



Sample Non-profit

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ABC Consulting, Inc.

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**ENTERPRISE EDITION
MANAGEMENT REPORT**



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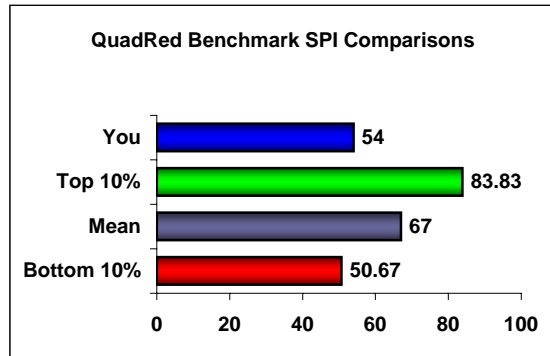
Sample Non-profit

Your Strategic Performance Index™:

54

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

Customer/Client Profile	59
Customer/Client Service	63
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Organization Design

Leveraging Core Competence	57
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Organization Strategy

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Organization Design

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Organization Culture

Recruitment	47
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Building Teams	52



Sample Non-profit

Organization Strategy 54				
Principal Elements		Score	Priority	Prev. Score
1	Mission	61	Med	NA
2	Vision	59	Med	NA
3	Distinct Advantage	44	Med	NA
4	Customer/Clients Profile	59		NA
5	Sector & Competitive Analysis	55	Med	NA
6	Finance	56	Med	NA
7	Developing Programs/Services	44		NA
8	Delivering Programs/Services	56	Med	NA
9	Community Awareness	54	Med	NA
10	Fundraising/Business Development	41	Low	NA
11	Customer/Clients Service	63		NA
12	Planning	57	Med	NA
13	Resource Alignment	40	Med	NA
14	Execution	52	Med	NA

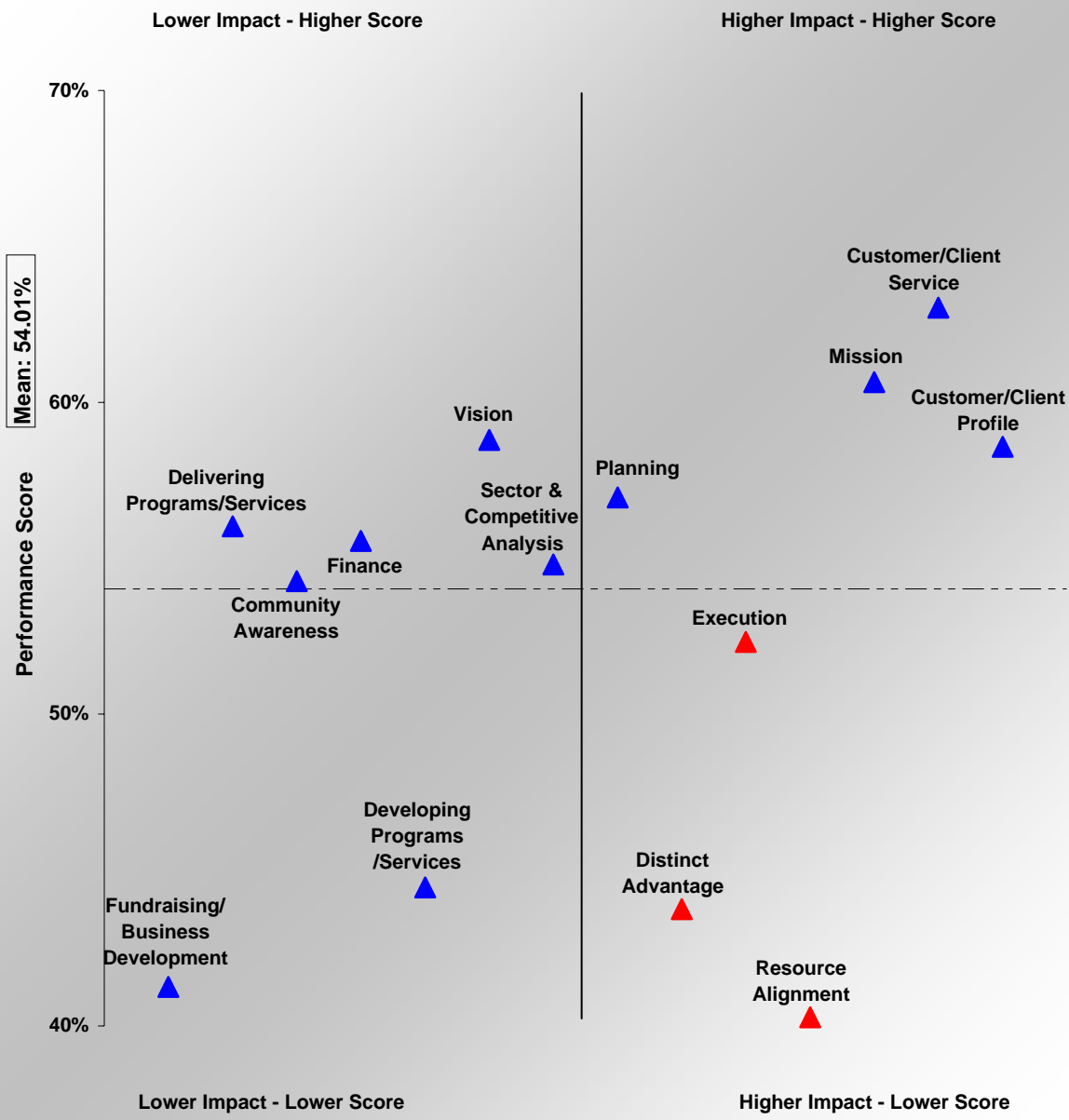
Organization Design 54				
Principal Elements		Score	Priority	Prev. Score
1	Structure Alignment	44	High	NA
2	Leveraging Core Competence	57	High	NA
3	Organization Communication	60	Low	NA
4	Shared Knowledge	56	Med	NA
5	Required Technology	64	Med	NA
6	Policies & Procedures	50	Med	NA
7	Roles & Responsibilities	51	Med	NA
8	Outsourcing & Partners	56	Med	NA

Organization Culture 52				
Principal Elements		Score	Priority	Prev. Score
1	Values Credibility	58	Med	NA
2	Management Modeling	59	High	NA
3	Empowerment	55	Med	NA
4	Coaching	56	Med	NA
5	Building Teams	52	Med	NA
6	Recruitment	47	High	NA
7	Orientation	54	Low	NA
8	Training & development	54	Low	NA
9	Performance Management	46	Low	NA
10	Reward Systems	41	Med	NA
11	Informal Communication	55	Med	NA
12	Employee Feedback	58	Low	NA
13	Ability to Change	52	Med	NA

