



# **Sample Company**

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ABC Consulting Company

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**SMALL BUSINESS REPORT**

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# Results and Key Findings Report Overview

## Objectives

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

## Organization Dynamic Model - Small Business Report

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

## Methodology

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

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

The Results & Key Findings report is designed to reflect:

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

## Utilization

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

## Customer Service

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E-mail us: [admin@quadred.com](mailto:admin@quadred.com).

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.

## EXECUTIVE SUMMARY

## High Impact Areas

These Assessment highlights illustrate both the high performing and low performing areas that have been identified as currently having higher impact to the organization. These tables include items in ranked order within the areas of Strategy and Culture and include their individual performance score. This summary can serve as an initial discussion point of the assessments key findings.

### HIGH IMPACT - HIGH SCORE

| Strategy               |                     |        |       | Culture               |                     |        |       |
|------------------------|---------------------|--------|-------|-----------------------|---------------------|--------|-------|
| #                      | Principal Elements  | Impact | Perf. | #                     | Principal Elements  | Impact | Perf. |
| 1                      | Customer Service    | 90.91% | 3.69  | 1                     | Management Modeling | 90.00% | 5.10  |
| 2                      | Finance             | 78.18% | 4.07  | 2                     | Values Credibility  | 60.00% | 3.87  |
| 3                      | Sales Effectiveness | 48.18% | 4.43  |                       |                     |        |       |
|                        |                     |        |       |                       |                     |        |       |
|                        |                     |        |       |                       |                     |        |       |
| Strategy Impact Count: |                     |        | 3     | Culture Impact Count: |                     |        | 2     |
|                        |                     |        |       | Total Count:          |                     |        |       |

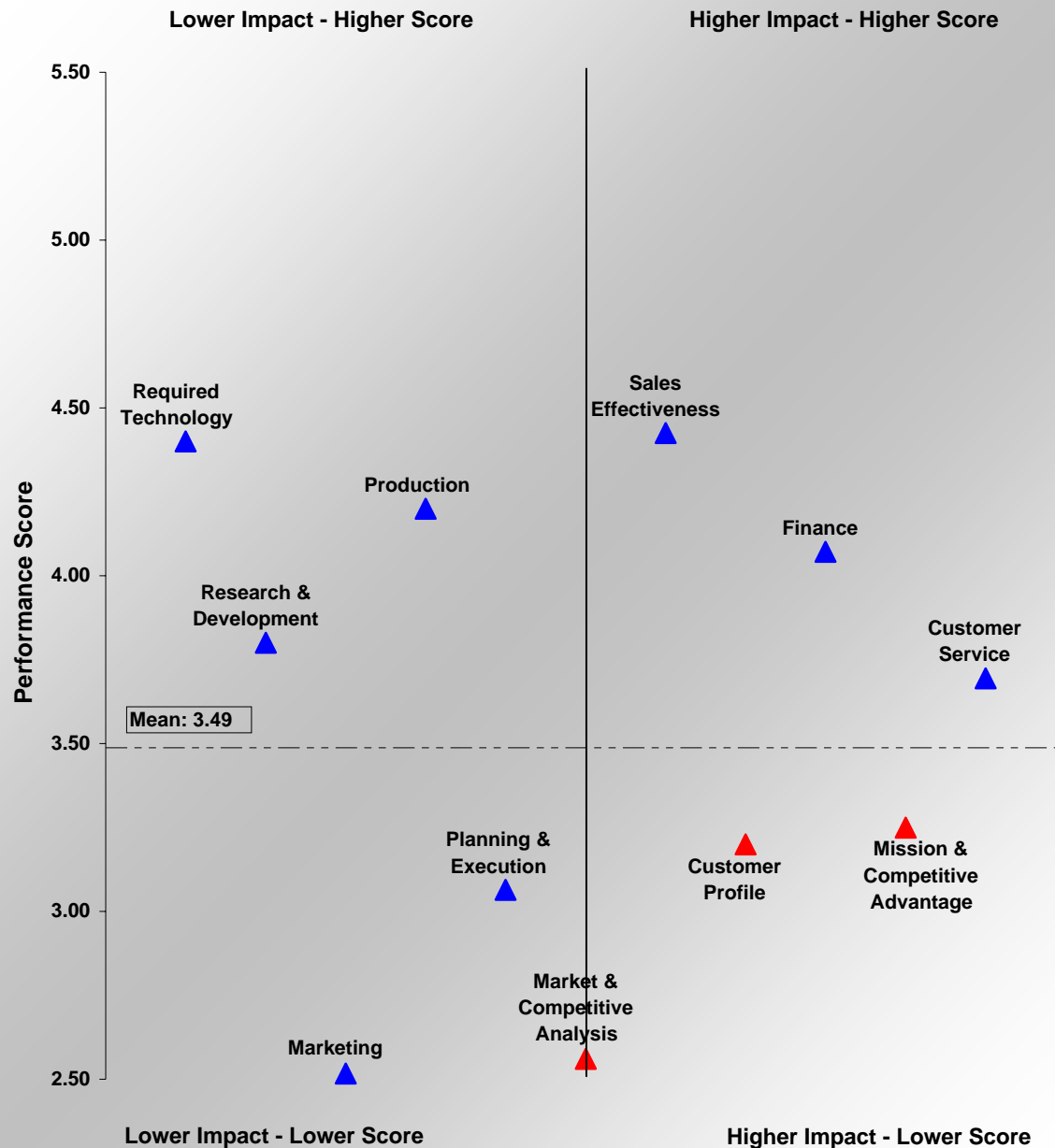
### HIGH IMPACT - LOW SCORE

| Strategy               |                                 |        |       | Culture               |                            |        |       |
|------------------------|---------------------------------|--------|-------|-----------------------|----------------------------|--------|-------|
| #                      | Principal Elements              | Impact | Perf. | #                     | Principal Elements         | Impact | Perf. |
| 1                      | Mission & Competitive Advantage | 83.64% | 3.25  | 1                     | Empowerment & Coaching     | 85.00% | 2.93  |
| 2                      | Customer Profile                | 72.73% | 3.20  | 2                     | Organization Communication | 58.75% | 3.70  |
| 3                      | Market & Competitive Analysis   | 48.18% | 2.56  |                       |                            |        |       |
|                        |                                 |        |       |                       |                            |        |       |
|                        |                                 |        |       |                       |                            |        |       |
| Strategy Impact Count: |                                 |        | 3     | Culture Impact Count: |                            |        | 2     |
|                        |                                 |        |       | Total Count:          |                            |        |       |

