Sample Company

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ABC Consulting Company
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ClimatePLUS 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.

Highlighted Elements Represent Areas Covered in the ClimatePLUS Assessment

Organization Dynamic Model™ - ClimatePLUS Categories

1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission, Vision, & Competitive Advantage	1.1.1 Mission	**2.1 Structure**	2.1.1 Structure Alignment	**3.1 Values & Beliefs**	3.1.1 Values Credibility
	1.1.2 Vision				
	1.1.3 Strategic Advantage				
1.2 External Assessment	1.2.1 Customer Profile	**2.2 Core Competence**	2.2.1 Leveraging Core Competence	**3.2 Leadership**	3.2.1 Management Modeling
	1.2.2 Market & Competitive Analysis				3.2.2 Empowerment
					3.2.3 Coaching
					3.2.4 Building Teams
1.3 Internal Capabilities	1.3.1 Finance	**2.3 Information, Systems, & Technology**	2.3.1 Organization Communication	**3.3 Human Resource Systems**	3.3.1 Recruitment
	1.3.2 Research & Development		2.3.2 Shared Knowledge		3.3.2 Orientation
	1.3.3 Production		2.3.3 Required Technology		3.3.3 Training & Development
	1.3.4 Marketing				3.3.4 Performance Management
	1.3.5 Sales Effectiveness				3.3.5 Reward Systems
	1.3.6 Customer Service				
1.4 Planning & Execution	1.4.1 Planning	**2.4 Organization Efficiency**	2.4.1 Policies & Procedures	**3.4 Organization Character**	3.4.1 Informal Communication
	1.4.2 Resource Alignment		2.4.2 Roles & Responsibilities		3.4.2 Employee Feedback
	1.4.3 Execution		2.4.3 Outsourcing & Partners		3.4.3 Ability to Change

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Methodology

The assessment employs a six-point interval scale to evaluate your company's performance measured against 55 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.

The Results & Key Findings report 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, LLC. database.
4. Consensus: The level of agreement or disagreement that exists among the senior team regarding performance in key areas.

How to Use this Report

1. Review the Executive Summary and Degree of Impact Summary pages to understand:
   - How the senior team prioritized each of the business areas.
   - How they rated their respective performance.
2. Review the comparison charts to get a sense of where this company's performance lies in relation to other organizations.
3. Use the Detail Results 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.

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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.

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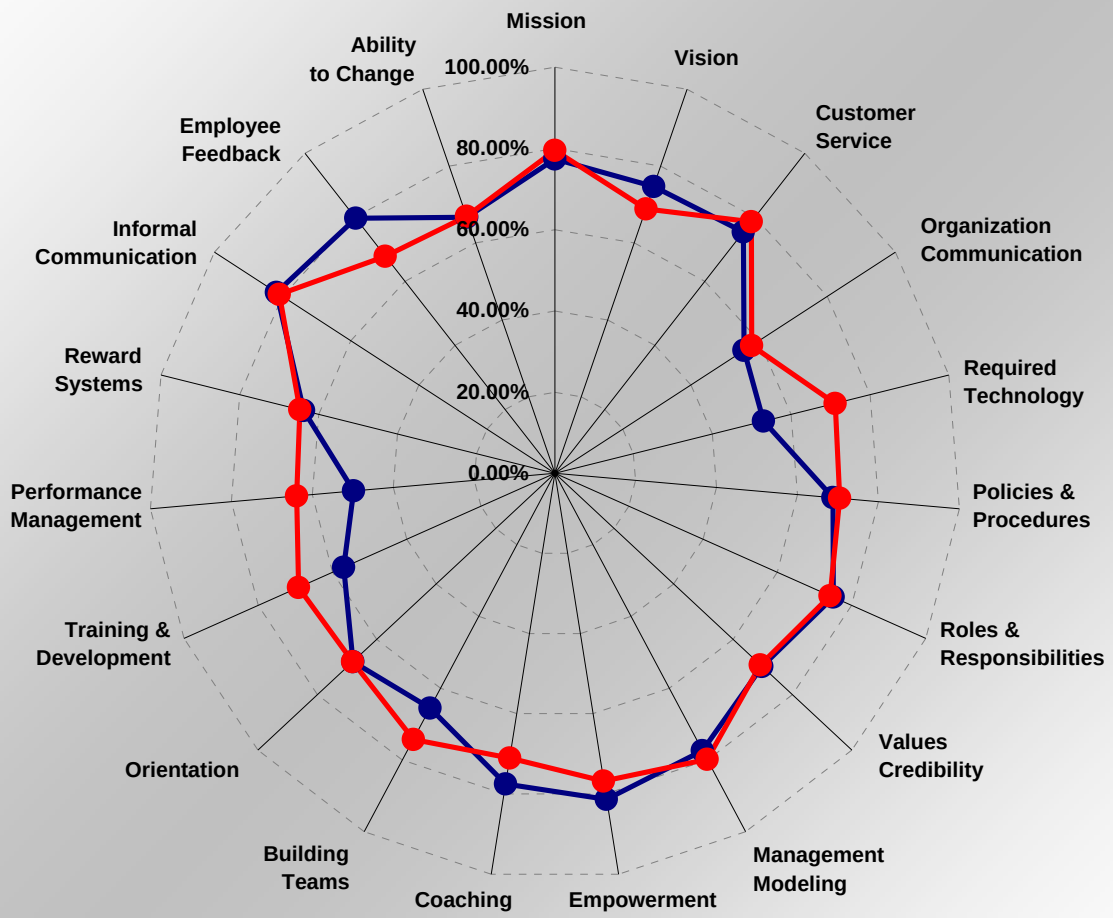
EXECUTIVE SUMMARY

Organization Comparison

This report compares the Principal Elements from each group and displays the mean scores.



#	Management	Impact	Perf.
1	Customer Service	High	75.40%
2	Management Modeling	High	77.38%
3	Vision	High	74.69%
4	Mission	High	77.38%
5	Values Credibility	Med	69.75%
6	Reward Systems	Med	63.73%
7	Roles & Responsibilities	Med	75.00%
8	Required Technology	Med	52.98%
9	Empowerment	Med	81.35%
10	Building Teams	Med	65.45%
11	Employee Feedback	Med	79.63%
12	Training & Development	Med	56.86%
13	Coaching	Med	77.50%
14	Policies & Procedures	Med	68.70%
15	Performance Management	Low	49.71%
16	Organization Communication	Low	55.56%
17	Informal Communication	Low	81.75%
18	Ability to Change	Low	66.67%
19	Orientation	Low	68.00%

#	Employees	Impact	Perf.
1	Mission	High	79.55%
2	Vision	High	68.84%
3	Management Modeling	High	79.84%
4	Customer Service	High	78.53%
5	Roles & Responsibilities	High	74.17%
6	Building Teams	Med	74.24%
7	Values Credibility	Med	69.17%
8	Required Technology	Med	71.14%
9	Coaching	Med	70.97%
10	Reward Systems	Med	64.71%
11	Policies & Procedures	Med	70.37%
12	Empowerment	Med	76.72%
13	Training & Development	Med	69.09%
14	Organization Communication	Med	57.80%
15	Performance Management	Low	63.86%
16	Ability to Change	Low	66.94%
17	Informal Communication	Low	80.95%
18	Orientation	Low	68.06%
19	Employee Feedback	Low	67.89%

