



Sample Non-profit

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ENTERPRISE EDITION

CEO REPORT



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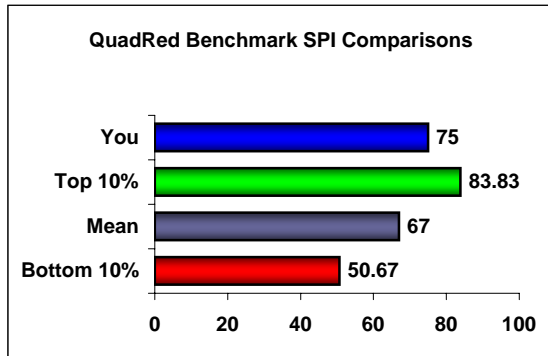
Sample Non-profit

Your Strategic Performance Index™:

75

Your Prior Year SPI™:

NA



This report was produced with input from:

Sample Non-profit

CEO

Management

Board of Directors

Employees

Customers

8-Mar-05

Capabilities

Organization Strategy

Vision	83
Customer/Client Profile	67
Customer/Client Service	70
Planning	72
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Organization Design

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Organization Culture

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Constraints

Organization Strategy

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Organization Design

Structure Alignment	83
Leveraging Core Competence	83

Organization Culture

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



Sample Non-profit

Organization Strategy 63				
Principal Elements		Score	Priority	Prev. Score
1	Mission	33	High	NA
2	Vision	83	High	NA
3	Distinct Advantage	42	Low	NA
4	Customer/Client Profile	67	High	NA
5	Sector & Competitive Analysis	58	Low	NA
6	Finance	92	Low	NA
7	Developing Programs/Services	58	Low	NA
8	Delivering Programs/Services	89	Med	NA
9	Community Awareness	40	Med	NA
10	Fundraising/Business Development	46	Low	NA
11	Customer/Client Service	70	High	NA
12	Planning	72	High	NA
13	Resource Alignment	67	Med	NA
14	Execution	67	Med	NA

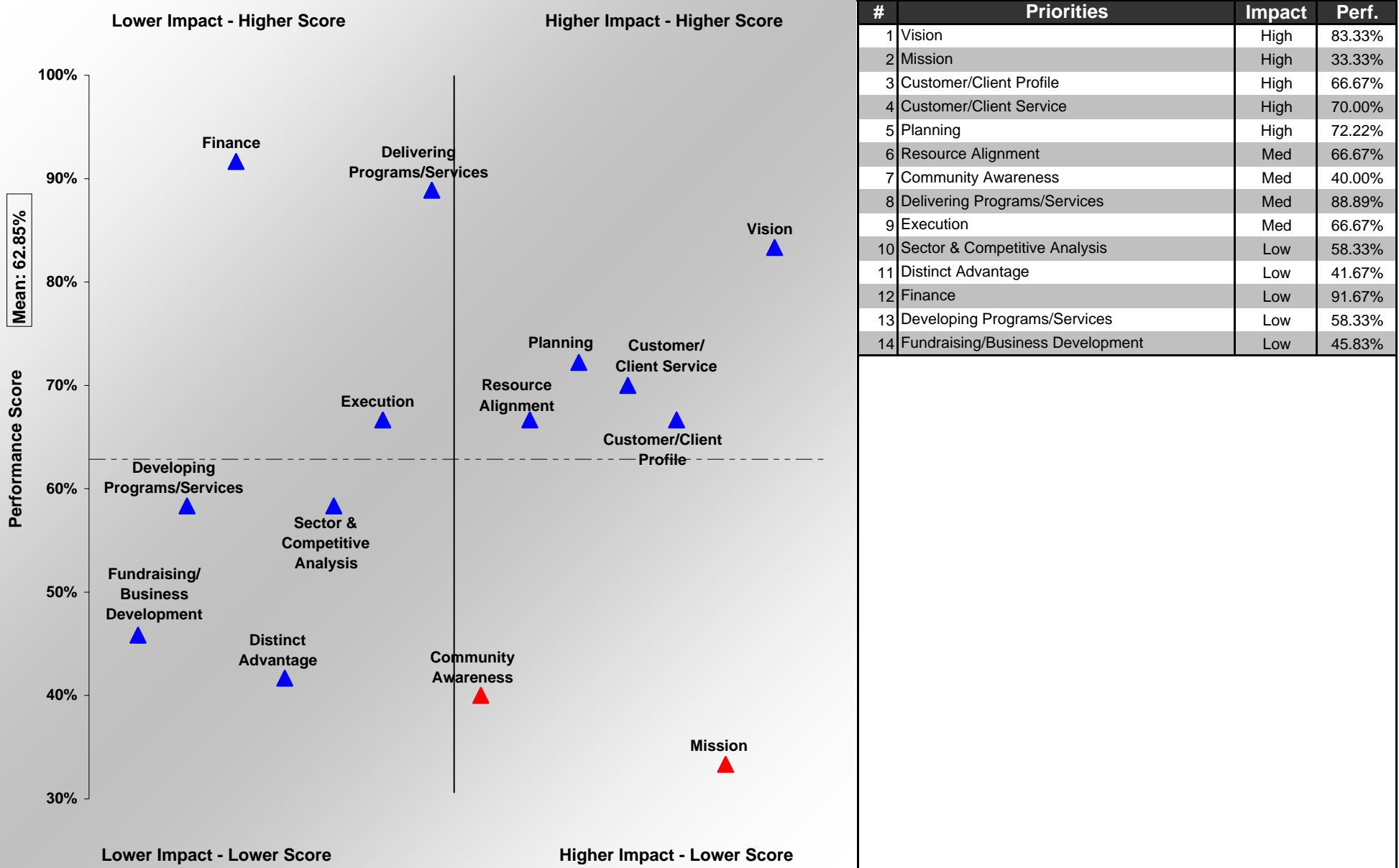
Organization Design 83				
Principal Elements		Score	Priority	Prev. Score
1	Structure Alignment	83	High	NA
2	Leveraging Core Competence	83	High	NA
3	Organization Communication	83	Low	NA
4	Shared Knowledge	92	High	NA
5	Required Technology	92	Med	NA
6	Policies & Procedures	67	Med	NA
7	Roles & Responsibilities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

