



Sample Church

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ENTERPRISE EDITION

BOARD REPORT

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Results and Key Findings Report Overview

Objectives

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

Highlighted Elements Represent Areas Covered in the Board Assessment

Organization Dynamic Model™ - Board Categories (Church)

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 Congregant Profile	2.2 Core Competence	2.2.1 Leveraging Core Competence	3.2 Leadership	3.2.1 Management Modeling						
	1.2.2 Community Position					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	3.3.1 Recruitment						
	1.3.2 Developing Programs/Services					2.3.2 Shared Knowledge	3.3.2 Orientation				
	1.3.3 Delivering Programs/Services							2.3.3 Required Technology	3.3.3 Training & Development		
	1.3.4 Community Awareness									3.3.4 Performance Management	
	1.3.5 Revenue/Congregant Growth										3.3.5 Reward Systems
	1.3.6 Congregant Service										
1.4 Planning & Execution	1.4.1 Planning	2.4 Organization Efficiency	2.4.1 Policies & Procedures	3.4 Organization Character	3.4.1 Informal Communication						
	1.4.2 Resource Alignment					2.4.2 Roles & Responsibilities	3.4.2 Employee Feedback				
	1.4.3 Execution							2.4.3 Outsourcing & Partners	3.4.3 Ability to Change		

Methodology

The assessment employs a six-point interval scale to evaluate your church'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 church's current performance in the categories of Strategy, Design, and Culture.
3. **Comparison:** How the church 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

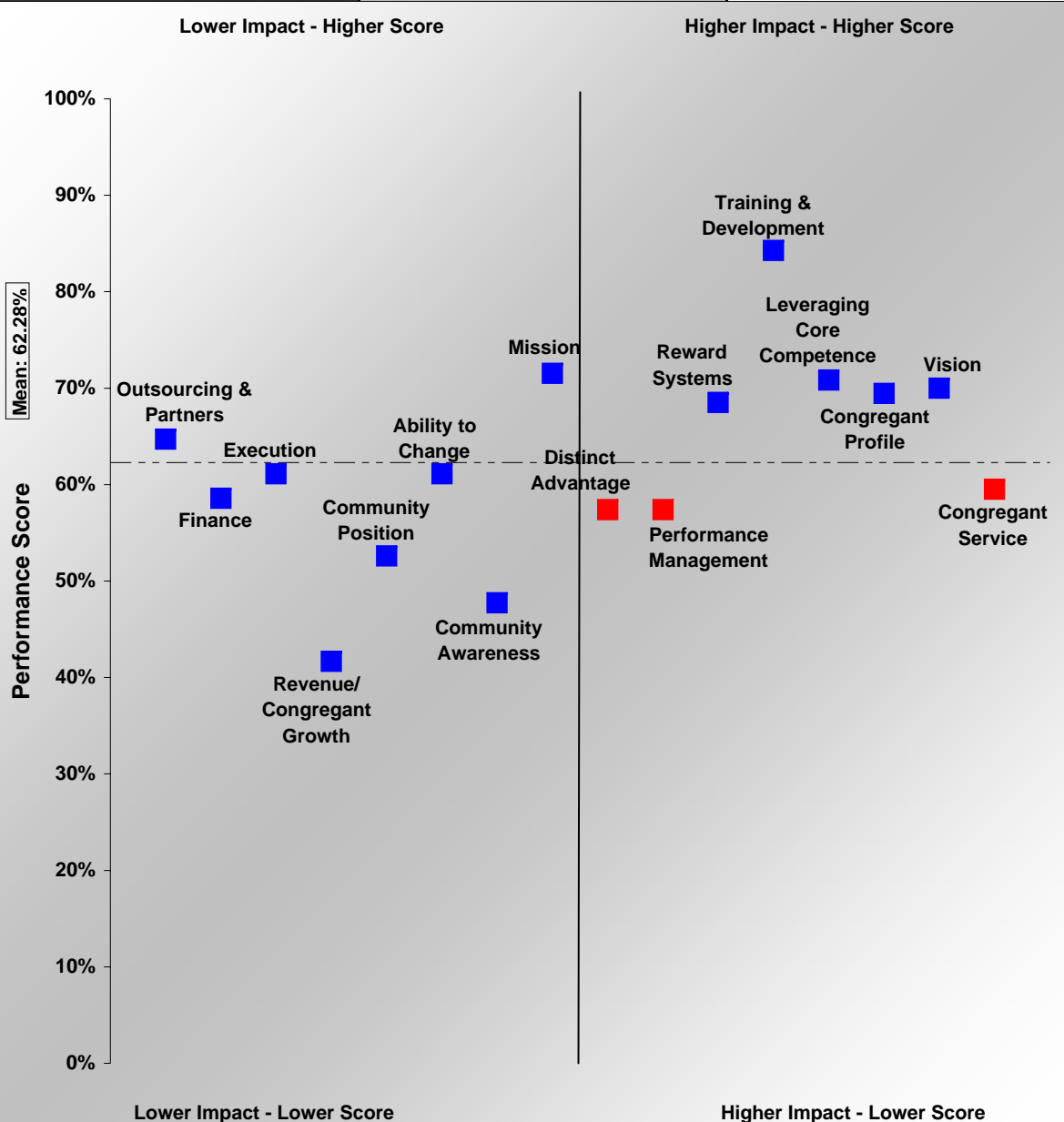
1. Review the Executive Summary and Degree of Impact Summary pages to understand:
 - How the senior team prioritized each of the business areas.
 - How they rated their respective performance.
2. Review the comparison charts to get a sense of where this church's performance lies in relation to other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

