



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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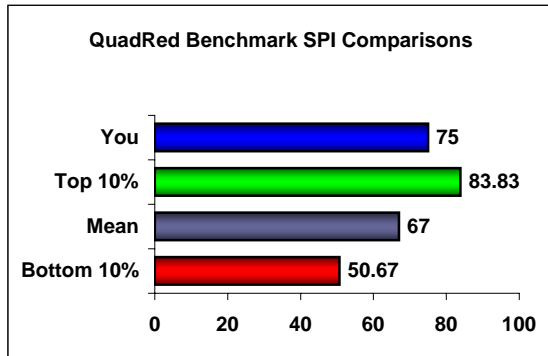
Sample Company

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

| | |
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| Shared Knowledge | 92 |
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Organization Strategy

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| Mission | 33 |
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Organization Design

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| 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 |

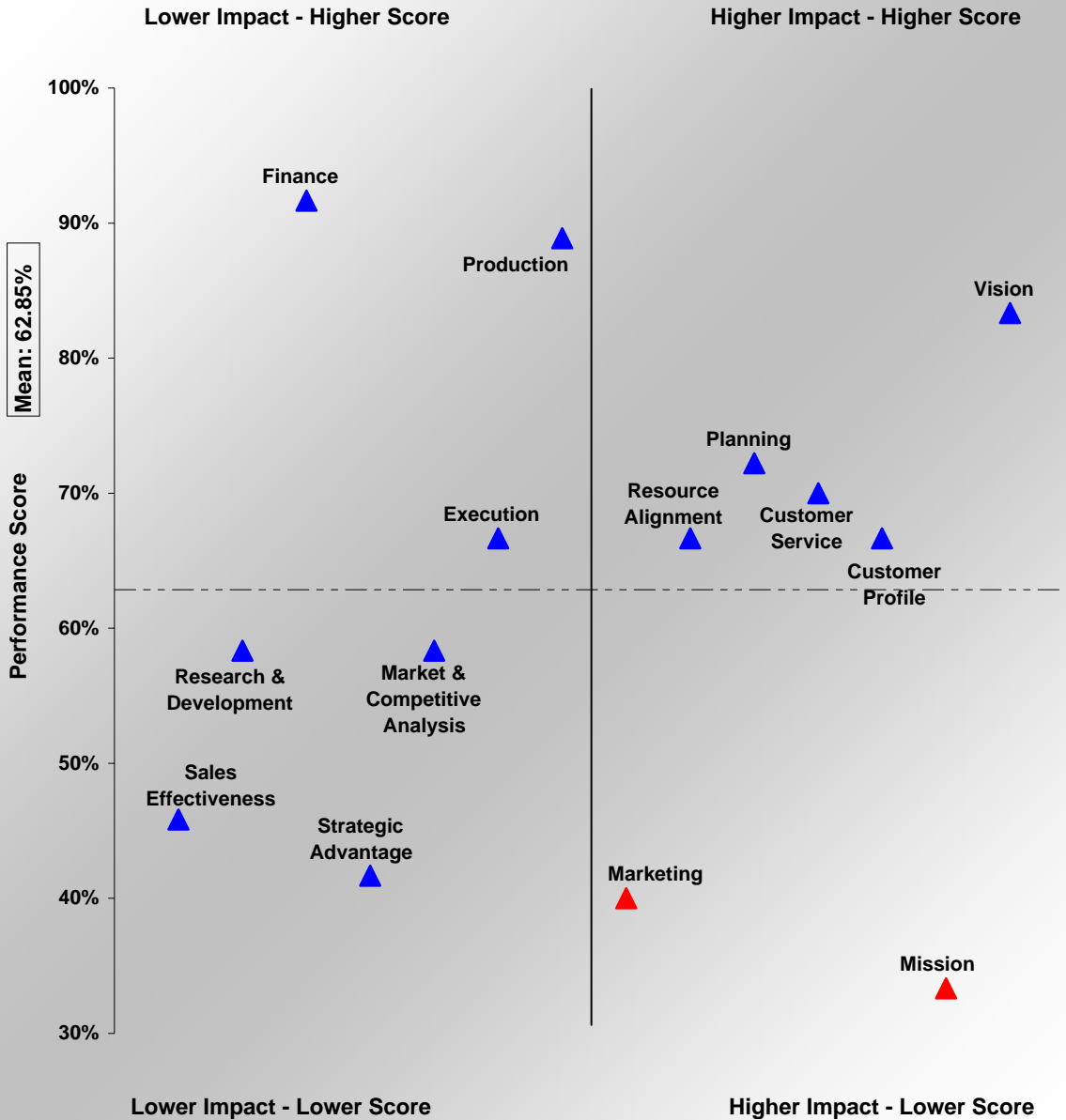
| Organization Design 83 | | | | |
|---------------------------|----------------------------|-------|----------|-------------|
| Principal Elements | | Score | Priority | Prev. Score |
| 1 | Structure Alignment | 83 | High | NA |
| 2 | Leveraging Core Competence | 83 | High | NA |
| 3 | Organization 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 |
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| 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.