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

ORGANIZATION STRATEGY

Areas of Focus

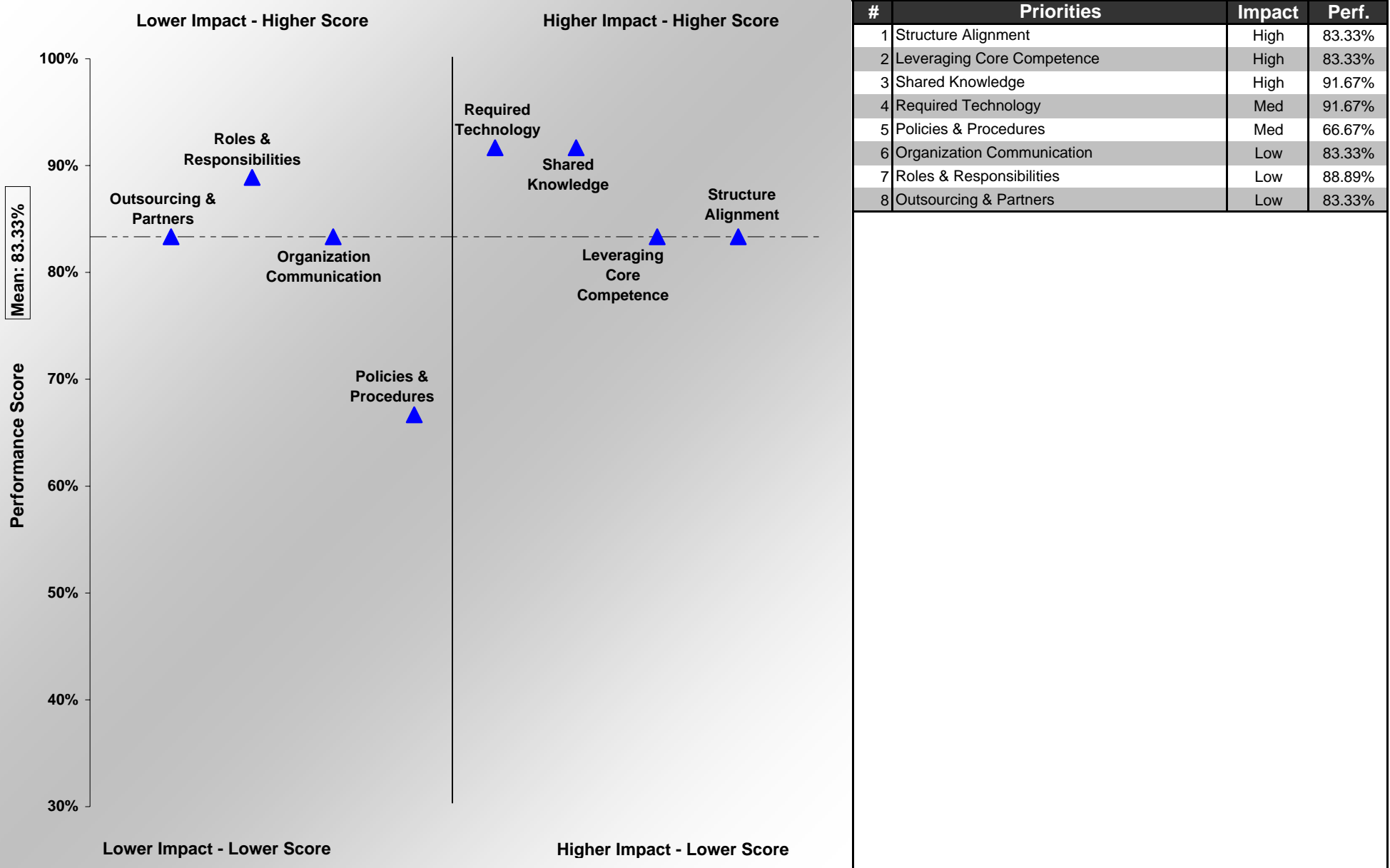
This section of the report helps the reader focus on those specific areas which have the greatest potential for improving overall strategic performance. Elements shown in the lower right quadrant (in red) are the “Higher Impact – Lower Score” items. Research suggests that improvement activities should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



ORGANIZATION DESIGN

Areas of Focus

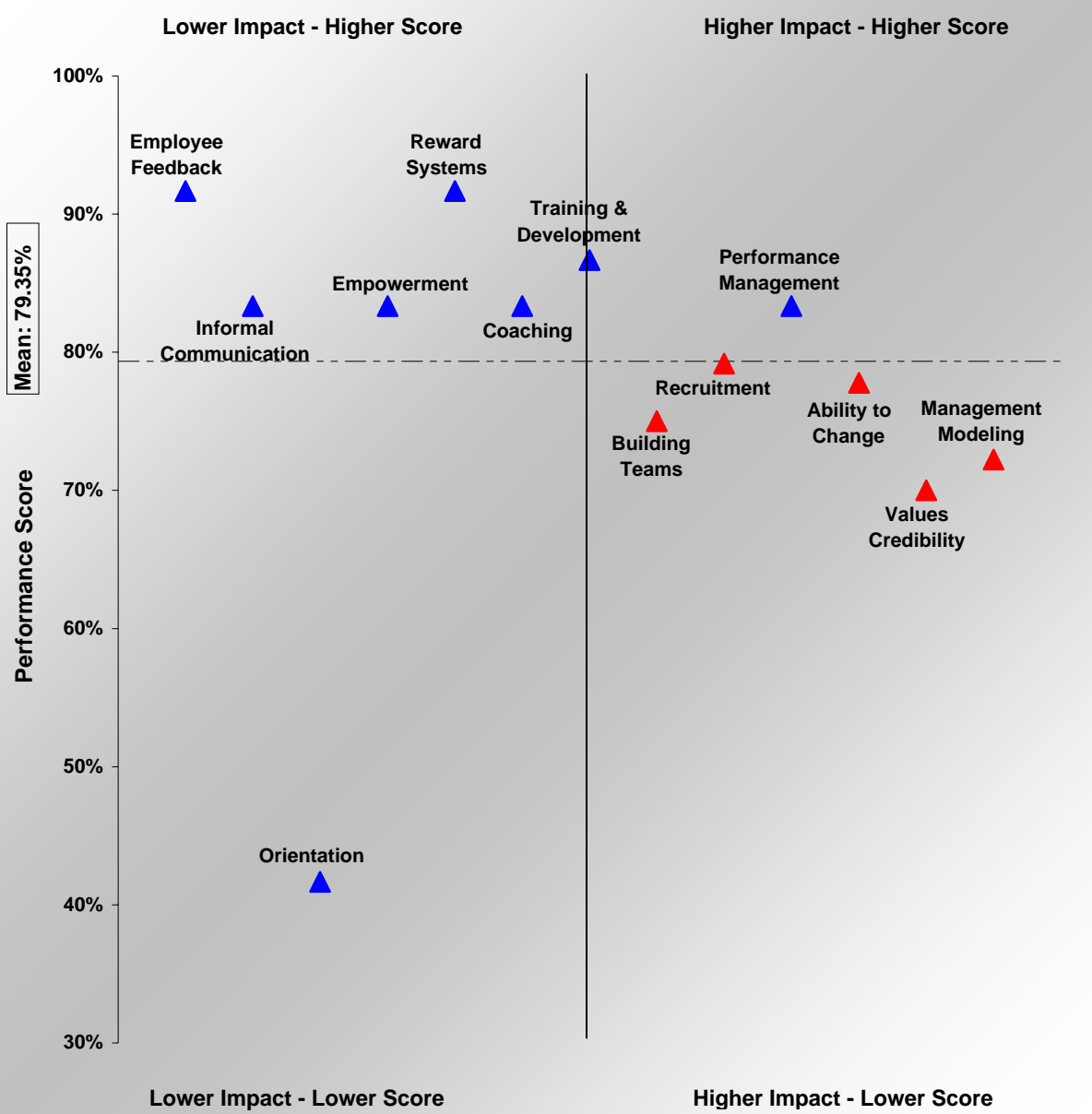
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ORGANIZATION CULTURE