ORGANIZATION STRATEGY

Areas of Focus

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

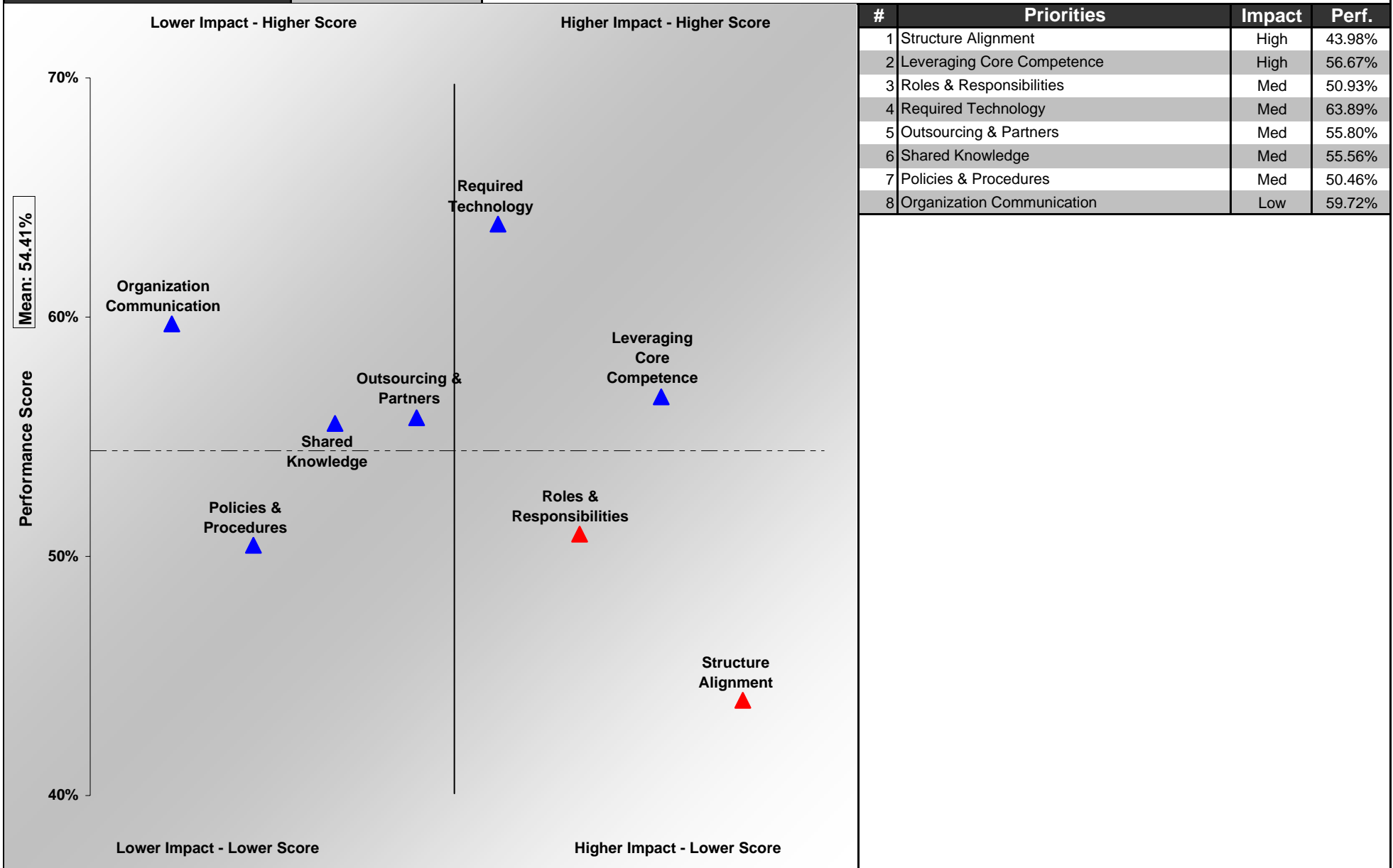


#	Priorities	Impact	Perf.
1	Customer/Client Profile	High	58.57%
2	Customer/Client Service	Med	63.03%
3	Mission	Med	60.65%
4	Resource Alignment	Med	40.28%
5	Execution	Med	52.31%
6	Distinct Advantage	Med	43.75%
7	Planning	Med	56.94%
8	Sector & Competitive Analysis	Med	54.80%
9	Vision	Med	58.80%
10	Developing Programs /Services	Med	44.44%
11	Finance	Med	55.56%
12	Community Awareness	Med	54.26%
13	Delivering Programs/Services	Med	56.02%
14	Fundraising/Business Development	Low	41.25%

ORGANIZATION DESIGN

Areas of Focus

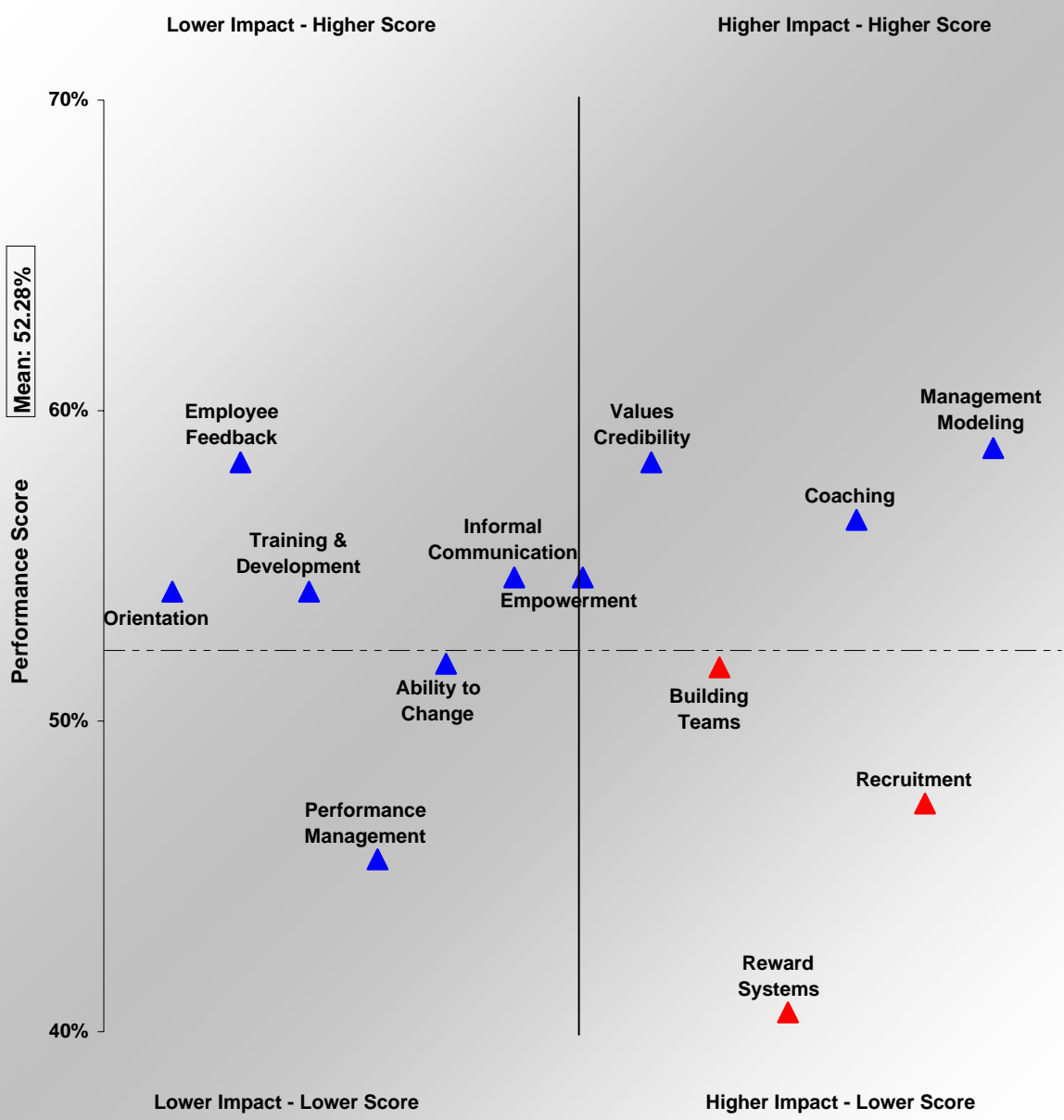
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ORGANIZATION CULTURE

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.