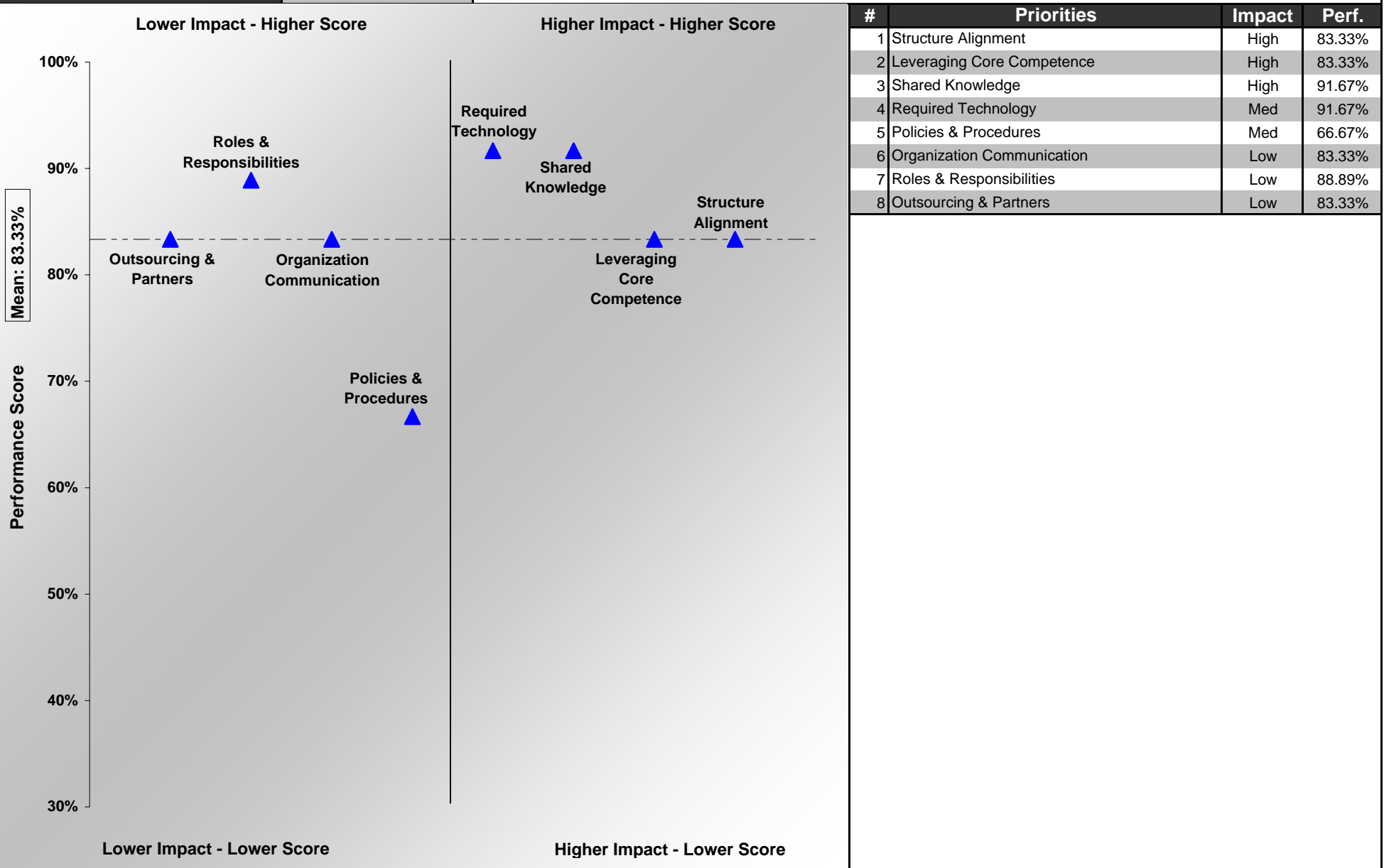


| # | Priorities | Impact | Perf. |
|----|-------------------------------|--------|--------|
| 1 | Vision | High | 83.33% |
| 2 | Mission | High | 33.33% |
| 3 | Customer Profile | High | 66.67% |
| 4 | Customer Service | High | 70.00% |
| 5 | Planning | High | 72.22% |
| 6 | Resource Alignment | Med | 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

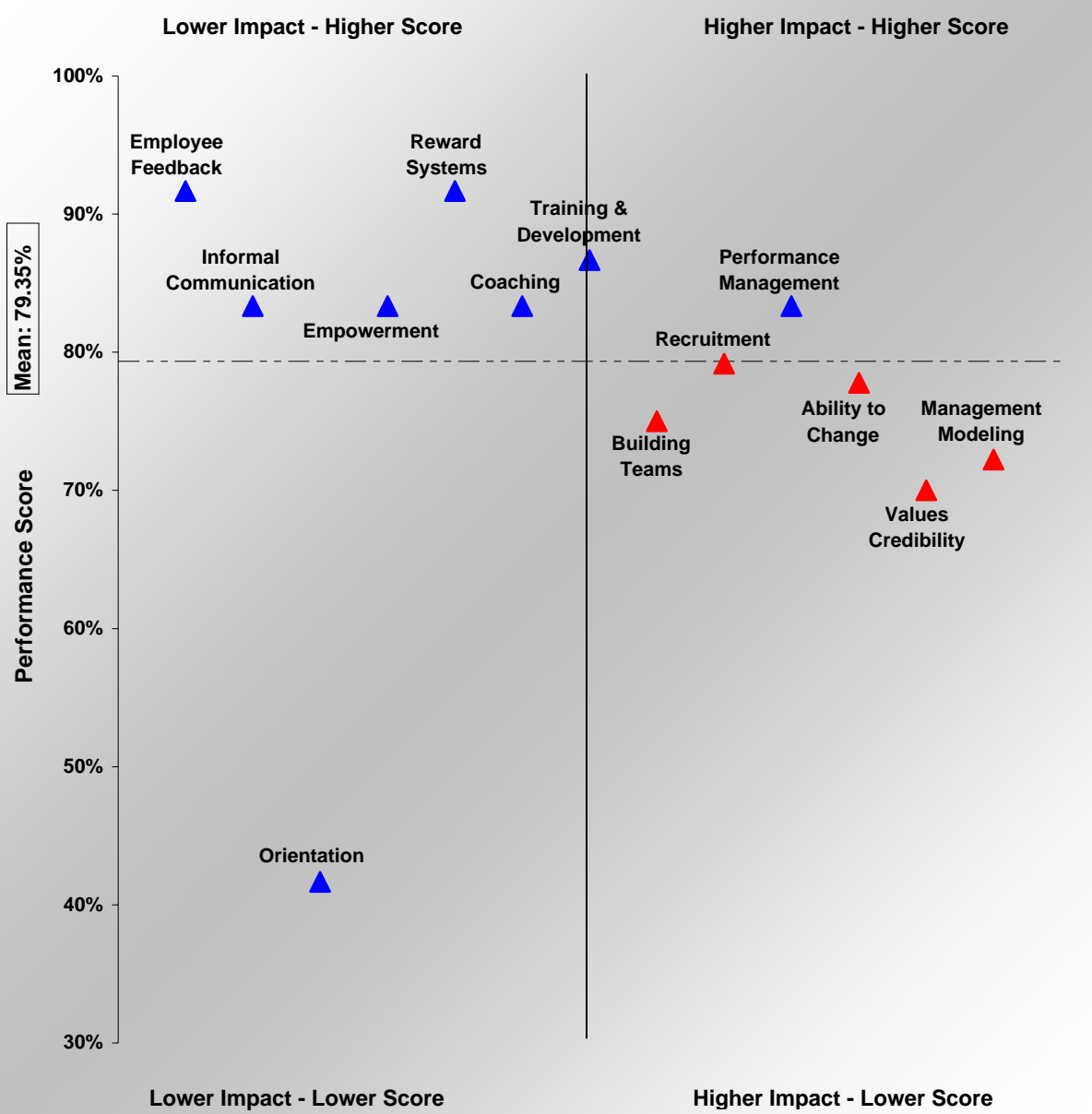
This section of the report helps the reader focus on those specific areas which have the greatest potential for improving overall strategic performance. Elements shown in the lower right quadrant (in red) are the “Higher Impact – Lower Score” items. Research suggests that improvement activities should 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.