## ORGANIZATION STRATEGY

### Area 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.

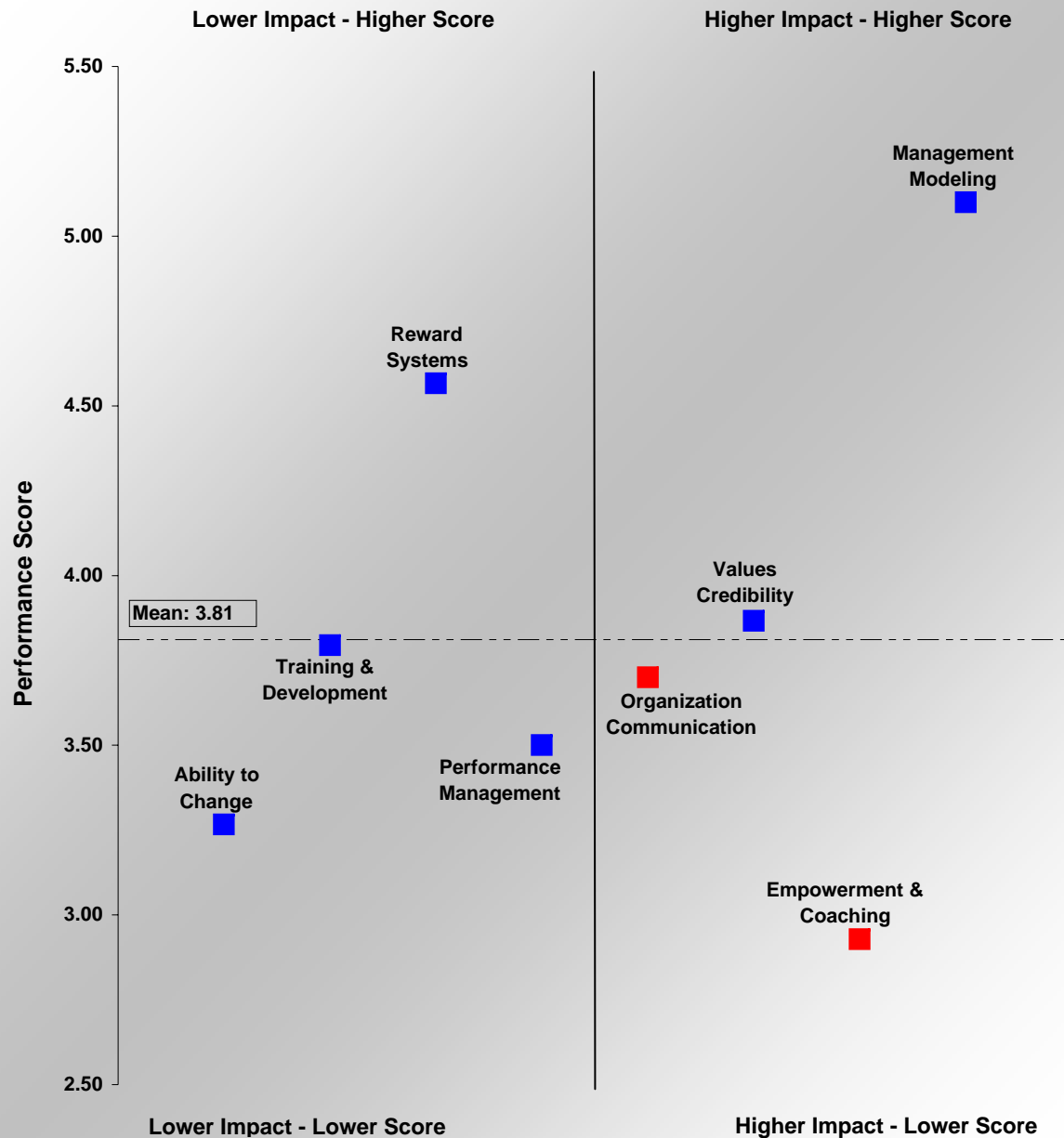


| #  | Priorities                      | Impact | Perf. |
|----|---------------------------------|--------|-------|
| 1  | Customer Service                | 90.91% | 3.69  |
| 2  | Mission & Competitive Advantage | 83.64% | 3.25  |
| 3  | Finance                         | 78.18% | 4.07  |
| 4  | Customer Profile                | 72.73% | 3.20  |
| 5  | Sales Effectiveness             | 48.18% | 4.43  |
| 6  | Market & Competitive Analysis   | 48.18% | 2.56  |
| 7  | Planning & Execution            | 42.73% | 3.06  |
| 8  | Production                      | 42.73% | 4.20  |
| 9  | Marketing                       | 36.36% | 2.52  |
| 10 | Research & Development          | 30.00% | 3.80  |
| 11 | Required Technology             | 26.36% | 4.40  |