Degree of Impact

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

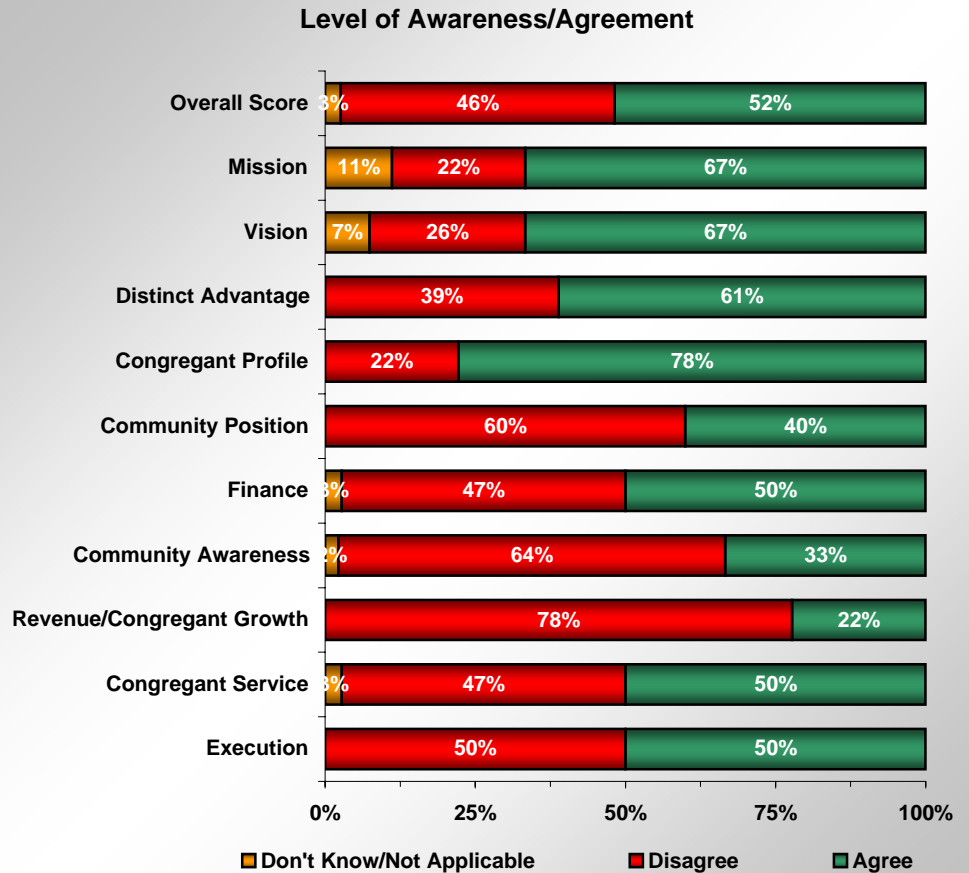
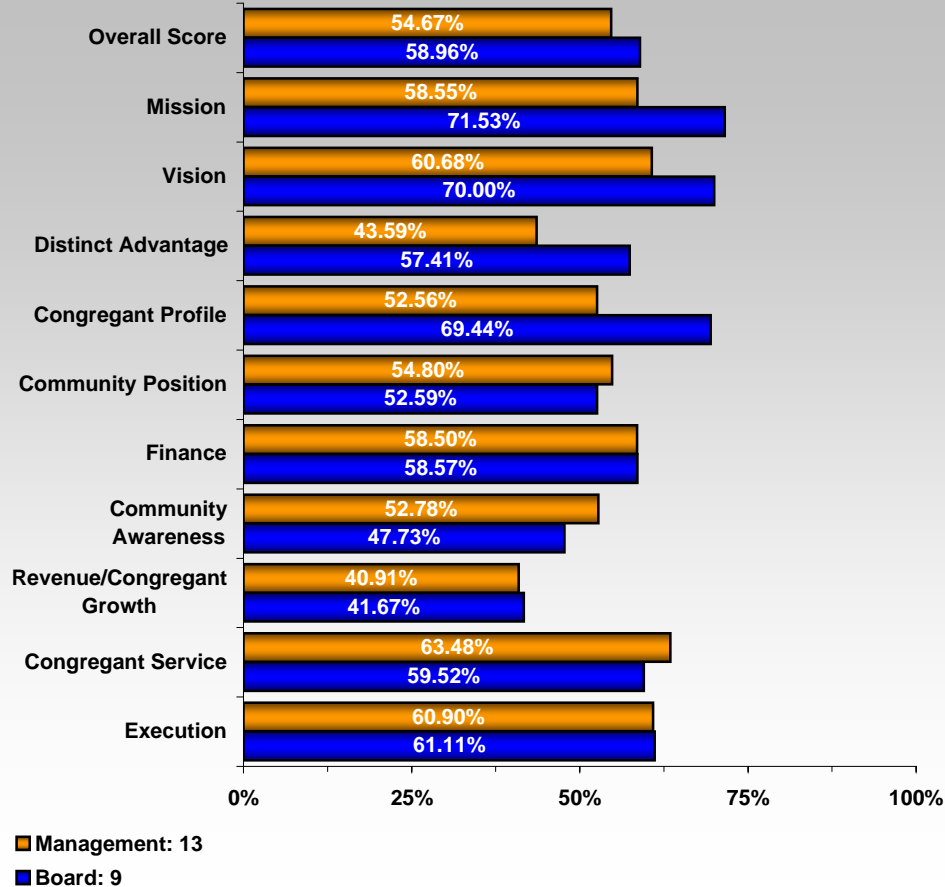