Areas of Focus

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

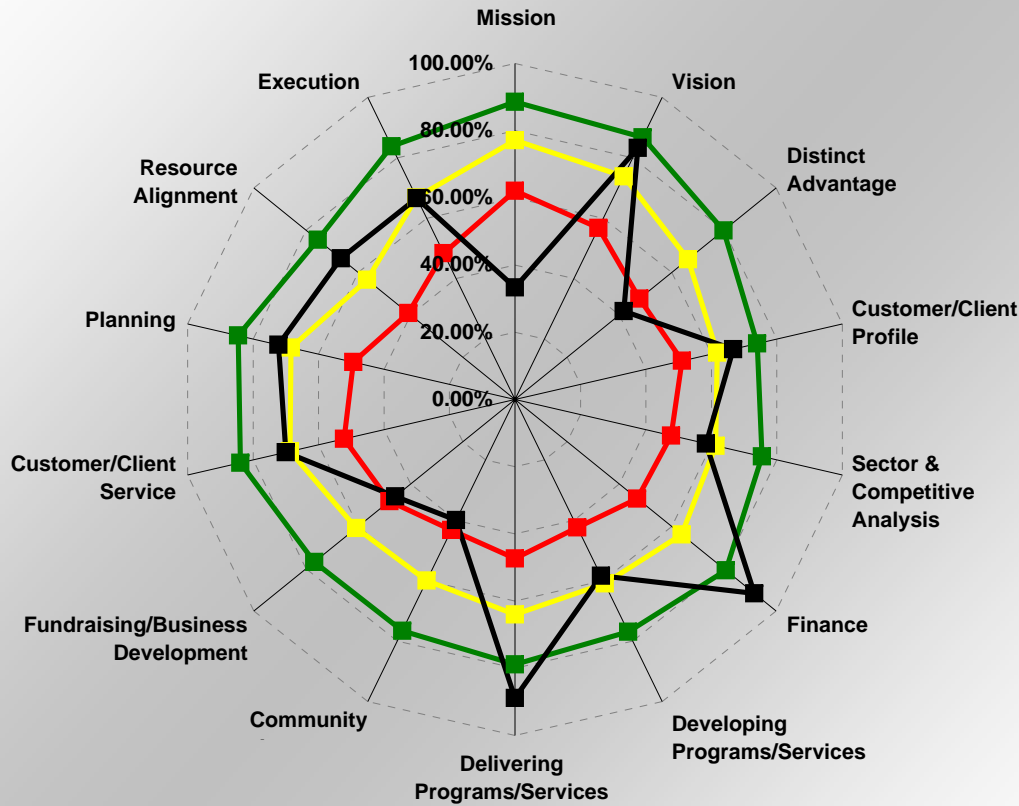


#	Priorities	Impact	Perf.
1	Management Modeling	High	72.22%
2	Values Credibility	High	70.00%
3	Ability to Change	High	77.78%
4	Performance Management	High	83.33%
5	Recruitment	Med	79.17%
6	Building Teams	Med	75.00%
7	Training & Development	Med	86.67%
8	Coaching	Med	83.33%
9	Reward Systems	Low	91.67%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

EXECUTIVE SUMMARY

Strategy Performance Comparison

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



#	Principal Elements	Top	Mean	Btm.	You
1	Mission	88.55%	77.13%	62.06%	33.33%
2	Vision	86.77%	73.86%	56.76%	83.33%
3	Distinct Advantage	79.90%	66.24%	47.69%	41.67%
4	Customer/Client Profile	73.99%	61.83%	51.07%	66.67%
5	Sector & Competitive Analysis	75.45%	61.21%	47.72%	58.33%
6	Finance	80.74%	63.86%	46.87%	91.67%
7	Developing Programs/Services	76.92%	60.99%	42.42%	58.33%
8	Delivering Programs/Services	78.82%	63.99%	47.33%	88.89%
9	Community Awareness	76.59%	60.02%	43.25%	40.00%
10	Fundraising/Business Development	76.89%	60.77%	48.12%	45.83%
11	Customer/Client 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%

