



**QuadStrat**  
**ClimatePlus**  
Non Profit Climate Survey  
**Non Profit Climate Survey**

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October 16, 2007



## **This Report Contains...**

- 1. METHODOLOGY:** How to use the QuadStrat Assessment Report to get the most benefit.
- 2. QUADRED REPORT CARD™:** A 1-page summary that includes your overall Strategic Performance Index (SPI) and your perceived capabilities and constraints.
- 3. DEGREE OF IMPACT RESULTS:** Identifies your High-Impact/High Performance ("Green Zone") and High Impact/Low Performance ("Red Zone") areas.
- 4. STRATEGIC PERFORMANCE COMPARISONS:** A comparison of your organization's performance to the thousands of organizations in the assessment database.
- 5. STATEMENT FREQUENCY RESPONSES:** Shows the degree of consensus or polarity of responses to each statement.
- 6. COMMENTS:** Provides additional anecdotal or situational information from the respondents.



The assessment you completed compared your organization performance against practices of the best run companies in the world. Each best practice statement in the assessment was formatted on a 6-point interval scale. Responses could range from “Strongly Agree” to “Strongly Disagree”. Participants could also select a “Don’t Know” or “Not Applicable” response. Responses from all participants have been aggregated, resulting in performance mean scores presented in this report. Mean scores relating to the six-point scale have been converted into percentages. “Don’t Know” or “Not Applicable” responses are not factored into the mean scores.

### How to use this report:

1. Review the **Report Card** and the Degree of **Impact Quadrants** to understand:
  - (a). How the participants prioritized each of the elements in the assessment.
  - (b). How they rated the performance of these elements.
2. Review the **Strategic Performance Comparison** spidergrams to compare the perceptions of your current organization to other organizations that have completed this assessment.
3. Use the **Statement Frequency Responses** to see how participants individually rated performance, particularly in the high-impact areas. Is there centrality or polarity?
4. Use the **Comments** section to obtain more elaboration from the respondents regarding high or low performing areas.
5. Identify and prioritize your key performance improvement opportunities.
6. Develop a performance improvement plan.
7. Execute your plan. (Provide Status updates to your constituents and other key constituencies.)
8. Take the assessment again in approximately 9 to 12 months to determine performance progress in targeted improvement areas.

### This report is designed to reflect:

1. **Priorities:** The performance areas the participants have identified as having the greatest impact on the organization’s success.
2. **Performance:** The participant’s perception of the organization’s current performance.
3. **Comparison:** How the organization performance compares between all evaluating groups.
4. **Consensus:** The level of agreement or disagreement that exists among the participants regarding performance in key areas.



**Your Strategic Performance Index™:**

**88**

**Your Prior Year SPI™:**

**N/A**

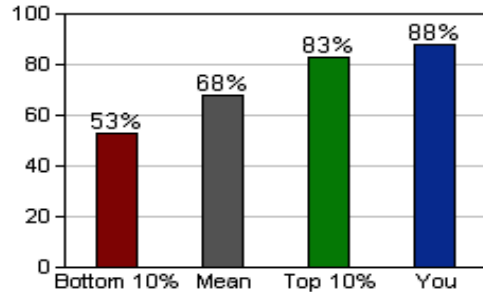
**Capabilities**

<b>All Statements</b>	
Empowerment	96%
Management Modeling	90%
Coaching	92%
Reward Systems	92%

**Constraints**

<b>All Statements</b>	
Values Credibility	84%
Training & Development	87%
Building Teams	88%
Policies and Procedures	77%
Required Technology	86%
Organization Communication	75%

**QuadRed Benchmark SPI Comparisons**



**Total Distribution:** 3  
**Percentage:** 100%

**Total Participants:** 3

<b>Group Name</b>	<b>Participants</b>
Executive	1
Director	1
Employee	1

**Capabilities and Constraints Definitions**

Capabilities are defined as those service categories that are view as “High-Impact” (important to the customer) and “High-Performing (generally perceived as satisfactory performance).