#	Priorities	Impact	Perf.
1	Congregant Service	81.94%	59.52%
2	Vision	75.00%	70.00%
3	Congregant Profile	73.61%	69.44%
4	Leveraging Core Competence	71.53%	70.83%
5	Training & Development	68.75%	84.26%
6	Reward Systems	62.50%	68.52%
7	Performance Management	57.64%	57.41%
8	Distinct Advantage	55.56%	57.41%
9	Mission	52.78%	71.53%
10	Community Awareness	47.22%	47.73%
11	Ability to Change	45.14%	61.11%
12	Community Position	37.50%	52.59%
13	Revenue/Congregant Growth	34.72%	41.67%
14	Execution	32.64%	61.11%
15	Finance	27.08%	58.57%
16	Outsourcing & Partners	26.39%	64.71%

Organization Strategy

Management Team and Board Comparison

This section of the report compares the management team perceptions with those of the Board of Directors for **Mission, Vision, & Distinct Advantage, External Assessment, Internal Capabilities and Planning & Execution.**



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 church.	Management	0%	0%	15%	23%	31%	23%	8%	31%	64.10%	20.24	Management	58.55%	20.19
	Board	11%	0%	0%	11%	11%	44%	22%	67%	81.25%	16.52	Board	71.53%	21.69
2. Our mission statement explains how our congregants, visitors, and other stakeholders benefit from our organization.	Management	0%	8%	15%	23%	31%	23%	0%	23%	57.69%	21.10			
	Board	11%	0%	11%	11%	33%	11%	22%	33%	70.83%	23.15			