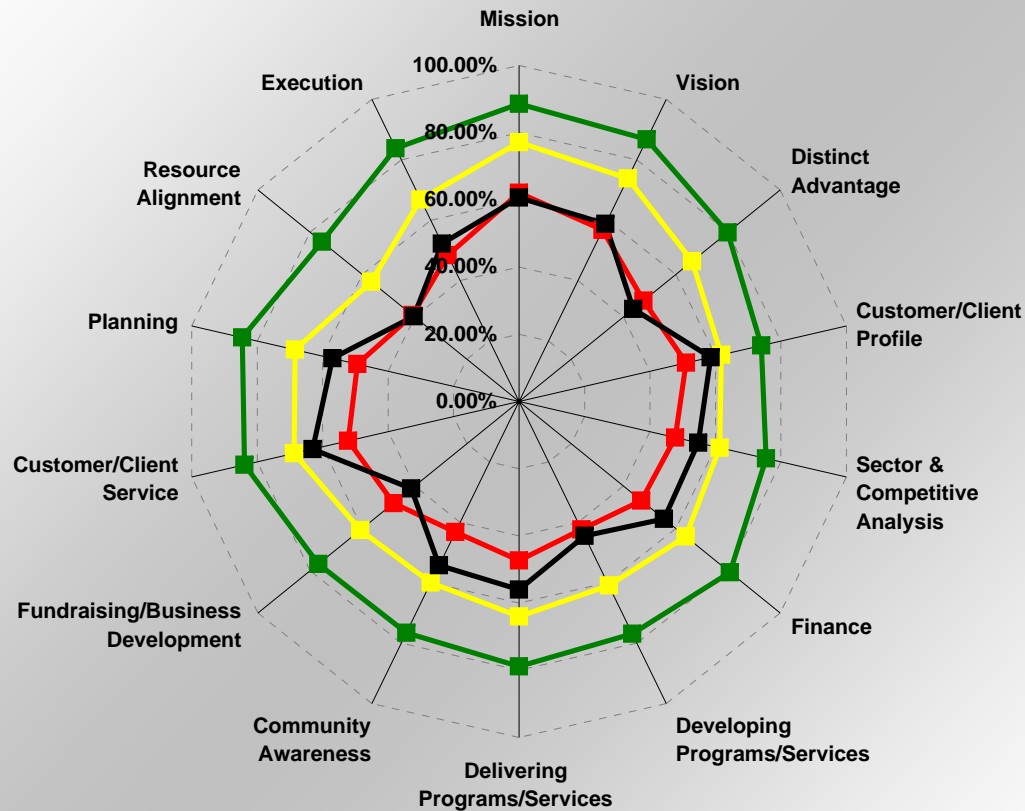


#	Priorities	Impact	Perf.
1	Management Modeling	High	58.80%
2	Recruitment	High	47.35%
3	Coaching	Med	56.48%
4	Reward Systems	Med	40.63%
5	Building Teams	Med	51.74%
6	Values Credibility	Med	58.33%
7	Empowerment	Med	54.63%
8	Informal Communication	Med	54.63%
9	Ability to Change	Med	51.85%
10	Performance Management	Low	45.56%
11	Training & Development	Low	54.17%
12	Employee Feedback	Low	58.33%
13	Orientation	Low	54.17%

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%	60.65%
2	Vision	86.77%	73.86%	56.76%	58.80%
3	Distinct Advantage	79.90%	66.24%	47.69%	43.75%
4	Customer/Client Profile	73.99%	61.83%	51.07%	58.57%
5	Sector & Competitive Analysis	75.45%	61.21%	47.72%	54.80%
6	Finance	80.74%	63.86%	46.87%	55.56%
7	Developing Programs/Services	76.92%	60.99%	42.42%	44.44%
8	Delivering Programs/Services	78.82%	63.99%	47.33%	56.02%
9	Community Awareness	76.59%	60.02%	43.25%	54.26%
10	Fundraising/Business Development	76.89%	60.77%	48.12%	41.25%
11	Customer/Client Service	83.90%	68.64%	52.22%	63.03%
12	Planning	84.53%	68.37%	49.31%	56.94%
13	Resource Alignment	75.54%	56.63%	40.82%	40.28%
14	Execution	83.83%	66.82%	48.44%	52.31%

Organization Strategy

Top 10%: 80.19%
 Overall Mean: 64.97%
 Bottom 10%: 49.00%
 You: 54.01%

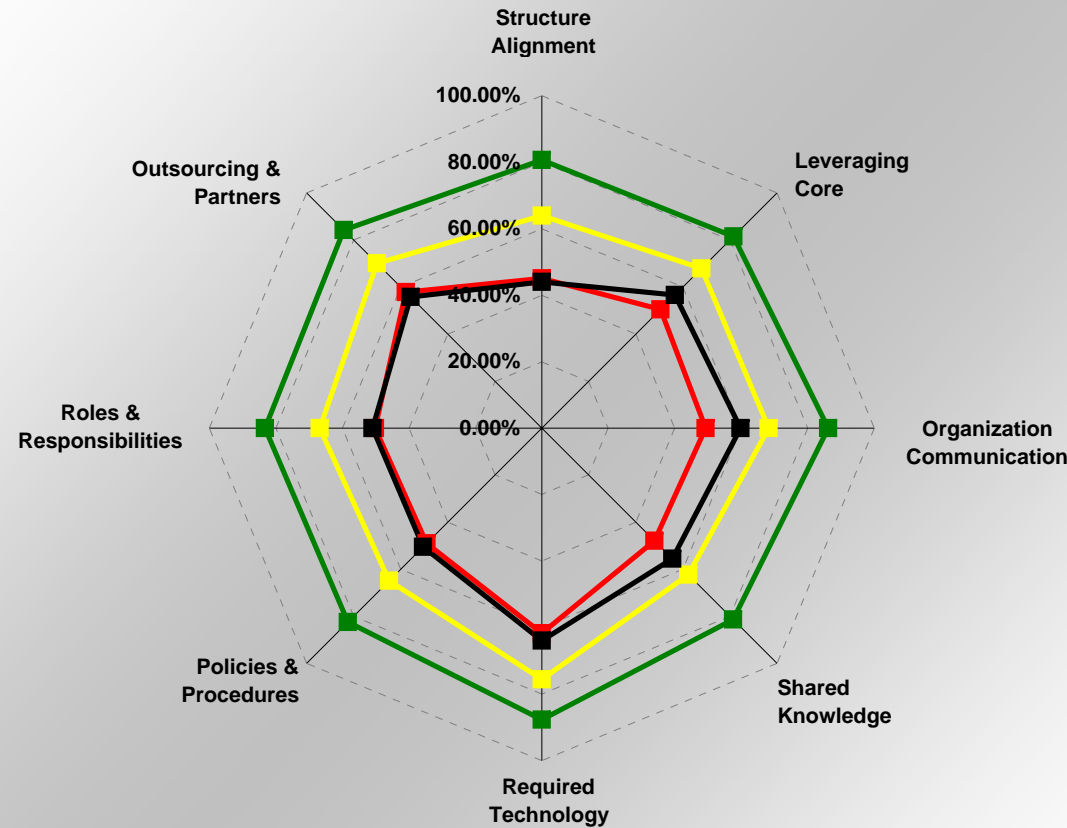


EXECUTIVE SUMMARY

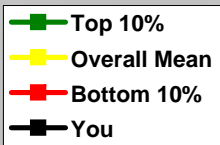
Design Performance Comparison

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	Mean	Btm.	You
1	Structure Alignment	80.62%	63.93%	45.05%	43.98%
2	Leveraging Core Competence	81.50%	67.84%	50.43%	56.67%
3	Organization Communication	86.10%	68.28%	49.28%	59.72%
4	Shared Knowledge	81.39%	62.34%	47.93%	55.56%
5	Required Technology	87.69%	75.54%	61.69%	63.89%
6	Policies & Procedures	82.44%	64.88%	48.96%	50.46%
7	Roles & Responsibilities	83.29%	66.75%	50.14%	50.93%
8	Outsourcing & Partners	84.25%	70.13%	57.85%	55.80%



