



Sample Non-profit

Prepared By:

John Smith

ABC Consulting, Inc.

March 08, 2005

ENTERPRISE EDITION

EMPLOYEE REPORT

TABLE OF CONTENTS

OVERVIEW	ii
METHODOLOGY	iii
EXECUTIVE SUMMARY Degree of Impact Results.....	1
THE ORGANIZATION STRATEGY RESULTS Mission, Vision, & Distinct Advantage Internal Assessment.....	2
THE ORGANIZATION DESIGN RESULTS Information, Systems, & Technology Organization Efficiency.....	4
THE ORGANIZATION CULTURE RESULTS Values & Beliefs Leadership Human Resource Systems Organization Character.....	6

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 Employee Assessment

Organization Dynamic Model™ - Employee Categories (Non-profit)

1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission, Vision, & Distinct 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 Distinct Advantage				
1.2 External Assessment	1.2.1 Customer/Client Profile	2.2 Core Competence	2.2.1 Leveraging Core Competence	3.2 Leadership	3.2.1 Management Modeling
	1.2.2 Sector & Competitive Analysis				3.2.2 Empowerment
1.3 Internal Capabilities	1.3.1 Finance	2.3 Information, Systems, & Technology	2.3.1 Organization Communication	3.3 Human Resource Systems	3.2.3 Coaching
	1.3.2 Developing Programs/Services				3.2.4 Building Teams
	1.3.3 Delivering Programs/Services				3.3.1 Recruitment
	1.3.4 Community Awareness				3.3.2 Orientation
	1.3.5 Fundraising/Business Development				3.3.3 Training & Development
	1.3.6 Customer/Client Service				3.3.4 Performance Management
1.4 Planning & Execution	1.4.1 Planning	2.4 Organization Efficiency	2.4.1 Policies & Procedures	3.4 Organization Character	3.3.5 Reward Systems
	1.4.2 Resource Alignment				3.4.1 Informal Communication
	1.4.3 Execution				3.4.2 Employee Feedback
			2.4.2 Roles & Responsibilities		3.4.3 Ability to Change
			2.4.3 Outsourcing & Partners		

Methodology

The assessment employs a six-point interval scale to evaluate your organization'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 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.

How to Use this Report

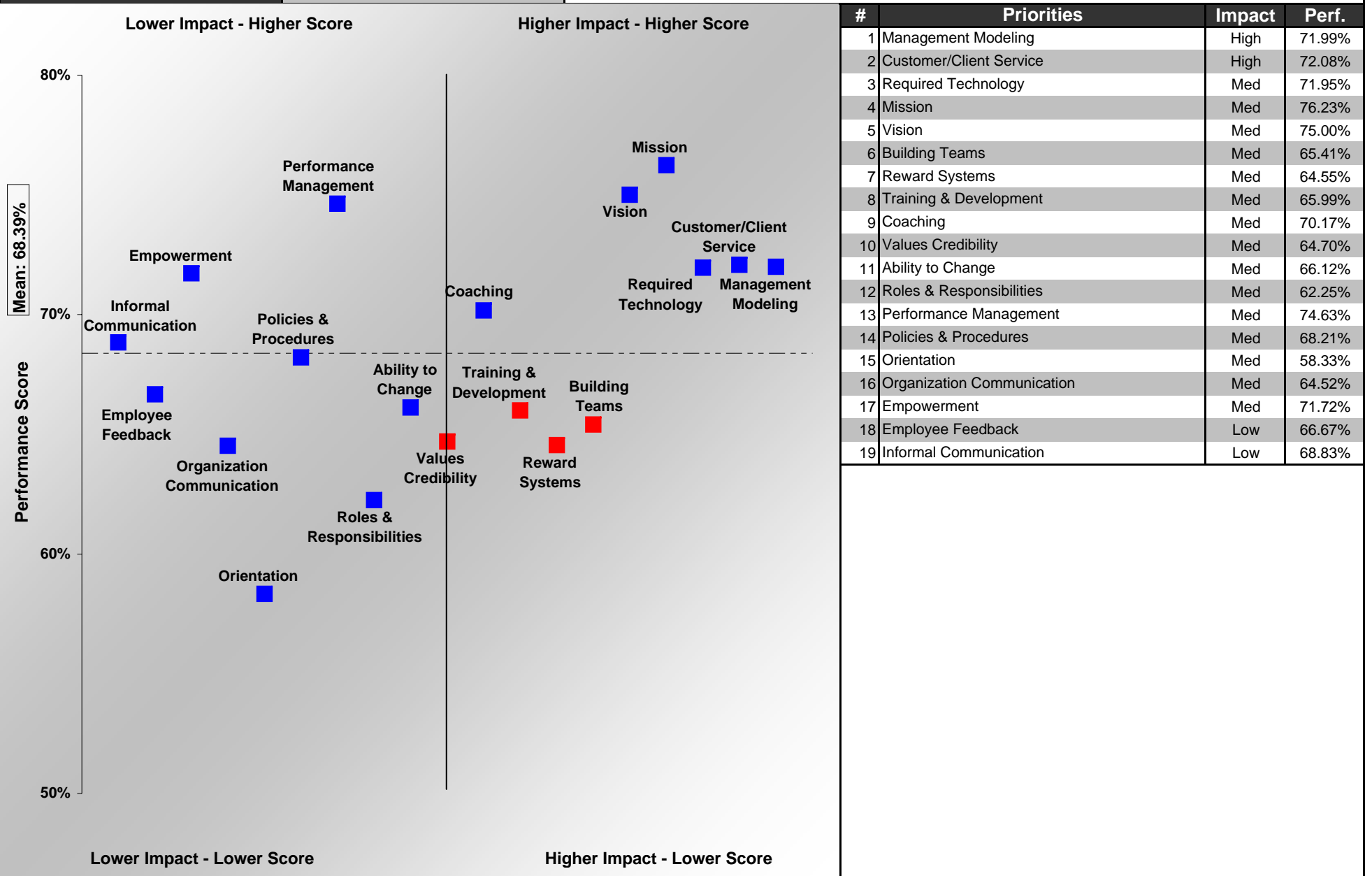
1. Review the Executive Summary and Degree of Impact Summary pages to understand:
 - How the senior team prioritized each of the business areas.
 - How they rated their respective performance.
2. Review the comparison charts to get a sense of where this organization's performance lies in relation to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