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.

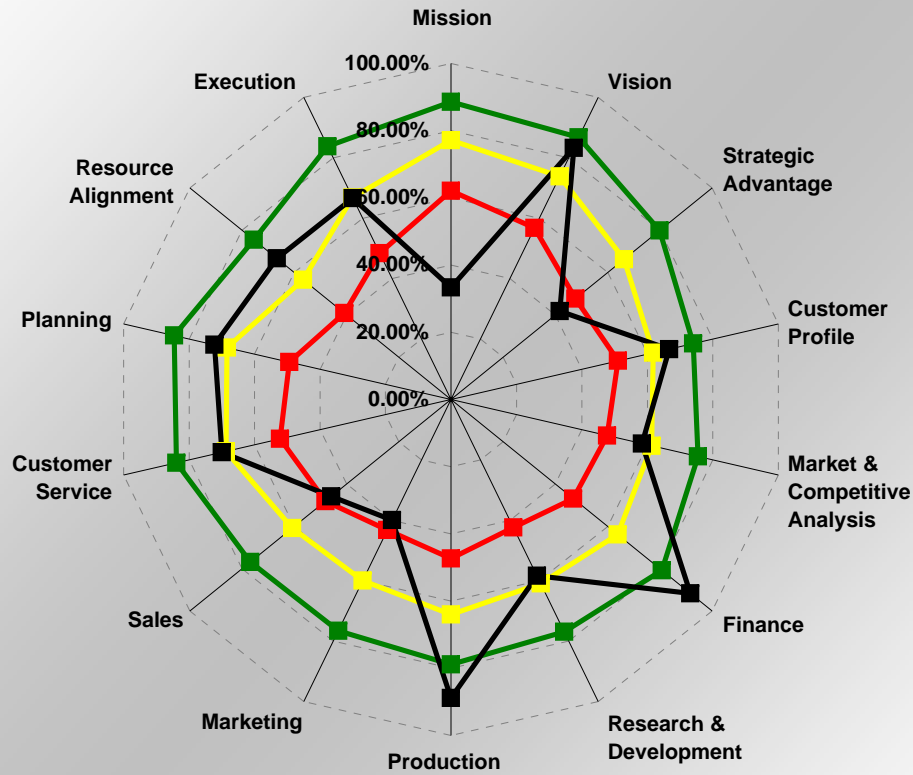


| # | Priorities | Impact | Perf. |
|----|------------------------|--------|--------|
| 1 | Management Modeling | High | 72.22% |
| 2 | Values Credibility | High | 70.00% |
| 3 | Ability to Change | High | 77.78% |
| 4 | Performance Management | High | 83.33% |
| 5 | Recruitment | Med | 79.17% |
| 6 | 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

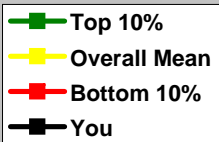
This report compares the Strategy performance scores for the organization with three control groups pulled from QuadRed's normative database: Top 10%, Bottom 10%, and overall mean scores.