Organization Design	
Top 10%:	83.21%
Overall Mean:	67.23%
Bottom 10%:	50.77%
You:	54.41%



EXECUTIVE SUMMARY

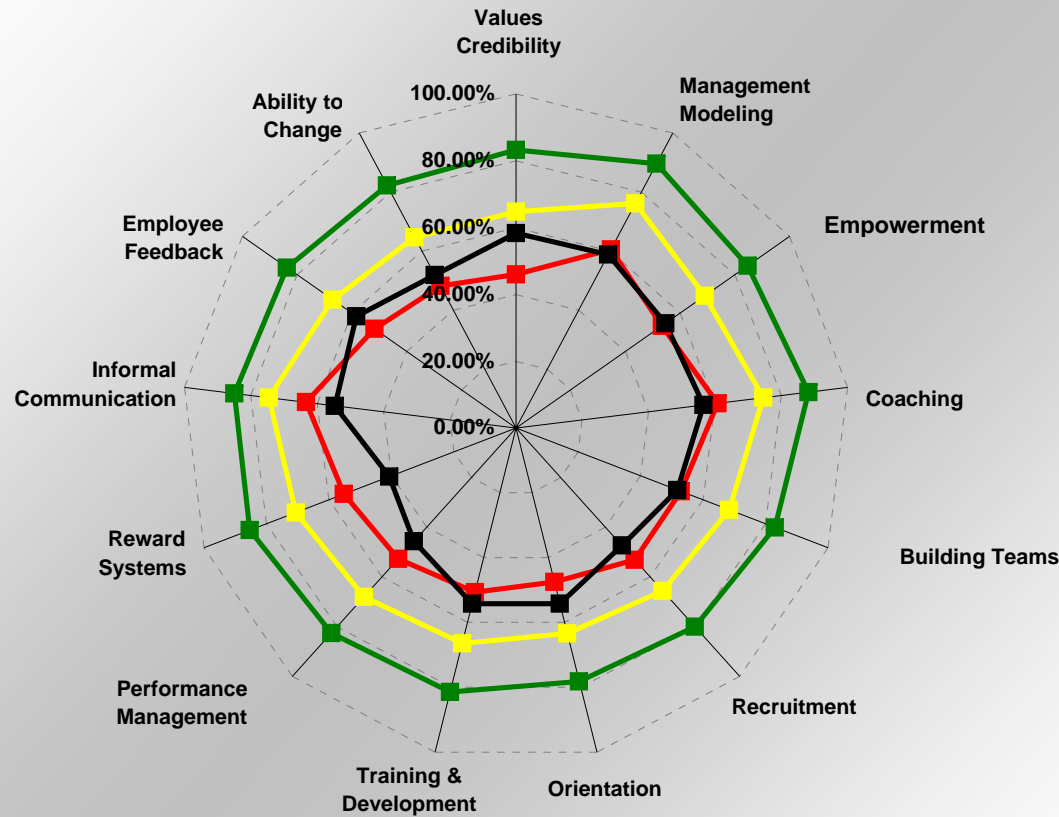
Culture Performance Comparison

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%	58.33%
2	Management Modeling	89.60%	76.15%	60.49%	58.80%
3	Empowerment	84.66%	68.97%	53.35%	54.63%
4	Coaching	88.21%	74.62%	60.78%	56.48%
5	Building Teams	83.07%	68.27%	52.87%	51.74%
6	Recruitment	80.07%	65.57%	53.17%	47.35%
7	Orientation	78.14%	63.38%	47.52%	54.17%
8	Training & Development	81.42%	66.49%	50.64%	54.17%
9	Performance Management	82.55%	68.04%	52.72%	45.56%
10	Reward Systems	85.38%	70.58%	55.14%	40.63%
11	Informal Communication	84.96%	74.49%	63.30%	54.63%
12	Employee Feedback	83.72%	67.02%	51.75%	58.33%
13	Ability to Change	82.14%	64.64%	48.15%	51.85%