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

Area of Focus

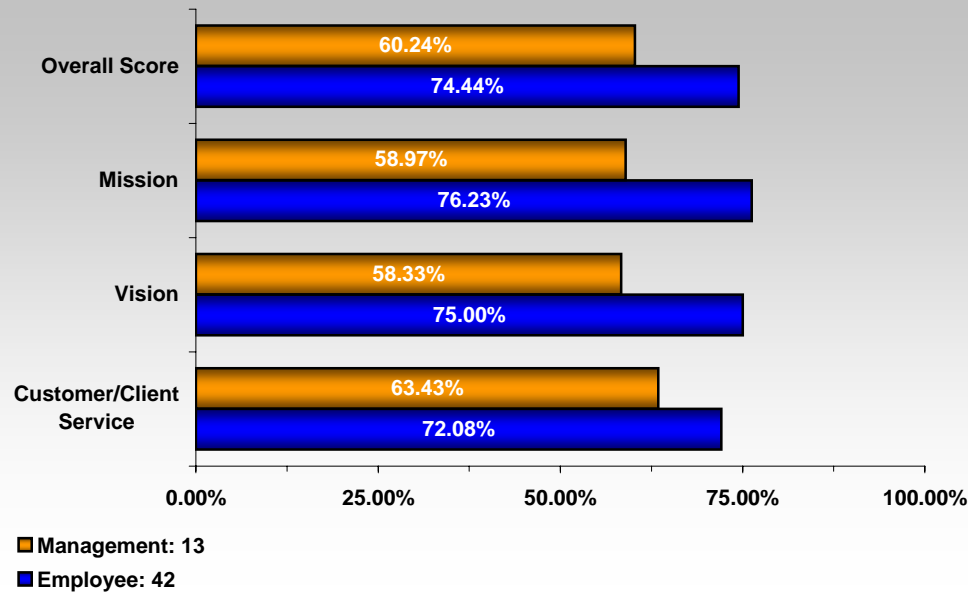
This report plots the Principal Elements of the Organization. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the Principal Elements in order of weighted priority, as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



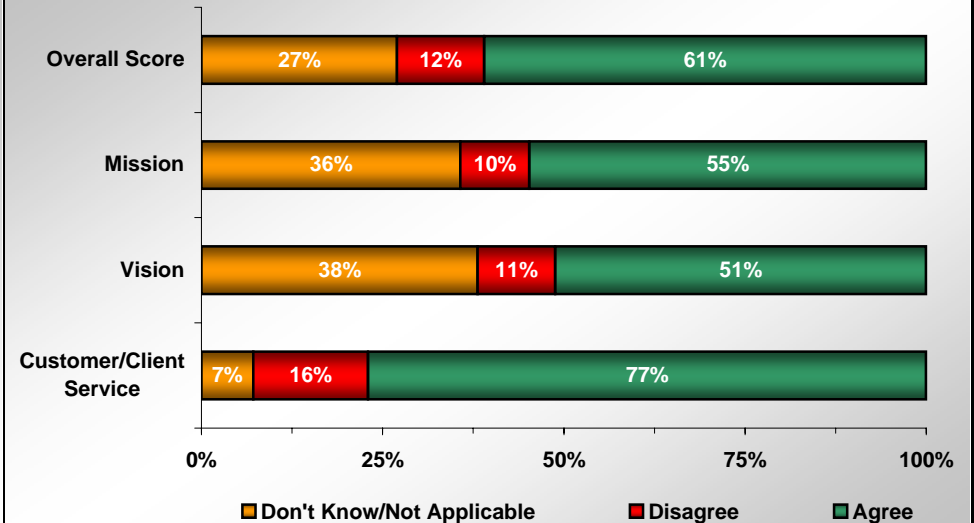
Organization Strategy

Executive Team and Organization Comparison

This section of the report compares senior management's perceptions with those of the general workforce for **Mission, Vision, & Distinct Advantage and Internal Capabilities.**