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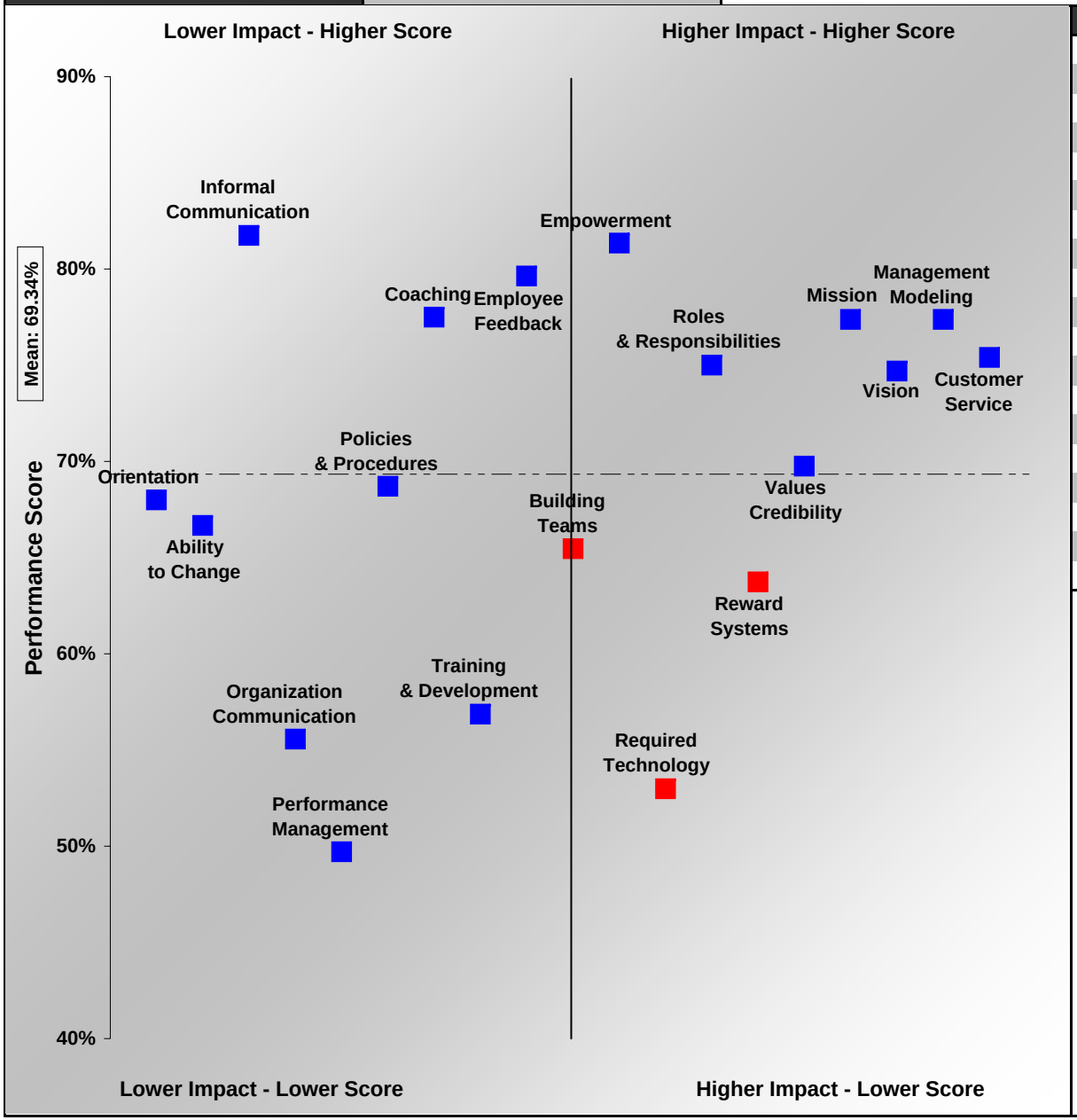
EXECUTIVE SUMMARY

Degree of Impact (Management)

This report plots the Principal Elements of the Organization. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the Principal Elements in order of weighted priority, as determined by the group, and indicates the performance mean score.



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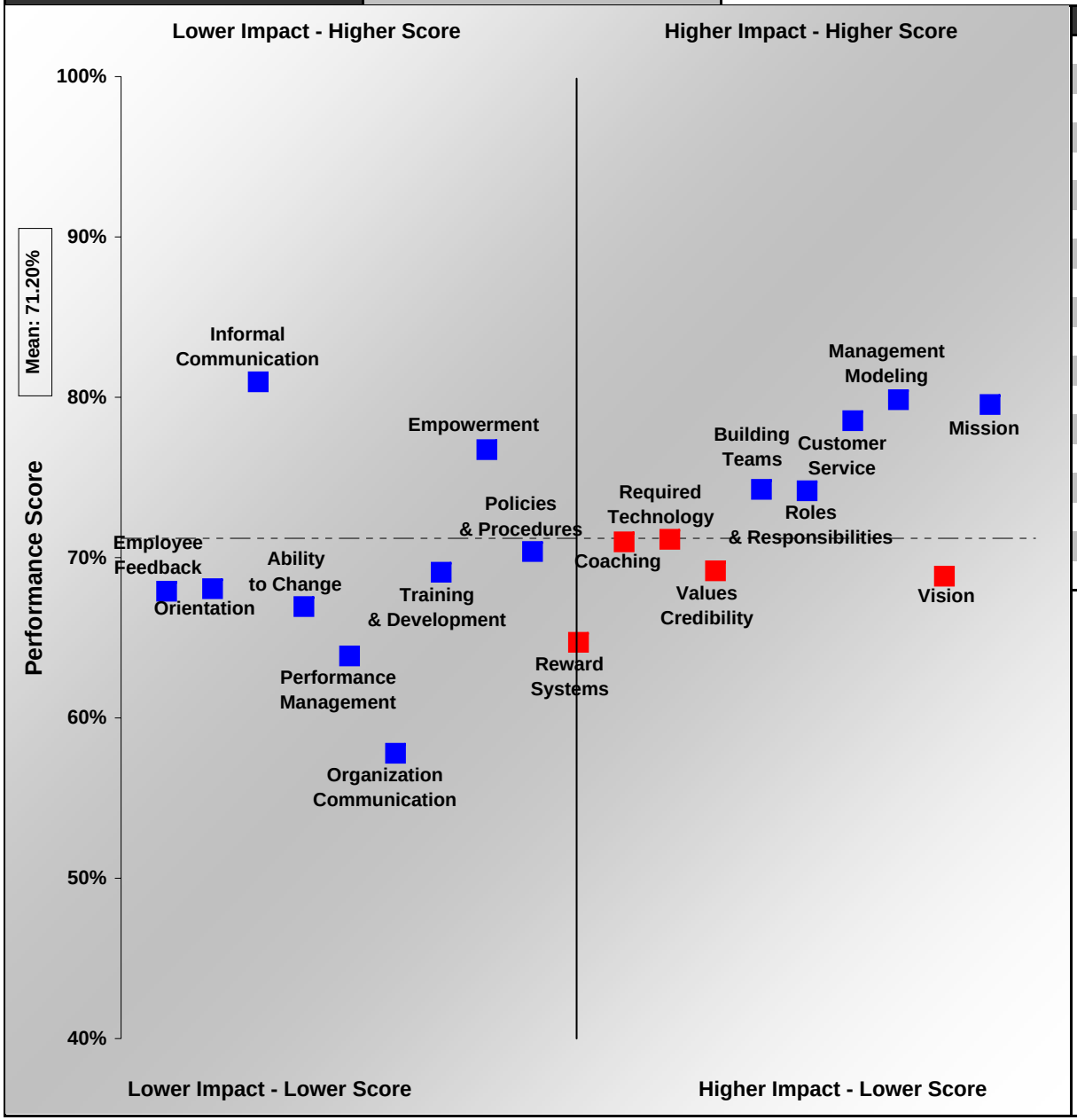
EXECUTIVE SUMMARY