| # | 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%

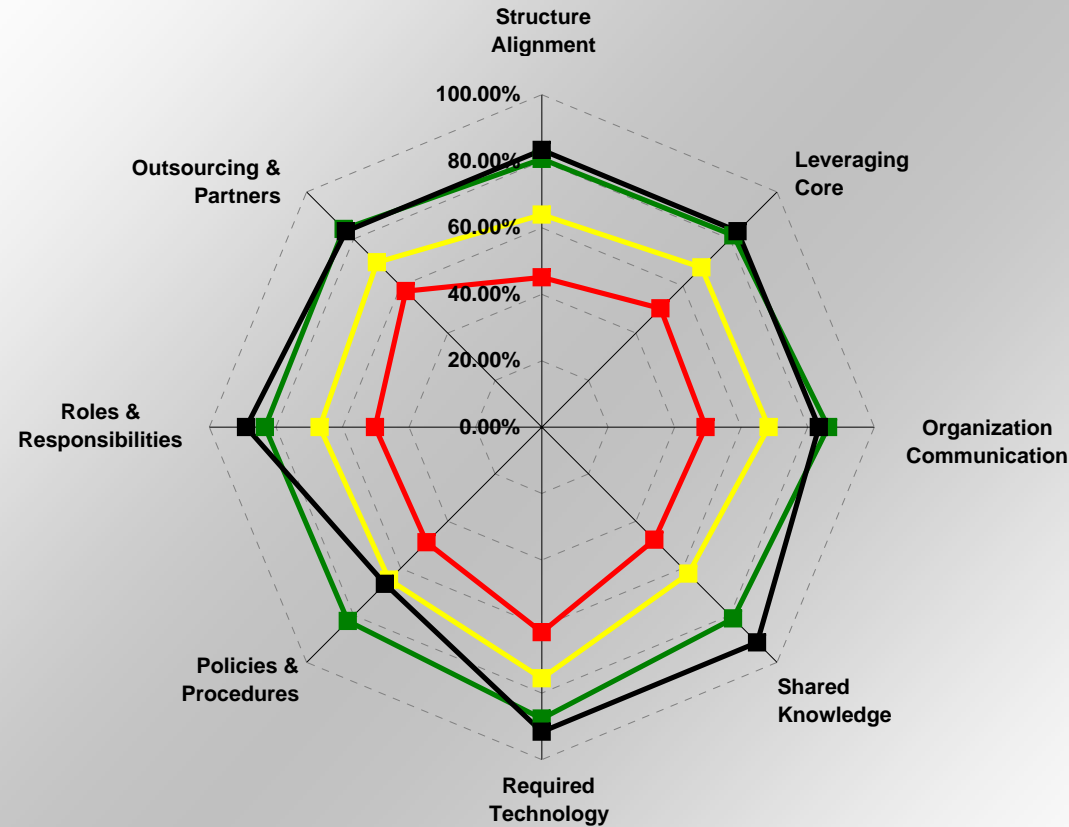


EXECUTIVE SUMMARY

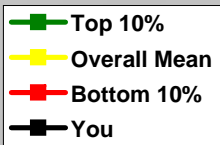
Design Performance Comparison

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% |

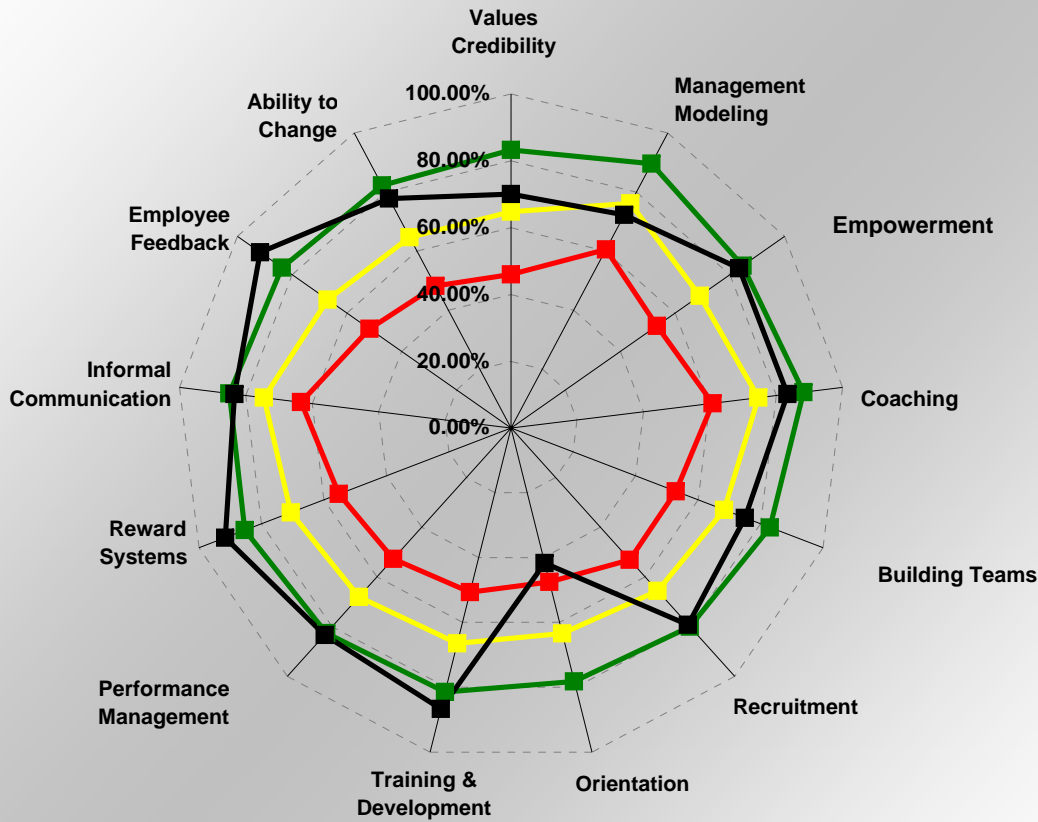


EXECUTIVE SUMMARY

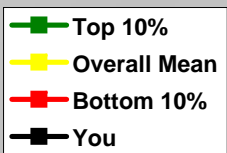
Culture Performance Comparison

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% |

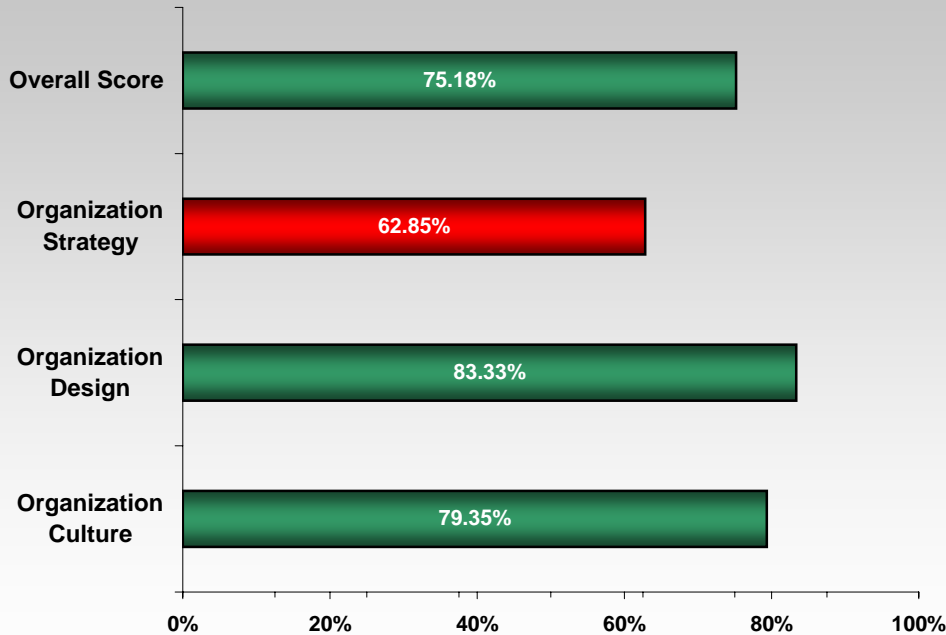


PERFORMANCE SCORES OVERVIEW

**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% |
| 2. External Assessment | 62.50% |
| 3. Internal Capabilities | 65.79% |
| 4. Planning & Execution | 68.52% |