Organization Strategy		Management Team and Board Comparison		This section of the report compares the management team perceptions with those of the Board of Directors 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 church is different from other similar churches.	Management Board	0% 11%	8% 0%	15% 22%	38% 11%	23% 33%	15% 11%	0% 11%	15% 22%	53.85% 62.50%	19.43 23.15	Management Board	58.55% 71.53%	20.19 21.69
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 church will be doing in the future.	Management Board	0% 22%	8% 0%	15% 11%	23% 22%	54% 22%	0% 22%	0% 0%	0% 22%	53.85% 61.90%	16.88 18.54	Management Board	60.68% 70.00%	20.76 20.41
5. Our vision serves the long-term interest of our congregants, visitors, and other stakeholders.	Management Board	0% 0%	0% 0%	23% 11%	8% 0%	31% 22%	31% 44%	8% 22%	38% 67%	65.38% 77.78%	22.01 20.41			
6. Our vision gives us the direction we need to make good decisions.	Management Board	0% 0%	8% 0%	8% 11%	23% 22%	31% 22%	23% 33%	8% 11%	31% 44%	62.82% 68.52%	22.72 21.15			
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 faith-based marketplace.	Management Board	0% 0%	15% 0%	15% 33%	54% 0%	15% 33%	0% 22%	0% 11%	0% 33%	44.87% 62.96%	15.79 24.69	Management Board	43.59% 57.41%	16.38 21.56
8. Our church's unique advantage is clearly understood by all staff.	Management Board	0% 0%	15% 0%	38% 44%	23% 0%	23% 56%	0% 0%	0% 0%	0% 0%	42.31% 51.85%	17.50 17.57			
External Assessment														
Congregant Profile		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6						
9. Our church has clearly identified the specific features and benefits our congregants and visitors seek.	Management Board	0% 0%	8% 0%	8% 0%	46% 22%	15% 33%	23% 33%	0% 11%	23% 44%	56.41% 72.22%	19.88 16.67	Management Board	52.56% 69.44%	19.83 17.39
10. Our church has clearly identified why our congregants and visitors would NOT support our programs and services.	Management Board	0% 0%	15% 0%	15% 11%	38% 11%	23% 56%	8% 11%	0% 11%	8% 22%	48.72% 66.67%	19.79 18.63			
Community Position		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6						
11. Our church has clearly identified the key strengths and weaknesses of churches and ministries offering similar programs or services.	Management Board	8% 0%	23% 0%	23% 22%	31% 33%	8% 22%	8% 22%	0% 0%	8% 22%	41.67% 57.41%	20.72 18.84	Management Board	54.80% 52.59%	19.59 23.29
12. Our church has thoroughly assessed the threat of substitute programs or services.	Management Board	8% 0%	8% 11%	23% 33%	38% 33%	23% 11%	0% 0%	0% 11%	0% 11%	47.22% 48.15%	15.63 24.22			

Organization Strategy

Management Team and Board Comparison

This section of the report compares the management team perceptions with those of the Board of Directors for **Mission, Vision, & Distinct Advantage, External Assessment, Internal Capabilities and Planning & Execution.**

