>	<b>86.67%</b>	<b>21.73</b>	
	Mgmt.	0%	17%	0%	33%	33%	17%	0%	17%	55.56%	21.71		<b>Management:</b>	<b>54.17%</b>	<b>22.68</b>
99. Our training programs are well designed and structured.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<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>			
	Mgmt.	0%	17%	17%	33%	17%	17%	0%	17%	50.00%	22.47				
100. Our company provides management development training.	CEO	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--				
	Mgmt.	0%	33%	25%	0%	25%	17%	0%	17%	44.44%	26.90				
Performance Management		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.			Mean Score	Std. Dev.
		DK	1	2	3	4	5	6							
101. Our company uses a results-oriented performance review process.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>CEO:</b>	<b>83.33%</b>	<b>16.67</b>	
	Mgmt.	0%	8%	17%	25%	42%	8%	0%	8%	54.17%	18.97	<b>Management:</b>	<b>45.56%</b>	<b>20.09</b>	
102. As part of our performance management process, managers and employees agree upon goals.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--				
103. At our company, people are held accountable for their work.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--				
104. Employee goals include clear action items and timelines.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--				
105. Performance reviews are conducted more than just once a year.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--				
Mgmt.	0%	25%	25%	25%	25%	0%	0%	0%	41.67%	19.46					
Reward Systems		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6							
106. Given our business goals, we are rewarding the appropriate skills and behaviors.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>CEO:</b>	<b>91.67%</b>	<b>9.62</b>	
	Mgmt.	0%	17%	33%	17%	33%	0%	0%	0%	44.44%	19.25	<b>Management:</b>	<b>40.63%</b>	<b>19.72</b>	
107. Our company rewards employees fairly.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--				
108. Employees feel that the rewards for achieving their goals are worthy of the effort.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--				
109. At our company, promotions are only given to the people that deserve them.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--				
Mgmt.	0%	33%	33%	8%	25%	0%	0%	0%	37.50%	20.26					

# Organization Culture

## Detail Results

This section of the report demonstrates the dispersion of responses for all participants for **Values & Beliefs, Leadership, Human Resource Systems, and Organization Character.**

### Organization Character

Informal Communication		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
110. At our company, ideas and opinions are exchanged openly without fear of reprisal.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>CEO:</b>	<b>83.33%</b>	<b>16.67</b>
	Mgmt.	0%	25%	17%	17%	8%	33%	0%	33%	51.39%	27.94			
111. Conflict or disagreement is used productively to achieve better solutions.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	17%	17%	17%	50%	0%	0%	0%	50.00%	20.10			
112. We have an "open door" policy.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Mgmt.	0%	8%	17%	17%	17%	33%	8%	42%	62.50%	25.75			
Employee Feedback		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
113. Our company solicits employee opinions.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>CEO:</b>	<b>91.67%</b>	<b>11.79</b>
	Mgmt.	0%	8%	8%	17%	25%	33%	8%	42%	65.28%	24.06			
114. Our managers take the time to communicate the results of employee feedback.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	17%	17%	17%	42%	8%	0%	8%	51.39%	21.86			
Ability to Change		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
115. Our company manages change well.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>CEO:</b>	<b>77.78%</b>	<b>9.62</b>
	Mgmt.	0%	0%	33%	25%	33%	8%	0%	8%	52.78%	17.17			
116. When change occurs, our company effectively explains the reason for change.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	8%	25%	17%	33%	17%	0%	17%	54.17%	21.47			
117. When change occurs, our company carefully explains how the change will affect employees.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Mgmt.	0%	8%	33%	17%	42%	0%	0%	0%	48.61%	18.06			



# Appendix

# Organization Dynamic Model™ and Objectives

When you completed the QuadRed Management Assessment, your responses were linked to the categories in the following model:

## QuadRed Organization Dynamic Model™ - Management Edition

1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
<b>1.1 Mission, Vision, &amp; Competitive Advantage</b>	1.1.1 Mission 1.1.2 Vision 1.1.3 Strategic Advantage	<b>2.1 Structure</b>	2.1.1 Structure Alignment	<b>3.1 Values &amp; Beliefs</b>	3.1.1 Values Credibility
<b>1.2 External Assessment</b>	1.2.1 Customer Profile 1.2.2 Market & Competitive Analysis	<b>2.2 Core Competence</b>	2.2.1 Leveraging Core Competence	<b>3.2 Leadership</b>	3.2.1 Management Modeling 3.2.2 Empowerment 3.2.3 Coaching 3.2.4 Building Teams
<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 Information, Systems, &amp; Technology</b>	2.3.1 Organization Communication 2.3.2 Shared Knowledge 2.3.3 Required Technology	<b>3.3 Human Resource Systems</b>	3.3.1 Recruitment 3.3.2 Orientation 3.3.3 Training & Development 3.3.4 Performance Management 3.3.5 Reward Systems
<b>1.4 Planning &amp; Execution</b>	1.4.1 Planning 1.4.2 Resource Alignment 1.4.3 Execution	<b>2.4 Organization Efficiency</b>	2.4.1 Policies & Procedures 2.4.2 Roles & Responsibilities 2.4.3 Outsourcing & Partners	<b>3.4 Organization Character</b>	3.4.1 Informal Communication 3.4.2 Employee Feedback 3.4.3 Ability to Change

### Assessment and Planning 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.

# Methodology

The assessment employs a six-point interval scale to evaluate your company's performance measured against 117 best-practice statements. Each statement requires a response ranging from "Strongly Disagree" to "Strongly Agree". Participants may also choose a "Don't Know" or "Not Applicable" response. Responses from all participants are aggregated resulting in performance mean scores. Mean scores relating to the six-point scale have been translated into percentages.

## How to Use this Report

1. Review the Report Card pages and the Degree of Impact Quadrants to understand:
  - How the senior team prioritized each of the business areas.
  - How they rated their respective performance.
2. Review the Strategic Performance Comparison spidergrams to get a sense of where this company's performance lies in relation to other organizations.
3. Use the Detail Results with the frequency of responses to see how participants individually rated performance of the high-impact areas. Is there consensus or polarity?
4. Use this information to prioritize key performance improvement goals and to develop and execute an action plan.
5. Take the assessment again in approximately 6 to 12 months to compare results in targeted improvement areas.

## The QuadRed Report Card™ is designed to reflect:

1. **Priorities:** The areas the senior team views to have the most impact on business performance.
2. **Performance:** The team's perception of the company's current performance in the categories of Strategy, Design, and Culture.
3. **Comparison:** How the company compares to other organizations in the QuadRed database.
4. **Consensus:** The level of agreement or disagreement that exists among the senior team regarding performance in key areas.

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.