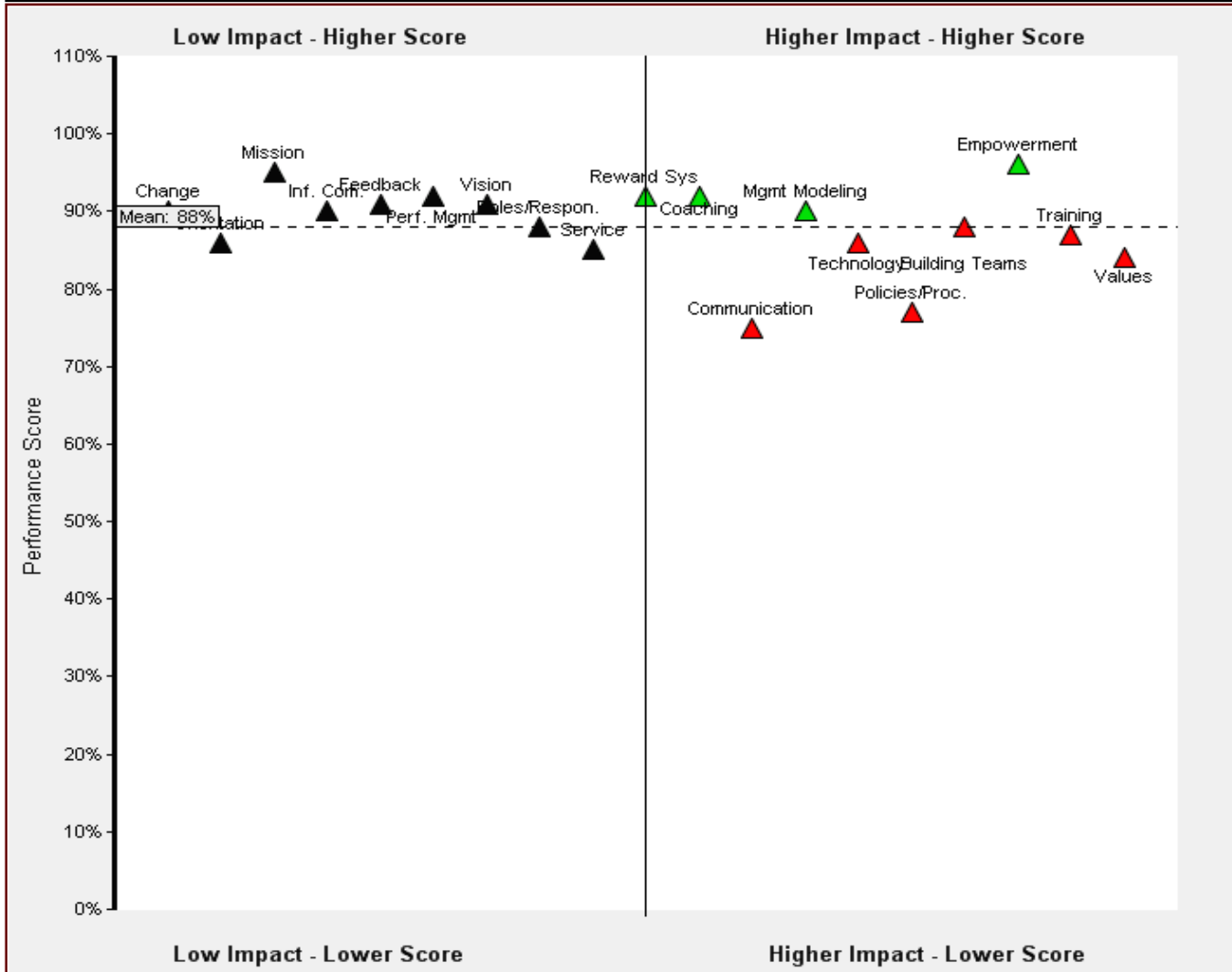
Constraints are defined as those service categories that are view as “High-Impact” (important to the customer) and “Low-Performing” (generally perceived as less satisfactory performance).



# QuadStrat ClimatePlus (Non-Profit Edition)

## Degree Of Impact Results

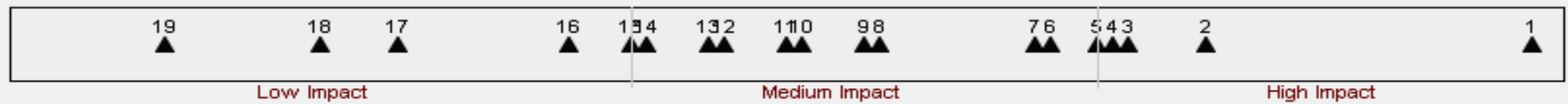
### All Statements



#### All Participants

No.	Category	Score
1	Values Credibility	84%
2	Training & Development	87%
3	Empowerment	96%
4	Building Teams	88%
5	Policies and Procedures	77%
6	Required Technology	86%
7	Management Modeling	90%
8	Organization Communication	75%
9	Coaching	92%
10	Reward Systems	92%
11	Customer/Client Service	85%
12	Roles & Responsibilities	88%
13	Vision	91%
14	Performance Management	92%
15	Employee Feedback	91%
16	Informal Communication	90%
17	Mission	95%
18	Orientation	86%
19	Adaptability to Change	90%

This chart illustrates the actual spacing of the elements on the Impact axis.