Degree of Impact (Employees)

This report plots the Principal Elements of the Organization. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the Principal Elements in order of weighted priority, as determined by the group, and indicates the performance mean score.



#	Priorities	Impact	Perf.
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2	Vision	High	68.84%
3	Management Modeling	High	79.84%
4	Customer Service	High	78.53%
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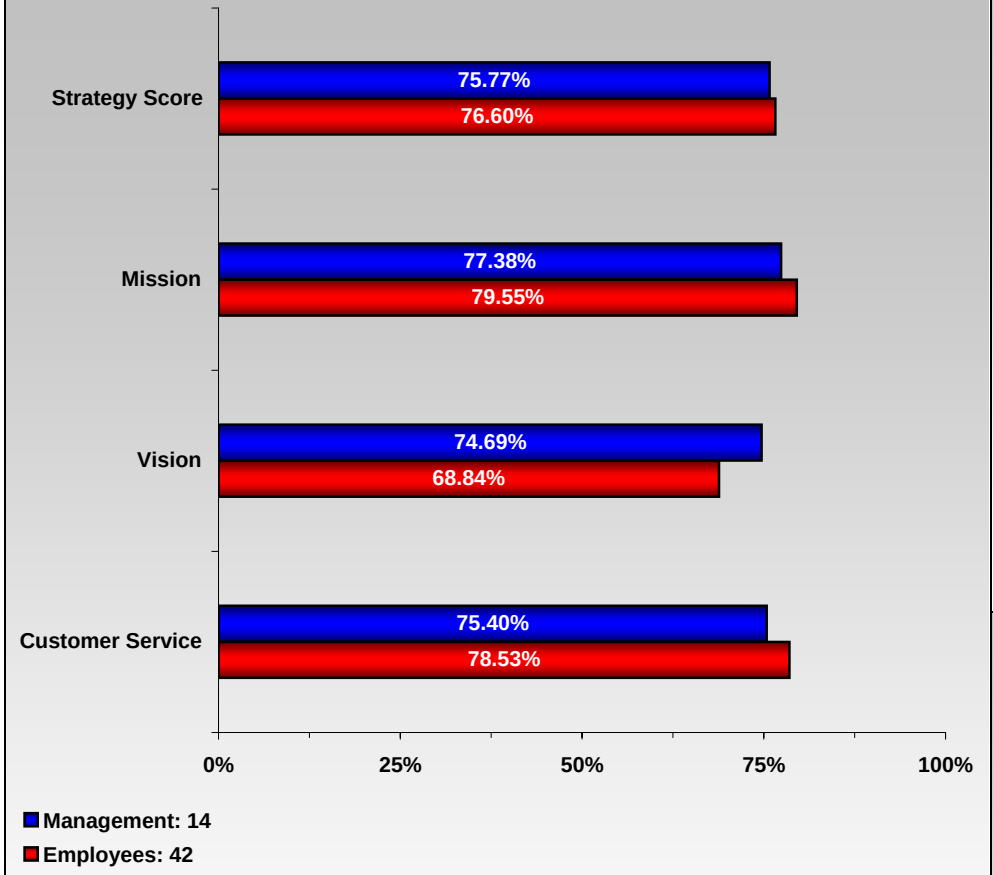
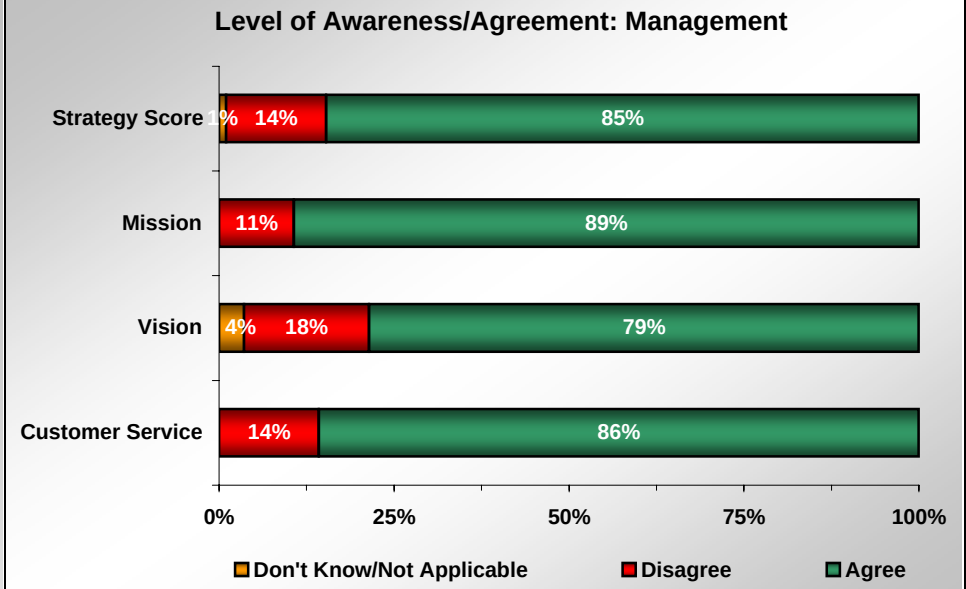
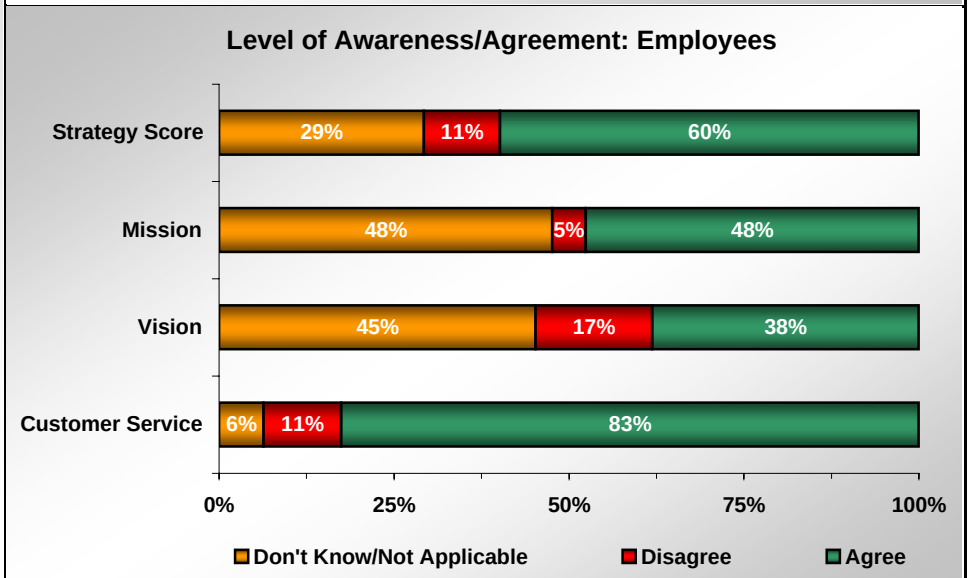
Organization Strategy