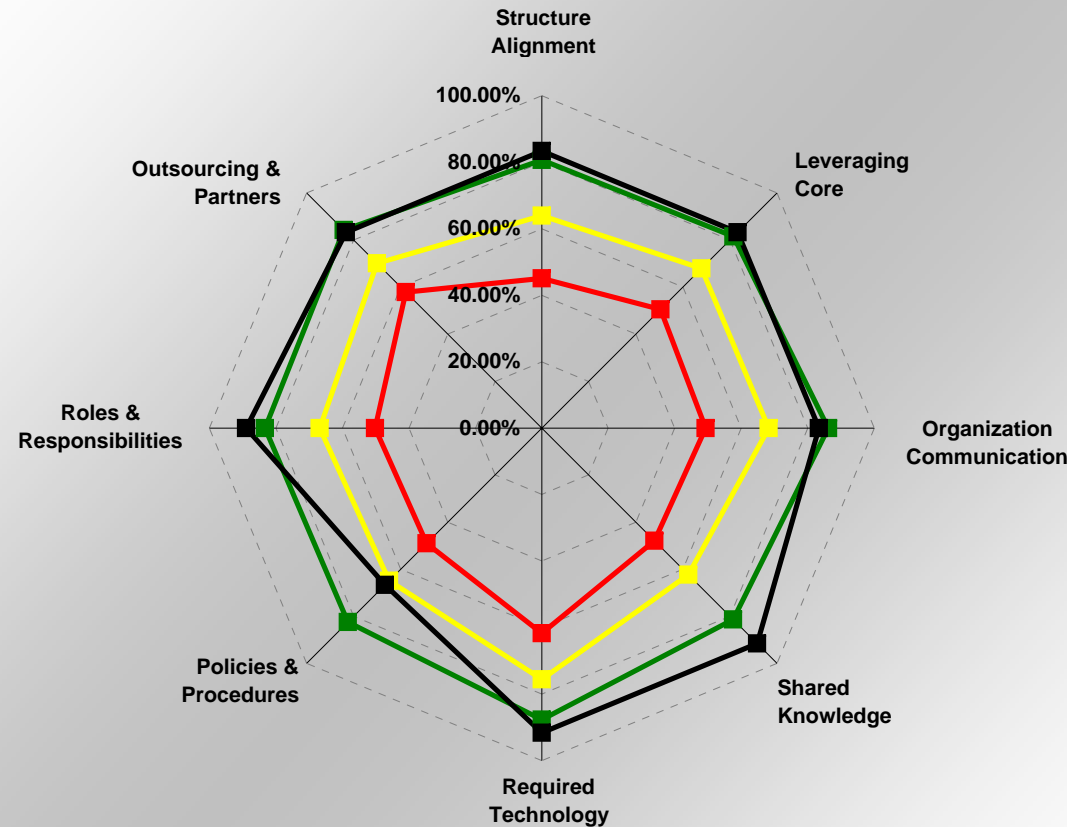


EXECUTIVE SUMMARY

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

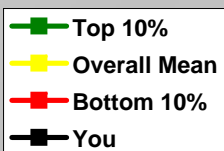
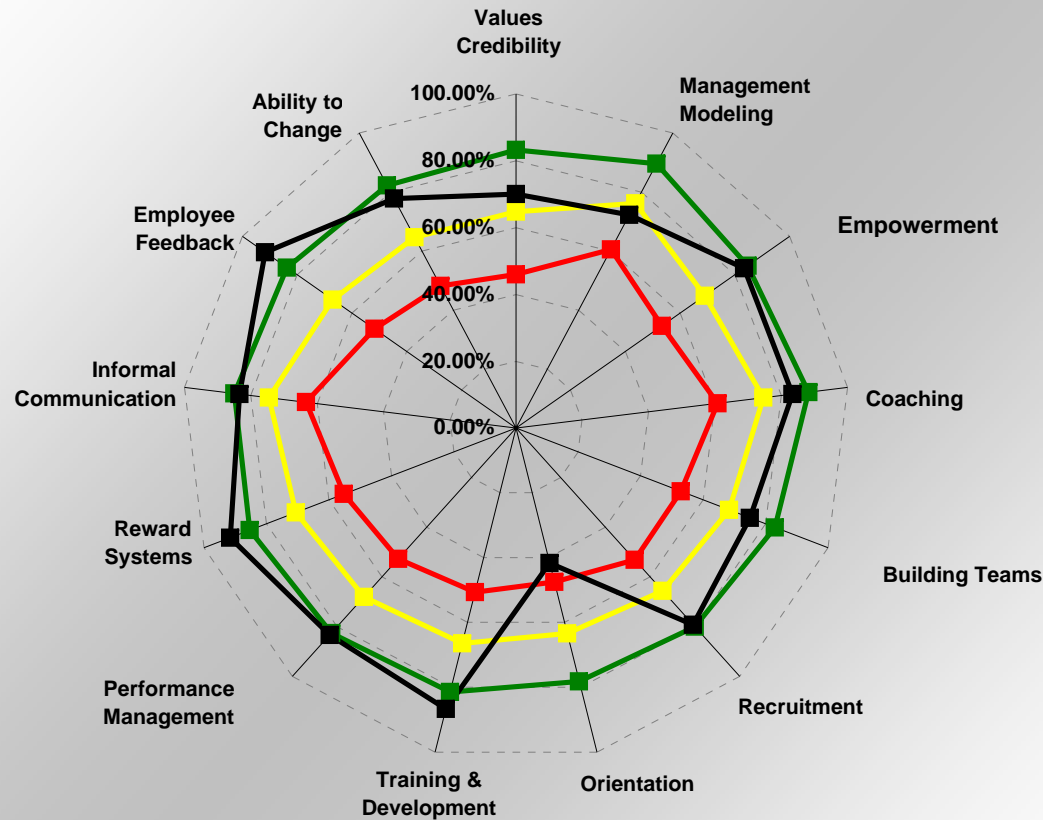
Culture Performance Comparison