Community Position (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
13. Our church has defined the outlook for growth in our local community.	Management	8%	8%	0%	23%	46%	15%	0%	15%	61.11%	17.88	Management	54.80%	19.59
	Board	0%	0%	22%	22%	33%	11%	11%	22%	61.11%	22.05	Board	52.59%	23.29
14. Our church's membership and community impact are growing at a rate that meets or exceeds local growth rates.	Management	15%	0%	8%	15%	38%	23%	0%	23%	65.15%	15.73			
	Board	0%	22%	22%	11%	33%	11%	0%	11%	48.15%	24.22			
15. Our church has analyzed threats and opportunities that could result from broad trends or changes in local, national, and world economies.	Management	8%	0%	23%	15%	31%	23%	0%	23%	59.72%	19.41			
	Board	0%	33%	0%	33%	22%	0%	11%	11%	48.15%	28.19			
Internal Capabilities														
Finance		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
16. Our church has allocated the financial resources necessary to achieve our mission and vision.	Management	8%	0%	0%	23%	15%	38%	15%	54%	75.00%	18.12	Management	58.50%	21.82
	Board	0%	0%	0%	0%	33%	11%	56%	67%	87.04%	16.20	Board	58.57%	24.04
17. Our church has consistently performed within a targeted range of financial goals.	Management	0%	8%	23%	46%	8%	15%	0%	15%	50.00%	19.24			
	Board	0%	0%	11%	33%	56%	0%	0%	0%	57.41%	12.11			
18. Our church utilizes a "Cost/Benefit" approach when allocating resources for new programs or services.	Management	0%	0%	23%	38%	15%	15%	8%	23%	57.69%	21.10			
	Board	0%	22%	33%	11%	22%	11%	0%	11%	44.44%	23.57			
19. Our church utilizes an "If/Then" scenario-building exercise when formulating our strategic plan.	Management	15%	8%	15%	38%	15%	0%	8%	8%	51.52%	21.67			
	Board	11%	0%	44%	33%	11%	0%	0%	0%	43.75%	12.40			
Community Awareness		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
20. Our church has a clearly defined plan for creating greater community awareness.	Management	15%	8%	8%	23%	38%	8%	0%	8%	56.06%	18.67	Management	52.78%	19.85
	Board	0%	0%	22%	44%	11%	22%	0%	22%	55.56%	18.63	Board	47.73%	25.05
21. As part of our plan to promote community awareness for our church we reinforce our distinct identity.	Management	15%	8%	0%	31%	23%	23%	0%	23%	60.61%	20.10			
	Board	0%	0%	22%	22%	33%	22%	0%	22%	59.26%	18.84			
22. Our church utilizes a comprehensive congregant tracking system (or database) that provides leadership with detailed individual and community information.	Management	31%	15%	8%	15%	31%	0%	0%	0%	48.15%	21.16			
	Board	11%	44%	22%	0%	11%	0%	11%	11%	37.50%	30.54			
23. Our unique advantages are emphasized in all our efforts to build community awareness.	Management	31%	0%	23%	15%	23%	8%	0%	8%	53.70%	18.22			
	Board	0%	11%	22%	22%	11%	33%	0%	33%	55.56%	25.00			

Organization Strategy

Management Team and Board Comparison

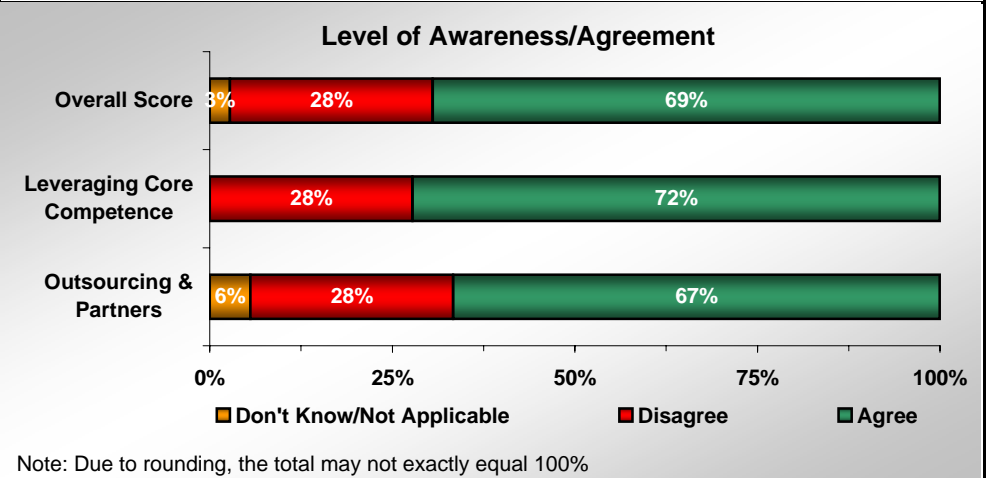
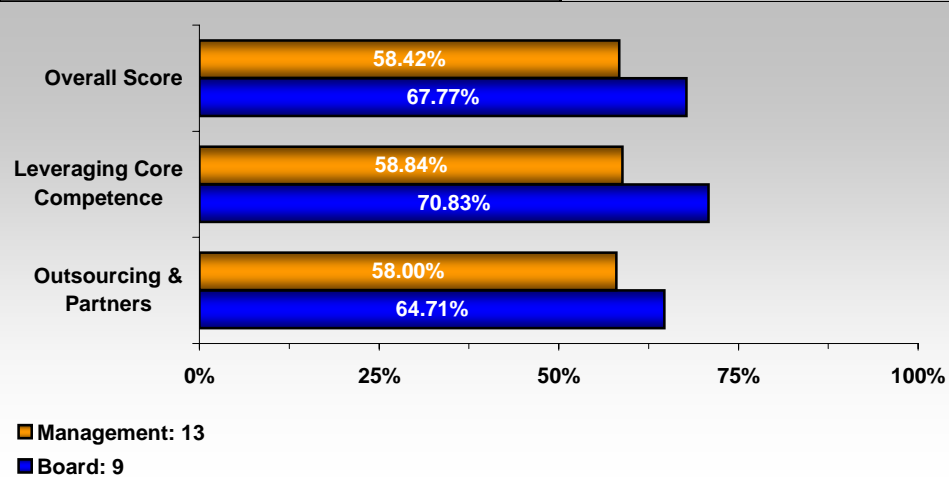
This section of the report compares the management team perceptions with those of the Board of Directors for **Mission, Vision, & Distinct Advantage, External Assessment, Internal Capabilities and Planning & Execution.**