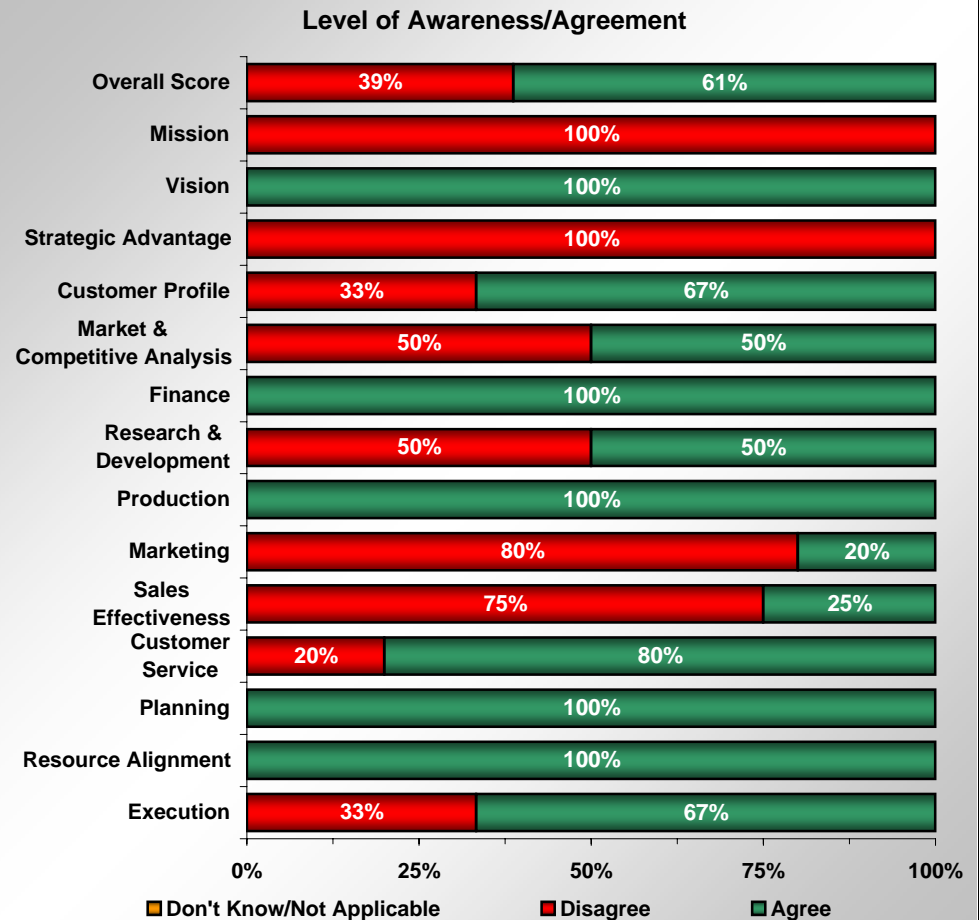
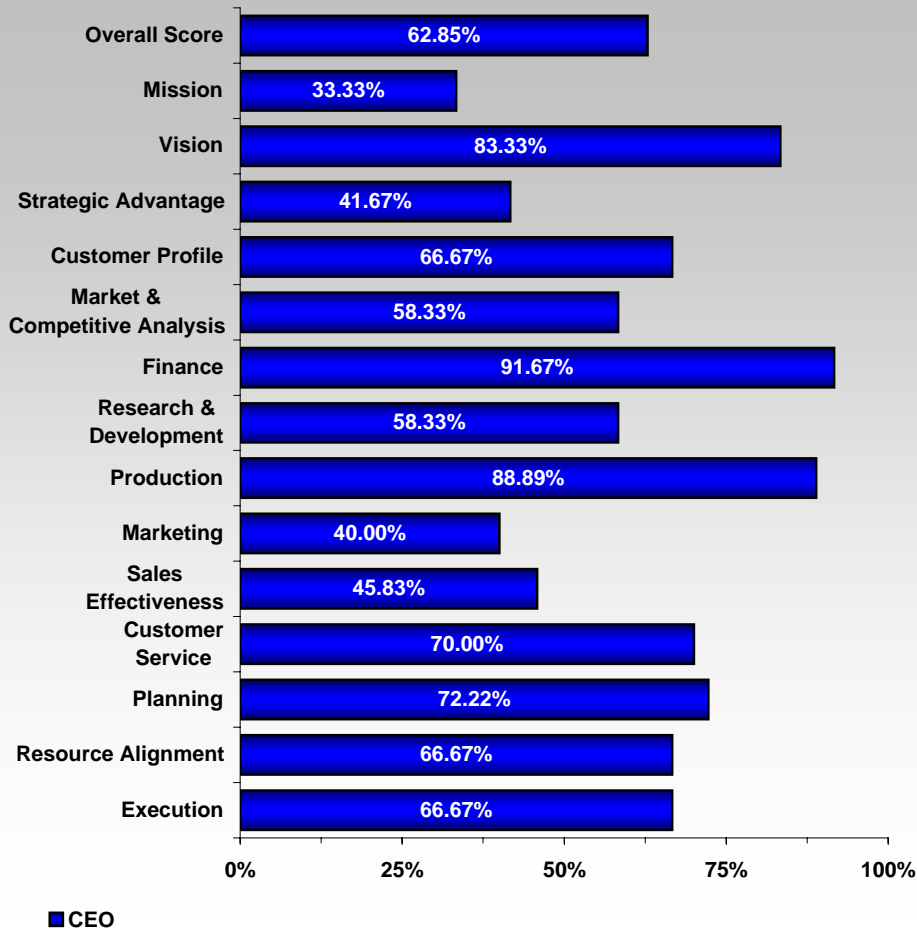
| | |
|---------------------------------------|--------|
| 1. Structure | 83.33% |
| 2. Core Competence | 83.33% |
| 3. Information, Systems, & Technology | 88.89% |
| 4. Organization Efficiency | 79.63% |

| | |
|---------------------------|--------|
| 1. Values & Beliefs | 70.00% |
| 2. Leadership | 78.47% |
| 3. Human Resource Systems | 76.50% |
| 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.