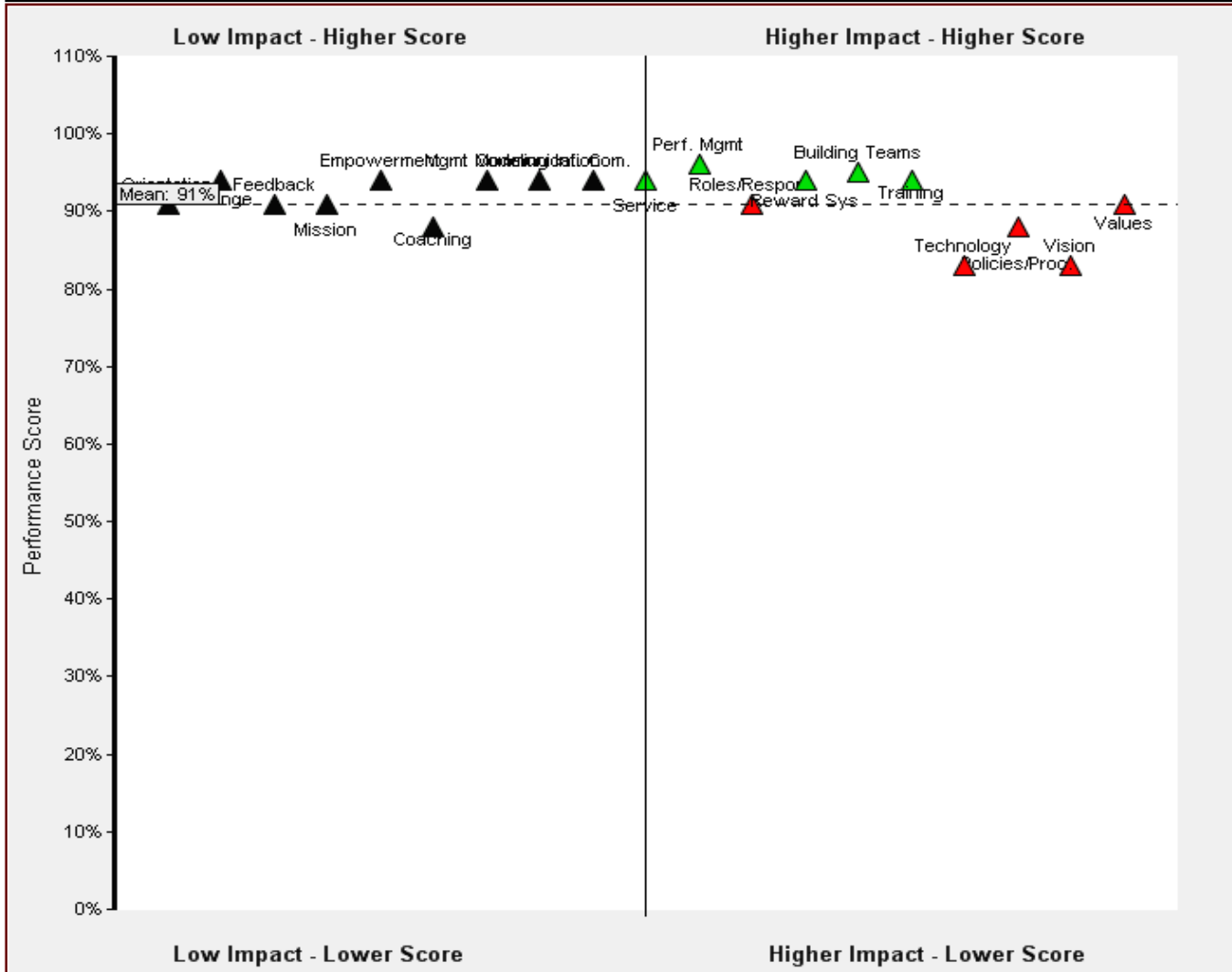




# QuadStrat ClimatePlus (Non-Profit Edition)

## Degree Of Impact Results

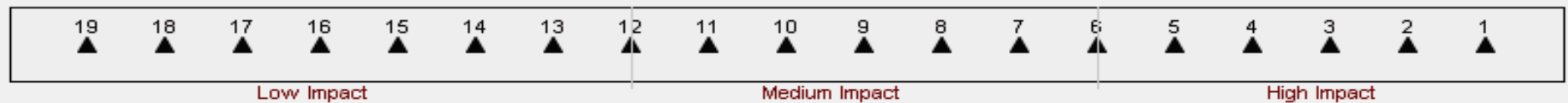
### All Statements



#### Executive

No.	Category	Score
1	Values Credibility	91%
2	Vision	83%
3	Policies and Procedures	88%
4	Required Technology	83%
5	Training & Development	94%
6	Building Teams	95%
7	Reward Systems	94%
8	Roles & Responsibilities	91%
9	Performance Management	96%
10	Customer/Client Service	94%
11	Informal Communication	94%
12	Organization Communication	94%
13	Management Modeling	94%
14	Coaching	88%
15	Empowerment	94%
16	Mission	91%
17	Employee Feedback	91%
18	Adaptability to Change	94%
19	Orientation	91%

This chart illustrates the actual spacing of the elements on the Impact axis.