Level of Awareness/Agreement



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

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.	Management	0%	0%	15%	23%	31%	23%	8%	31%	64.10%	20.24	Management	58.97%	20.13
	Employees	36%	2%	5%	0%	5%	40%	12%	52%	79.01%	20.46	Employees	76.23%	20.63
2. Our mission statement clearly explains how our organization is different from other similar organizations.	Management	0%	8%	15%	38%	23%	15%	0%	15%	53.85%	19.43			
	Employees	36%	2%	5%	5%	12%	33%	7%	40%	73.46%	20.81			
Vision		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
3. Our vision statement clearly explains what our organization will be doing in the future.	Management	0%	8%	15%	23%	54%	0%	0%	0%	53.85%	16.88	Management	58.33%	20.14
	Employees	38%	2%	0%	10%	14%	29%	7%	36%	73.72%	18.96	Employees	75.00%	16.99
4. Our vision gives us the direction we need to make good decisions.	Management	0%	8%	8%	23%	31%	23%	8%	31%	62.82%	22.72			
	Employees	38%	0%	0%	10%	14%	31%	7%	38%	76.28%	15.03			

Organization Strategy

Executive Team and Organization Comparison

This section of the report compares senior management's perceptions with those of the general workforce for **Mission, Vision, & Distinct Advantage and Internal Capabilities.**

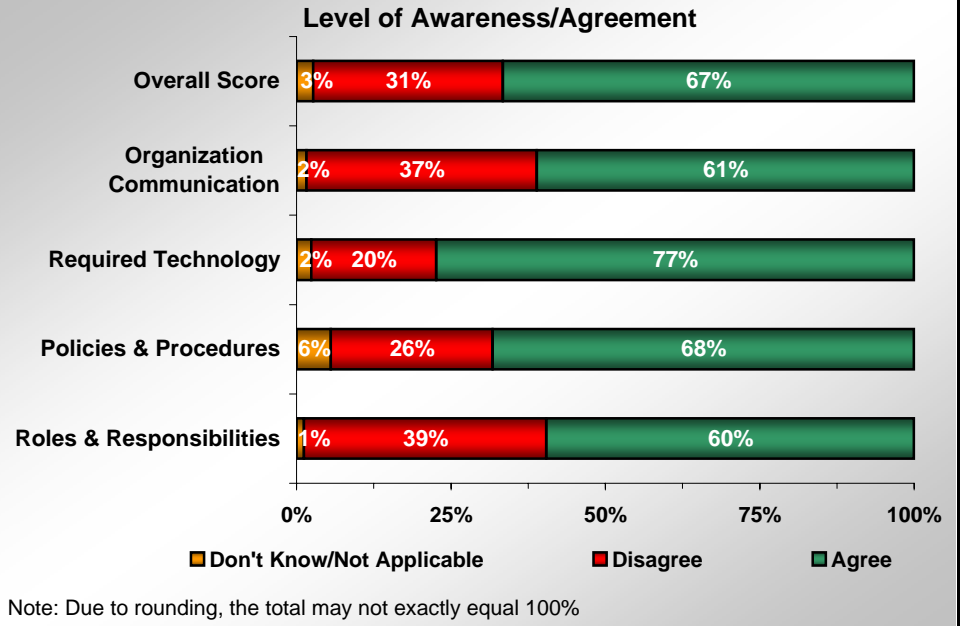
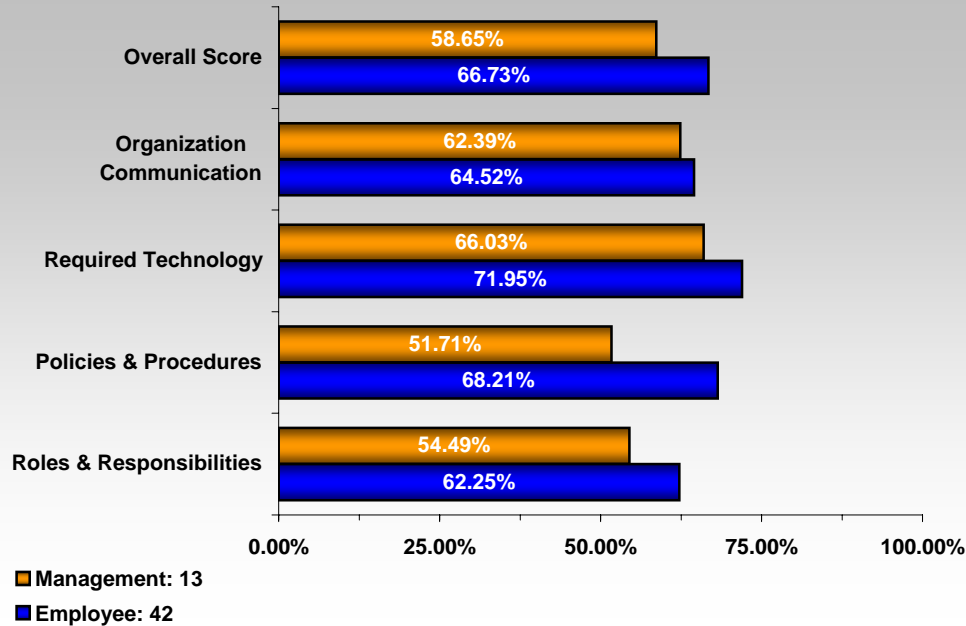
Internal Capabilities