Revenue/Congregant Growth		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
24. Our church consistently analyzes the "Return-on-Investment" (ROI) of our community awareness campaigns.	Management	38%	15%	15%	15%	15%	0%	0%	0%	41.67%	19.92	Management	40.91%	16.85
	Board	0%	56%	33%	0%	0%	11%	0%	11%	29.63%	21.69		Board	41.67%
25. Our staff members who are responsible for congregant growth consistently achieve their goals.	Management	15%	23%	15%	38%	8%	0%	0%	0%	39.39%	17.11			
	Board	0%	11%	44%	22%	22%	0%	0%	0%	42.59%	16.90			
26. Our congregant growth team employs a well-defined management process.	Management	15%	15%	23%	31%	15%	0%	0%	0%	42.42%	17.26			
	Board	0%	11%	56%	11%	22%	0%	0%	0%	40.74%	16.90			
Congregant Service		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
27. Our congregant service standards are clearly defined and documented.	Management	15%	0%	8%	23%	46%	8%	0%	8%	60.61%	13.49	Management	63.48%	15.40
	Board	0%	0%	11%	44%	33%	0%	11%	11%	59.26%	18.84		Board	59.52%
28. We consistently exceed our congregant's expectations.	Management	8%	0%	8%	15%	46%	23%	0%	23%	65.28%	15.01			
	Board	0%	0%	11%	11%	56%	11%	11%	22%	66.67%	18.63			
29. Our church regularly obtains and evaluates congregant feedback.	Management	8%	0%	23%	15%	54%	0%	0%	0%	55.56%	14.80			
	Board	0%	11%	33%	56%	0%	0%	0%	0%	40.74%	12.11			
30. Our church enjoys a higher rate of returning visitors, congregant referrals, and congregant loyalty than other churches in the religious community.	Management	8%	0%	0%	15%	38%	31%	8%	38%	72.22%	14.79			
	Board	11%	0%	11%	0%	22%	56%	0%	56%	72.92%	17.68			
Planning & Execution														
Execution		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
31. We execute our strategic goals.	Management	0%	0%	15%	46%	31%	8%	0%	8%	55.13%	14.25	Management	60.90%	16.29
	Board	0%	0%	33%	33%	11%	22%	0%	22%	53.70%	20.03		Board	61.11%
32. Our leadership routinely reviews the status of our strategic goals and objectives.	Management	0%	0%	8%	23%	31%	38%	0%	38%	66.67%	16.67			
	Board	0%	0%	0%	33%	33%	22%	11%	33%	68.52%	17.57			

Organization Design

Management Team and Board Comparison

This section of the report compares the management team perceptions with those of the Board of Directors for **Core Competence and Organization Efficiency**.