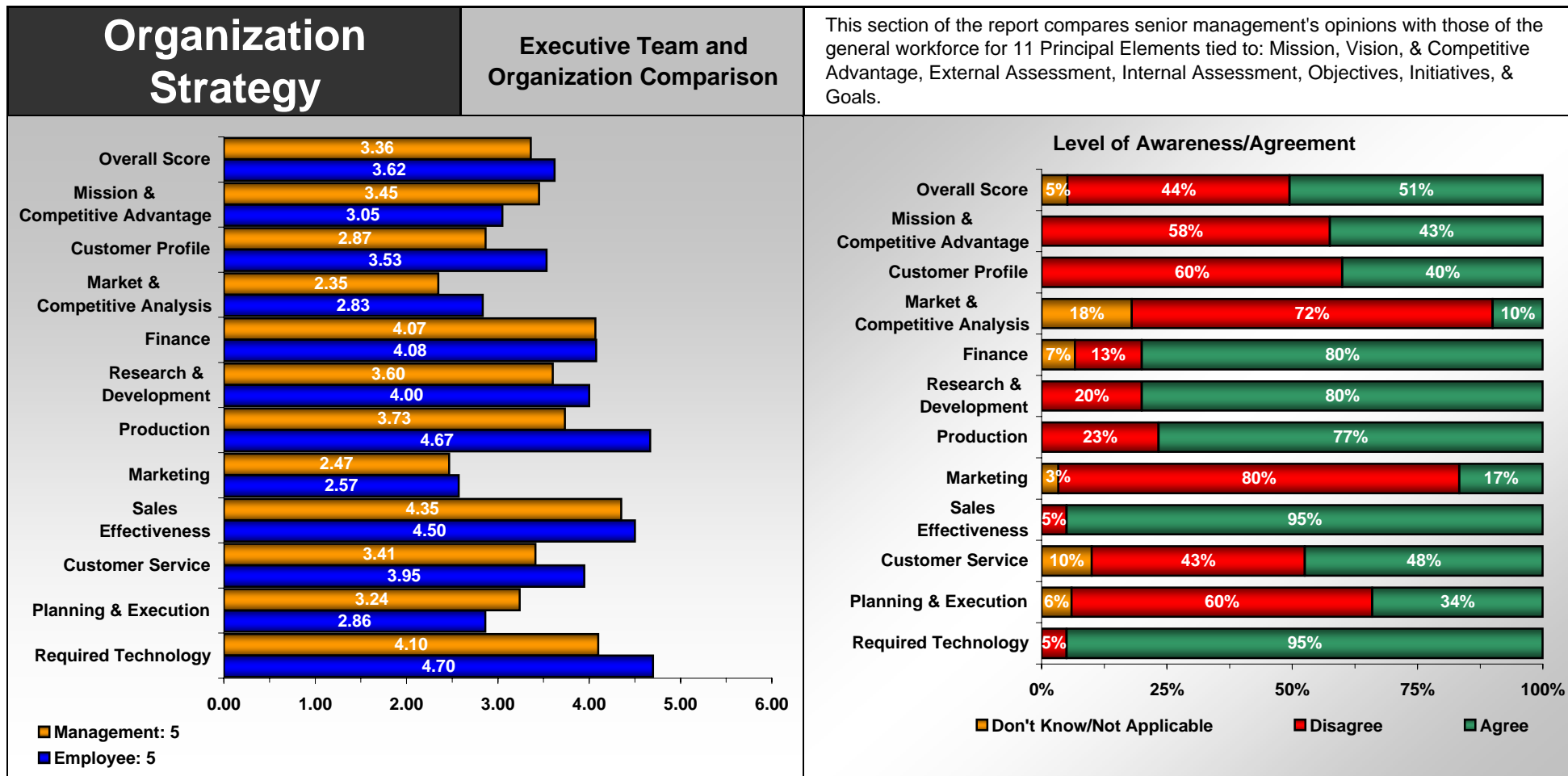
# ORGANIZATION CULTURE

## Area of Focus

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| # | Priorities                 | Impact | Perf. |
|---|----------------------------|--------|-------|
| 1 | Management Modeling        | 90.00% | 5.10  |
| 2 | Empowerment & Coaching     | 85.00% | 2.93  |
| 3 | Values Credibility         | 60.00% | 3.87  |
| 4 | Organization Communication | 58.75% | 3.70  |
| 5 | Performance Management     | 53.75% | 3.50  |
| 6 | Reward Systems             | 46.25% | 4.57  |
| 7 | Training & Development     | 32.50% | 3.79  |
| 8 | Ability to Change          | 23.75% | 3.27  |



| Mission, Vision, & Competitive Advantage   |                     |    |                       |     |     |     |     |    |            |            |           |   |      |           |
|--|---------------------|----|-----------------------|-----|-----|-----|-----|----|------------|------------|-----------|---|------|-----------|
| Mission & Competitive Advantage  |                     |    | FREQUENCY OF RESPONSE |     |     |     |     |    | Pos. Score | Mean Score | Std. Dev. | Mean Score  |      | Std. Dev. |
|  |                     |    | DK                    | 1   | 2   | 3   | 4   | 5  |            |            |           | 6   |      |           |
| 1. Our mission statement clearly explains our company's reason for being in business.        | Management Employee | 0% | 0%                    | 0%  | 40% | 40% | 20% | 0% | 20%        | 3.80       | 0.84      | Management  | 3.45 | 0.89      |
|  |                     | 0% | 0%                    | 20% | 40% | 40% | 0%  | 0% | 0%         | 3.20       | 0.84      | Employee  | 3.05 | 1.10      |
| 2. Our mission statement clearly explains how our company is different from our competition. | Management Employee | 0% | 0%                    | 0%  | 60% | 20% | 20% | 0% | 20%        | 3.60       | 0.89      | DK = Don't Know/Not Applicable<br>1 = Strongly Disagree<br>2 = Disagree<br>3 = Somewhat Disagree<br>4 = Somewhat Agree<br>5 = Agree<br>6 = Strongly Agree |      |           |
|  |                     | 0% | 0%                    | 20% | 20% | 40% | 20% | 0% | 20%        | 3.60       | 1.14      |   |      |           |
| 3. We have effectively established a clear competitive advantage in our markets.             | Management Employee | 0% | 0%                    | 20% | 20% | 60% | 0%  | 0% | 0%         | 3.40       | 0.89      |   |      |           |
|  |                     | 0% | 20%                   | 20% | 20% | 20% | 20% | 0% | 20%        | 3.00       | 1.58      |   |      |           |
| 4 Our company's competitive advantage is clearly understood by all employees.                | Management Employee | 0% | 0%                    | 40% | 20% | 40% | 0%  | 0% | 0%         | 3.00       | 1.00      |   |      |           |
|  |                     | 0% | 0%                    | 60% | 40% | 0%  | 0%  | 0% | 0%         | 2.40       | 0.55      |   |      |           |