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%

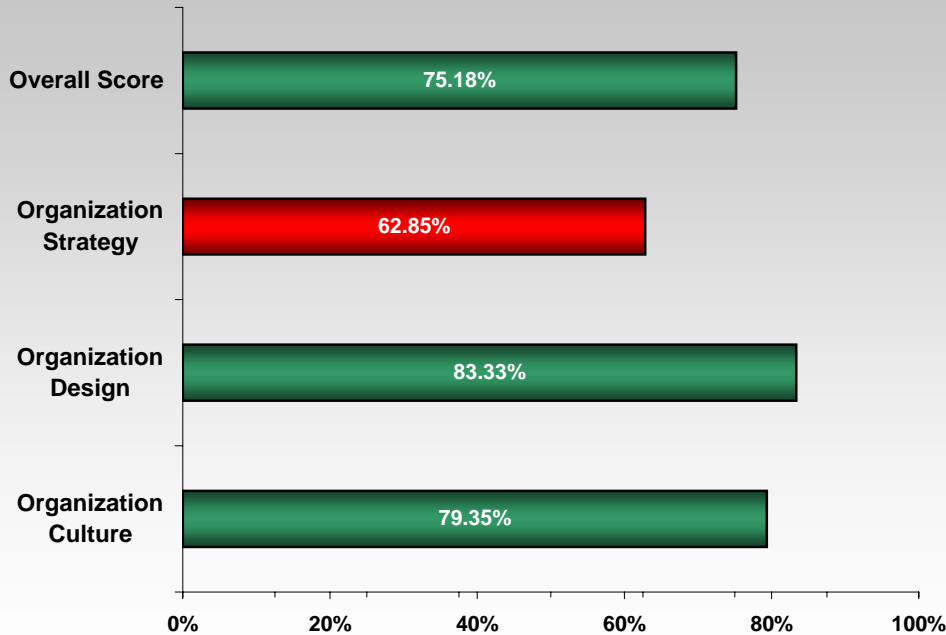


PERFORMANCE SCORES OVERVIEW

**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

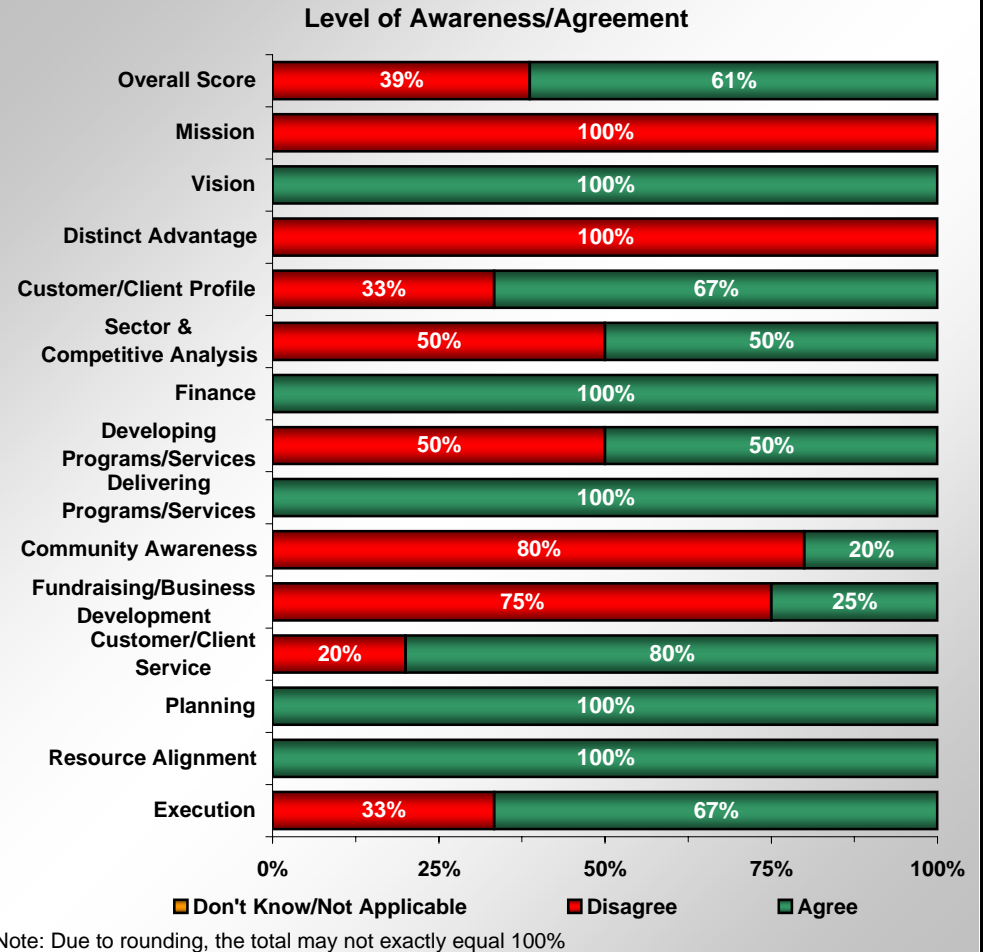
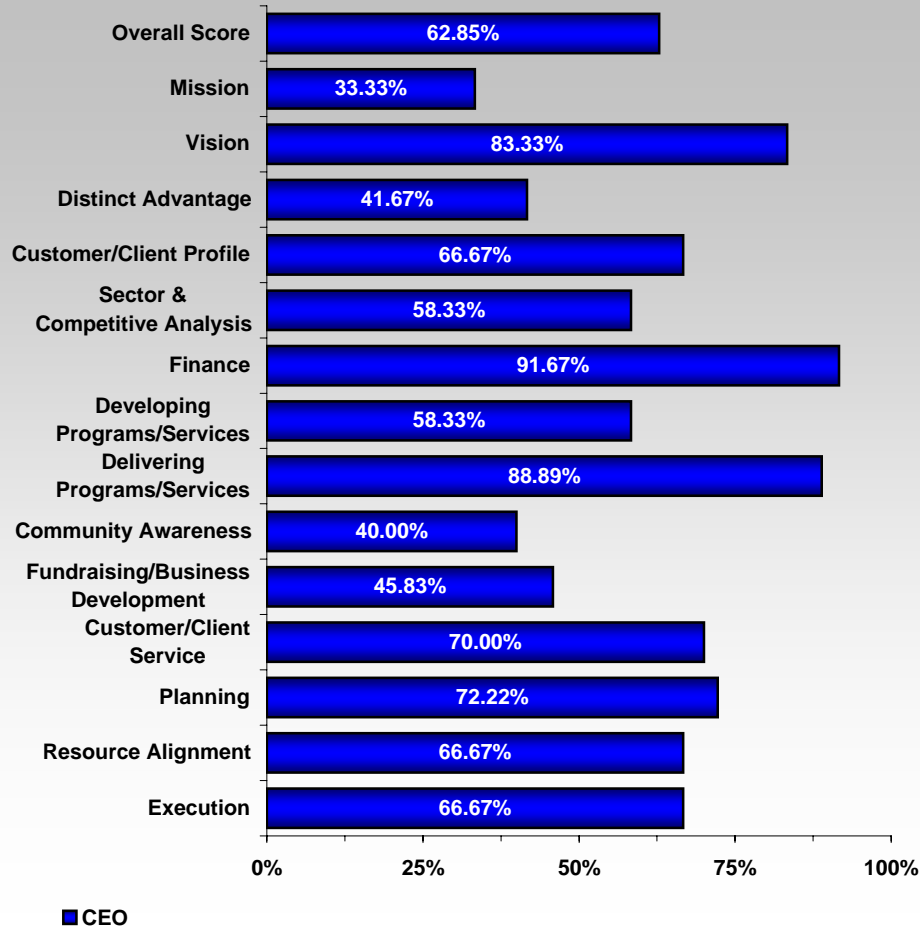
Organization Culture