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						
33. Our church has clearly identified and articulated our core competencies.	Management	0%	0%	23%	15%	38%	23%	0%	23%	60.26%	18.68	Management	58.84%	16.70
	Board	0%	0%	0%	22%	22%	33%	22%	56%	75.93%	18.84	Board	70.83%	17.54
34. We leverage our core competencies to create real value for our congregant.	Management	8%	0%	15%	31%	31%	15%	0%	15%	58.33%	16.67			
	Board	0%	0%	0%	11%	22%	56%	11%	67%	77.78%	14.43			
35. We leverages our core competencies to distinguish ourselves from other churches or ministries.	Management	8%	0%	15%	31%	31%	15%	0%	15%	58.33%	16.67			
	Board	0%	0%	0%	33%	33%	22%	11%	33%	68.52%	17.57			
36. We leverage our core competencies in order to seize new programs or service opportunities.	Management	8%	0%	15%	31%	31%	15%	0%	15%	58.33%	16.67			
	Board	0%	0%	11%	33%	33%	22%	0%	22%	61.11%	16.67			

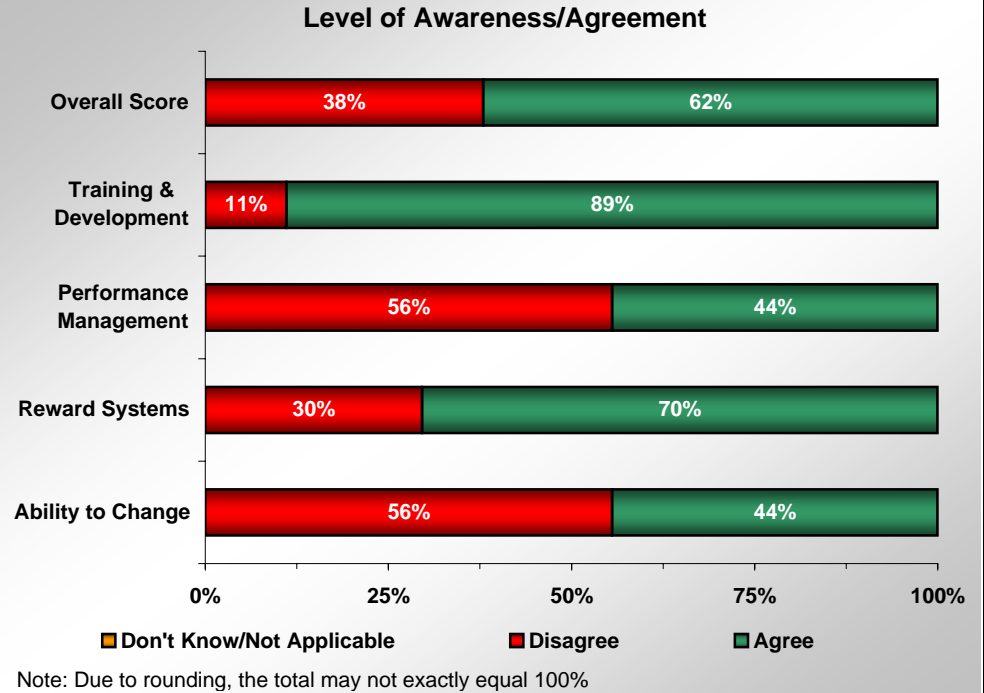
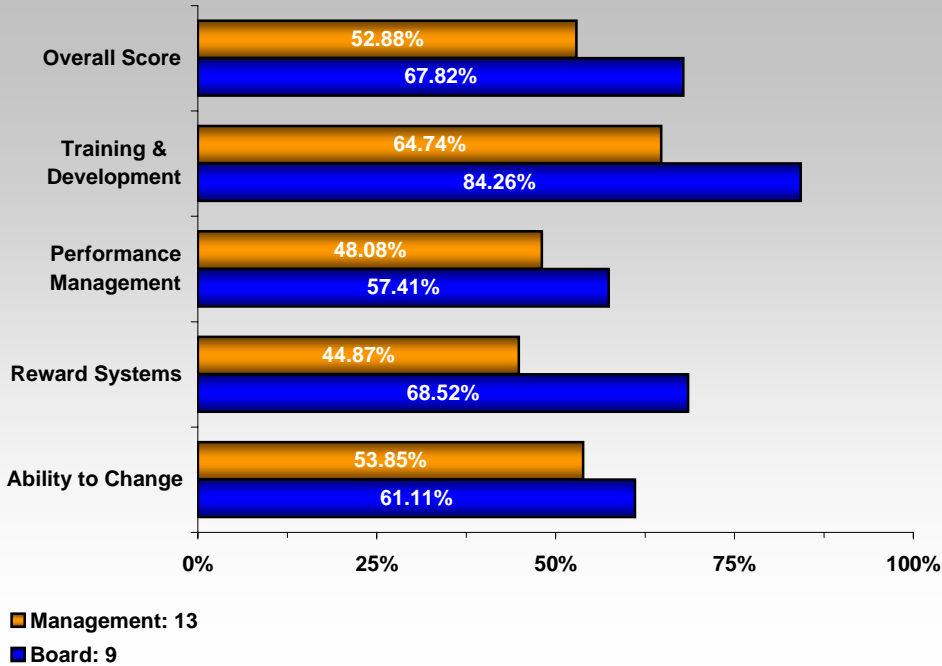
Organization Efficiency