| Organization Strategy   |            | Executive Team and Organization Comparison |     |     |     |     |     |     | This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: Mission, Vision, & Competitive Advantage, External Assessment, Internal Assessment, Objectives, Initiatives, & Goals. |            |           |   |           |      |           |
|---|------------|--|-----|-----|-----|-----|-----|-----|---|------------|-----------|---|-----------|------|-----------|
| External Assessment   |            |  |     |     |     |     |     |     |   |            |           |   |           |      |           |
| Customer Profile  |            | FREQUENCY OF RESPONSE                      |     |     |     |     |     |     | Pos. Score  | Mean Score | Std. Dev. | Mean Score  |           |      | Std. Dev. |
|   |            | DK   | 1   | 2   | 3   | 4   | 5   | 6   |   |            |           | Mean Score  | Std. Dev. |      |           |
| 5. Our company has clearly identified the specific features and benefits our customers want.                    | Management | 0%   | 0%  | 20% | 60% | 20% | 0%  | 0%  | 0%  | 3.00       | 0.71      | Management  | 2.87      | 0.64 |           |
|   | Employee   | 0%   | 0%  | 20% | 0%  | 60% | 20% | 0%  | 20%   | 3.80       | 1.10      | Employee  | 3.53      | 1.06 |           |
| 6. Our company has clearly identified why our customers would not purchase our products or services.            | Management | 0%   | 0%  | 40% | 60% | 0%  | 0%  | 0%  | 0%  | 2.60       | 0.55      | DK = Don't Know/Not Applicable<br>1 = Strongly Disagree<br>2 = Disagree<br>3 = Somewhat Disagree<br>4 = Somewhat Agree<br>5 = Agree<br>6 = Strongly Agree |           |      |           |
|   | Employee   | 0%   | 0%  | 20% | 0%  | 80% | 0%  | 0%  | 0%  | 3.60       | 0.89      |   |           |      |           |
| 7. Our customers purchase our products or services in the manner they prefer (in-person, internet, phone,etc.). | Management | 0%   | 0%  | 20% | 60% | 20% | 0%  | 0%  | 0%  | 3.00       | 0.71      |   |           |      |           |
|   | Employee   | 0%   | 0%  | 40% | 20% | 20% | 20% | 0%  | 20%   | 3.20       | 1.30      |   |           |      |           |
| Market & Competitive Analysis   |            | FREQUENCY OF RESPONSE                      |     |     |     |     |     |     | Pos. Score  | Mean Score | Std. Dev. | Mean Score  |           |      | Std. Dev. |
|   |            | DK   | 1   | 2   | 3   | 4   | 5   | 6   |   |            |           | Mean Score  | Std. Dev. |      |           |
| 8. Our company has clearly identified the key strengths, weaknesses, and strategies of our direct competitors.  | Management | 0%   | 0%  | 40% | 40% | 20% | 0%  | 0%  | 0%  | 2.80       | 0.84      | Management  | 2.35      | 0.71 |           |
|   | Employee   | 0%   | 0%  | 40% | 20% | 40% | 0%  | 0%  | 0%  | 3.00       | 1.00      | Employee  | 2.83      | 0.86 |           |
| 9. Our company has thoroughly assessed the threat of substitute products or services.                           | Management | 0%   | 20% | 60% | 20% | 0%  | 0%  | 0%  | 0%  | 2.00       | 0.71      | DK = Don't Know/Not Applicable<br>1 = Strongly Disagree<br>2 = Disagree<br>3 = Somewhat Disagree<br>4 = Somewhat Agree<br>5 = Agree<br>6 = Strongly Agree |           |      |           |
| 10. Our company has analyzed the outlook for growth in our primary market.                                      | Employee   | 40%  | 20% | 0%  | 40% | 0%  | 0%  | 0%  | 0%  | 2.33       | 1.15      |   |           |      |           |
| 11. Our customer base is growing at a rate that meets or exceeds industry standards.                            | Management | 0%   | 0%  | 80% | 20% | 0%  | 0%  | 0%  | 0%  | 2.20       | 0.45      |   |           |      |           |
|   | Employee   | 20%  | 0%  | 40% | 40% | 0%  | 0%  | 0%  | 0%  | 2.50       | 0.58      |   |           |      |           |
| 12. Our company maintains an ongoing, quantifiable market evaluation process.                                   | Management | 40%  | 0%  | 20% | 40% | 0%  | 0%  | 0%  | 0%  | 2.67       | 0.58      |   |           |      |           |
|   | Employee   | 60%  | 0%  | 0%  | 20% | 20% | 0%  | 0%  | 0%  | 3.50       | 0.71      |   |           |      |           |
|   | Management | 0%   | 20% | 40% | 40% | 0%  | 0%  | 0%  | 0%  | 2.20       | 0.84      |   |           |      |           |
|   | Employee   | 20%  | 0%  | 20% | 40% | 20% | 0%  | 0%  | 0%  | 3.00       | 0.82      |   |           |      |           |
| Internal Capabilities   |            |  |     |     |     |     |     |     |   |            |           |   |           |      |           |
| Finance   |            | FREQUENCY OF RESPONSE                      |     |     |     |     |     |     | Pos. Score  | Mean Score | Std. Dev. | Mean Score  |           |      | Std. Dev. |
|   |            | DK   | 1   | 2   | 3   | 4   | 5   | 6   |   |            |           | Mean Score  | Std. Dev. |      |           |
| 13. We have sufficient financial resources to achieve our goals.  | Management | 0%   | 0%  | 0%  | 0%  | 80% | 20% | 0%  | 20%   | 4.20       | 0.45      | Management  | 4.07      | 0.80 |           |
|   | Employee   | 0%   | 0%  | 0%  | 0%  | 80% | 20% | 0%  | 20%   | 4.20       | 0.45      | Employee  | 4.08      | 0.95 |           |
| 14. Our company has consistently achieved our financial goals.  | Management | 0%   | 0%  | 0%  | 0%  | 60% | 40% | 0%  | 40%   | 4.40       | 0.55      | DK = Don't Know/Not Applicable<br>1 = Strongly Disagree<br>2 = Disagree<br>3 = Somewhat Disagree<br>4 = Somewhat Agree<br>5 = Agree<br>6 = Strongly Agree |           |      |           |
|   | Employee   | 0%   | 0%  | 0%  | 0%  | 60% | 20% | 20% | 40%   | 4.60       | 0.89      |   |           |      |           |
| 15. We conduct a "Cost/Benefit" analysis before we spend money on any business opportunity.                     | Management | 0%   | 0%  | 20% | 20% | 40% | 20% | 0%  | 20%   | 3.60       | 1.14      |   |           |      |           |
|   | Employee   | 40%  | 0%  | 20% | 20% | 20% | 0%  | 0%  | 0%  | 3.00       | 1.00      |   |           |      |           |