Detail Results

This section of the report demonstrates the dispersion of responses for all participants for **Mission, Vision, & Competitive Advantage and Internal Capabilities**







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Organization Strategy

Detail Results

This section of the report demonstrates the dispersion of responses for all participants for **Mission, Vision, & Competitive Advantage and Internal Capabilities**

Mission, Vision, & Competitive Advantage

Mission

		FREQUENCY OF RESPONSE							Pos. Score	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	0%	0%	0%	0%	36%	36%	29%	64%	82.14%	13.81
	Employees	48%	0%	5%	0%	10%	24%	14%	38%	80.30%	19.46
2. Our mission statement clearly explains how our company is different from our competition.	Management	0%	7%	7%	7%	21%	36%	21%	57%	72.62%	24.98
	Employees	48%	0%	5%	0%	14%	19%	14%	33%	78.79%	19.85

	Mean Score	Std. Dev.
Management	**77.38%**	**20.39**
Employees	**79.55%**	**19.20**

Vision

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
3. Our vision statement clearly explains what our company will be doing in the future.	Management	7%	0%	0%	21%	29%	21%	21%	43%	74.36%	18.78
	Employees	52%	0%	5%	10%	19%	14%	0%	14%	65.00%	16.57
4. Our vision gives us the direction we need to make good decisions.	Management	0%	7%	0%	7%	21%	50%	14%	64%	75.00%	21.43
	Employees	38%	0%	5%	14%	10%	24%	10%	33%	71.79%	20.84

	Mean Score	Std. Dev.
Management	**74.69%**	**19.81**
Employees	**68.84%**	**19.01**

Internal Capabilities

Customer Service

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
5. Our customer service standards are clearly defined and documented.	Management	0%	7%	0%	21%	36%	29%	7%	36%	66.67%	20.67
	Employees	14%	0%	10%	14%	33%	29%	0%	29%	65.74%	16.64
6. We consistently exceed our customer's expectations.	Management	0%	0%	0%	0%	29%	64%	7%	71%	79.76%	9.65
	Employees	5%	0%	0%	5%	10%	57%	24%	81%	84.17%	12.65
7. Our employees understand and support our commitment to customer satisfaction.	Management	0%	0%	7%	7%	14%	43%	29%	71%	79.76%	19.81
	Employees	0%	0%	5%	0%	14%	48%	33%	81%	84.13%	16.22

	Mean Score	Std. Dev.
Management	**75.40%**	**18.12**
Employees	**78.53%**	**17.25**

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

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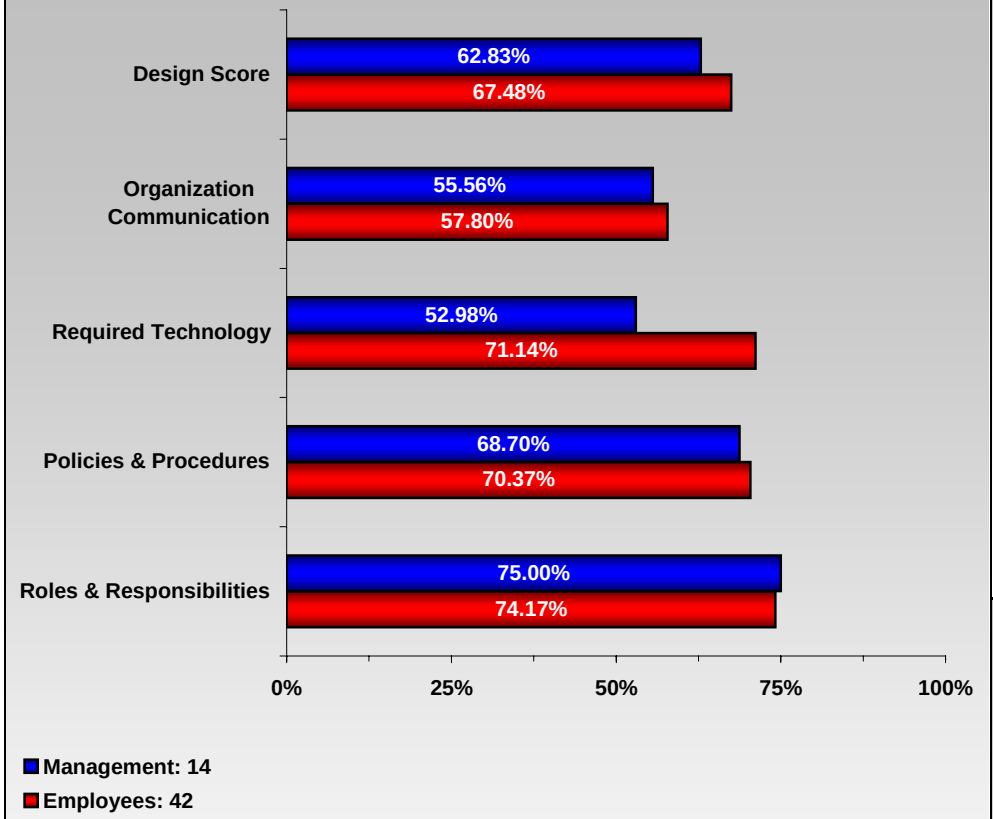
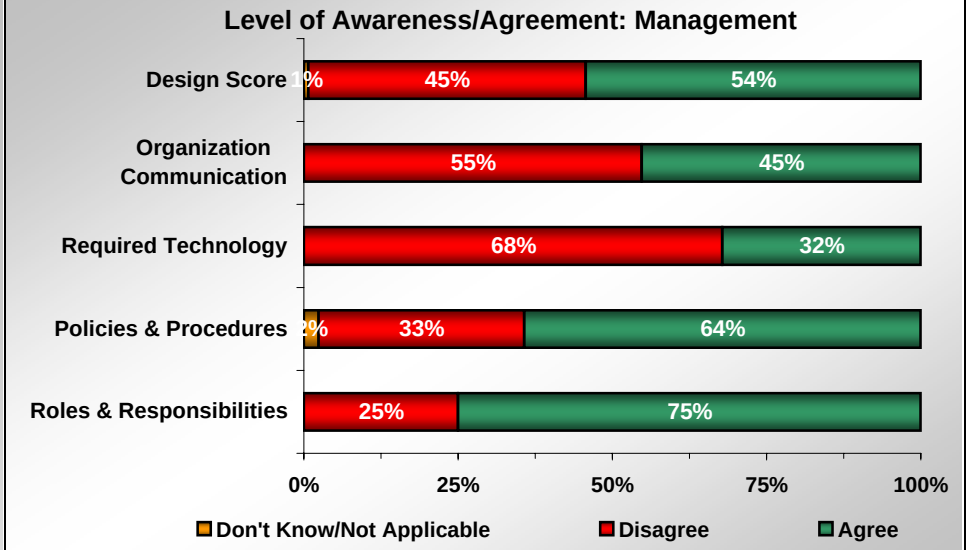
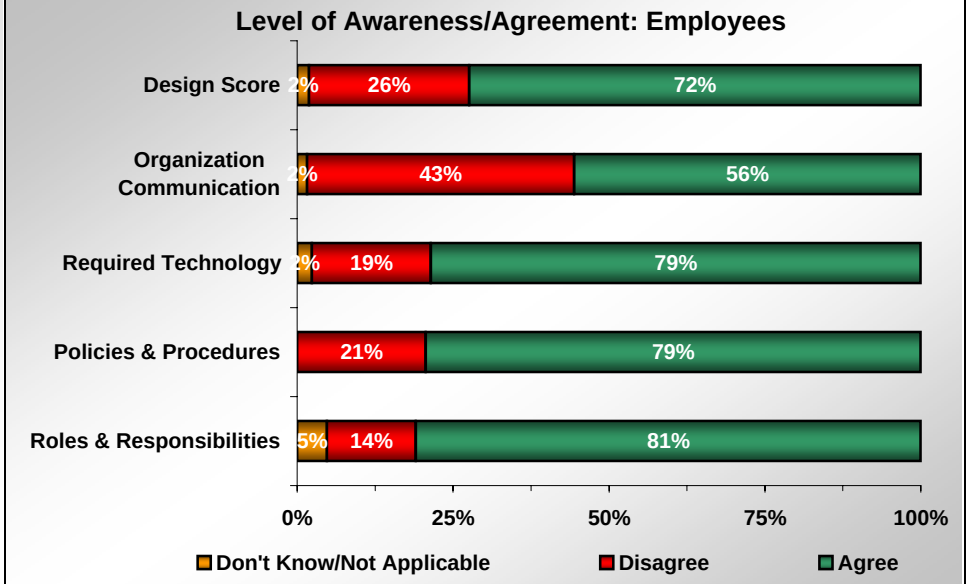
Organization Design