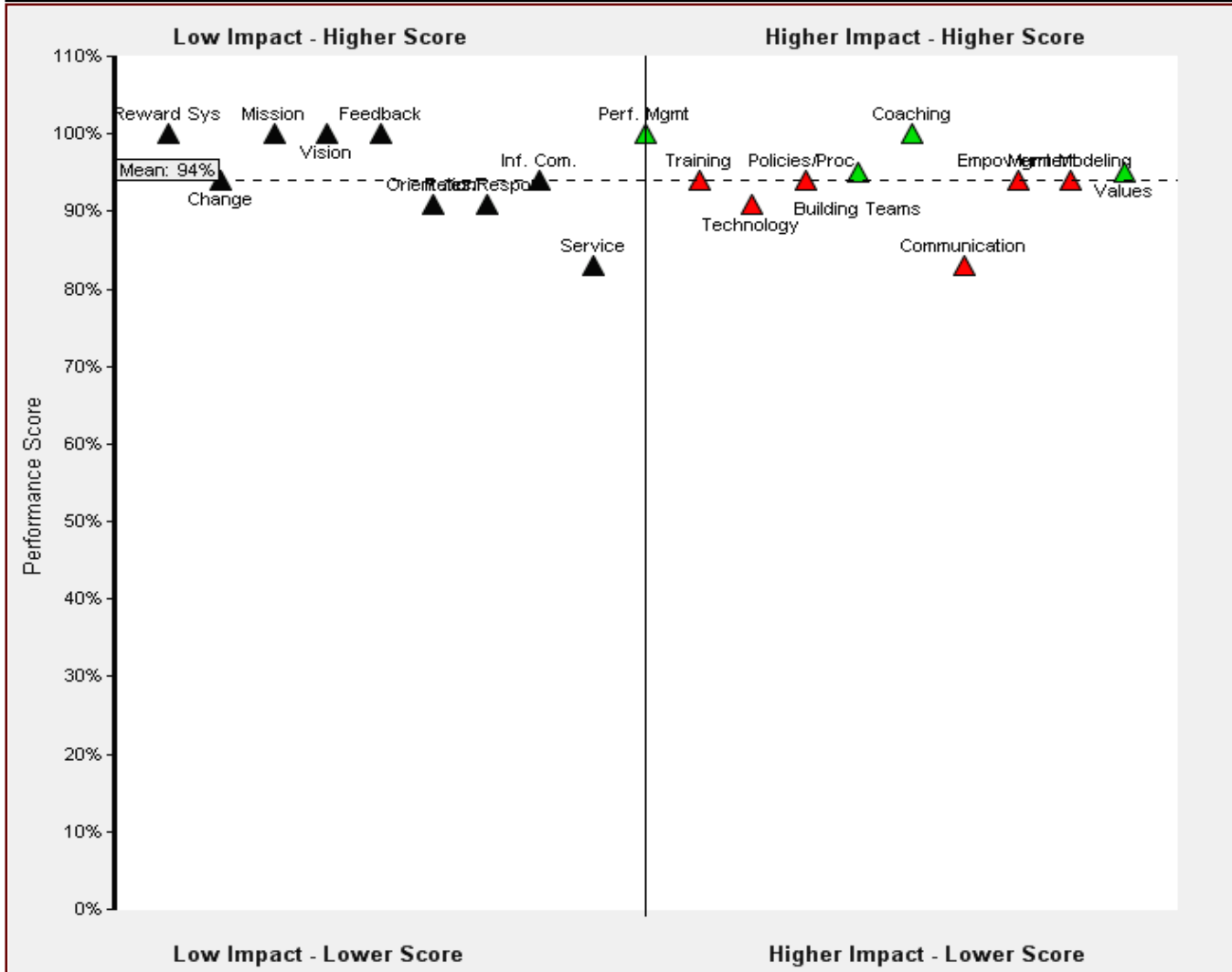




# QuadStrat ClimatePlus (Non-Profit Edition)

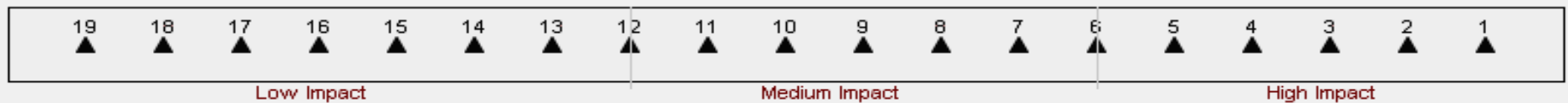
## Degree Of Impact Results

### All Statements



Director		
No.	Category	Score
1	Values Credibility	95%
2	Management Modeling	94%
3	Empowerment	94%
4	Organization Communication	83%
5	Coaching	100%
6	Building Teams	95%
7	Policies and Procedures	94%
8	Required Technology	91%
9	Training & Development	94%
10	Performance Management	100%
11	Customer/Client Service	83%
12	Informal Communication	94%
13	Roles & Responsibilities	91%
14	Orientation	91%
15	Employee Feedback	100%
16	Vision	100%
17	Mission	100%
18	Adaptability to Change	94%
19	Reward Systems	100%

This chart illustrates the actual spacing of the elements on the Impact axis.