Customer/Client Service		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.			
		DK	1	2	3	4	5	6				Mean Score	Std. Dev.	
5. Our service standards are clearly defined and documented.	Management	15%	0%	8%	23%	46%	8%	0%	8%	60.61%	13.49	Management	63.43%	14.26
	Employees	10%	0%	7%	7%	36%	26%	14%	40%	72.81%	18.35	Employees	72.08%	19.06
6. We consistently exceed our customer's expectations.	Management	8%	0%	8%	15%	46%	23%	0%	23%	65.28%	15.01	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Employees	10%	2%	5%	10%	45%	21%	7%	29%	68.42%	17.67			
7. Our staff understands our commitment to customer satisfaction.	Management	0%	0%	8%	23%	46%	23%	0%	23%	64.10%	14.98			
	Employees	2%	2%	7%	7%	24%	38%	19%	57%	74.80%	20.79			

Organization Design

Executive Team and Organization Comparison

This section of the report compares senior management's perceptions with those of the general workforce for **Information, Systems, & Technology** and **Organization Efficiency**.



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				Management	Employees	Management	Employees
8. Our organization keeps our staff well informed.	Management	0%	8%	23%	8%	38%	15%	8%	23%	58.97%	24.17	62.39%	20.49		
	Employees	0%	5%	12%	33%	17%	24%	10%	33%	61.90%	22.48	64.52%	21.03		
9. Our organization regularly communicates the status of our goals and objectives.	Management	0%	0%	8%	8%	54%	23%	8%	31%	69.23%	16.45	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree			
	Employees	2%	5%	10%	26%	21%	31%	5%	36%	63.41%	21.15				
10. At our organization, important information is readily available.	Management	0%	0%	23%	23%	38%	8%	8%	15%	58.97%	19.97				
	Employees	2%	2%	12%	7%	31%	43%	2%	45%	68.29%	19.29				
Required Technology		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score		Std. Dev.	
		DK	1	2	3	4	5	6				Management	Employees	Management	Employees
11. We currently have the technology we need to achieve our goals.	Management	0%	8%	8%	31%	31%	23%	0%	23%	58.97%	19.97	66.03%	18.55		
	Employees	5%	2%	10%	10%	24%	48%	2%	50%	69.58%	19.20	71.95%	19.58		