Organization Culture

Top 10%: 81.39%
Overall Mean: 62.34%
Bottom 10%: 47.93%
You: 52.28%

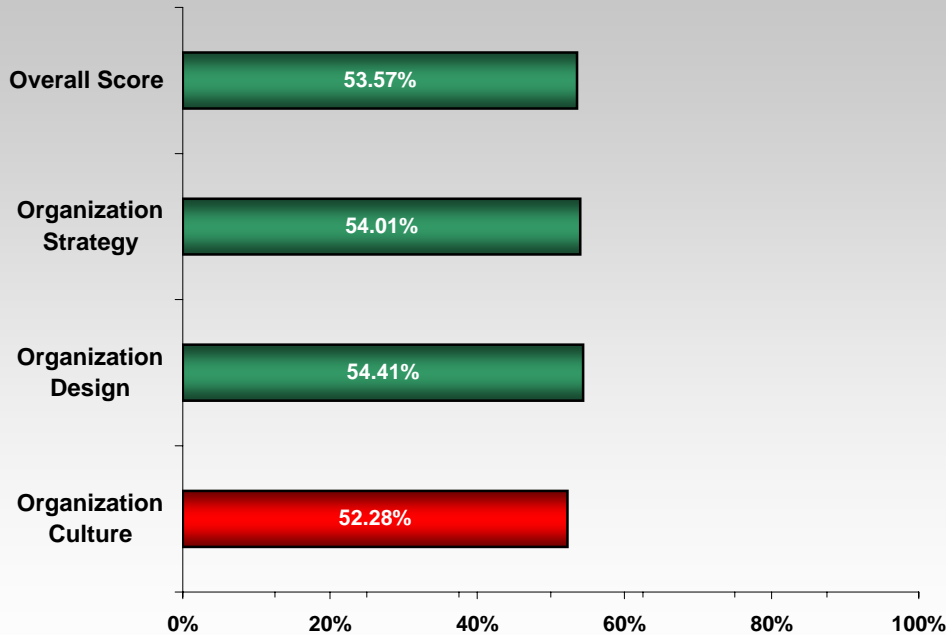


PERFORMANCE SCORES OVERVIEW

**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.

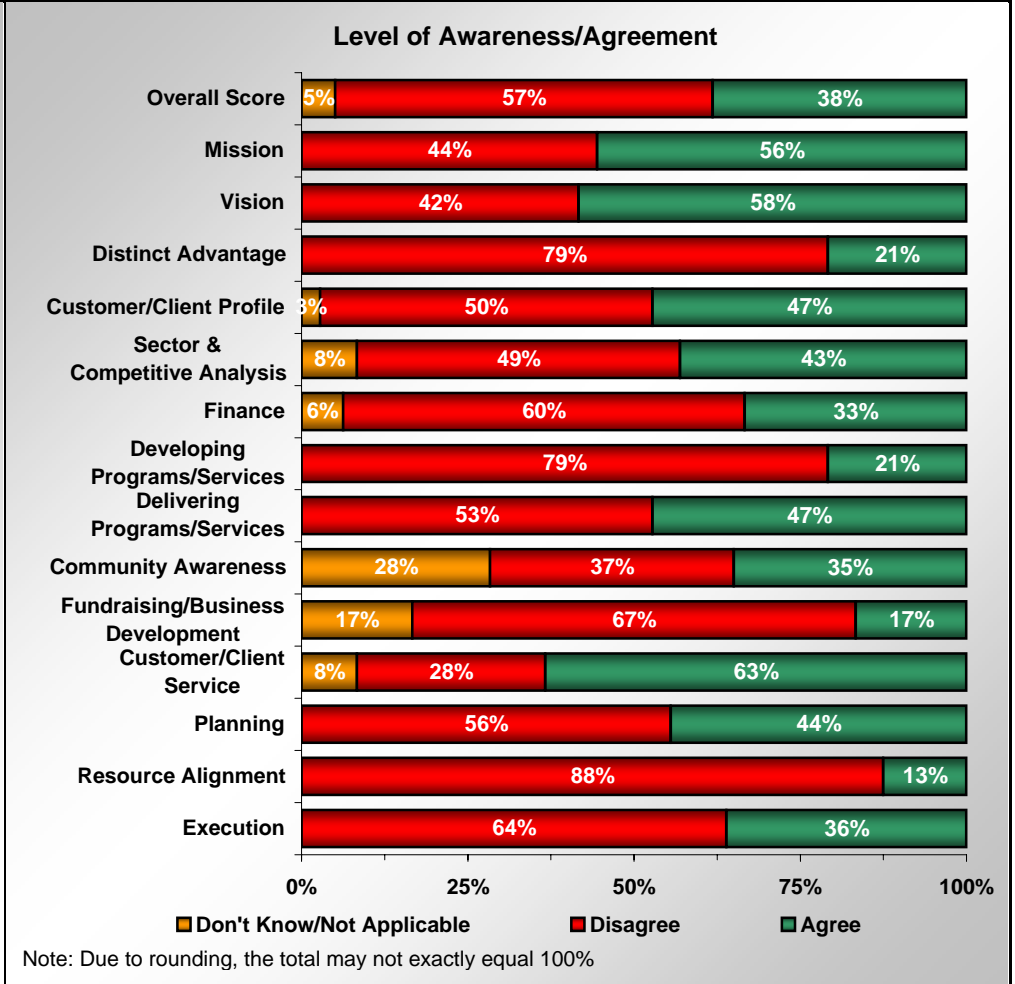
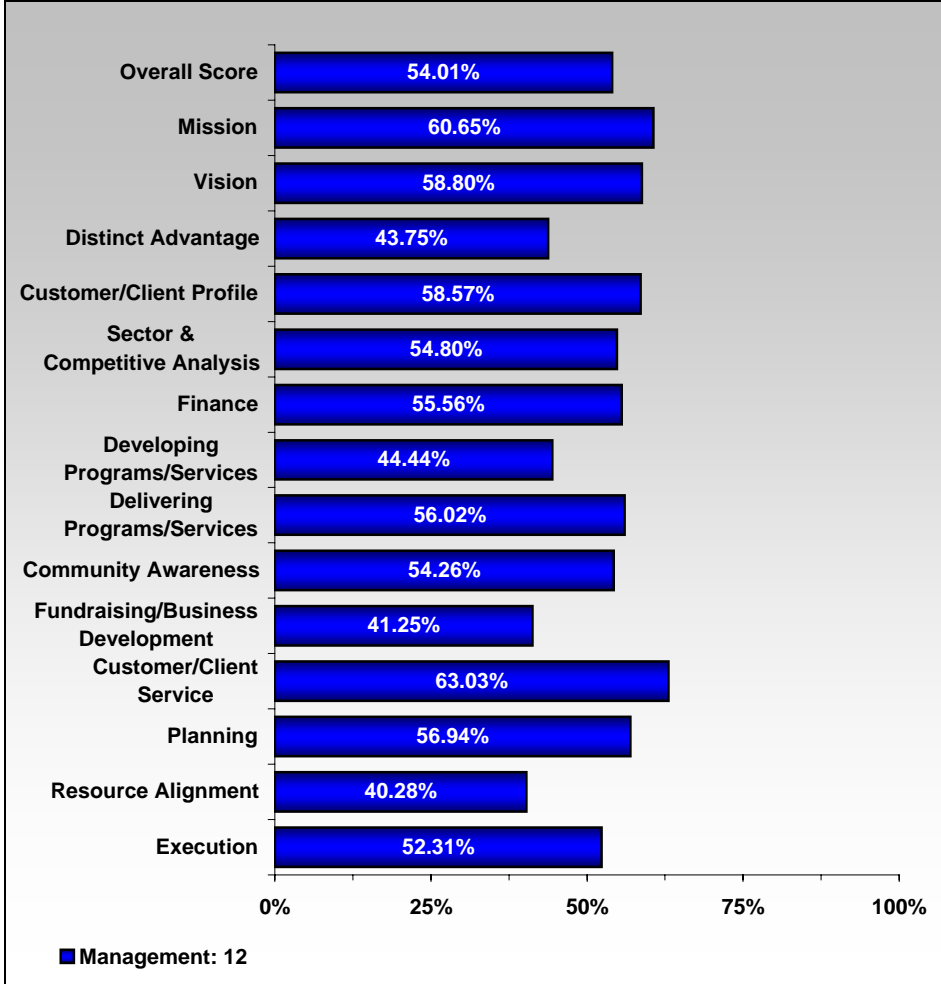
Organization Strategy

Organization Design

Organization Culture

1. Mission, Vision, & Distinct Advantage	54.40%	1. Structure	43.98%	1. Values & Beliefs	58.33%
2. External Assessment	56.68%	2. Core Competence	56.67%	2. Leadership	55.41%
3. Internal Capabilities	52.43%	3. Information, Systems, & Technology	59.72%	3. Human Resource Systems	48.37%
4. Planning & Execution	49.85%	4. Organization Efficiency	52.40%	4. Organization Character	54.94%

<h1>Organization Strategy</h1>	<h2>Detail Results</h2>	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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Mission, Vision, & Distinct Advantage

Mission	FREQUENCY OF RESPONSE								Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6							
1. Our mission statement clearly explains the purpose of our non-profit organization.	0%	0%	8%	25%	33%	25%	8%	33%	66.67%	18.80		60.65%	19.58	
2. Our mission statement explains how those we serve and other stakeholders benefit from our organization.	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.	0%	8%	8%	42%	25%	17%	0%	17%	55.56%	19.24	Management	60.65%	19.58
Vision	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
	DK	1	2	3	4	5	6						
4. Our vision statement clearly explains what our organization will be doing in the future.	0%	8%	17%	25%	50%	0%	0%	0%	52.78%	17.17	Management	58.80%	20.11
5. Our vision serves the long-term interest of our customers and other stakeholders.	0%	0%	25%	8%	33%	33%	0%	33%	62.50%	20.26	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
6. Our vision gives us the direction we need to make good decisions.	0%	8%	8%	25%	33%	17%	8%	25%	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.	0%	17%	17%	50%	17%	0%	0%	0%	44.44%	16.41	Management	43.75%	16.89
8. Our organization's unique advantage is clearly understood by all staff.	0%	17%	33%	25%	25%	0%	0%	0%	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.	0%	8%	8%	50%	17%	17%	0%	17%	54.17%	18.97	Management	58.57%	21.53
10. Our organization has clearly identified why our customers or clients would NOT utilize our programs and services.	0%	17%	8%	42%	25%	8%	0%	8%	50.00%	20.10			
11. Our organization has defined the ideal means by which our customers or clients prefer to use our services.	8%	0%	8%	8%	33%	25%	17%	42%	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.	8%	25%	17%	33%	8%	8%	0%	8%	42.42%	21.55	Management	54.80%	17.97
13. Our organization has thoroughly assessed the threat of substitute organizations or programs.	8%	8%	17%	42%	25%	0%	0%	0%	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.						
Sector & Competitive Analysis (cont.)		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Management	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.		8%	8%	0%	25%	50%	8%	0%	8%	59.09%	17.26	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	54.80%	17.97
15. Our organization's customer base and communities served are growing at a rate that meets or exceeds the growth of similar organizations.		17%	0%	8%	17%	33%	25%	0%	25%	65.00%	16.57			
16. Our organization maintains an ongoing, quantifiable market evaluation process.		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.		8%	0%	25%	17%	33%	17%	0%	17%	57.58%	18.80			
Internal Capabilities														
Finance		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.	
		DK	1	2	3	4	5							6
18. Our organization has allocated the financial resources necessary to achieve our mission.		8%	0%	0%	25%	17%	33%	17%	50%	74.24%	18.80	55.56%	20.10	
19. Our organization has consistently performed within a targeted range of financial goals.		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.		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.		17%	8%	17%	42%	17%	0%	0%	0%	46.67%	15.32			
Developing Programs/Services		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Management	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.		0%	25%	17%	33%	17%	0%	8%	8%	45.83%	24.75	44.44%	21.80	
23. Our approach to researching and developing new programs and services is innovative and creative.		0%	17%	33%	33%	8%	8%	0%	8%	43.06%	19.41			
Delivering Programs/Services		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.	
		DK	1	2	3	4	5							6
24. We produce programs and services with high quality.		0%	0%	8%	17%	42%	33%	0%	33%	66.67%	15.89	56.02%	19.17	