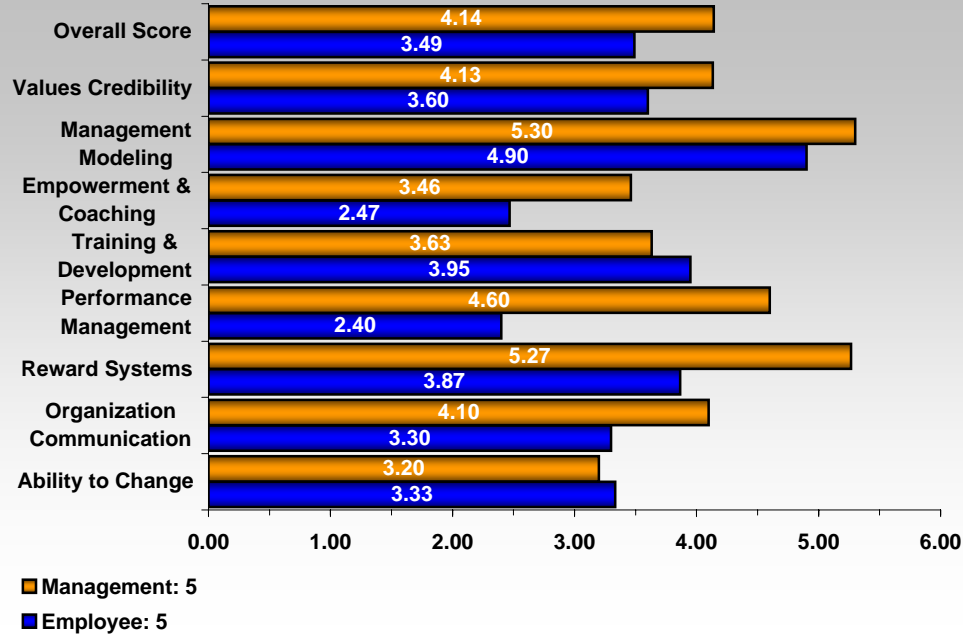
| Organization Strategy  |            | Executive Team and Organization Comparison |     |     |     |      |     |     | This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: Mission, Vision, & Competitive Advantage, External Assessment, Internal Assessment, Objectives, Initiatives, & Goals. |            |           |   |      |      |  |
|--|------------|--|-----|-----|-----|------|-----|-----|---|------------|-----------|---|------|------|--|
| Research & Development   |            | FREQUENCY OF RESPONSE                      |     |     |     |      |     |     | Pos. Score  | Mean Score | Std. Dev. |   |      |      |  |
|  |            | DK   | 1   | 2   | 3   | 4    | 5   | 6   |   |            |           |   |      |      |  |
| 16. Our company allocates the necessary resources to support our research and development process.       | Management | 0%   | 0%  | 0%  | 40% | 60%  | 0%  | 0%  | 0%  | 3.60       | 0.55      | Management  | 3.60 | 0.55 |  |
|  | Employee   | 0%   | 0%  | 0%  | 0%  | 100% | 0%  | 0%  | 0%  | 4.00       | 0.00      | Employee  | 4.00 | 0.00 |  |
|  |            |  |     |     |     |      |     |     |   |            |           |   |      |      |  |
| Production   |            | FREQUENCY OF RESPONSE                      |     |     |     |      |     |     | Pos. Score  | Mean Score | Std. Dev. |   |      |      |  |
|  |            | DK   | 1   | 2   | 3   | 4    | 5   | 6   |   |            |           |   |      |      |  |
| 17. Quality is embedded into our production process.   | Management | 0%   | 0%  | 0%  | 20% | 60%  | 20% | 0%  | 20%   | 4.00       | 0.71      | Management  | 3.73 | 0.80 |  |
|  | Employee   | 0%   | 0%  | 0%  | 0%  | 0%   | 80% | 20% | 100%  | 5.20       | 0.45      | Employee  | 4.67 | 0.82 |  |
| 18. Our product or service production process is cost efficient.   | Management | 0%   | 0%  | 0%  | 40% | 40%  | 20% | 0%  | 20%   | 3.80       | 0.84      |   |      |      |  |
|  | Employee   | 0%   | 0%  | 0%  | 20% | 0%   | 80% | 0%  | 80%   | 4.60       | 0.89      |   |      |      |  |
| 19. Our product or service production process is flexible, fast, and responsive.                         | Management | 0%   | 0%  | 20% | 20% | 60%  | 0%  | 0%  | 0%  | 3.40       | 0.89      |   |      |      |  |
|  | Employee   | 0%   | 0%  | 0%  | 20% | 40%  | 40% | 0%  | 40%   | 4.20       | 0.84      |   |      |      |  |
| Marketing  |            | FREQUENCY OF RESPONSE                      |     |     |     |      |     |     | Pos. Score  | Mean Score | Std. Dev. |   |      |      |  |
|  |            | DK   | 1   | 2   | 3   | 4    | 5   | 6   |   |            |           |   |      |      |  |
| 20. Our company has a clearly defined marketing plan.  | Management | 0%   | 0%  | 20% | 60% | 20%  | 0%  | 0%  | 0%  | 3.00       | 0.71      | Management  | 2.47 | 0.92 |  |
|  | Employee   | 0%   | 0%  | 20% | 60% | 20%  | 0%  | 0%  | 0%  | 3.00       | 0.71      | Employee  | 2.57 | 1.02 |  |
| 21. Our marketing process reinforces our brand identity.   | Management | 0%   | 20% | 60% | 20% | 0%   | 0%  | 0%  | 0%  | 2.00       | 0.71      |   |      |      |  |
|  | Employee   | 0%   | 20% | 40% | 20% | 20%  | 0%  | 0%  | 0%  | 2.40       | 1.14      |   |      |      |  |
| 22. Our company consistently analyzes the “Return-on-Investment” (ROI) of our major marketing campaigns. | Management | 0%   | 20% | 40% | 20% | 20%  | 0%  | 0%  | 0%  | 2.40       | 1.14      |   |      |      |  |
|  | Employee   | 20%  | 20% | 40% | 0%  | 20%  | 0%  | 0%  | 0%  | 2.25       | 1.26      |   |      |      |  |
| Sales Effectiveness  |            | FREQUENCY OF RESPONSE                      |     |     |     |      |     |     | Pos. Score  | Mean Score | Std. Dev. |   |      |      |  |
|  |            | DK   | 1   | 2   | 3   | 4    | 5   | 6   |   |            |           |   |      |      |  |
| 23. Our sales teams or channels consistently achieve their goals.  | Management | 0%   | 0%  | 0%  | 0%  | 60%  | 40% | 0%  | 40%   | 4.40       | 0.55      | Management  | 4.35 | 0.59 |  |
|  | Employee   | 0%   | 0%  | 0%  | 0%  | 60%  | 40% | 0%  | 40%   | 4.40       | 0.55      | Employee  | 4.50 | 0.69 |  |
| 24. Our salespeople possess the necessary skills to achieve their goals.                                 | Management | 0%   | 0%  | 0%  | 0%  | 60%  | 40% | 0%  | 40%   | 4.40       | 0.55      | DK = Don't Know/Not Applicable<br>1 = Strongly Disagree<br>2 = Disagree<br>3 = Somewhat Disagree<br>4 = Somewhat Agree<br>5 = Agree<br>6 = Strongly Agree |      |      |  |
|  | Employee   | 0%   | 0%  | 0%  | 0%  | 20%  | 60% | 20% | 80%   | 5.00       | 0.71      |   |      |      |  |
| 25. Our management team employs a well-defined sales management process.                                 | Management | 0%   | 0%  | 0%  | 0%  | 40%  | 60% | 0%  | 60%   | 4.60       | 0.55      |   |      |      |  |
|  | Employee   | 0%   | 0%  | 0%  | 0%  | 40%  | 60% | 0%  | 60%   | 4.60       | 0.55      |   |      |      |  |
| 26. Our company effectively tracks sales activity from lead generation through closing.                  | Management | 0%   | 0%  | 0%  | 20% | 60%  | 20% | 0%  | 20%   | 4.00       | 0.71      |   |      |      |  |
|  | Employee   | 0%   | 0%  | 0%  | 20% | 60%  | 20% | 0%  | 20%   | 4.00       | 0.71      |   |      |      |  |