Organization Design

Executive Team and Organization Comparison

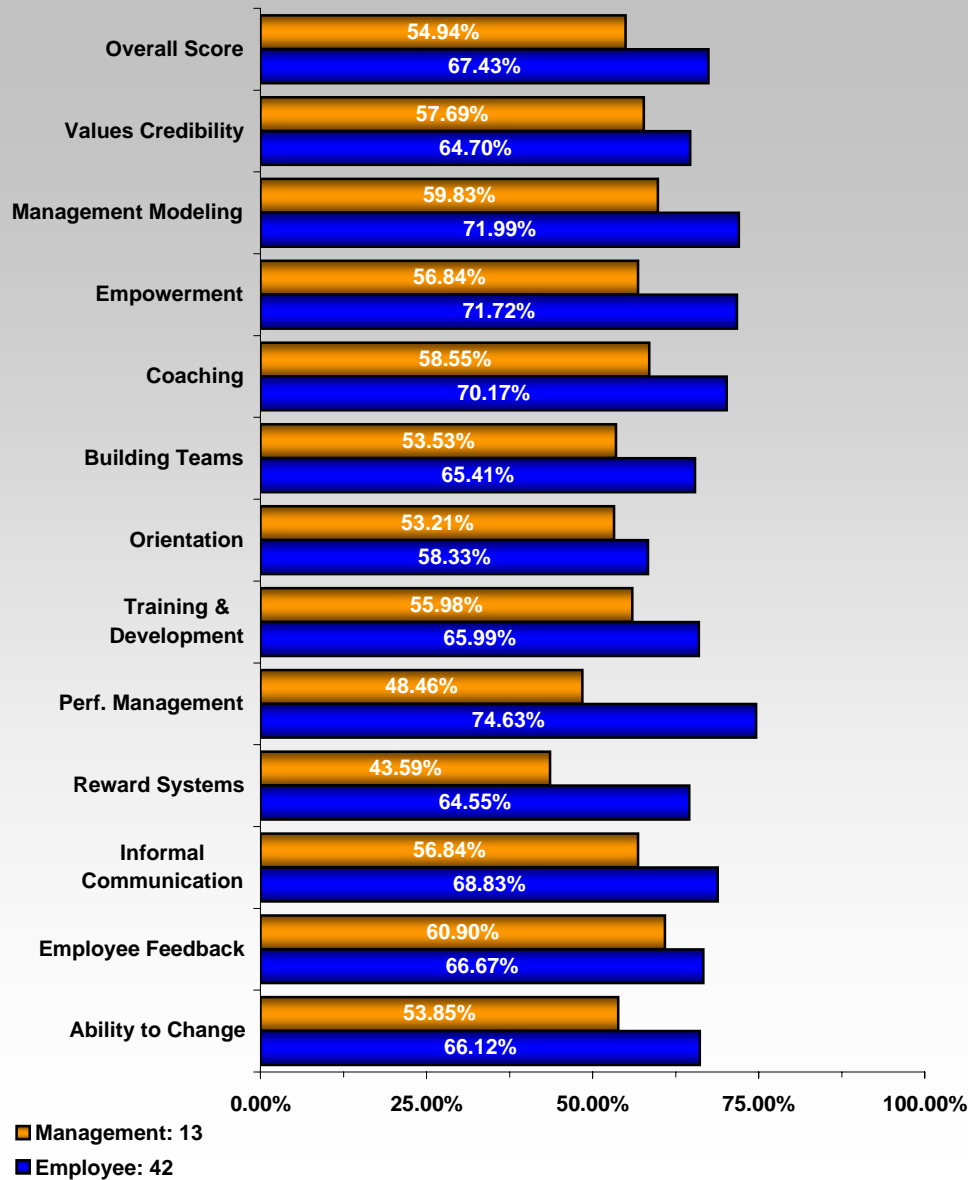
This section of the report compares senior management's perceptions with those of the general workforce for **Information, Systems, & Technology and Organization Efficiency**.

Required Technology (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6							
12. Our organization continues to identify and acquire new technologies that support our mission and vision.	Management	0%	0%	0%	15%	38%	38%	8%	46%	73.08%	14.49	Management	66.03%	18.55	
	Employees	0%	2%	5%	12%	24%	40%	17%	57%	74.21%	19.89	Employees	71.95%	19.58	
Organization Efficiency															
Policies & Procedures		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6							
13. At our organization, policies and procedures provide clear and understandable direction.	Management	0%	8%	46%	8%	23%	8%	8%	15%	50.00%	24.53	Management	51.71%	22.55	
	Employees	0%	2%	7%	14%	31%	38%	7%	45%	69.44%	19.10	Employees	68.21%	19.04	
14. Our senior managers ensure we comply with our policies and procedures.	Management	0%	15%	15%	31%	23%	15%	0%	15%	51.28%	22.01	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree			
	Employees	2%	2%	7%	17%	21%	43%	7%	50%	69.92%	19.80				
15. Our managers and staff feel that they can get things done without a lot of "red tape."	Management	0%	8%	31%	15%	23%	23%	0%	23%	53.85%	22.72				
	Employees	14%	2%	7%	19%	26%	31%	0%	31%	64.81%	18.16				
Roles & Responsibilities		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.			Mean Score	Std. Dev.
		DK	1	2	3	4	5	6							
16. Our staff members clearly understand how their jobs relate to our organization's goals.	Management	0%	8%	0%	38%	31%	23%	0%	23%	60.26%	18.68	Management	54.49%	22.39	
	Employees	2%	2%	7%	17%	29%	33%	10%	43%	69.11%	19.92	Employees	62.25%	21.94	
17. At our organization, there is no unnecessary duplication of individual roles and responsibilities.	Management	0%	23%	15%	31%	8%	23%	0%	23%	48.72%	24.96				
	Employees	0%	12%	14%	26%	24%	24%	0%	24%	55.56%	21.98				