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

Organization Strategy

Detail Results

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



Mission, Vision, & Distinct 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 the purpose of our non-profit organization.	CEO	0%	0%	100%	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:	60.65%	19.58
2. Our mission statement explains how those we serve and other stakeholders benefit from our organization.	CEO	0%	0%	100%	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, & Distinct 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 organization is different from other similar organizations.	CEO Mgmt.	0% 0%	0% 8%	100% 8%	0% 42%	0% 25%	0% 17%	0% 0%	0% 17%	33.33% 55.56%	-- 19.24	CEO: Management:	33.33% 60.65%	0.00 19.58	
Vision		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6							
4. Our vision statement clearly explains what our organization will be doing in the future.	CEO Mgmt.	0% 0%	0% 8%	0% 17%	0% 25%	100% 50%	0% 0%	0% 0%	0% 0%	66.67% 52.78%	-- 17.17	CEO: Management:	83.33% 58.80%	16.67 20.11	
5. Our vision serves the long-term interest 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				
Distinct 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 distinctive or unique advantage within the non-profit industry.	CEO Mgmt.	0% 0%	0% 17%	0% 17%	100% 50%	0% 17%	0% 0%	0% 0%	0% 0%	50.00% 44.44%	-- 16.41	CEO: Management:	41.67% 43.75%	11.79 16.89	
8. Our organization's unique advantage is clearly understood by all staff.	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/Client Profile		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6							
9. Our organization has clearly identified the specific features and benefits our customers/clients seek.	CEO Mgmt.	0% 0%	0% 8%	0% 8%	0% 50%	0% 17%	100% 17%	0% 0%	100% 17%	83.33% 54.17%	-- 18.97	CEO: Management:	66.67% 58.57%	28.87 21.53	
10. Our organization has clearly identified why our customers or clients would NOT utilize our programs and 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				
11. Our organization has defined the ideal means by which our customers or clients prefer to use our services.	CEO Mgmt.	0% 8%	0% 0%	0% 8%	0% 8%	0% 33%	100% 25%	0% 17%	100% 42%	83.33% 72.73%	-- 20.10				
Sector & Competitive Analysis		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6							
12. Our organization has clearly identified the key strengths and weaknesses of organizations offering similar programs or services.	CEO Mgmt.	0% 8%	0% 25%	100% 17%	0% 33%	0% 8%	0% 8%	0% 0%	0% 8%	33.33% 42.42%	-- 21.55	CEO: Management:	58.33% 54.80%	22.97 17.97	
13. Our organization has thoroughly assessed the threat of substitute organizations or programs.	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, & Distinct Advantage, External Assessment, Internal Capabilities, and Planning & Execution.											
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Sector & Competitive Analysis (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
14. We have analyzed the outlook for growth in the non-profit sectors we serve.	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 organization's customer base and communities served are growing at a rate that meets or exceeds the growth of similar organizations.	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 organization 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 organization has analyzed threats and opportunities that could result from broad trends or changes in local, national, and world economies.	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. Our organization has allocated the financial resources necessary to achieve our mission.	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 organization has consistently performed within a targeted range of 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. Our organization utilizes a "Cost/Benefit" approach when allocating resources for new programs or services.	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. Our organization utilizes an "If/Then" scenario-building exercise when formulating our strategic plan.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Mgmt.	17%	8%	17%	42%	17%	0%	0%	0%	46.67%	15.32			

Developing Programs/Services		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
22. Our organization allocates the necessary resources to support the research and development of new programs and services.	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 approach to researching and developing new programs and services 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			

Delivering Programs/Services		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
24. We produce programs and services with high quality.	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, & Distinct Advantage, External Assessment, Internal Capabilities, and Planning & Execution.**