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|--|---------------------|--|-----|-----|-----|-----|-----|-----|---|------------|-----------|---|------------|-----------|--|------------|-----------|
| Customer Service   |                     | FREQUENCY OF RESPONSE                      |     |     |     |     |     |     | Pos. Score  | Mean Score | Std. Dev. |   | Mean Score | Std. Dev. |  |            |           |
|  |                     | DK   | 1   | 2   | 3   | 4   | 5   | 6   |   |            |           |   |            |           |  |            |           |
| 27. Our customer service standards are clearly defined and documented.   | Management Employee | 0%   | 0%  | 0%  | 60% | 40% | 0%  | 0%  | 0%  | 3.40       | 0.55      | Management  | 3.41       | 0.71      |  |            |           |
|  |                     | 0%   | 0%  | 0%  | 0%  | 60% | 20% | 20% | 40%   | 4.60       | 0.89      | Employee  | 3.95       | 1.27      |  |            |           |
| 28. We consistently exceed our customer's expectations.  | Management Employee | 0%   | 0%  | 20% | 40% | 40% | 0%  | 0%  | 0%  | 3.20       | 0.84      |   |            |           |  |            |           |
|  |                     | 0%   | 0%  | 0%  | 20% | 20% | 40% | 20% | 60%   | 4.60       | 1.14      |   |            |           |  |            |           |
| 29. Our company regularly obtains and evaluates customer feedback.   | Management Employee | 0%   | 0%  | 0%  | 40% | 40% | 20% | 0%  | 20%   | 3.80       | 0.84      |   |            |           |  |            |           |
|  |                     | 0%   | 0%  | 20% | 40% | 0%  | 40% | 0%  | 40%   | 3.60       | 1.34      |   |            |           |  |            |           |
| 30. Our company enjoys a higher rate of repeat business and referrals than our competitors.                    | Management Employee | 60%  | 0%  | 0%  | 40% | 0%  | 0%  | 0%  | 0%  | 3.00       | 0.00      |   |            |           |  |            |           |
|  |                     | 20%  | 0%  | 40% | 20% | 20% | 0%  | 0%  | 0%  | 2.75       | 0.96      |   |            |           |  |            |           |
| Planning & Execution   |                     |  |     |     |     |     |     |     |   |            |           |   |            |           |  |            |           |
| Planning & Execution   |                     | FREQUENCY OF RESPONSE                      |     |     |     |     |     |     | Pos. Score  | Mean Score | Std. Dev. |   |            |           |  | Mean Score | Std. Dev. |
|  |                     | DK   | 1   | 2   | 3   | 4   | 5   | 6   |   |            |           |   |            |           |  |            |           |
| 31. At our company, action plans must clearly specify how and when each goal will be achieved.                 | Management Employee | 0%   | 0%  | 20% | 40% | 40% | 0%  | 0%  | 0%  | 3.20       | 0.84      | Management  | 3.24       | 0.93      |  |            |           |
|  |                     | 0%   | 40% | 20% | 0%  | 40% | 0%  | 0%  | 0%  | 2.40       | 1.52      | Employee  | 2.86       | 1.36      |  |            |           |
| 32. Our company has allocated the necessary capital, technology, and people to achieve our strategic goals.    | Management Employee | 0%   | 0%  | 20% | 20% | 20% | 40% | 0%  | 40%   | 3.80       | 1.30      | DK = Don't Know/Not Applicable<br>1 = Strongly Disagree<br>2 = Disagree<br>3 = Somewhat Disagree<br>4 = Somewhat Agree<br>5 = Agree<br>6 = Strongly Agree |            |           |  |            |           |
|  |                     | 0%   | 20% | 20% | 40% | 0%  | 20% | 0%  | 20%   | 2.80       | 1.48      |   |            |           |  |            |           |
| 33. We execute our strategic goals.  | Management Employee | 0%   | 0%  | 0%  | 60% | 40% | 0%  | 0%  | 0%  | 3.40       | 0.55      |   |            |           |  |            |           |
|  |                     | 0%   | 0%  | 20% | 40% | 0%  | 40% | 0%  | 40%   | 3.60       | 1.34      |   |            |           |  |            |           |
| 34. Management routinely reviews the status of our strategic goals and objectives.                             | Management Employee | 0%   | 0%  | 20% | 20% | 60% | 0%  | 0%  | 0%  | 3.40       | 0.89      |   |            |           |  |            |           |
|  |                     | 60%  | 20% | 0%  | 0%  | 20% | 0%  | 0%  | 0%  | 2.50       | 2.12      |   |            |           |  |            |           |
| 35. At our company, there are consequences when deadlines are missed.  | Management Employee | 0%   | 0%  | 60% | 40% | 0%  | 0%  | 0%  | 0%  | 2.40       | 0.55      |   |            |           |  |            |           |
|  |                     | 0%   | 20% | 0%  | 60% | 20% | 0%  | 0%  | 0%  | 2.80       | 1.10      |   |            |           |  |            |           |
| Required Technology  |                     | FREQUENCY OF RESPONSE                      |     |     |     |     |     |     | Pos. Score  | Mean Score | Std. Dev. |   | Mean Score | Std. Dev. |  |            |           |
|  |                     | DK   | 1   | 2   | 3   | 4   | 5   | 6   |   |            |           |   |            |           |  |            |           |
| 36. We currently have the technology we need to achieve our goals.   | Management Employee | 0%   | 0%  | 0%  | 20% | 80% | 0%  | 0%  | 0%  | 3.80       | 0.45      | Management  | 4.10       | 0.57      |  |            |           |
|  |                     | 0%   | 0%  | 0%  | 0%  | 40% | 60% | 0%  | 60%   | 4.60       | 0.55      | Employee  | 4.70       | 0.67      |  |            |           |
| 37. Our company is committed to developing or acquiring the technology that is necessary to achieve our goals. | Management Employee | 0%   | 0%  | 0%  | 0%  | 60% | 40% | 0%  | 40%   | 4.40       | 0.55      |   |            |           |  |            |           |
|  |                     | 0%   | 0%  | 0%  | 0%  | 40% | 40% | 20% | 60%   | 4.80       | 0.84      |   |            |           |  |            |           |

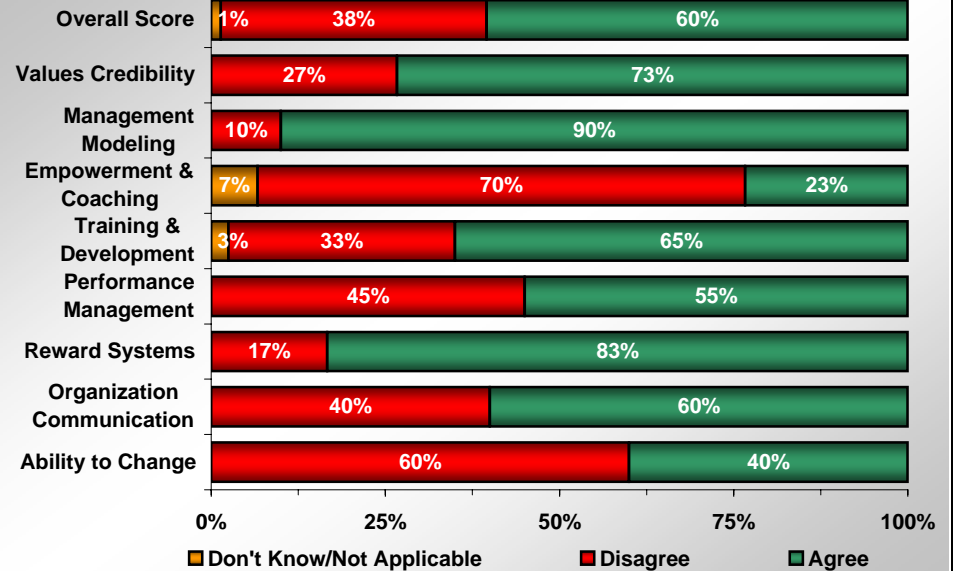
# Organization Culture

## Executive Team and Organization Comparison

This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: Mission, Vision, & Competitive Advantage, External Assessment, Internal Assessment, Objectives, Initiatives, & Goals.