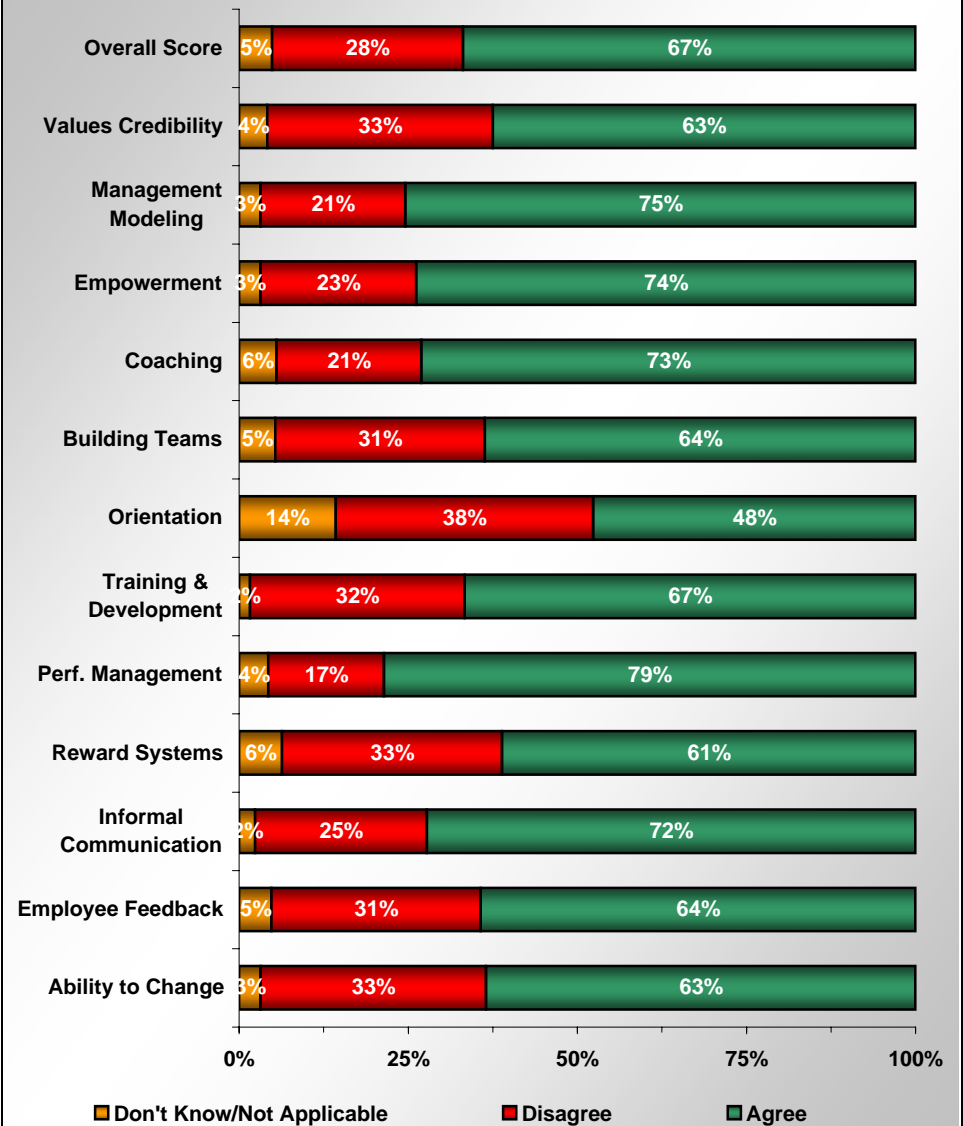
Organization Culture

Executive Team and Organization Comparison

This section of the report compares senior management's perceptions with those of the general workforce for **Values & Beliefs, Leadership, Human Resource, Systems and Organization Character**.



Level of Awareness/Agreement



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

Organization Culture

Executive Team and Organization Comparison

This section of the report compares senior management's perceptions with those of the general workforce for **Values & Beliefs, Leadership, Human Resource, Systems and Organization Character.**

Values & Beliefs

Values Credibility		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.	
		DK	1	2	3	4	5							6
18. Our staff clearly understands and embraces our organization's values and beliefs.	Management	0%	8%	8%	15%	31%	31%	8%	38%	65.38%	23.03	Management	57.69%	24.13
	Employees	2%	0%	5%	17%	33%	33%	10%	43%	71.14%	17.09	Employees	64.70%	19.93
19. Our values and beliefs are reinforced in all internal communication.	Management	0%	0%	15%	31%	0%	46%	8%	54%	66.67%	22.57	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Employees	2%	0%	10%	17%	38%	26%	7%	33%	67.48%	17.85			
20. The daily experiences of our employees are consistent with the direction set forth in our values and beliefs.	Management	0%	8%	15%	15%	31%	31%	0%	31%	60.26%	22.09			
	Employees	5%	5%	5%	24%	29%	29%	5%	33%	65.00%	19.90			
21. Cynicism is virtually absent in our organization.	Management	0%	23%	46%	15%	8%	8%	0%	8%	38.46%	19.70			
	Employees	7%	5%	26%	21%	24%	12%	5%	17%	54.70%	21.61			

Leadership

Management Modeling		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.	
		DK	1	2	3	4	5							6
22. Our managers' always behave in a manner that is consistent with our organization's values and beliefs.	Management	0%	15%	15%	8%	46%	15%	0%	15%	55.13%	22.96	Management	59.83%	25.28
	Employees	2%	2%	7%	21%	24%	38%	5%	43%	67.48%	19.35	Employees	71.99%	19.55
23. At our organization, employees have confidence in our senior managers.	Management	0%	8%	31%	8%	31%	15%	8%	23%	56.41%	25.04			
	Employees	2%	2%	5%	17%	26%	38%	10%	48%	70.73%	19.29			
24. Our organization's senior managers are honest.	Management	0%	15%	8%	0%	15%	54%	8%	62%	67.95%	27.60			
	Employees	5%	2%	5%	2%	21%	45%	19%	64%	77.92%	19.02			