Detail Results

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







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Organization Design

Detail Results

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

Information, Systems, & Technology

Organization Communication

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
8. Our company keeps employees well informed.	Management	0%	14%	21%	29%	14%	14%	7%	21%	52.38%	25.20
	Employees	0%	14%	14%	14%	38%	19%	0%	19%	55.56%	22.57
9. Our company regularly communicates the status of our goals and objectives.	Management	0%	7%	29%	7%	36%	7%	14%	21%	58.33%	25.94
	Employees	0%	10%	19%	19%	33%	19%	0%	19%	55.56%	21.30
10. At our company, important information is readily available.	Management	0%	7%	36%	14%	14%	14%	14%	29%	55.95%	27.43
	Employees	5%	10%	5%	24%	33%	10%	14%	24%	62.50%	24.11

	Mean Score	Std. Dev.
Management	**55.56%**	**25.68**
Employees	**57.80%**	**22.53**

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

Required Technology

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
11. We currently have the technology we need to achieve our goals.	Management	0%	0%	43%	36%	7%	7%	7%	14%	50.00%	20.67
	Employees	5%	0%	10%	10%	38%	29%	10%	38%	70.00%	18.42
12. Our company continues to identify and acquire new technologies that support our business.	Management	0%	7%	14%	36%	21%	21%	0%	21%	55.95%	20.26
	Employees	0%	0%	10%	10%	33%	33%	14%	48%	72.22%	19.24

	Mean Score	Std. Dev.
Management	**52.98%**	**20.31**
Employees	**71.14%**	**18.64**

Organization Efficiency

Policies & Procedures

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
13. At our company, policies and procedures provide clear and understandable direction.	Management	0%	0%	7%	36%	29%	14%	14%	29%	65.48%	20.11
	Employees	0%	0%	0%	19%	33%	48%	0%	48%	71.43%	13.06
14. Our managers ensure we comply with our policies and procedures.	Management	7%	0%	14%	29%	29%	14%	7%	21%	61.54%	19.70
	Employees	0%	0%	0%	19%	43%	33%	5%	38%	70.63%	13.85
15. Our managers and employees feel that they can get things done without a lot of "red tape."	Management	0%	0%	7%	7%	14%	50%	21%	71%	78.57%	18.98
	Employees	0%	14%	5%	5%	24%	33%	19%	52%	69.05%	27.53

	Mean Score	Std. Dev.
Management	**68.70%**	**20.48**
Employees	**70.37%**	**19.04**

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Organization Design

Detail Results

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

Roles & Responsibilities		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
16. Our employees clearly understand how their jobs relate to our company's goals.	Management	0%	0%	7%	7%	29%	21%	36%	57%	78.57%	21.11
	Employees	5%	5%	0%	5%	29%	52%	5%	57%	74.17%	17.50
17. At our company, there is no unnecessary duplication of individual roles and responsibilities.	Management	0%	0%	21%	14%	14%	14%	36%	50%	71.43%	27.29
	Employees	5%	5%	0%	14%	24%	33%	19%	52%	74.17%	21.27

	Mean Score	Std. Dev.
Management	**75.00%**	**24.22**
Employees	**74.17%**	**19.22**