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: | 33.33% | 0.00 | |
| | | | | | | | | | | | | Management: | 60.65% | 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: | 83.33% | 16.67 | |
| | | | | | | | | | | | | Management: | 58.80% | 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: | 41.67% | 11.79 | |
| | | | | | | | | | | | | Management: | 43.75% | 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: | 66.67% | 28.87 | |
| | | | | | | | | | | | | Management: | 58.57% | 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: | 58.33% | 22.97 | |
| | | | | | | | | | | | | Management: | 54.80% | 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 | | | | |

| | | | | | | | | | | | | |
|------------------------------|-----------------------|---|--|--|--|--|--|--|--|--|--|--|
| 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. | | | | | | | | | | |
|------------------------------|-----------------------|---|--|--|--|--|--|--|--|--|--|--|

| 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% | -- | CEO: | 58.33% | 22.97 |
| | Mgmt. | 8% | 8% | 0% | 25% | 50% | 8% | 0% | 8% | 59.09% | 17.26 | | Management: | 54.80% |
| 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% | -- | DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree | | |
| | 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% | -- | CEO: | 91.67% | 9.62 |
| | Mgmt. | 8% | 0% | 0% | 25% | 17% | 33% | 17% | 50% | 74.24% | 18.80 | | Management: | 55.56% |
| 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% | -- | CEO: | 58.33% | 11.79 |
| | Mgmt. | 0% | 25% | 17% | 33% | 17% | 0% | 8% | 8% | 45.83% | 24.75 | | Management: | 44.44% |
| 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% | -- | CEO: | 88.89% | 9.62 |
| | Mgmt. | 0% | 0% | 8% | 17% | 42% | 33% | 0% | 33% | 66.67% | 15.89 | | Management: | 56.02% |

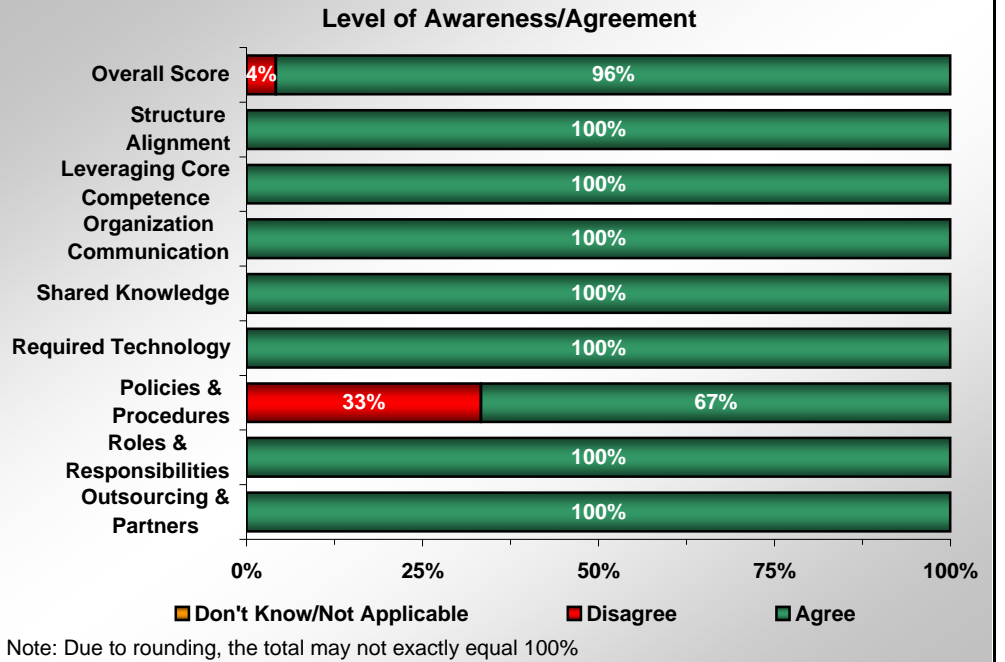
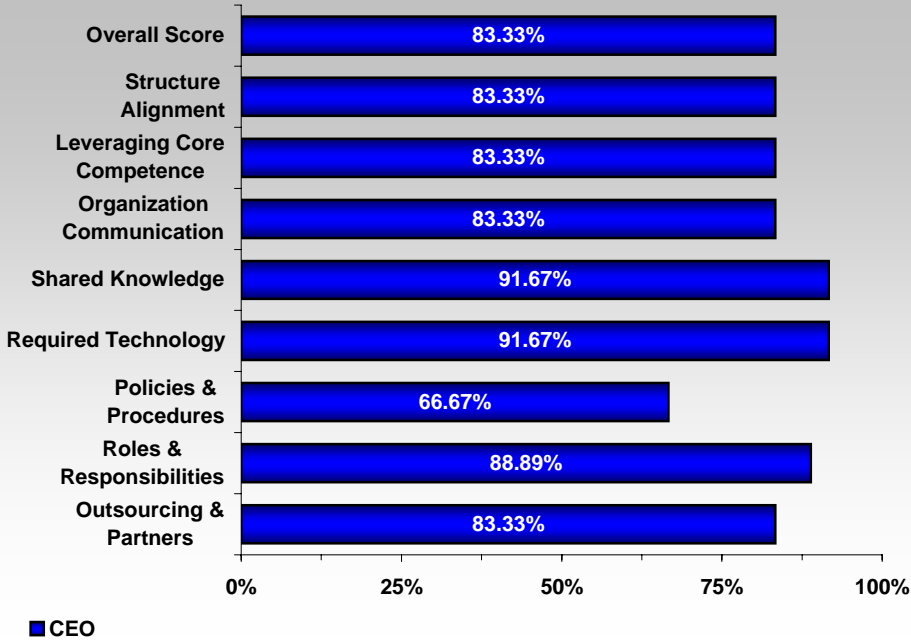
| Organization Strategy | | Detail Results | | | | | | | This section of the report demonstrates the dispersion of responses for all participants for Mission, Vision, & Competitive Advantage, External Assessment, Internal Capabilities, and Planning & Execution. | | | | | | |
|---|-------|-----------------------|------|------|------|------|------|------|--|------------|-----------|--|-----------|-------|--|
| | | | | | | | | | 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% | -- | DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree | | | |
| | 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% | -- | CEO: | 83.33% | 0.00 |
| | Mgmt. | 0% | 0% | 33% | 33% | 25% | 8% | 0% | 8% | 51.39% | 16.60 | Management: | 43.98% | 19.58 |
| 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% | -- | CEO: | 83.33% | 0.00 |
| | Mgmt. | 0% | 0% | 25% | 17% | 42% | 17% | 0% | 17% | 58.33% | 18.12 | Management: | 56.67% | 15.65 |