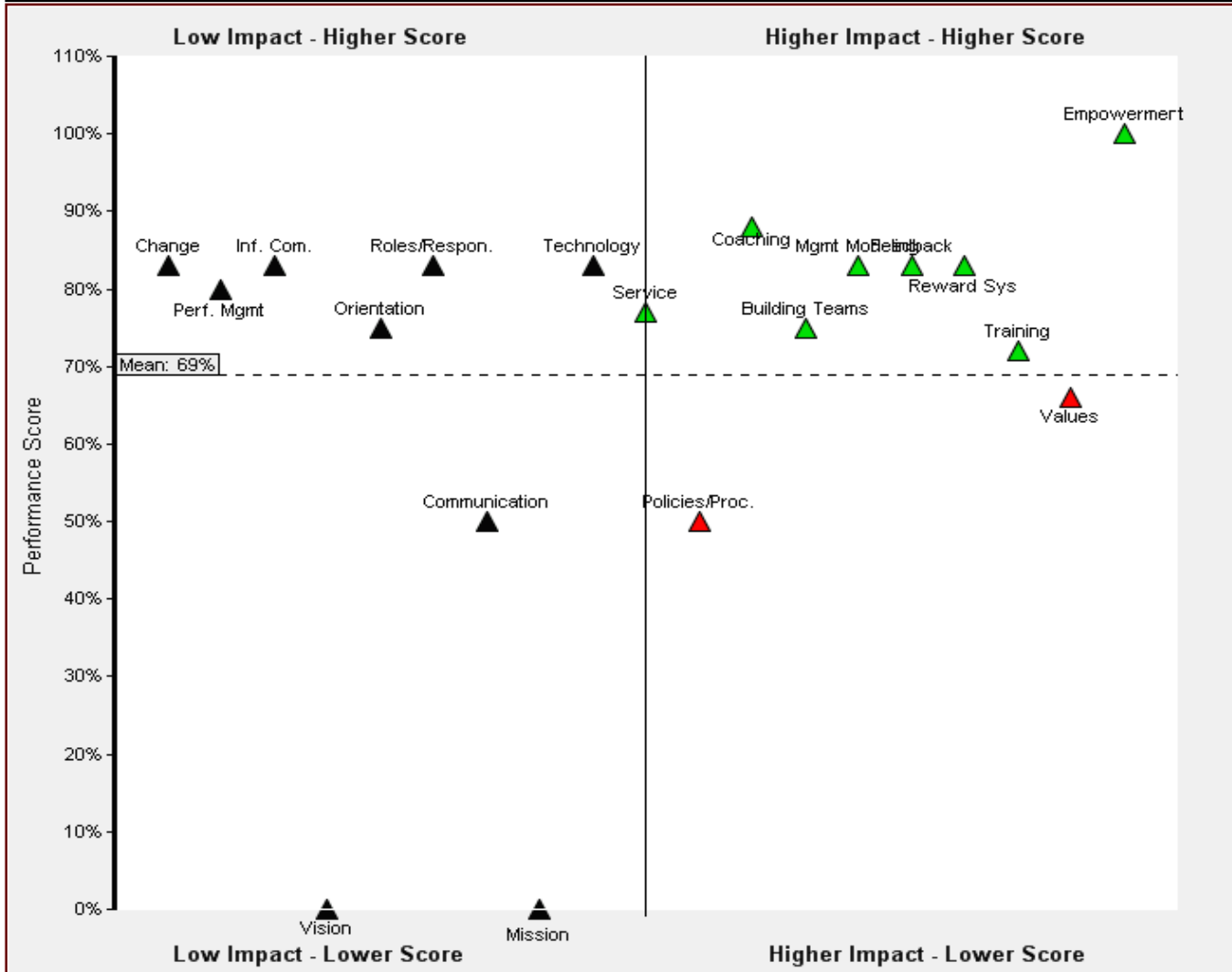




# QuadStrat ClimatePlus (Non-Profit Edition)

## Degree Of Impact Results

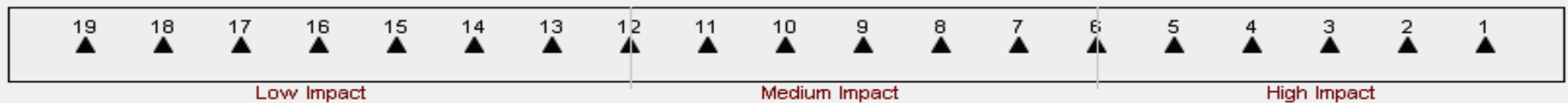
### All Statements



#### Employee

No.	Category	Score
1	Empowerment	100%
2	Values Credibility	66%
3	Training & Development	72%
4	Reward Systems	83%
5	Employee Feedback	83%
6	Management Modeling	83%
7	Building Teams	75%
8	Coaching	88%
9	Policies and Procedures	50%
10	Customer/Client Service	77%
11	Required Technology	83%
12	Mission	0%
13	Organization Communication	50%
14	Roles & Responsibilities	83%
15	Orientation	75%
16	Vision	0%
17	Informal Communication	83%
18	Performance Management	80%
19	Adaptability to Change	83%

This chart illustrates the actual spacing of the elements on the Impact axis.



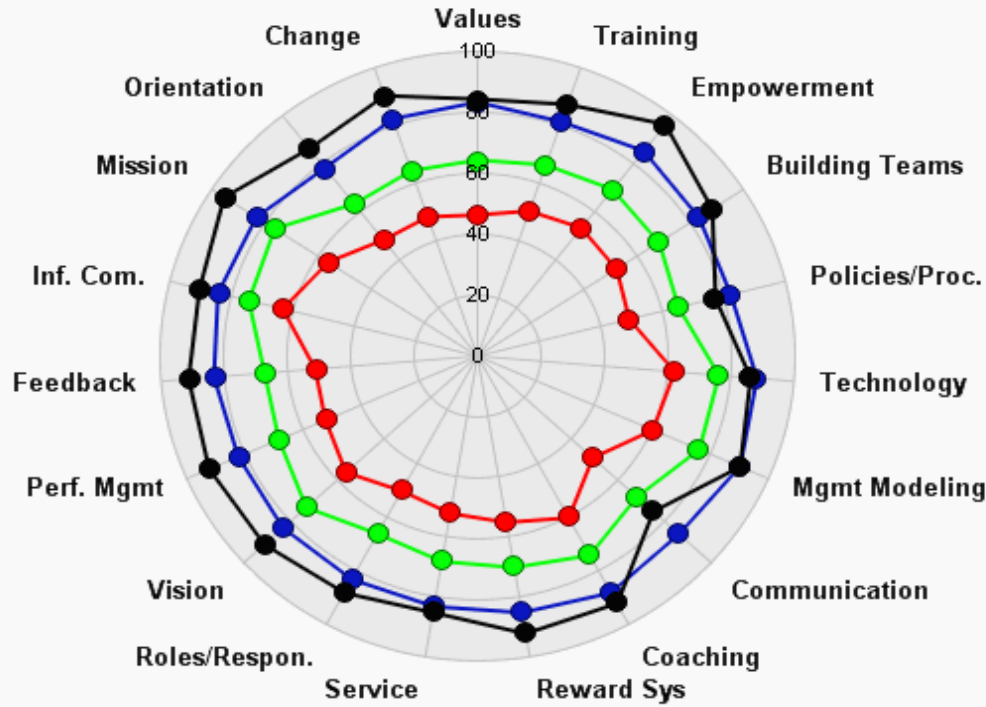




# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Comparison

### All Statements



#### All Participants

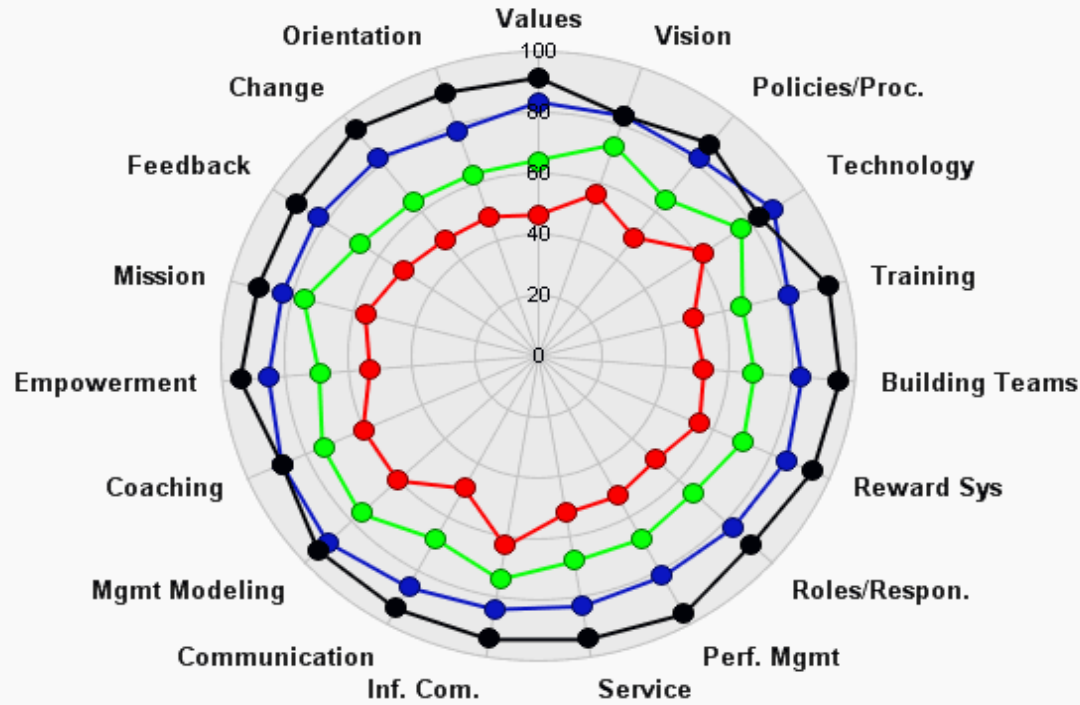
Category	Top	Mean	Btm	You
Values Credibility	83%	64%	46%	84%
Training & Development	81%	66%	50%	87%
Empowerment	85%	69%	53%	96%
Building Teams	83%	68%	52%	88%
Policies and Procedures	82%	65%	49%	77%
Required Technology	88%	76%	62%	86%
Management Modeling	90%	76%	60%	90%
Organization Communication	86%	68%	49%	75%
Coaching	88%	74%	60%	92%
Reward Systems	85%	70%	55%	92%
Customer/Client Service	83%	68%	52%	85%
Roles & Responsibilities	83%	66%	50%	88%
Vision	83%	73%	56%	91%
Performance Management	82%	68%	52%	92%
Employee Feedback	83%	67%	51%	91%
Informal Communication	84%	74%	63%	90%
Mission	83%	76%	56%	95%
Orientation	78%	63%	48%	86%
Adaptability to Change	82%	64%	48%	90%