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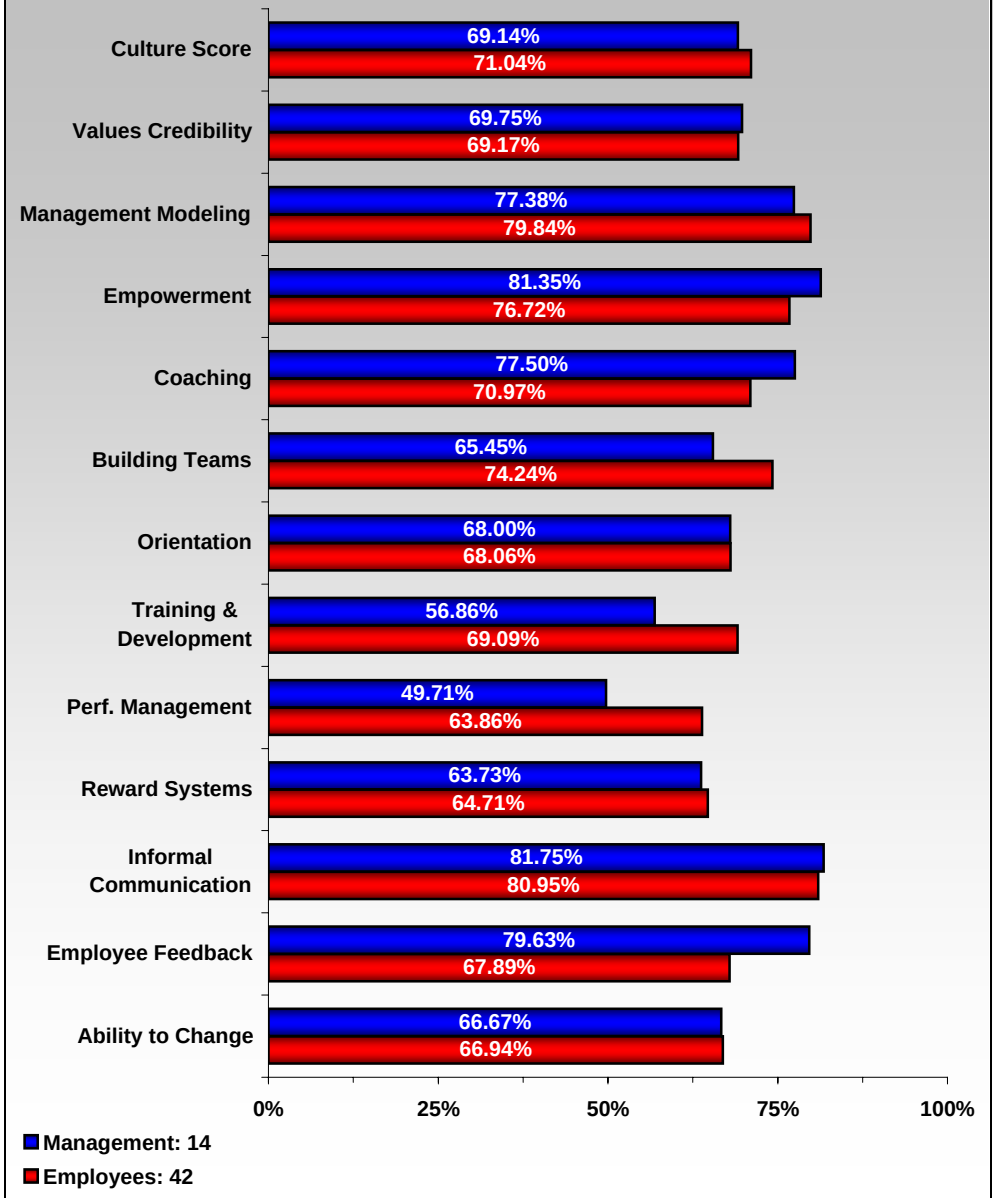
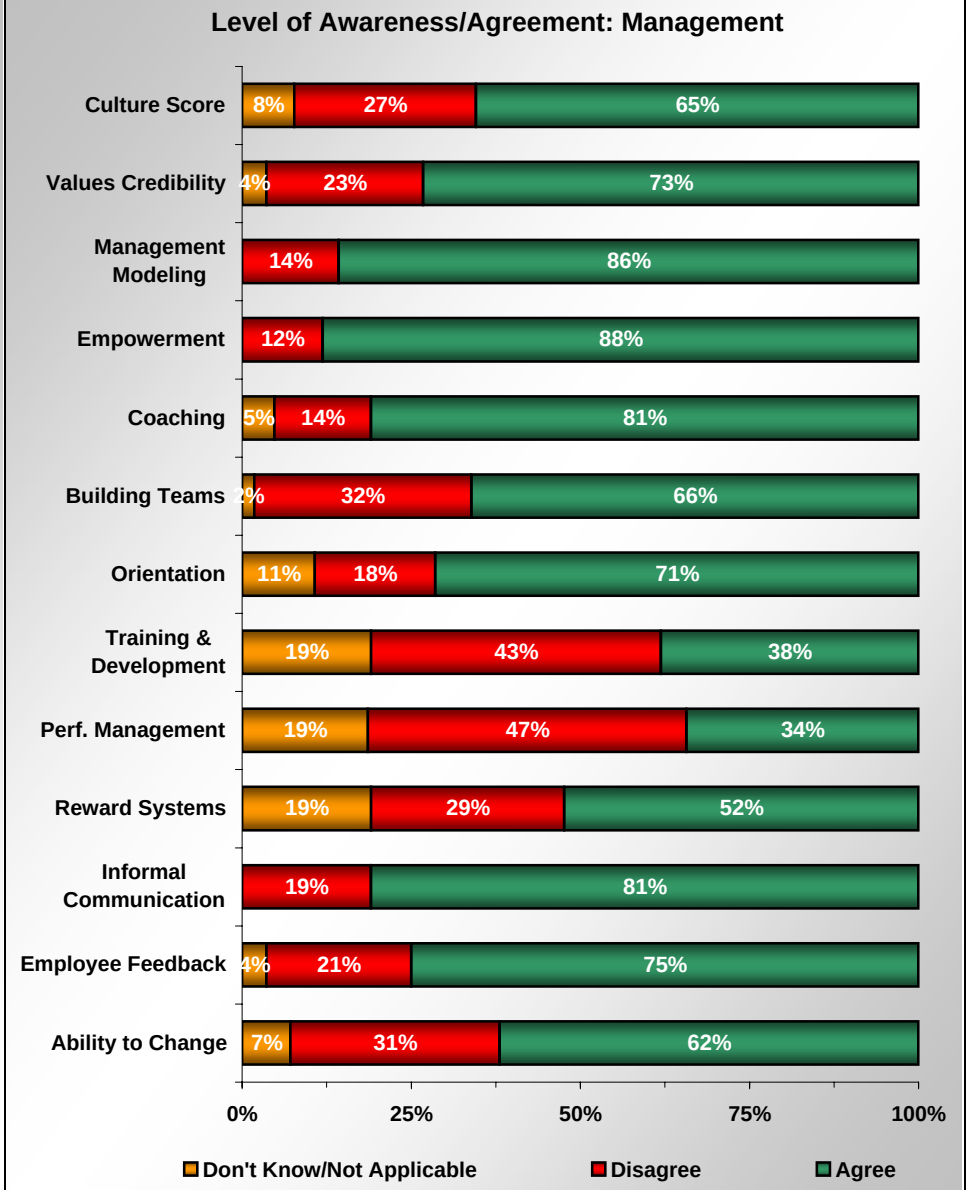
Organization Culture