Outsourcing & Partners		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
37. Our church outsources processes and functions that do not relate to our corporate core competencies.	Management	8%	8%	8%	23%	31%	23%	0%	23%	59.72%	20.67	Management	58.00%	18.71
	Board	11%	11%	11%	0%	11%	44%	11%	56%	68.75%	28.78	Board	64.71%	25.60
38. Our church monitors the performance of our vendors and strategic partners.	Management	0%	0%	23%	31%	31%	15%	0%	15%	56.41%	17.40			
	Board	0%	11%	11%	11%	33%	33%	0%	33%	61.11%	23.57			

Organization Culture

Management Team and Board Comparison

This section of the report compares the management team perceptions with those of the Board of Directors for **Human Resource Systems and Organization Character**.



Human Resource Systems

Training & Development		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6						
39. Our church invests in training.	Management	0%	0%	8%	23%	31%	15%	23%	38%	70.51%	21.68	Management	64.74%	23.25
	Board	0%	0%	0%	0%	0%	44%	56%	100%	92.59%	8.79	Board	84.26%	16.64
40. Our training programs improve our church's performance.	Management	0%	15%	0%	31%	31%	15%	8%	23%	58.97%	24.17			
	Board	0%	0%	0%	22%	22%	33%	22%	56%	75.93%	18.84			
Performance Management		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6						
41. Our church uses a results-oriented staff performance review process.	Management	0%	8%	15%	23%	38%	8%	8%	15%	57.69%	22.17	Management	48.08%	24.19
	Board	0%	11%	22%	22%	11%	22%	11%	33%	57.41%	27.78	Board	57.41%	25.06
42. At our church people are held accountable for their work.	Management	0%	46%	8%	15%	31%	0%	0%	0%	38.46%	22.96			
	Board	0%	0%	33%	22%	22%	11%	11%	22%	57.41%	23.73			

Organization Culture		Management Team and Board Comparison							This section of the report compares the management team perceptions with those of the Board of Directors for Human Resource Systems and Organization Character .					
Reward Systems		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
43. Given our goals, we are rewarding the appropriate skills and behaviors.	Management	0%	15%	31%	15%	31%	8%	0%	8%	47.44%	21.35	Management	44.87%	23.93
	Board	0%	0%	33%	0%	33%	11%	22%	33%	64.81%	26.93	Board	68.52%	23.27
44. Our church rewards staff and laity fairly.	Management	0%	31%	15%	23%	23%	0%	8%	8%	44.87%	25.81			
	Board	0%	0%	0%	11%	33%	33%	22%	56%	77.78%	16.67			
45. At our church, promotions are only given to the people that deserve them.	Management	0%	31%	31%	8%	23%	0%	8%	8%	42.31%	26.01			
	Board	0%	0%	22%	22%	33%	0%	22%	22%	62.96%	24.69			
Organization Character														
Ability to Change		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
46. Our church manages change well.	Management	0%	0%	31%	23%	38%	8%	0%	8%	53.85%	16.88	Management	53.85%	16.88
	Board	0%	0%	22%	33%	11%	22%	11%	33%	61.11%	23.57	Board	61.11%	23.57