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% | -- | CEO: | 83.33% | 0.00 |
| | Mgmt. | 8% | 0% | 17% | 33% | 33% | 8% | 0% | 8% | 56.06% | 15.41 | | Management: | 56.67% |
| 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% | -- | CEO: | 83.33% | 19.24 |
| | Mgmt. | 0% | 8% | 25% | 8% | 33% | 17% | 8% | 25% | 58.33% | 25.13 | | Management: | 59.72% |
| 57. Our company regularly communicates the status of our goals and objectives. | CEO | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 66.67% | -- | DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree | | |
| | 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 | | | |

| 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% | -- | CEO: | 91.67% | 11.79 |
| | Mgmt. | 0% | 0% | 17% | 42% | 33% | 8% | 0% | 8% | 55.56% | 14.80 | | Management: | 55.56% |
| 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% | -- | CEO: | 91.67% | 11.79 |
| | Mgmt. | 0% | 8% | 8% | 33% | 33% | 17% | 0% | 17% | 56.94% | 19.41 | | Management: | 63.89% |
| 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.**

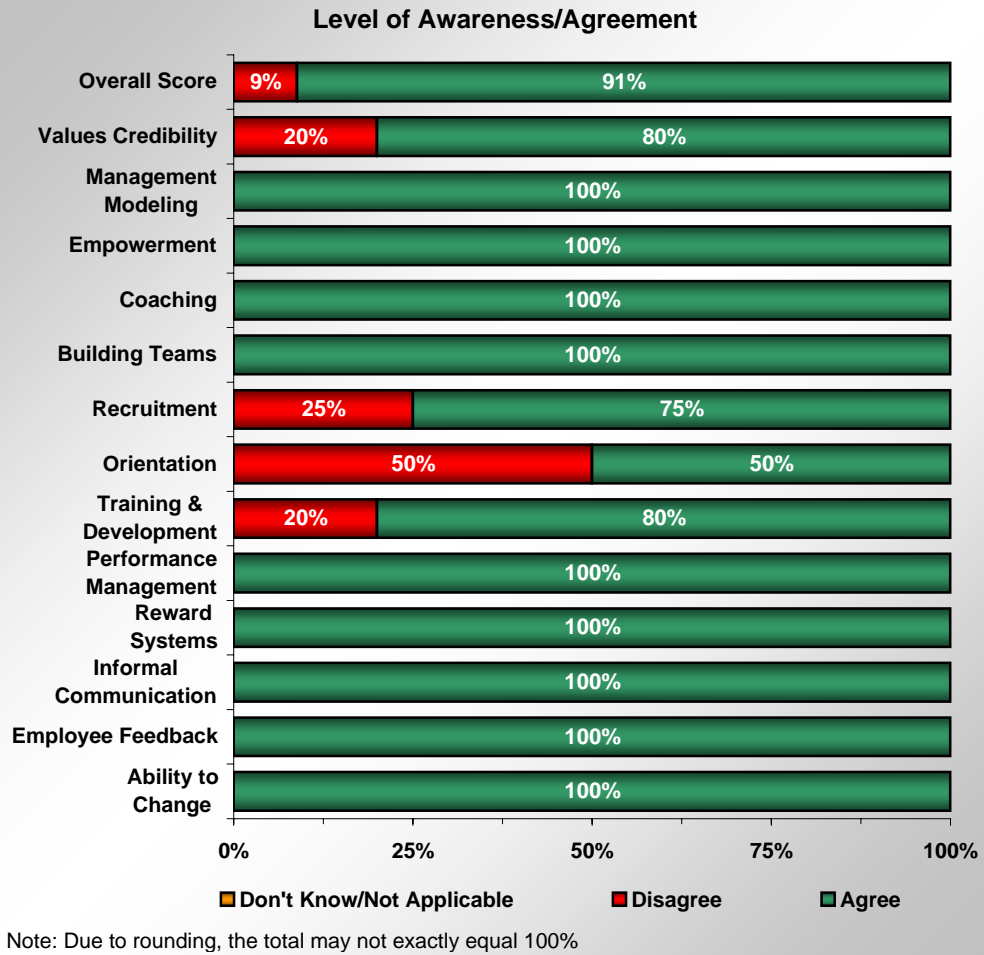
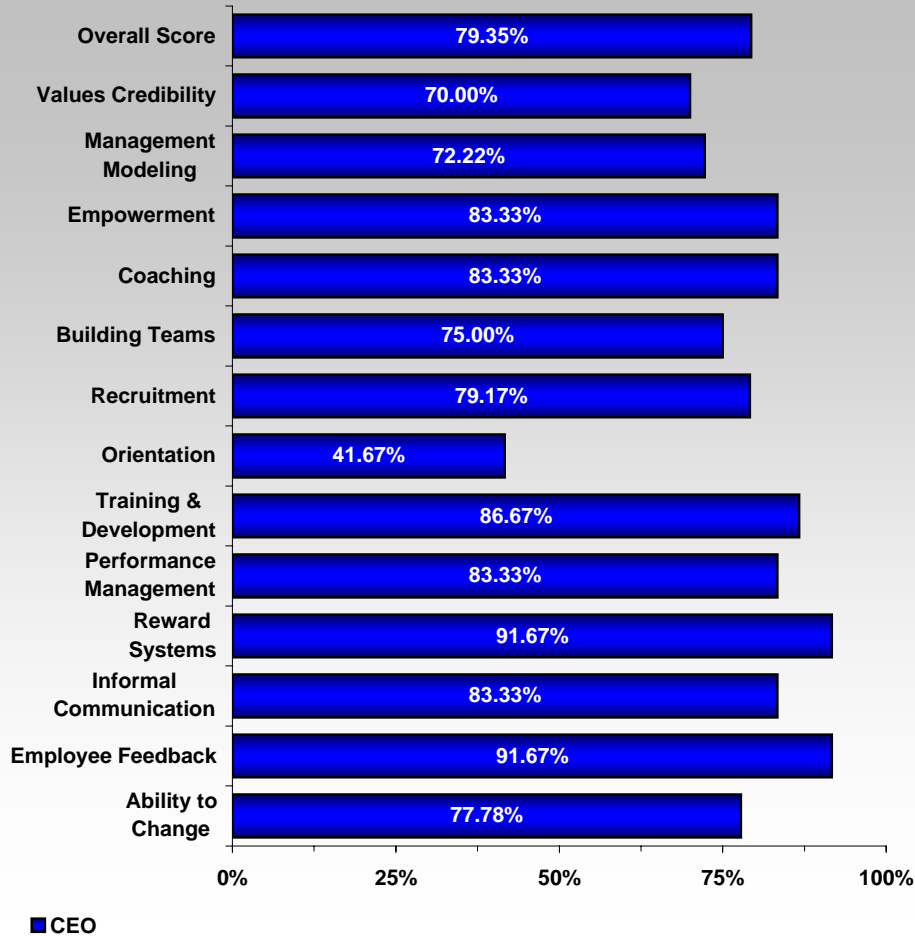
Organization Efficiency

| 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.