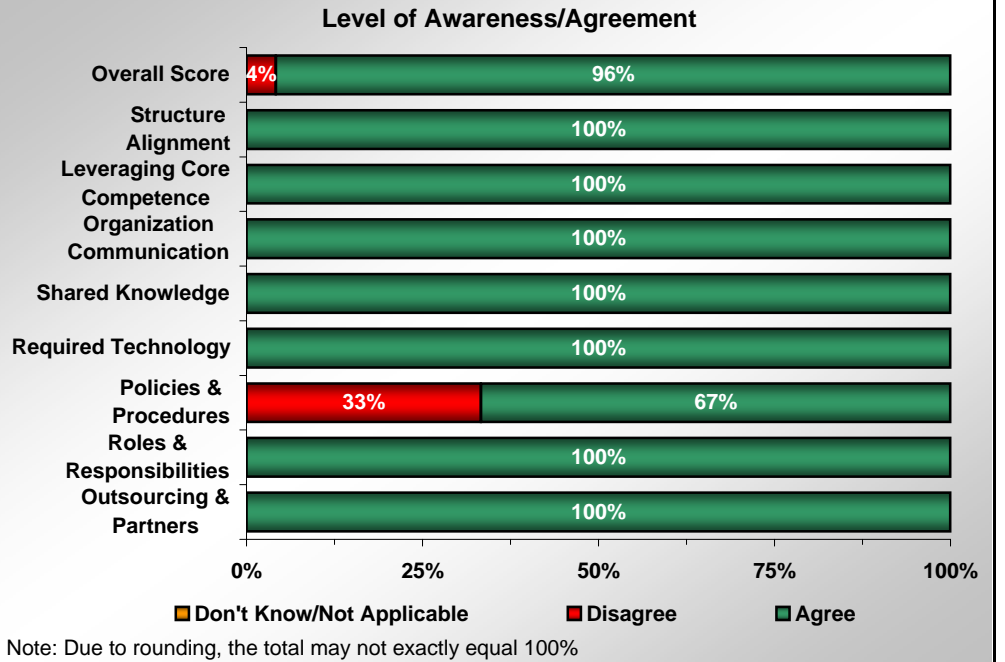
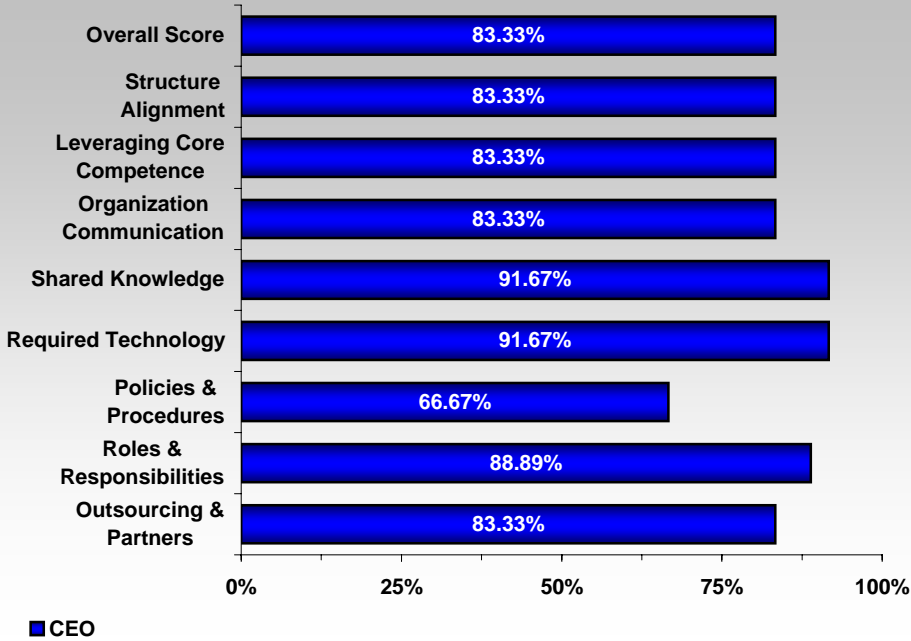
Delivering Programs/Services (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
25. Our method for creating and delivering quality programs and services is cost efficient.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	CEO:	88.89%	9.62
	Mgmt.	0%	0%	42%	42%	17%	0%	0%	0%	45.83%	12.57	Management:	56.02%	19.17
26. Our method for creating and delivering quality programs and services is fast, flexible, 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			
Community Awareness		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
27. Our organization has a clearly defined plan for creating greater community awareness.	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. As part of our plan to promote community awareness for our organization we reinforce our distinct 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. Our organization utilizes a comprehensive customer database that provides management with detailed individual and community 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 unique benefits are emphasized in all our efforts to build community awareness.	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 organization consistently analyzes the "Return-on-Investment" (ROI) of our community awareness 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			
Fundraising/Business Development		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
32. Our staff members who are responsible for fundraising 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 staff members who focus fundraising have the necessary skills they need to be successful.	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 customer fundraising and business development teams employs a well-defined 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 organization effectively tracks customer relationships from initial contact to active use of our services.	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/Client Service		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
36. Our 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, & Distinct Advantage, External Assessment, Internal Capabilities, and Planning & Execution.					
Customer/Client Service (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
38. Our staff understands 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%
39. Our organization regularly obtains and evaluates customer/constituent 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 organization enjoys a higher rate of returning customers and donor satisfaction than similar organizations or agencies.	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.
		DK	1	2	3	4	5	6						
41. Our organization 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%
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 organization, 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.
		DK	1	2	3	4	5	6						
44. Our organization has allocated the necessary money, 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%
45. At our organization, 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.
		DK	1	2	3	4	5	6						
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%
47. Our senior managers routinely review 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 organization, 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. Our senior managers have 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 organization structure is not influenced by internal 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 organization has clearly identified and articulated our 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.
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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 leverages our core competencies to distinguish ourselves from similar organizations.	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 in order to seize new programs 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 organization keeps our staff 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 organization 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 organization, 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 organization provides our managers and staff 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 organization 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 organization has a knowledge management system where managers and staff from different areas can share information to maximize organization 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 organization continues to identify and acquire new technologies that support our mission and vision.	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.**