Empowerment

Empowerment		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.		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%	15%	31%	23%	15%	15%	0%	15%	47.44%	22.41	Management	56.84%	21.19
	Employees	7%	2%	5%	12%	33%	36%	5%	40%	69.66%	17.88	Employees	71.72%	21.31
26. Staff involvement is always encouraged.	Management	0%	0%	0%	23%	46%	15%	15%	31%	70.51%	16.88			
	Employees	0%	2%	0%	10%	17%	38%	33%	71%	81.35%	18.84			

Organization Culture		Executive Team and Organization Comparison							This section of the report compares senior management's perceptions with those of the general workforce for Values & Beliefs, Leadership, Human Resource, Systems and Organization Character.						
Empowerment (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6							
27. At our organization, authority to make decisions is given to lowest appropriate level.	Management	0%	8%	15%	38%	31%	8%	0%	8%	52.56%	17.80	Management	56.84%	21.19	
	Employees	2%	7%	10%	21%	24%	26%	10%	36%	63.82%	23.24	Employees	71.72%	21.31	
Coaching		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6							
28. At our organization delegation is viewed as a tool to develop and motivate our staff.	Management	0%	8%	23%	15%	23%	23%	8%	31%	58.97%	25.11	Management	58.55%	24.74	
	Employees	7%	0%	7%	12%	36%	29%	10%	38%	70.51%	17.71	Employees	70.17%	19.63	
29. Our managers understand the importance of maintaining their staff's self-esteem.	Management	0%	8%	23%	8%	23%	23%	15%	38%	62.82%	27.35				
	Employees	7%	2%	10%	14%	21%	38%	7%	45%	68.80%	20.65				
30. Our managers always show appreciation to staff for their good performance.	Management	0%	15%	15%	15%	38%	15%	0%	15%	53.85%	22.72				
	Employees	2%	5%	5%	10%	31%	36%	12%	48%	71.14%	20.76				
Building Teams		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6							
31. Our organization encourages and fosters good teamwork.	Management	0%	8%	15%	23%	23%	31%	0%	31%	58.97%	22.17	Management	53.53%	23.18	
	Employees	2%	5%	7%	5%	31%	33%	17%	50%	72.36%	21.92	Employees	65.41%	21.59	
32. Our managers are effective at creating staff support and enthusiasm around organization goals.	Management	0%	8%	31%	15%	31%	15%	0%	15%	52.56%	21.35	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree			
	Employees	5%	5%	12%	10%	31%	29%	10%	38%	66.67%	22.33				
33. At our organization, team performance is rewarded at a level equal to or greater than individual performance.	Management	0%	38%	0%	15%	23%	23%	0%	23%	48.72%	28.43				
	Employees	10%	2%	10%	36%	33%	2%	7%	10%	58.33%	18.07				
34. We effectively bring together people from various departments to better achieve our goals.	Management	0%	8%	31%	8%	38%	15%	0%	15%	53.85%	21.68				
	Employees	5%	5%	12%	17%	33%	19%	10%	29%	63.75%	21.97				
Human Resource Systems															
Orientation		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6							
35. Our organization provides new staff with an orientation program that helps them understand the organization's mission, vision, and values.	Management	0%	15%	8%	15%	31%	31%	0%	31%	58.97%	24.17	Management	53.21%	26.25	
	Employees	5%	12%	19%	10%	19%	29%	7%	36%	59.58%	26.39	Employees	58.33%	24.39	