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% | -- | | | |
| | 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 Values & Beliefs, Leadership, Human Resource Systems, and Organization Character. |
|-------------------------------|-------------------------|---|

| 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% | -- | CEO: | 70.00% | 29.81 |
| | Mgmt. | 0% | 0% | 17% | 33% | 0% | 42% | 8% | 50% | 65.28% | 22.98 | Management: | 58.33% | 23.47 |
| 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% | -- | DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree | | |
| | 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% | -- | CEO: | 72.22% | 9.62 |
| | Mgmt. | 0% | 17% | 17% | 8% | 42% | 17% | 0% | 17% | 54.17% | 23.70 | Management: | 58.80% | 25.97 |
| 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% | -- | CEO: | 83.33% | 0.00 |
| | Mgmt. | 0% | 17% | 33% | 25% | 17% | 8% | 0% | 8% | 44.44% | 20.52 | Management: | 54.63% | 20.55 |
| 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% | -- | CEO: | 83.33% | 16.67 |
| | Mgmt. | 0% | 8% | 25% | 17% | 25% | 25% | 0% | 25% | 55.56% | 22.84 | Management: | 56.48% | 24.32 |
| 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: | 51.74% | 23.12 |
| 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% | -- | DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree | | | | | |
| | 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: | 47.35% | 20.00 |
| 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: | 54.17% | 26.12 |
| 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% | -- | CEO: | 86.67% | 21.73 | |
| | Mgmt. | 0% | 17% | 0% | 33% | 33% | 17% | 0% | 17% | 55.56% | 21.71 | | | | Management: |
| 99. Our training programs are well designed and structured. | CEO | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 100% | 100.00% | -- | DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree | | | |
| | 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% | -- | CEO: | 83.33% | 16.67 | |
| | Mgmt. | 0% | 8% | 17% | 25% | 42% | 8% | 0% | 8% | 54.17% | 18.97 | Management: | 45.56% | 20.09 | |
| 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. | Mgmt. | 0% | 8% | 17% | 42% | 25% | 8% | 0% | 8% | 51.39% | 18.06 | | | | |
| | CEO | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 66.67% | -- | | | | |
| 104. Employee goals include clear action items and timelines. | Mgmt. | 0% | 50% | 8% | 17% | 25% | 0% | 0% | 0% | 36.11% | 22.28 | | | | |
| | CEO | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 66.67% | -- | | | | |
| 105. Performance reviews are conducted more than just once a year. | Mgmt. | 0% | 17% | 25% | 42% | 8% | 8% | 0% | 8% | 44.44% | 19.24 | | | | |
| | CEO | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 100% | 100.00% | -- | | | | |
| 106. Given our business goals, we are rewarding the appropriate skills and behaviors. | Mgmt. | 0% | 25% | 25% | 25% | 25% | 0% | 0% | 0% | 41.67% | 19.46 | | | | |
| | CEO | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 100% | 83.33% | -- | | | | |
| 107. Our company rewards employees fairly. | Mgmt. | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 100% | 83.33% | -- | | | | |
| | CEO | 0% | 17% | 33% | 17% | 33% | 0% | 0% | 0% | 44.44% | 19.25 | | | | |
| 108. Employees feel that the rewards for achieving their goals are worthy of the effort. | Mgmt. | 0% | 17% | 33% | 17% | 33% | 0% | 0% | 0% | 44.44% | 19.25 | | | | |
| | CEO | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 100% | 100.00% | -- | | | | |
| 109. At our company, promotions are only given to the people that deserve them. | Mgmt. | 0% | 33% | 17% | 25% | 25% | 0% | 0% | 0% | 40.28% | 20.67 | | | | |
| | 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. | Mgmt. | 0% | 33% | 33% | 8% | 25% | 0% | 0% | 0% | 37.50% | 20.26 | | | | |
| | CEO | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 100% | 100.00% | -- | | | | |
| 106. Given our business goals, we are rewarding the appropriate skills and behaviors. | Mgmt. | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 100% | 83.33% | -- | CEO: | 91.67% | 9.62 | |
| | CEO | 0% | 17% | 33% | 17% | 33% | 0% | 0% | 0% | 44.44% | 19.25 | Management: | 40.63% | 19.72 | |

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% | -- | CEO: | 83.33% | 16.67 |
| | 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% | -- | CEO: | 91.67% | 11.79 |
| | 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% | -- | CEO: | 77.78% | 9.62 |
| | 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 | |
|---|---|---|---|-----------------------------------|--|
| 1.1 Mission, Vision, & Competitive Advantage | 1.1.1 Mission 1.1.2 Vision 1.1.3 Strategic Advantage | 2.1 Structure | 2.1.1 Structure Alignment | 3.1 Values & Beliefs | 3.1.1 Values Credibility |
| 1.2 External Assessment | 1.2.1 Customer Profile 1.2.2 Market & Competitive Analysis | 2.2 Core Competence | 2.2.1 Leveraging Core Competence | 3.2 Leadership | 3.2.1 Management Modeling 3.2.2 Empowerment 3.2.3 Coaching 3.2.4 Building Teams |
| 1.3 Internal Capabilities | 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 | 2.3 Information, Systems, & Technology | 2.3.1 Organization Communication 2.3.2 Shared Knowledge 2.3.3 Required Technology | 3.3 Human Resource Systems | 3.3.1 Recruitment 3.3.2 Orientation 3.3.3 Training & Development 3.3.4 Performance Management 3.3.5 Reward Systems |
| 1.4 Planning & Execution | 1.4.1 Planning 1.4.2 Resource Alignment 1.4.3 Execution | 2.4 Organization Efficiency | 2.4.1 Policies & Procedures 2.4.2 Roles & Responsibilities 2.4.3 Outsourcing & Partners | 3.4 Organization Character | 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.