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Comparison

### All Statements



#### Executive

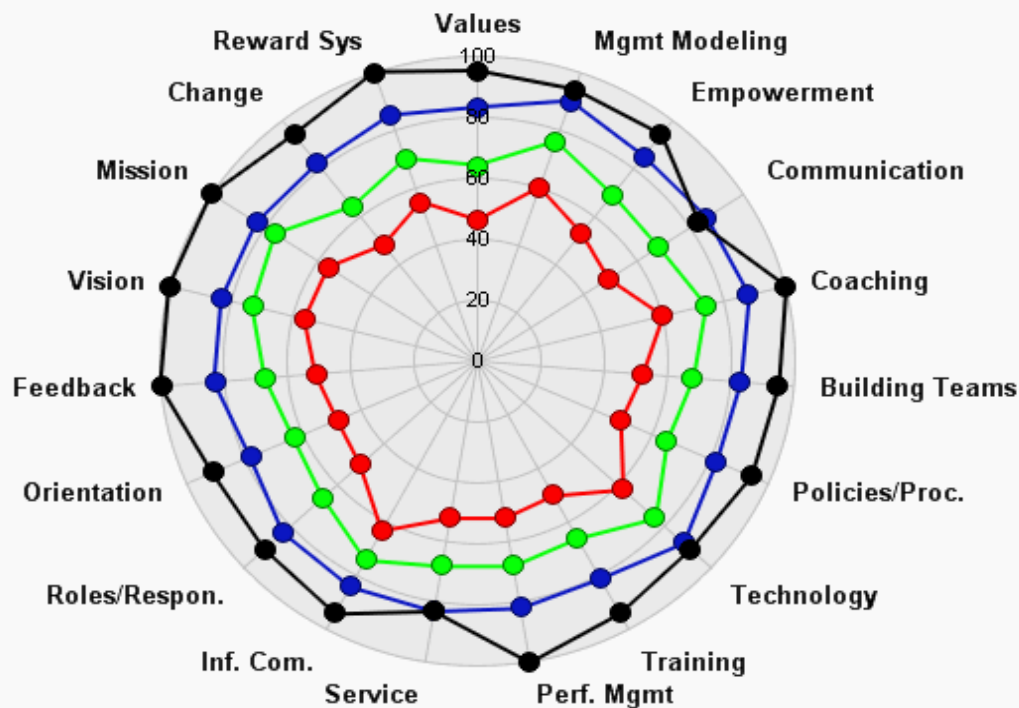
Category	Top	Mean	Btm	You
Values Credibility	83%	64%	46%	91%
Vision	83%	73%	56%	83%
Policies and Procedures	82%	65%	49%	88%
Required Technology	88%	76%	62%	83%
Training & Development	81%	66%	50%	94%
Building Teams	83%	68%	52%	95%
Reward Systems	85%	70%	55%	94%
Roles & Responsibilities	83%	66%	50%	91%
Performance Management	82%	68%	52%	96%
Customer/Client Service	83%	68%	52%	94%
Informal Communication	84%	74%	63%	94%
Organization Communication	86%	68%	49%	94%
Management Modeling	90%	76%	60%	94%
Coaching	88%	74%	60%	88%
Empowerment	85%	69%	53%	94%
Mission	83%	76%	56%	91%
Employee Feedback	83%	67%	51%	91%
Adaptability to Change	82%	64%	48%	94%
Orientation	78%	63%	48%	91%



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Comparison

### All Statements



#### Director

Category	Top	Mean	Btm	You
Values Credibility	83%	64%	46%	95%
Management Modeling	90%	76%	60%	94%
Empowerment	85%	69%	53%	94%
Organization Communication	86%	68%	49%	83%
Coaching	88%	74%	60%	100%
Building Teams	83%	68%	52%	95%
Policies and Procedures	82%	65%	49%	94%
Required Technology	88%	76%	62%	91%
Training & Development	81%	66%	50%	94%
Performance Management	82%	68%	52%	100%
Customer/Client Service	83%	68%	52%	83%
Informal Communication	84%	74%	63%	94%
Roles & Responsibilities	83%	66%	50%	91%
Orientation	78%	63%	48%	91%
Employee Feedback	83%	67%	51%	100%
Vision	83%	73%	56%	100%
Mission	83%	76%	56%	100%
Adaptability to Change	82%	64%	48%	94%
Reward Systems	85%	70%	55%	100%