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.**





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Organization Culture

Detail Results

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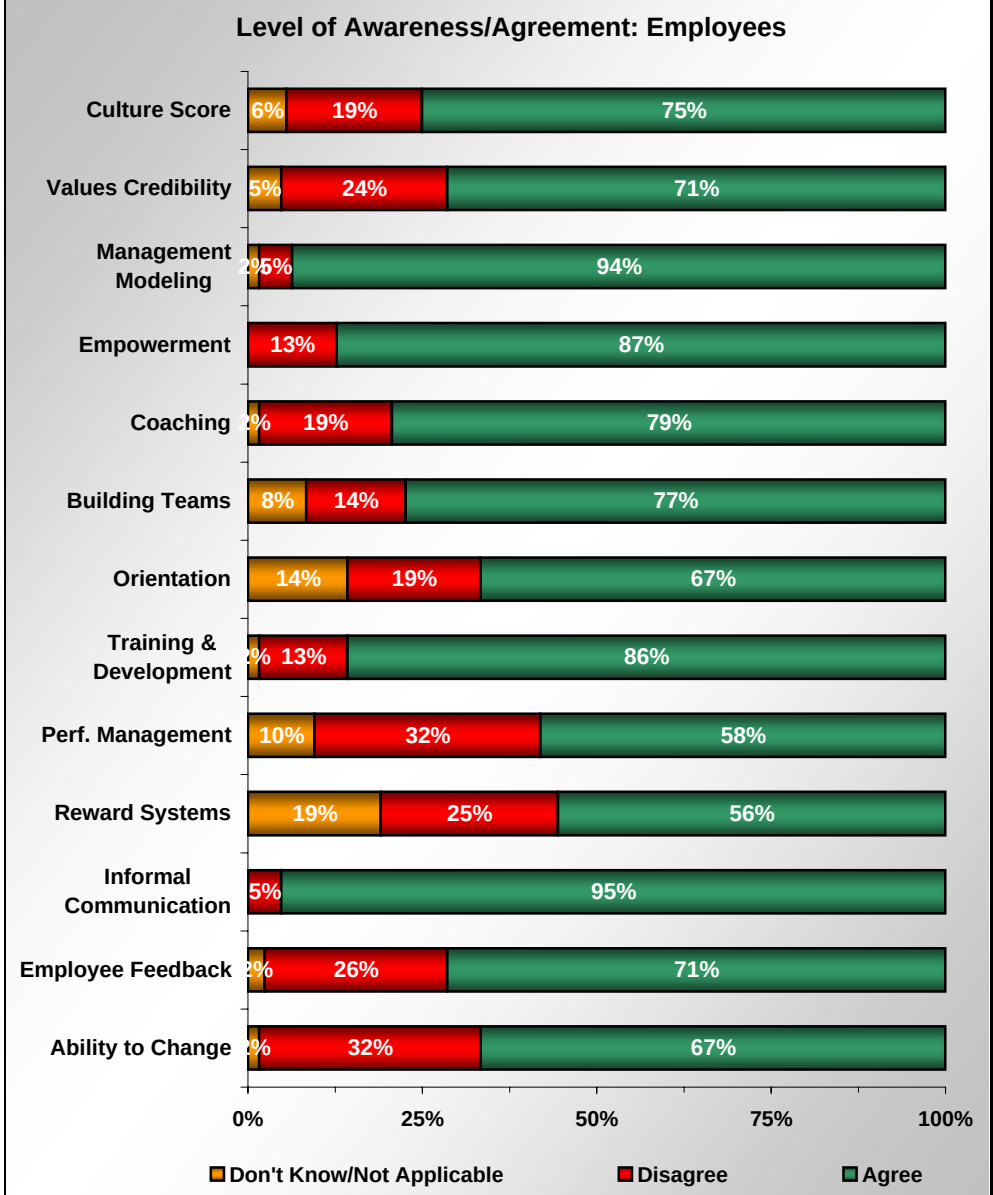

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Organization Culture

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.
		DK	1	2	3	4	5	6			
18. Our employees clearly understand and embrace our company's values and beliefs.	Management	0%	0%	21%	0%	29%	29%	21%	50%	71.43%	23.96
	Employees	0%	0%	0%	5%	24%	57%	14%	71%	80.16%	12.49
19. Our values and beliefs are reinforced in all internal communication.	Management	0%	7%	7%	14%	29%	29%	14%	43%	67.86%	23.99
	Employees	10%	0%	5%	14%	38%	33%	0%	33%	68.42%	14.59
20. The daily experiences of our employees are consistent with the direction set forth in our values and beliefs.	Management	7%	0%	7%	7%	43%	29%	7%	36%	70.51%	16.88
	Employees	5%	0%	10%	5%	33%	43%	5%	48%	71.67%	17.18
21. Cynicism is virtually absent in our company.	Management	7%	7%	14%	7%	14%	29%	21%	50%	69.23%	27.93
	Employees	5%	5%	14%	38%	24%	10%	5%	14%	55.83%	19.70

	Mean Score	Std. Dev.
Management	**69.75%**	**22.91**
Employees	**69.17%**	**18.20**

Leadership

Management Modeling

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
22. Our managers' always behave in a manner that is consistent with our values and beliefs.	Management	0%	7%	0%	7%	21%	50%	14%	64%	75.00%	21.43
	Employees	5%	0%	5%	5%	24%	57%	5%	62%	75.83%	14.78
23. At our company, employees have confidence in our senior leadership.	Management	0%	7%	0%	7%	29%	43%	14%	57%	73.81%	21.40
	Employees	0%	0%	0%	5%	29%	62%	5%	67%	77.78%	10.97
24. Our company's senior leaders are honest.	Management	0%	0%	7%	7%	14%	21%	50%	71%	83.33%	21.68
	Employees	0%	0%	0%	0%	19%	48%	33%	81%	85.71%	12.12

	Mean Score	Std. Dev.
Management	**77.38%**	**21.41**
Employees	**79.84%**	**13.20**

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

Empowerment

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
25. Our managers know when to personally manage projects and when to let their staff have the authority and control.	Management	0%	7%	0%	14%	7%	36%	36%	71%	78.57%	24.83
	Employees	0%	0%	10%	5%	43%	29%	14%	43%	72.22%	18.51
26. Employee involvement is always encouraged.	Management	0%	0%	0%	0%	21%	36%	43%	79%	86.90%	13.36
	Employees	0%	0%	5%	5%	14%	48%	29%	76%	81.75%	17.40

	Mean Score	Std. Dev.
Management	**81.35%**	**21.53**
Employees	**76.72%**	**18.09**

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Organization Culture

Detail Results

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Empowerment (cont.)

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
27. At our company, authority to make decisions is given to the lowest appropriate level.	Management	0%	7%	7%	0%	7%	50%	29%	79%	78.57%	24.83
	Employees	0%	0%	5%	10%	29%	38%	19%	57%	76.19%	17.93

	Mean Score	Std. Dev.
Management	**81.35%**	**21.53**
Employees	**76.72%**	**18.09**

Coaching

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
28. At our company delegation is viewed as a tool to develop and motivate our employees.	Management	14%	0%	0%	0%	21%	57%	7%	64%	80.56%	9.62
	Employees	0%	0%	5%	10%	24%	52%	10%	62%	75.40%	16.35
29. Our managers understand the importance of maintaining their employee's self-esteem.	Management	0%	0%	21%	0%	0%	50%	29%	79%	77.38%	24.99
	Employees	5%	0%	14%	5%	24%	43%	10%	52%	71.67%	20.30
30. Our managers always show appreciation to employees for good performance.	Management	0%	7%	7%	7%	14%	36%	29%	64%	75.00%	25.94
	Employees	0%	5%	10%	10%	43%	29%	5%	33%	65.87%	20.05

	Mean Score	Std. Dev.
Management	**77.50%**	**21.53**
Employees	**70.97%**	**19.07**

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

Building Teams

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
31. Our company encourages and fosters good teamwork.	Management	0%	0%	7%	7%	29%	36%	21%	57%	76.19%	19.30
	Employees	0%	0%	5%	0%	29%	33%	33%	67%	81.75%	17.40
32. Our managers are effective at creating employee support and enthusiasm around company goals.	Management	0%	7%	0%	21%	36%	21%	14%	36%	67.86%	22.13
	Employees	10%	0%	0%	10%	33%	38%	10%	48%	75.44%	14.02
33. At our company, team performance is rewarded at a level equal to or greater than individual performance.	Management	7%	7%	43%	14%	14%	7%	7%	14%	48.72%	24.02
	Employees	24%	0%	5%	14%	33%	19%	5%	24%	67.71%	16.63
34. We effectively bring together people from various departments to better achieve our goals.	Management	0%	0%	14%	7%	43%	29%	7%	36%	67.86%	19.02
	Employees	0%	0%	5%	19%	33%	33%	10%	43%	70.63%	17.40

	Mean Score	Std. Dev.
Management	**65.45%**	**22.87**
Employees	**74.24%**	**17.00**

Human Resource Systems

Orientation

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
35. Our company provides new employees with an orientation program that helps them understand the company's mission, vision and values.	Management	7%	7%	7%	7%	50%	21%	0%	21%	62.82%	19.43
	Employees	10%	0%	10%	10%	43%	29%	0%	29%	66.67%	15.71

	Mean Score	Std. Dev.
Management	**68.00%**	**21.47**
Employees	**68.06%**	**15.62**

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Organization Culture

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Orientation (cont.)