### Level of Awareness/Agreement



## Values & Beliefs

| Values Credibility  |            | FREQUENCY OF RESPONSE |     |     |     |     |     |     | Pos. Score | Mean Score | Std. Dev. |            | Mean Score | Std. Dev. |
|---|------------|-----------------------|-----|-----|-----|-----|-----|-----|------------|------------|-----------|------------|------------|-----------|
|   |            | DK                    | 1   | 2   | 3   | 4   | 5   | 6   |            |            |           |            |            |           |
| 38. Our employees clearly understand and embrace our company's values and beliefs.      | Management | 0%                    | 0%  | 0%  | 0%  | 40% | 60% | 0%  | 60%        | 4.60       | 0.55      | Management | 4.13       | 0.83      |
|   | Employee   | 0%                    | 0%  | 0%  | 20% | 60% | 0%  | 20% | 20%        | 4.20       | 1.10      | Employee   | 3.60       | 1.18      |
| 39. Our company's business practices are carefully aligned with our values and beliefs. | Management | 0%                    | 0%  | 0%  | 20% | 60% | 20% | 0%  | 20%        | 4.00       | 0.71      |            |            |           |
|   | Employee   | 0%                    | 0%  | 0%  | 20% | 60% | 20% | 0%  | 20%        | 4.00       | 0.71      |            |            |           |
| 40. Cynicism is virtually absent in our company.  | Management | 0%                    | 0%  | 20% | 0%  | 60% | 20% | 0%  | 20%        | 3.80       | 1.10      |            |            |           |
|   | Employee   | 0%                    | 20% | 20% | 40% | 20% | 0%  | 0%  | 0%         | 2.60       | 1.14      |            |            |           |

## Leadership

| Management Modeling   |            | FREQUENCY OF RESPONSE |    |    |     |     |     |     | Pos. Score | Mean Score | Std. Dev. |            | Mean Score | Std. Dev. |
|---|------------|-----------------------|----|----|-----|-----|-----|-----|------------|------------|-----------|------------|------------|-----------|
|   |            | DK                    | 1  | 2  | 3   | 4   | 5   | 6   |            |            |           |            |            |           |
| 41. At our company, employees have confidence in our senior leadership. | Management | 0%                    | 0% | 0% | 20% | 0%  | 60% | 20% | 80%        | 4.80       | 1.10      | Management | 5.30       | 0.95      |
|   | Employee   | 0%                    | 0% | 0% | 20% | 40% | 0%  | 40% | 40%        | 4.60       | 1.34      | Employee   | 4.90       | 1.10      |

| Organization Culture  |            | Executive Team and Organization Comparison |     |     |     |     |      |     | This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: Mission, Vision, & Competitive Advantage, External Assessment, Internal Assessment, Objectives, Initiatives, & Goals. |            |           |   |      |           |  |
|---|------------|--|-----|-----|-----|-----|------|-----|---|------------|-----------|---|------|-----------|--|
| Management Modeling (cont.)   |            | FREQUENCY OF RESPONSE                      |     |     |     |     |      |     | Pos. Score  | Mean Score | Std. Dev. | Mean Score  |      | Std. Dev. |  |
|   |            | DK   | 1   | 2   | 3   | 4   | 5    | 6   |   |            |           |   |      |           |  |
| 42. Our company's senior leaders are honest.  | Management | 0%   | 0%  | 0%  | 0%  | 0%  | 20%  | 80% | 100%  | 5.80       | 0.45      | Management  | 5.30 | 0.95      |  |
|   | Employee   | 0%   | 0%  | 0%  | 0%  | 20% | 40%  | 40% | 80%   | 5.20       | 0.84      | Employee  | 4.90 | 1.10      |  |
| Empowerment & Coaching  |            | FREQUENCY OF RESPONSE                      |     |     |     |     |      |     | Pos. Score  | Mean Score | Std. Dev. | Mean Score  |      | Std. Dev. |  |
|   |            | DK   | 1   | 2   | 3   | 4   | 5    | 6   |   |            |           |   |      |           |  |
| 43. At our company, authority to make decisions is given to the lowest appropriate level.   | Management | 0%   | 0%  | 40% | 20% | 20% | 20%  | 0%  | 20%   | 3.20       | 1.30      | Management  | 3.46 | 1.33      |  |
|   | Employee   | 0%   | 40% | 20% | 40% | 0%  | 0%   | 0%  | 0%  | 2.00       | 1.00      | Employee  | 2.47 | 0.83      |  |
| 44. At our company delegation is viewed as a tool to develop and motivate our employees.    | Management | 0%   | 0%  | 20% | 40% | 40% | 0%   | 0%  | 0%  | 3.20       | 0.84      |   |      |           |  |
|   | Employee   | 0%   | 0%  | 40% | 60% | 0%  | 0%   | 0%  | 0%  | 2.60       | 0.55      |   |      |           |  |
| 45. Our managers always show appreciation to employees for good performance.                | Management | 40%  | 0%  | 20% | 0%  | 0%  | 20%  | 20% | 40%   | 4.33       | 2.08      |   |      |           |  |
|   | Employee   | 0%   | 0%  | 40% | 40% | 20% | 0%   | 0%  | 0%  | 2.80       | 0.84      |   |      |           |  |
| Human Resource Systems  |            |  |     |     |     |     |      |     |   |            |           |   |      |           |  |
| Training & Development  |            | FREQUENCY OF RESPONSE                      |     |     |     |     |      |     | Pos. Score  | Mean Score | Std. Dev. | Mean Score  |      | Std. Dev. |  |
|   |            | DK   | 1   | 2   | 3   | 4   | 5    | 6   |   |            |           |   |      |           |  |
| 46. Our company invests in training.  | Management | 0%   | 0%  | 0%  | 60% | 40% | 0%   | 0%  | 0%  | 3.40       | 0.55      | Management  | 3.63 | 0.68      |  |
|   | Employee   | 0%   | 0%  | 0%  | 40% | 60% | 0%   | 0%  | 0%  | 3.60       | 0.55      | Employee  | 3.95 | 0.60      |  |
| 47. Our company insures that all employees are taught the necessary skills to do their job. | Management | 0%   | 0%  | 0%  | 0%  | 60% | 40%  | 0%  | 40%   | 4.40       | 0.55      | DK = Don't Know/Not Applicable<br>1 = Strongly Disagree<br>2 = Disagree<br>3 = Somewhat Disagree<br>4 = Somewhat Agree<br>5 = Agree<br>6 = Strongly Agree |      |           |  |
|   | Employee   | 0%   | 0%  | 0%  | 0%  | 60% | 40%  | 0%  | 40%   | 4.40       | 0.55      |   |      |           |  |
| 48. Our training programs improve our company's performance.                                | Management | 20%  | 0%  | 0%  | 60% | 20% | 0%   | 0%  | 0%  | 3.25       | 0.50      |   |      |           |  |
|   | Employee   | 0%   | 0%  | 0%  | 20% | 80% | 0%   | 0%  | 0%  | 3.80       | 0.45      |   |      |           |  |
| 49. Our training programs are well designed and structured.                                 | Management | 0%   | 0%  | 0%  | 60% | 40% | 0%   | 0%  | 0%  | 3.40       | 0.55      |   |      |           |  |
|   | Employee   | 0%   | 0%  | 0%  | 20% | 60% | 20%  | 0%  | 20%   | 4.00       | 0.71      |   |      |           |  |
| Performance Management  |            | FREQUENCY OF RESPONSE                      |     |     |     |     |      |     | Pos. Score  | Mean Score | Std. Dev. | Mean Score  |      | Std. Dev. |  |
|   |            | DK   | 1   | 2   | 3   | 4   | 5    | 6   |   |            |           |   |      |           |  |
| 50. At our company people are held accountable for their work.                              | Management | 0%   | 0%  | 0%  | 0%  | 40% | 60%  | 0%  | 60%   | 4.60       | 0.55      | Management  | 4.60 | 0.52      |  |
|   | Employee   | 0%   | 40% | 20% | 20% | 20% | 0%   | 0%  | 0%  | 2.20       | 1.30      | Employee  | 2.40 | 0.97      |  |
| 51. Employee goals include clear steps and timelines.                                       | Management | 0%   | 0%  | 0%  | 0%  | 40% | 60%  | 0%  | 60%   | 4.60       | 0.55      |   |      |           |  |
|   | Employee   | 0%   | 0%  | 40% | 60% | 0%  | 0%   | 0%  | 0%  | 2.60       | 0.55      |   |      |           |  |
| Reward Systems  |            | FREQUENCY OF RESPONSE                      |     |     |     |     |      |     | Pos. Score  | Mean Score | Std. Dev. | Mean Score  |      | Std. Dev. |  |
|   |            | DK   | 1   | 2   | 3   | 4   | 5    | 6   |   |            |           |   |      |           |  |
| 52. Given our business goals, we are rewarding the appropriate skills and behaviors.        | Management | 0%   | 0%  | 0%  | 0%  | 0%  | 100% | 0%  | 100%  | 5.00       | 0.00      | Management  | 5.27 | 0.59      |  |
|   | Employee   | 0%   | 0%  | 20% | 0%  | 60% | 20%  | 0%  | 20%   | 3.80       | 1.10      | Employee  | 3.87 | 1.36      |  |