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Comparison

### All Statements



#### Employee

Category	Top	Mean	Btm	You
Empowerment	85%	69%	53%	100%
Values Credibility	83%	64%	46%	66%
Training & Development	81%	66%	50%	72%
Reward Systems	85%	70%	55%	83%
Employee Feedback	83%	67%	51%	83%
Management Modeling	90%	76%	60%	83%
Building Teams	83%	68%	52%	75%
Coaching	88%	74%	60%	88%
Policies and Procedures	82%	65%	49%	50%
Customer/Client Service	83%	68%	52%	77%
Required Technology	88%	76%	62%	83%
Mission	83%	76%	56%	0%
Organization Communication	86%	68%	49%	50%
Roles & Responsibilities	83%	66%	50%	83%
Orientation	78%	63%	48%	75%
Vision	83%	73%	56%	0%
Informal Communication	84%	74%	63%	83%
Performance Management	82%	68%	52%	80%
Adaptability to Change	82%	64%	48%	83%



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Scores

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

		FREQUENCY OF RESPONSE										Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
Mission		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
1 Our mission statement clearly explains the purpose of our non-profit organization.	All	3	0%	33%	0%	0%	0%	0%	0%	67%	67%	100%	0	All	95%	8
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	91%	11
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	100%	0
	Employee	1	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0	Employee	0%	0
2 Our mission statement clearly explains how our organization is different from other similar organizations.	All	3	0%	33%	0%	0%	0%	0%	33%	33%	67%	92%	11			
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0			

		FREQUENCY OF RESPONSE										Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
Vision		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
3 Our vision statement clearly explains what our organization will be doing in the future.	All	3	0%	33%	0%	0%	0%	33%	0%	33%	33%	83%	23	All	91%	16
	Executive	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0	Executive	83%	23
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	100%	0
	Employee	1	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0	Employee	0%	0
4 Our vision gives us the direction we need to make good decisions.	All	3	0%	33%	0%	0%	0%	0%	0%	67%	67%	100%	0			
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0			



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Scores

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

100%															Not Applicable	Don't Know	Disagree	Agree
Customer/Client Service		No.	NA	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.				
				DK	1	2	3	4	5						6			
5 Our service standards are clearly defined and documented.	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16	All	85%	13		
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	94%	9		
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Director	83%	0		
	Employee	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0	Employee	77%	19		
6 We consistently exceed our customer's expectations.	All	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9					
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					
	Employee	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0					
7 Our staff understands our commitment to customer satisfaction.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9					
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					
	Employee	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					

25%															75%	Not Applicable	Don't Know	Disagree	Agree
Organization Communication		No.	NA	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.					
				DK	1	2	3	4	5						6				
8 Our organization keeps our staff well informed.	All	3	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	All	75%	26			
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Executive	94%	9			
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Director	83%	16			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Employee	50%	28			
9 Our organization regularly communicates the status of our goals and objectives.	All	3	0%	0%	0%	33%	0%	33%	0%	33%	33%	67%	33						
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0						
	Director	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0						
	Employee	1	0%	0%	0%	100%	0%	0%	0%	0%	0%	33%	0						
10 At our organization, important information is readily available.	All	3	0%	0%	0%	33%	0%	0%	0%	67%	67%	78%	38						
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0						
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0						
	Employee	1	0%	0%	0%	100%	0%	0%	0%	0%	0%	33%	0						



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Scores

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

<span style="float: right;">  Not Applicable            Don't Know            Disagree            Agree         </span>																
Required Technology		No.	NA	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
				DK	1	2	3	4	5						6	
11 We currently have the technology we need to achieve our goals.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9	All	86%	6
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Executive	83%	0
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	91%	11
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Employee	83%	0
12 Our organization continues to identify and acquire new technologies that support our mission and vision.	All	3	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			

<span style="float: right;">  Not Applicable            Don't Know            Disagree            Agree         </span>																
Policies and Procedures		No.	NA	FREQUENCY OF RESPONSE						Post. 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.	All	3	0%	0%	33%	0%	0%	0%	0%	67%	67%	72%	48	All	77%	27
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	88%	9
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	94%	9
	Employee	1	0%	0%	100%	0%	0%	0%	0%	0%	0%	17%	0	Employee	50%	33
14 Our senior managers ensure we comply with our policies and procedures.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
15 Our managers and staff feel that they can get things done without a lot of "red tape."	All	3	0%	0%	0%	0%	33%	0%	67%	0%	67%	72%	19			
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Employee	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Scores

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

		100%										<span style="color:blue">■</span> Not Applicable <span style="color:orange">■</span> Don't Know <span style="color:red">■</span> Disagree <span style="color:green">■</span> Agree				
Roles & Responsibilities		No.	NA	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
				DK	1	2	3	4	5						6	
<b>16</b> Our staff members clearly understand how their jobs relate to our organization's goals.	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16	All	88%	13
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Executive	91%	11
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	91%	11
	Employee	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	67%	0	Employee	83%	23
<b>17</b> At our organization, there is no unnecessary duplication of individual roles and responsibilities.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			

		75%										<span style="color:blue">■</span> Not Applicable <span style="color:orange">■</span> Don't Know <span style="color:red">■</span> Disagree <span style="color:green">■</span> Agree				
Values Credibility		No.	NA	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
				DK	1	2	3	4	5						6	
<b>18</b> Our staff clearly understands and embraces our organization's values and beliefs.	All	3	0%	0%	0%	0%	0%	33%	0%	67%	67%	89%	19	All	84%	16
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	91%	9
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	95%	8
	Employee	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	67%	0	Employee	66%	13
<b>19</b> Our values and beliefs are reinforced in all internal communication.	All	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Employee	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	67%	0			
<b>20</b> The daily experiences of our employees are consistent with the direction set forth in our values and beliefs.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>21</b> Cynicism is virtually absent in our organization.	All	3	0%	0%	0%	0%	33%	0%	0%	67%	67%	83%	28			
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			





# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Scores

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

100%															Not Applicable	Don't Know	Disagree	Agree
Management Modeling		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.			
22 Our managers always behave in a manner that is consistent with our organization's values and beliefs.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9	All	90%	8		
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	94%	9		
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	94%	9		
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Employee	83%	0		
23 At our organization, employees have confidence in our senior managers.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9					
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					
24 Our organization's senior managers are honest.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9					
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					

100%															Not Applicable	Don't Know	Disagree	Agree
Empowerment		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.			
25 Our managers know when to personally manage projects and when to let their staff have authority and control.	All	3	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	All	96%	7		
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	94%	9		
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	94%	9		
	Employee	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Employee	100%	0		
26 Staff involvement is always encouraged.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9					
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					
	Employee	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					
27 At our organization, authority to make decisions is given to lowest appropriate level.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9					
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					
	Employee	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Scores

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

100%														Not Applicable	Don't Know	Disagree	Agree
Coaching		FREQUENCY OF RESPONSE										Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		No.	NA	DK	1	2	3	4	5	6							
<b>28</b> At our organization delegation is viewed as a way to develop and motivate our staff.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9	All	92%	8	
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	88%	9	
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	100%	0	
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Employee	88%	9	
<b>29</b> Our managers understand the importance of maintaining their staff's self-esteem.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9				
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0				
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0				
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0				
<b>30</b> Our managers always show appreciation to staff for their good performance.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9				
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0				
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0				
	Employee	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0				



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Scores

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

100%															Not Applicable	Don't Know	Disagree	Agree
Building Teams		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.			
<b>31</b> Our organization encourages and fosters good teamwork.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9	All	88%	12		
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	95%	8		
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	95%	8		
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Employee	75%	9		
<b>32</b> Our managers are effective at creating staff support and enthusiasm around organization goals.	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16					
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					
	Employee	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0					
<b>33</b> At our organization, team performance is rewarded at a level equal to or greater than individual performance.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9					
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					
<b>34</b> We effectively bring together people from various departments to better achieve our goals.	All	3	0%	0%	0%	0%	0%	33%	0%	67%	67%	89%	19					
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					
	Employee	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0					

100%															Not Applicable	Don't Know	Disagree	Agree
Orientation		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.			
<b>35</b> Our organization provides new staff with an orientation program that helps them understand the organization's mission, vision, and values.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9	All	86%	12		
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Executive	91%	11		
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	91%	11		
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Employee	75%	11		
<b>36</b> Our senior managers participate in the orientation program.	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16					
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0					
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0					
	Employee	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0					



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Scores

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

100%														Not Applicable	Don't Know	Disagree	Agree
Training & Development		FREQUENCY OF RESPONSE										Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
		No.	NA	DK	1	2	3	4	5	6							
<b>37</b> Our organization ensures that all staff are taught the necessary skills to do their job.	All	3	0%	0%	0%	0%	0%	33%	0%	67%	67%	89%	19	All	87%	13	
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	94%	9	
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	94%	9	
	Employee	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0	Employee	72%	9	
<b>38</b> Our training programs improve our organization's performance.	All	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9				
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0				
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0				
	Employee	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0				
<b>39</b> Our training programs are well designed and structured.	All	3	0%	0%	0%	0%	0%	33%	67%	100%	94%	9					
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0				
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0				
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0				



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Scores

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



Performance Management		No.	FREQUENCY OF RESPONSE								Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
			NA	DK	1	2	3	4	5	6						
<b>40</b> Our organization uses a results-oriented staff performance review process.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9	All	92%	10
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	96%	7
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	100%	0
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Employee	80%	7
<b>41</b> As part of our performance management process, managers and employees agree on their goals.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>42</b> At our organization, people are held accountable for their work.	All	3	0%	0%	0%	0%	0%	33%	0%	67%	67%	89%	19			
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
<b>43</b> Staff goals include clear steps and timelines.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>44</b> At our organization, performance appraisals are conducted more than once a year.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Scores

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

		100%										Not Applicable	Don't Know	Disagree	Agree	
Reward Systems		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
45 Our organization rewards employees fairly.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9	All	92%	8
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	94%	9
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	100%	0
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Employee	83%	0
46 Employees in our organization feel that the rewards for achieving their goals are worthy of the effort.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
47 At our organization, promotions are only given to the people that deserve them.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			

		100%										Not Applicable	Don't Know	Disagree	Agree	
Informal Communication		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
48 At our organization, ideas and opinions are exchanged openly without fear of reprisal.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9	All	90%	8
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	94%	9
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	94%	9
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Employee	83%	0
49 Conflict or disagreement is used productively to achieve better solutions.	All	3	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
50 We have an "open door" policy.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			



# QuadStrat ClimatePlus (Non-Profit Edition)

## Performance Scores

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

		100%										Not Applicable	Don't Know	Disagree	Agree	
Employee Feedback		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
<b>51</b> Our organization asks for feedback from our staff.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9	All	91%	9
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	91%	11
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Director	100%	0
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Employee	83%	0
<b>52</b> Our managers take the time to communicate the results of staff feedback.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			

		100%										Not Applicable	Don't Know	Disagree	Agree	
Adaptability to Change		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
<b>53</b> Our organization manages change well.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9	All	90%	8
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Executive	94%	9
	Director	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Director	94%	9
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Employee	83%	0
<b>54</b> Our senior managers effectively explain the reason for change.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>55</b> When change occurs, our organization carefully explains how the change will affect staff members.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9			
	Executive	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Director	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Employee	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			



**General Comments**

This is a good organization. The employees are great.

We do a great job.

We have some good things happening and some no so good things happening.