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
36. Our senior managers participate in the orientation program.	Management	14%	0%	14%	0%	29%	21%	21%	43%	73.61%	22.98
	Employees	19%	0%	5%	14%	24%	38%	0%	38%	69.61%	15.85

	Mean Score	Std. Dev.
Management	**68.00%**	**21.47**
Employees	**68.06%**	**15.62**

Training & Development

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
37. Our company insures that all employees are taught the necessary skills to do their job.	Management	7%	7%	0%	21%	21%	29%	14%	43%	69.23%	23.42
	Employees	0%	0%	10%	10%	52%	29%	0%	29%	66.67%	14.91
38. Our training programs improve our company's performance.	Management	29%	7%	14%	29%	0%	21%	0%	21%	53.33%	23.31
	Employees	5%	0%	0%	5%	43%	48%	0%	48%	74.17%	10.08
39. Our training programs are well designed and structured.	Management	21%	21%	14%	14%	21%	7%	0%	7%	45.45%	23.68
	Employees	0%	5%	5%	5%	57%	29%	0%	29%	66.67%	16.67

	Mean Score	Std. Dev.
Management	**56.86%**	**25.00**
Employees	**69.09%**	**14.42**

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3 = Somewhat Disagree
4 = Somewhat Agree
5 = Agree
6 = Strongly Agree

Performance Management

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
40. Our company uses a results-oriented preformance review process.	Management	29%	21%	14%	0%	14%	21%	0%	21%	50.00%	29.40
	Employees	24%	5%	14%	10%	19%	29%	0%	29%	61.46%	22.54
41. As part of our performance management process, managers and employees agree upon goals.	Management	14%	21%	29%	0%	29%	7%	0%	7%	44.44%	23.92
	Employees	10%	0%	5%	10%	29%	48%	0%	48%	71.93%	14.75
42. At our company people are held accountable for their work.	Management	0%	14%	7%	14%	14%	21%	29%	50%	67.86%	30.29
	Employees	0%	0%	5%	0%	14%	67%	14%	81%	80.95%	14.23
43. Employee goals include clear steps and timelines.	Management	7%	36%	7%	29%	7%	14%	0%	14%	42.31%	25.10
	Employees	10%	0%	10%	19%	24%	33%	5%	38%	67.54%	18.82
44. Performance appraisals are conducted more than once a year.	Management	43%	36%	0%	7%	0%	14%	0%	14%	37.50%	30.53
	Employees	5%	29%	29%	29%	10%	0%	0%	0%	36.67%	16.75

	Mean Score	Std. Dev.
Management	**49.71%**	**28.95**
Employees	**63.86%**	**23.02**

Reward Systems

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
45. Our company rewards employees fairly.	Management	0%	14%	7%	14%	0%	57%	7%	64%	66.67%	27.73
	Employees	29%	5%	10%	14%	14%	29%	0%	29%	62.22%	22.24

	Mean Score	Std. Dev.
Management	**63.73%**	**27.05**
Employees	**64.71%**	**18.75**

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Organization Culture

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Reward Systems (cont.)

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
46. Employees feel that the rewards for achieving their goals are worthy of the effort.	Management	7%	7%	21%	7%	14%	43%	0%	43%	61.54%	24.89
	Employees	10%	0%	0%	29%	38%	19%	5%	24%	66.67%	14.70
47. At our company, promotions are only given to the people that deserve them.	Management	50%	14%	0%	0%	14%	14%	7%	21%	61.90%	32.93
	Employees	19%	5%	10%	5%	33%	29%	0%	29%	64.71%	20.31

	Mean Score	Std. Dev.
Management	**63.73%**	**27.05**
Employees	**64.71%**	**18.75**

Organization Character

Informal Communication

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
48. At our company, ideas and opinions are exchanged openly without fear of reprisal.	Management	0%	0%	7%	7%	7%	29%	50%	79%	84.52%	21.15
	Employees	0%	0%	0%	5%	29%	52%	14%	67%	79.37%	12.81
49. Conflict or disagreement is used productively to achieve better solutions.	Management	0%	0%	0%	36%	21%	21%	21%	43%	71.43%	20.07
	Employees	0%	0%	0%	5%	33%	57%	5%	62%	76.98%	11.15
50. We have an "open door" policy.	Management	0%	0%	0%	7%	7%	29%	57%	86%	89.29%	15.48
	Employees	0%	0%	0%	5%	10%	48%	38%	86%	86.51%	13.56

	Mean Score	Std. Dev.
Management	**81.75%**	**20.10**
Employees	**80.95%**	**13.00**

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1 = Strongly Disagree
2 = Disagree
3 = Somewhat Disagree
4 = Somewhat Agree
5 = Agree
6 = Strongly Agree

Employee Feedback

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
51. Our company solicits employee opinions.	Management	0%	0%	0%	7%	21%	7%	64%	71%	88.10%	17.82
	Employees	0%	5%	0%	14%	33%	38%	10%	48%	71.43%	19.11
52. Our managers take the time to communicate the results of employee feedback.	Management	7%	0%	7%	29%	21%	7%	29%	36%	70.51%	23.72
	Employees	5%	5%	5%	24%	29%	33%	0%	33%	64.17%	18.94

	Mean Score	Std. Dev.
Management	**79.63%**	**22.33**
Employees	**67.89%**	**19.14**

Ability to Change

		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
53. Our company manages change well.	Management	7%	0%	14%	14%	36%	14%	14%	29%	66.67%	21.52
	Employees	0%	0%	10%	14%	14%	62%	0%	62%	71.43%	17.59
54. Our company effectively explains the reason for change.	Management	0%	0%	14%	21%	29%	21%	14%	36%	66.67%	21.68
	Employees	0%	0%	5%	33%	29%	29%	5%	33%	65.87%	17.06

	Mean Score	Std. Dev.
Management	**66.67%**	**21.29**
Employees	**66.94%**	**17.98**

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Ability to Change (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6			
55. When change occurs, our company carefully explains how the change will affect employees.	Management	14%	0%	14%	14%	29%	14%	14%	29%	66.67%	22.47
	Employees	5%	0%	19%	14%	29%	33%	0%	33%	63.33%	19.19

	Mean Score	Std. Dev.
Management	**66.67%**	**21.29**
Employees	**66.94%**	**17.98**

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