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.**

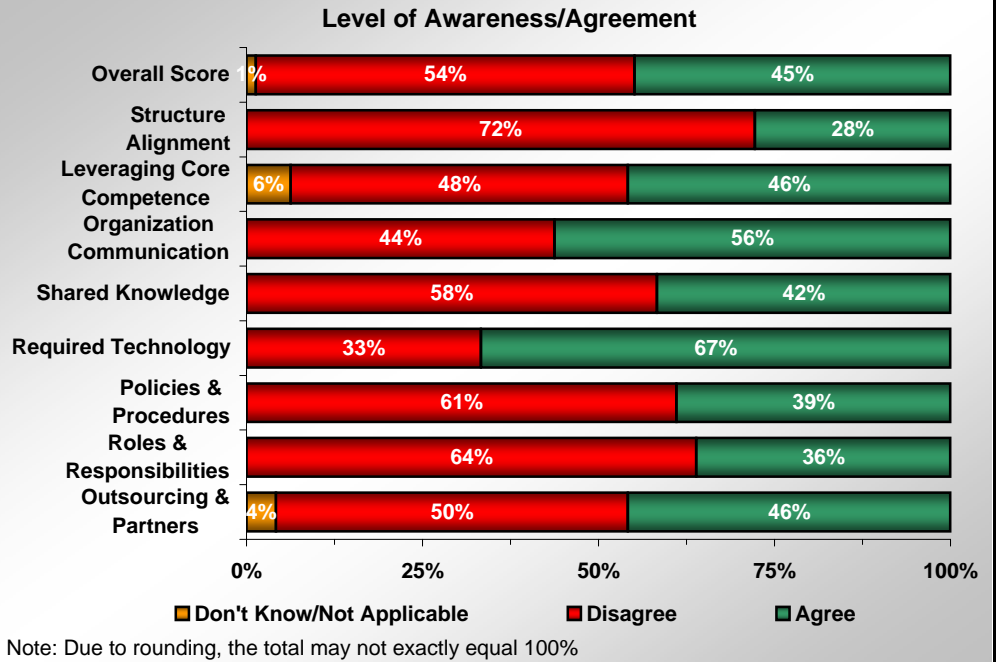
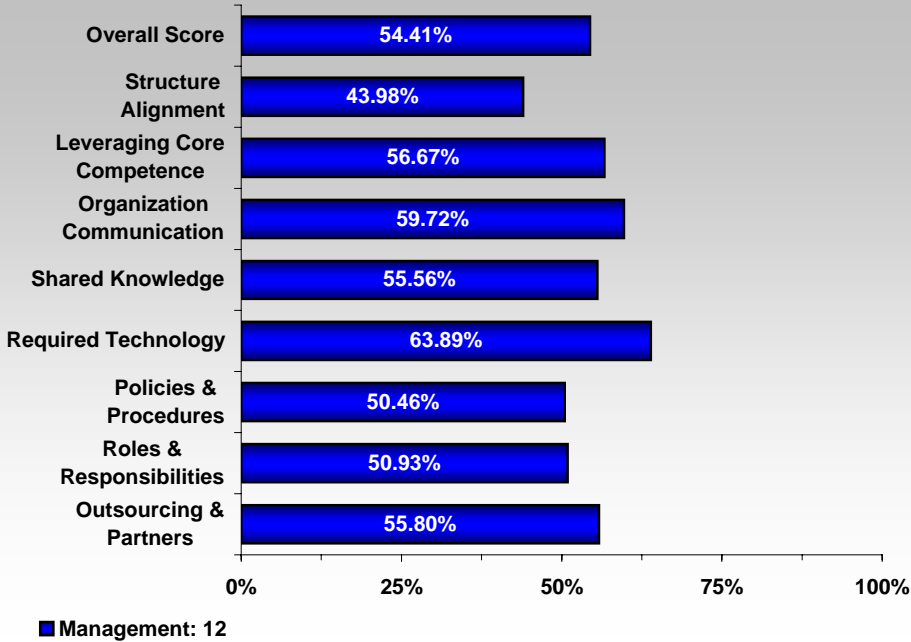
Delivering Programs/Services (cont.)	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
25. Our method for creating and delivering quality programs and services is cost efficient.	0%	0%	42%	42%	17%	0%	0%	0%	45.83%	12.57		56.02%	19.17
26. Our method for creating and delivering quality programs and services is fast, flexible, and responsive.	0%	8%	25%	17%	25%	25%	0%	25%	55.56%	22.84			
Community Awareness	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
DK	1	2	3	4	5	6							
27. Our organization has a clearly defined plan for creating greater community awareness.	17%	8%	8%	17%	42%	8%	0%	8%	56.67%	19.56		54.26%	19.28
28. As part of our plan to promote community awareness for our organization we reinforce our distinct identity.	17%	8%	0%	25%	25%	25%	0%	25%	61.67%	20.86	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
29. Our organization utilizes a comprehensive customer database that provides management with detailed individual and community information.	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.	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.	42%	8%	17%	17%	17%	0%	0%	0%	45.24%	18.55			
Fundraising/Business Development	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Management	Mean Score
DK	1	2	3	4	5	6							
32. Our staff members who are responsible for fundraising consistently achieve their goals.	17%	25%	17%	33%	8%	0%	0%	0%	38.33%	17.66		41.25%	19.97
33. Our staff members who focus fundraising have the necessary skills they need to be successful.	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.	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.	17%	25%	17%	8%	25%	8%	0%	8%	45.00%	24.91			
Customer/Client Service	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
DK	1	2	3	4	5	6							
36. Our service standards are clearly defined and documented.	17%	0%	8%	25%	50%	0%	0%	0%	58.33%	11.79		63.03%	14.59
37. We consistently exceed our customer's expectations.	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.	Management	Mean Score	Std. Dev.	
		DK	1	2	3	4	5							6
38. Our staff understands our commitment to customer satisfaction.		0%	0%	8%	25%	50%	17%	0%	17%	62.50%	14.43	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	63.03%	14.59
39. Our organization regularly obtains and evaluates customer/constituent feedback.		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.		8%	0%	0%	17%	33%	33%	8%	42%	72.73%	15.41			
Planning & Execution														
Planning		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.	
		DK	1	2	3	4	5							6
41. Our organization has clearly defined and prioritized our strategic goals.		0%	0%	8%	33%	33%	25%	0%	25%	62.50%	16.09		56.94%	16.61
42. Our strategic goals and objectives are measurable.		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.		0%	0%	25%	42%	25%	8%	0%	8%	52.78%	15.63			
Resource Alignment		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Management	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.		0%	0%	42%	42%	17%	0%	0%	0%	45.83%	12.57		40.28%	15.48
45. At our organization, we evaluate the capacity and performance levels of departments or individuals before increasing their workload.		0%	33%	33%	25%	8%	0%	0%	0%	34.72%	16.60			
Execution		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.	
		DK	1	2	3	4	5							6
46. We execute our strategic goals.		0%	0%	17%	50%	25%	8%	0%	8%	54.17%	14.43		52.31%	19.58
47. Our senior managers routinely review the status of our strategic goals and objectives.		0%	0%	8%	25%	33%	33%	0%	33%	65.28%	16.60			
48. At our organization, there are consequences when deadlines are missed.		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.	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.	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.	0%	17%	33%	17%	25%	8%	0%	8%	45.83%	21.47			