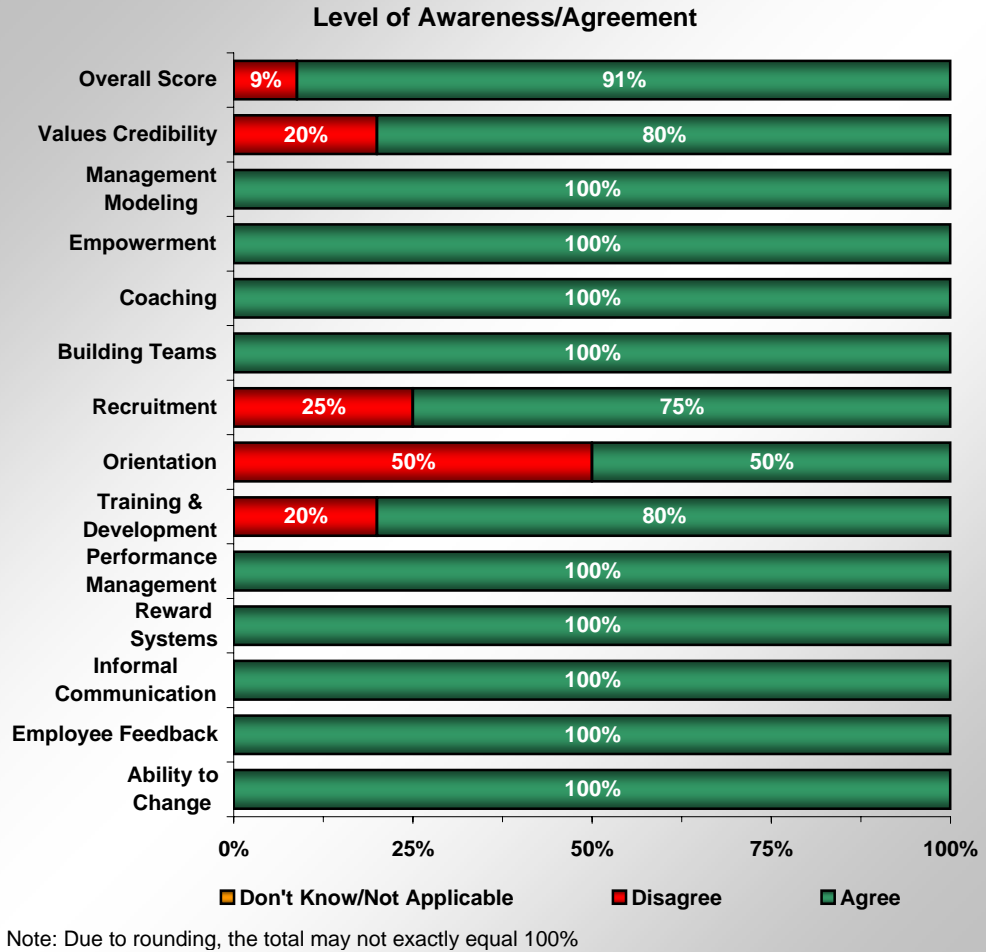
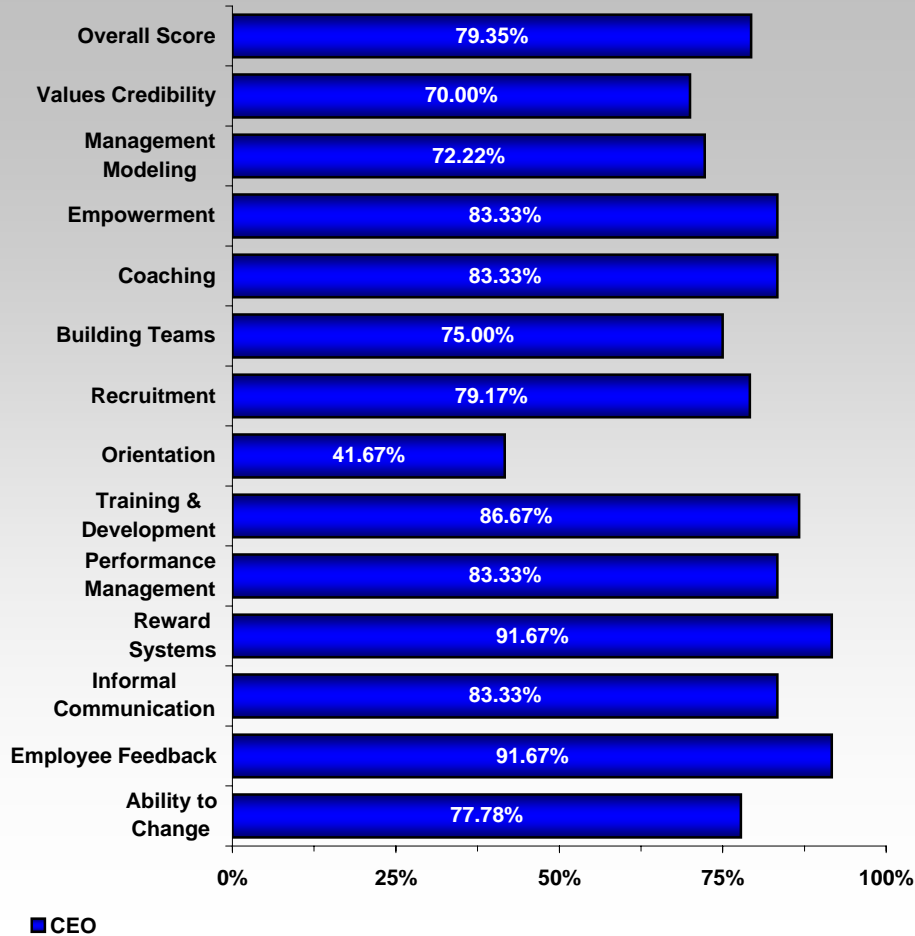
Organization Efficiency

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 organization, 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 senior 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 staff 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 staff members clearly understand how their jobs relate to our organization'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 organization, 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 organization, 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 organization outsources processes and functions that do not relate to our corporate 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. Our organization monitors the performance of our vendors and strategic partners.	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
72. Our staff clearly understands and embraces our organization'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 organization's business practices are carefully aligned with our 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	

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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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 organization.	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 organization's 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 organization, employees have confidence in our senior managers.	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 organization's senior managers 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.
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. Staff 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 organization, authority to make decisions is given to 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.
83. At our organization delegation is viewed as a tool to develop and motivate our staff.	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. Our managers understand the importance of maintaining their staff'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 staff for their 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 organization 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			
87. Our managers are effective at creating staff support and enthusiasm around organization 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 organization, 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 organization, 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			
91. We only hire individuals who are compatible with our organization 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 organization provides new staff with an orientation program that helps them understand the organization'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			
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 organization 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 organization insures that all staff 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 organization'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:	54.17%	22.68
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 organization 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 organization uses a results-oriented staff 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 on their goals.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--				
	Mgmt.	0%	8%	17%	42%	25%	8%	0%	8%	51.39%	18.06				
103. At our organization people are held accountable for their work.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--				
	Mgmt.	0%	50%	8%	17%	25%	0%	0%	0%	36.11%	22.28				
104. Staff goals include clear steps and timelines.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--				
	Mgmt.	0%	17%	25%	42%	8%	8%	0%	8%	44.44%	19.24				
105. At our organization, performance appraisals are conducted more than once a year.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--				
	Mgmt.	0%	25%	25%	25%	25%	0%	0%	0%	41.67%	19.46				
Reward Systems		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6							
106. Given our goals, we are rewarding the appropriate skills and behaviors.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	CEO:	91.67%	9.62	
	Mgmt.	0%	17%	33%	17%	33%	0%	0%	0%	44.44%	19.25		Management:	40.63%	19.72
107. Our organization rewards employees fairly.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--				
	Mgmt.	0%	33%	17%	25%	25%	0%	0%	0%	40.28%	20.67				
108. Employees in our organization feel that the rewards for achieving their goals are worthy of the effort.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--				
	Mgmt.	0%	33%	17%	25%	25%	0%	0%	0%	40.28%	20.67				
109. At our organization, promotions are only given to the people that deserve them.	CEO	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--				
	Mgmt.	0%	33%	33%	8%	25%	0%	0%	0%	37.50%	20.26				

Organization Culture

Detail Results

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

Organization Character

Informal Communication		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
110. At our organization, 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. We us conflict or disagreement constructively 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 organization asks for feedback from our staff.	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 staff 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 organization 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. Our senior managers effectively explain 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 organization carefully explains how the change will affect staff members.	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:

Organization Dynamic Model™ - Management Report (Non-profit)

1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission, Vision, & Distinct Advantage	1.1.1 Mission 1.1.2 Vision 1.1.3 Distinct 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 Sector & 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 Developing Programs/Services 1.3.3 Delivering Programs/Services 1.3.4 Community Awareness 1.3.5 Fundraising/Business Development 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 organization'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 organization'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 organization's current performance in the categories of Strategy, Design, and Culture.
3. **Comparison:** How the organization 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.