Organization Culture		Executive Team and Organization Comparison							This section of the report compares senior management's perceptions with those of the general workforce for Values & Beliefs, Leadership, Human Resource, Systems and Organization Character.					
Orientation (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
36. Our senior managers participate in the orientation program.	Management	0%	38%	0%	23%	15%	23%	0%	23%	47.44%	27.92	Management	53.21%	26.25
	Employees	24%	5%	19%	12%	24%	14%	2%	17%	56.77%	21.94	Employees	58.33%	24.39
Training & Development		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
37. Our organization insures that all staff are taught the necessary skills to do their job.	Management	0%	8%	15%	23%	46%	8%	0%	8%	55.13%	18.49	Management	55.98%	22.45
	Employees	0%	5%	17%	24%	7%	40%	7%	48%	63.89%	23.83	Employees	65.99%	23.22
38. Our training programs improve our organization's performance.	Management	0%	15%	0%	31%	31%	15%	8%	23%	58.97%	24.17			
	Employees	2%	7%	10%	5%	29%	36%	12%	48%	69.11%	23.44			
39. Our training programs are well designed and structured.	Management	0%	15%	15%	31%	15%	15%	8%	23%	53.85%	25.60			
	Employees	2%	7%	12%	10%	29%	36%	5%	40%	65.04%	22.61			
Performance Management		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
40. Our organization uses a results-oriented staff performance review process.	Management	0%	8%	15%	23%	38%	8%	8%	15%	57.69%	22.17	Management	48.46%	22.19
	Employees	7%	7%	7%	17%	12%	40%	10%	50%	67.95%	23.99	Employees	74.63%	21.09
41. As part of our performance management process, managers and employees agree on their goals.	Management	0%	8%	15%	38%	23%	15%	0%	15%	53.85%	19.43	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Employees	7%	5%	5%	10%	21%	40%	12%	52%	72.22%	21.40			
42. At our organization people are held accountable for their work.	Management	0%	46%	8%	15%	31%	0%	0%	0%	38.46%	22.96			
	Employees	0%	0%	5%	5%	26%	50%	14%	64%	77.38%	15.97			
43. Staff goals include clear steps and timelines.	Management	0%	15%	23%	38%	15%	8%	0%	8%	46.15%	19.43			
	Employees	0%	5%	10%	10%	26%	45%	5%	50%	68.65%	20.89			
44. At our organization, performance appraisals are conducted more than once a year.	Management	0%	23%	23%	23%	23%	0%	8%	8%	46.15%	24.68			
	Employees	7%	2%	0%	0%	17%	26%	48%	74%	87.18%	17.29			
Reward Systems		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
45. Our organization rewards employees fairly.	Management	0%	31%	15%	23%	23%	0%	8%	8%	44.87%	25.81	Management	43.59%	24.37
	Employees	7%	10%	12%	10%	21%	31%	10%	40%	64.53%	25.41	Employees	64.55%	23.12

Organization Culture		Executive Team and Organization Comparison		This section of the report compares senior management's perceptions with those of the general workforce for Values & Beliefs, Leadership, Human Resource, Systems and Organization Character.										
				FREQUENCY OF RESPONSE								Pos. Score	Mean Score	Std. Dev.
Reward Systems (cont.)		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
46. Employees in our organization feel that the rewards for achieving their goals are worthy of the effort.	Management	0%	31%	15%	23%	23%	8%	0%	8%	43.59%	23.11	Management	43.59%	24.37
	Employees	5%	7%	7%	21%	24%	26%	10%	36%	64.58%	23.02	Employees	64.55%	23.12
47. At our organization, promotions are only given to the people that deserve them.	Management	0%	31%	31%	8%	23%	0%	8%	8%	42.31%	26.01			
	Employees	7%	5%	10%	17%	31%	24%	7%	31%	64.53%	21.35			
Organization Character														
Informal Communication		FREQUENCY OF RESPONSE								Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
48. At our organization, ideas and opinions are exchanged openly without fear of reprisal.	Management	0%	23%	15%	15%	15%	31%	0%	31%	52.56%	27.08	Management	56.84%	25.28
	Employees	2%	2%	2%	21%	33%	36%	2%	38%	67.89%	16.83	Employees	68.83%	18.96
49. We us conflict or disagreement constructively to achieve better solutions.	Management	0%	15%	15%	15%	46%	8%	0%	8%	52.56%	21.35	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
Employees	2%	5%	2%	26%	36%	26%	2%	29%	64.23%	18.09				
50. We have an "open door" policy.	Management	0%	8%	15%	15%	15%	31%	15%	46%	65.38%	26.75			
Employees	2%	2%	5%	10%	33%	24%	24%	48%	74.39%	20.78				
Employee Feedback		FREQUENCY OF RESPONSE								Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
51. Our organization asks for feedback from our staff.	Management	0%	8%	8%	15%	23%	31%	15%	46%	67.95%	24.96	Management	60.90%	24.47
	Employees	0%	0%	7%	17%	38%	31%	7%	38%	69.05%	17.10	Employees	66.67%	18.37
52. Our managers take the time to communicate the results of staff feedback.	Management	0%	15%	15%	15%	38%	15%	0%	15%	53.85%	22.72			
	Employees	10%	2%	7%	29%	21%	26%	5%	31%	64.04%	19.58			
Ability to Change		FREQUENCY OF RESPONSE								Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
53. Our organization manages change well.	Management	0%	0%	31%	23%	38%	8%	0%	8%	53.85%	16.88	Management	53.85%	19.29
	Employees	5%	5%	14%	17%	33%	24%	2%	26%	61.25%	20.46	Employees	66.12%	19.04
54. Our senior managers effectively explain the reason for change.	Management	0%	8%	23%	15%	31%	23%	0%	23%	56.41%	22.09			
	Employees	2%	0%	7%	24%	24%	36%	7%	43%	68.70%	18.33			

Organization Culture

Executive Team and Organization Comparison

This section of the report compares senior management's perceptions with those of the general workforce for **Values & Beliefs, Leadership, Human Resource, Systems and Organization Character.**

Ability to Change (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
55. When change occurs, our organization carefully explains how the change will affect staff members.	Management	0%	8%	31%	15%	38%	8%	0%	8%	51.28%	19.79	Management	53.85%	19.29
	Employees	2%	0%	5%	29%	24%	33%	7%	40%	68.29%	17.80	Employees	66.12%	19.04