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

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.	0%	0%	25%	17%	42%	17%	0%	17%	58.33%	18.12	Management	56.67%	15.65

Organization Design

Detail Results

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

Leveraging Core Competence (cont.)	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
53. We leverage our core competencies to create real value for our customers.	8%	0%	17%	33%	33%	8%	0%	8%	56.06%	15.41			
54. We leverages our core competencies to distinguish ourselves from similar organizations.	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.	8%	0%	17%	33%	33%	8%	0%	8%	56.06%	15.41			

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

Information, Systems, & Technology

Organization Communication	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
56. Our organization keeps our staff well informed.	0%	8%	25%	8%	33%	17%	8%	25%	58.33%	25.13			
57. Our organization regularly communicates the status of our goals and objectives.	0%	0%	8%	8%	50%	25%	8%	33%	69.44%	17.16			
58. At our organization, important information is readily available.	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.	0%	0%	17%	50%	17%	17%	0%	17%	55.56%	16.41			

Shared Knowledge	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	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.	0%	0%	17%	42%	33%	8%	0%	8%	55.56%	14.80			
61. Our organization has a knowledge management system where managers and staff from different areas can share information to maximize organization performance.	0%	0%	17%	42%	33%	8%	0%	8%	55.56%	14.80			

Required Technology	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
62. We currently have the technology we need to achieve our goals.	0%	8%	8%	33%	33%	17%	0%	17%	56.94%	19.41			
63. Our organization continues to identify and acquire new technologies that support our mission and vision.	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

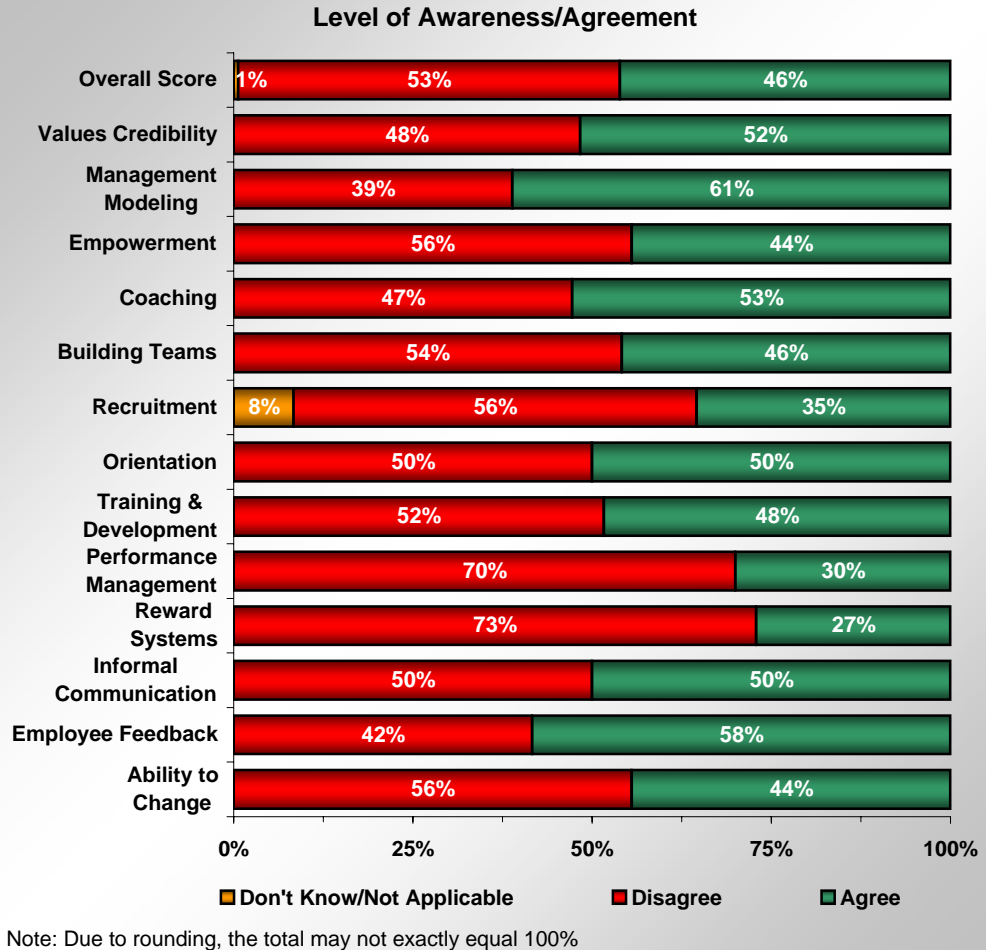
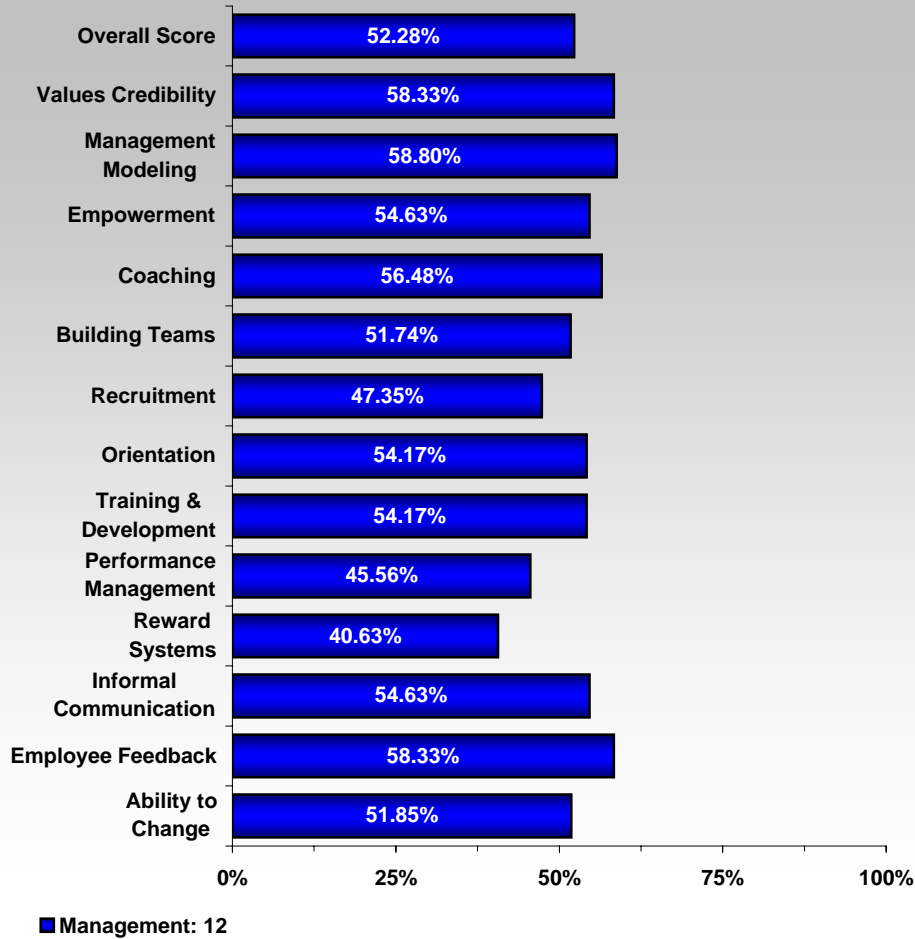
Policies & Procedures	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
64. At our organization, policies and procedures provide clear and understandable direction.	0%	8%	50%	8%	25%	8%	0%	8%	45.83%	20.26			
65. Our senior managers ensure we comply with our policies and procedures.	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."	0%	8%	25%	17%	25%	25%	0%	25%	55.56%	22.84			
Roles & Responsibilities	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	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.	0%	8%	0%	42%	33%	17%	0%	17%	58.33%	18.12			
68. At our organization, management roles are clearly defined.	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.	0%	25%	17%	33%	8%	17%	0%	17%	45.83%	23.70			
Outsourcing & Partners	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	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.	8%	8%	8%	25%	33%	17%	0%	17%	57.58%	20.23			
71. Our organization monitors the performance of our vendors and strategic partners.	0%	0%	25%	33%	33%	8%	0%	8%	54.17%	16.09			