| Organization Culture   |                        | Executive Team and Organization Comparison |     |     |     |     |     |     | This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: Mission, Vision, & Competitive Advantage, External Assessment, Internal Assessment, Objectives, Initiatives, & Goals. |            |           |            |            |           |  |
|--|------------------------|--|-----|-----|-----|-----|-----|-----|---|------------|-----------|------------|------------|-----------|--|
| Reward Systems (cont.)   |                        | FREQUENCY OF RESPONSE                      |     |     |     |     |     |     | Pos. Score  | Mean Score | Std. Dev. |            | Mean Score | Std. Dev. |  |
|  |                        | DK   | 1   | 2   | 3   | 4   | 5   | 6   |   |            |           |            |            |           |  |
| 53. Our company rewards employees fairly.  | Management<br>Employee | 0%   | 0%  | 0%  | 0%  | 20% | 20% | 60% | 80%   | 5.40       | 0.89      | Management | 5.27       | 0.59      |  |
|  |                        | 0%   | 0%  | 0%  | 40% | 40% | 0%  | 20% | 20%   | 4.00       | 1.22      | Employee   | 3.87       | 1.36      |  |
| 54. At our company, promotions are only given to the people that deserve them.               | Management<br>Employee | 0%   | 0%  | 0%  | 0%  | 0%  | 60% | 40% | 100%  | 5.40       | 0.55      |            |            |           |  |
|  |                        | 0%   | 20% | 0%  | 20% | 20% | 20% | 20% | 40%   | 3.80       | 1.92      |            |            |           |  |
| Organization Character   |                        |  |     |     |     |     |     |     |   |            |           |            |            |           |  |
| Organization Communication   |                        | FREQUENCY OF RESPONSE                      |     |     |     |     |     |     | Pos. Score  | Mean Score | Std. Dev. |            | Mean Score | Std. Dev. |  |
|  |                        | DK   | 1   | 2   | 3   | 4   | 5   | 6   |   |            |           |            |            |           |  |
| 55. Our company keeps employees well informed.   | Management<br>Employee | 0%   | 0%  | 0%  | 0%  | 60% | 40% | 0%  | 40%   | 4.40       | 0.55      | Management | 4.10       | 0.74      |  |
|  |                        | 0%   | 0%  | 0%  | 40% | 40% | 20% | 0%  | 20%   | 3.80       | 0.84      | Employee   | 3.30       | 1.16      |  |
| 56. Our company regularly communicates the status of our goals and objectives.               | Management<br>Employee | 0%   | 0%  | 0%  | 40% | 40% | 20% | 0%  | 20%   | 3.80       | 0.84      |            |            |           |  |
|  |                        | 0%   | 0%  | 60% | 20% | 0%  | 20% | 0%  | 20%   | 2.80       | 1.30      |            |            |           |  |
| Ability to Change  |                        | FREQUENCY OF RESPONSE                      |     |     |     |     |     |     | Pos. Score  | Mean Score | Std. Dev. |            | Mean Score | Std. Dev. |  |
|  |                        | DK   | 1   | 2   | 3   | 4   | 5   | 6   |   |            |           |            |            |           |  |
| 57. Our company manages change well.   | Management<br>Employee | 0%   | 0%  | 0%  | 20% | 60% | 20% | 0%  | 20%   | 4.00       | 0.71      | Management | 3.20       | 1.01      |  |
|  |                        | 0%   | 0%  | 20% | 0%  | 60% | 20% | 0%  | 20%   | 3.80       | 1.10      | Employee   | 3.33       | 0.98      |  |
| 58. Our company effectively explains the reason for change.                                  | Management<br>Employee | 0%   | 0%  | 20% | 60% | 20% | 0%  | 0%  | 0%  | 3.00       | 0.71      |            |            |           |  |
|  |                        | 0%   | 0%  | 20% | 60% | 0%  | 20% | 0%  | 20%   | 3.20       | 1.10      |            |            |           |  |
| 59. When change occurs, our company carefully explains how the change will affect employees. | Management<br>Employee | 0%   | 20% | 20% | 40% | 20% | 0%  | 0%  | 0%  | 2.60       | 1.14      |            |            |           |  |
|  |                        | 0%   | 0%  | 20% | 60% | 20% | 0%  | 0%  | 0%  | 3.00       | 0.71      |            |            |           |  |