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

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.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
72. Our staff clearly understands and embraces our organization's values and beliefs.	0%	8%	8%	17%	33%	25%	8%	33%	63.89%	23.39		58.33%	23.47
73. Our organization's business practices are carefully aligned with our values and beliefs.	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.**

Values Credibility (cont.)	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
74. Our values and beliefs are reinforced in all internal communication.	0%	0%	17%	33%	0%	42%	8%	50%	65.28%	22.98	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	58.33%	23.47
75. The daily experiences of our employees are consistent with the direction set forth in our values and beliefs.	0%	8%	17%	17%	33%	25%	0%	25%	58.33%	21.90			
76. Cynicism is virtually absent in our organization.	0%	17%	50%	17%	8%	8%	0%	8%	40.28%	19.41			
Leadership													
Management Modeling	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	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.	0%	17%	17%	8%	42%	17%	0%	17%	54.17%	23.70	58.80%	25.97	
78. At our organization, employees have confidence in our senior managers.	0%	8%	33%	8%	25%	17%	8%	25%	55.56%	25.95			
79. Our organization's senior managers are honest.	0%	17%	8%	0%	17%	50%	8%	58%	66.67%	28.42			
Empowerment	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
80. Our managers know when to personally manage projects and when to let their staff have the authority and control.	0%	17%	33%	25%	17%	8%	0%	8%	44.44%	20.52	54.63%	20.55	
81. Staff involvement is always encouraged.	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.	0%	8%	17%	42%	33%	0%	0%	0%	50.00%	15.89			
Coaching	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
83. At our organization delegation is viewed as a tool to develop and motivate our staff.	0%	8%	25%	17%	25%	25%	0%	25%	55.56%	22.84	56.48%	24.32	
84. Our managers understand the importance of maintaining their staff's self-esteem.	0%	8%	25%	8%	25%	17%	17%	33%	61.11%	27.83			
85. Our managers always show appreciation to staff for their good performance.	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.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
86. Our organization encourages and fosters good teamwork.	0%	8%	17%	25%	25%	25%	0%	25%	56.94%	21.86		DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	51.74% 23.12
87. Our managers are effective at creating staff support and enthusiasm around organization goals.	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.	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.	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.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
90. At our organization, only high-caliber candidates are considered for open positions.	0%	17%	25%	0%	42%	17%	0%	17%	52.78%	24.45		DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	47.35% 20.00
91. We only hire individuals who are compatible with our organization culture.	0%	8%	25%	42%	25%	0%	0%	0%	47.22%	15.63			
92. Our managers are very good interviewers.	8%	8%	25%	25%	33%	0%	0%	0%	48.48%	17.41			
93. Our managers are evaluated on their success at recruiting top talent.	25%	25%	25%	0%	25%	0%	0%	0%	38.89%	22.05			
Orientation	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	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.	0%	17%	8%	17%	25%	33%	0%	33%	58.33%	25.12		DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	54.17% 26.12
95. Our senior managers participate in the orientation program.	0%	33%	0%	25%	17%	25%	0%	25%	50.00%	27.52			
Training & Development	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
96. Our organization invests in training.	0%	0%	8%	25%	33%	17%	17%	33%	68.06%	20.67		DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	54.17% 22.68
97. Our organization insures that all staff are taught the necessary skills to do their job.	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.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
98. Our training programs improve our organization's performance.	0%	17%	0%	33%	33%	17%	0%	17%	55.56%	21.71	Management DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	54.17%	22.68
99. Our training programs are well designed and structured.	0%	17%	17%	33%	17%	17%	0%	17%	50.00%	22.47		54.17%	22.68
100. Our organization provides management development training.	0%	33%	25%	0%	25%	17%	0%	17%	44.44%	26.90		54.17%	22.68
Performance Management	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
DK	1	2	3	4	5	6							
101. Our organization uses a results-oriented staff performance review process.	0%	8%	17%	25%	42%	8%	0%	8%	54.17%	18.97	Management DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	45.56%	20.09
102. As part of our performance management process, managers and employees agree on their goals.	0%	8%	17%	42%	25%	8%	0%	8%	51.39%	18.06		45.56%	20.09
103. At our organization people are held accountable for their work.	0%	50%	8%	17%	25%	0%	0%	0%	36.11%	22.28		45.56%	20.09
104. Staff goals include clear steps and timelines.	0%	17%	25%	42%	8%	8%	0%	8%	44.44%	19.24		45.56%	20.09
105. At our organization, performance appraisals are conducted more than once a year.	0%	25%	25%	25%	25%	0%	0%	0%	41.67%	19.46		45.56%	20.09
Reward Systems	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
DK	1	2	3	4	5	6							
106. Given our goals, we are rewarding the appropriate skills and behaviors.	0%	17%	33%	17%	33%	0%	0%	0%	44.44%	19.25	Management DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	40.63%	19.72
107. Our organization rewards employees fairly.	0%	33%	17%	25%	25%	0%	0%	0%	40.28%	20.67		40.63%	19.72
108. Employees in our organization feel that the rewards for achieving their goals are worthy of the effort.	0%	33%	17%	25%	25%	0%	0%	0%	40.28%	20.67		40.63%	19.72
109. At our organization, promotions are only given to the people that deserve them.	0%	33%	33%	8%	25%	0%	0%	0%	37.50%	20.26		40.63%	19.72

Organization Culture

Detail Results

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

Organization Character

Informal Communication	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	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.	0%	25%	17%	17%	8%	33%	0%	33%	51.39%	27.94	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	54.63%	24.76
111. We us conflict or disagreement constructively to achieve better solutions.	0%	17%	17%	17%	50%	0%	0%	0%	50.00%	20.10			
112. We have an "open door" policy.	0%	8%	17%	17%	17%	33%	8%	42%	62.50%	25.75			
Employee Feedback	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
113. Our organization asks for feedback from our staff.	0%	8%	8%	17%	25%	33%	8%	42%	65.28%	24.06	Management	58.33%	23.57
114. Our managers take the time to communicate the results of staff feedback.	0%	17%	17%	17%	42%	8%	0%	8%	51.39%	21.86			
Ability to Change	FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Management	Mean Score	Std. Dev.
	DK	1	2	3	4	5	6						
115. Our organization manages change well.	0%	0%	33%	25%	33%	8%	0%	8%	52.78%	17.17	Management	51.85%	18.59
116. Our senior managers effectively explain the reason for change.	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.	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/Client 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/Client 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.

