



# Sample Church

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**SMALL CHURCH/MINISTRY 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.

## Organization Dynamic Model™ - Small Church/Ministry Categories

1.0 Organization Strategy		2.0 Organization Culture	
<b>1.1 Mission, Vision, &amp; Distinct Advantage</b>	1.1.1 Mission & Distinct Advantage	<b>2.1 Values &amp; Beliefs</b>	2.1.1 Values Credibility
<b>1.2 External Assessment</b>	1.2.1 Congregant Profile 1.2.2 Community Position	<b>2.2 Leadership</b>	2.2.1 Management Modeling 2.2.2 Empowerment & Coaching
<b>1.3 Internal Capabilities</b>	1.3.1 Finance 1.3.2 Developing Programs/Services 1.3.3 Delivering Programs/Services 1.3.4 Community Awareness 1.3.5 Revenue/Congregant Growth 1.3.6 Congregant Service	<b>2.3 Human Resource Systems</b>	2.3.1 Training & Development 2.3.2 Performance Management 2.3.3 Reward Systems
<b>1.4 Planning &amp; Execution</b>	1.4.1 Planning & Execution 1.4.2 Required Technology	<b>2.4 Organization Character</b>	2.4.1 Organization Communication 2.4.2 Adaptability to Change

## Methodology

The assessment employs a six-point interval scale to evaluate your church's performance measured against 59 best-practice statements. Each statement requires a response ranging from "Strongly Disagree" to "Strongly Agree", or the participant may choose a "Don't Know/Not Applicable" response. Responses from all participants are aggregated resulting in performance mean scores.

Additionally, the assessment takes the participants through a critical thinking process that prioritizes the "Key Drivers" of their church.

The Results & Key Findings report is designed to reflect:

1. **Priorities:** The areas you and your team view to be the "Key Drivers" of your business.
2. **Performance:** How you and your team currently view your church's performance in the areas of Strategy, Design, and Culture.
3. **Consensus:** Your team's degree of agreement or disagreement within each analyzed component.
4. **Focus:** The areas you and your team view to be both "High-Impact" and "Low-Performance".

## Utilization

1. Review the Degree of Impact Summary in order to:
  - Establish a broad understanding of how you prioritized the "Key Drivers" among your Strategy and Culture.
  - Identify how you rated their performance.
2. Review the detail report pages to validate and gain further understanding of the performance scores.
3. Validate and compare your observations with those of your executive management team.
4. Select your top three to five issues, define solutions, and craft an action plan to improve performance.
5. Six to twelve months' later re-take the assessment and benchmark against previous results.

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.



Strategic  
Performance  
Report Card - Small  
Church/Ministry

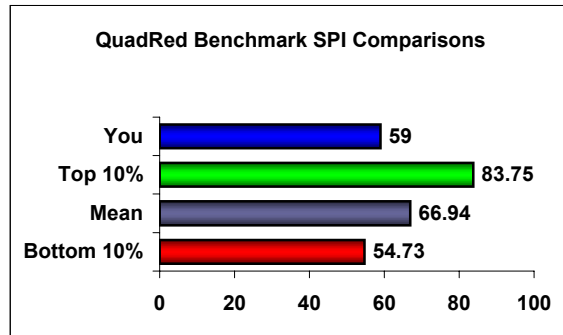
Sample Church

Your Strategic Performance Index™:

59

Your Prior Year SPI™:

NA



Capabilities

Constraints

Organization Strategy	
Congregant Service	61
Mission & Distinct Advantage	68

Organization Strategy	
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Planning & Execution	52
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Organization Culture	
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Values Credibility	61

This report was produced with input from:

Sample Church

CEO

Management

Board of Directors

Employees

27-Jun-05



Strategic  
Performance  
Report Card - Small  
Church/Ministry

Sample Church

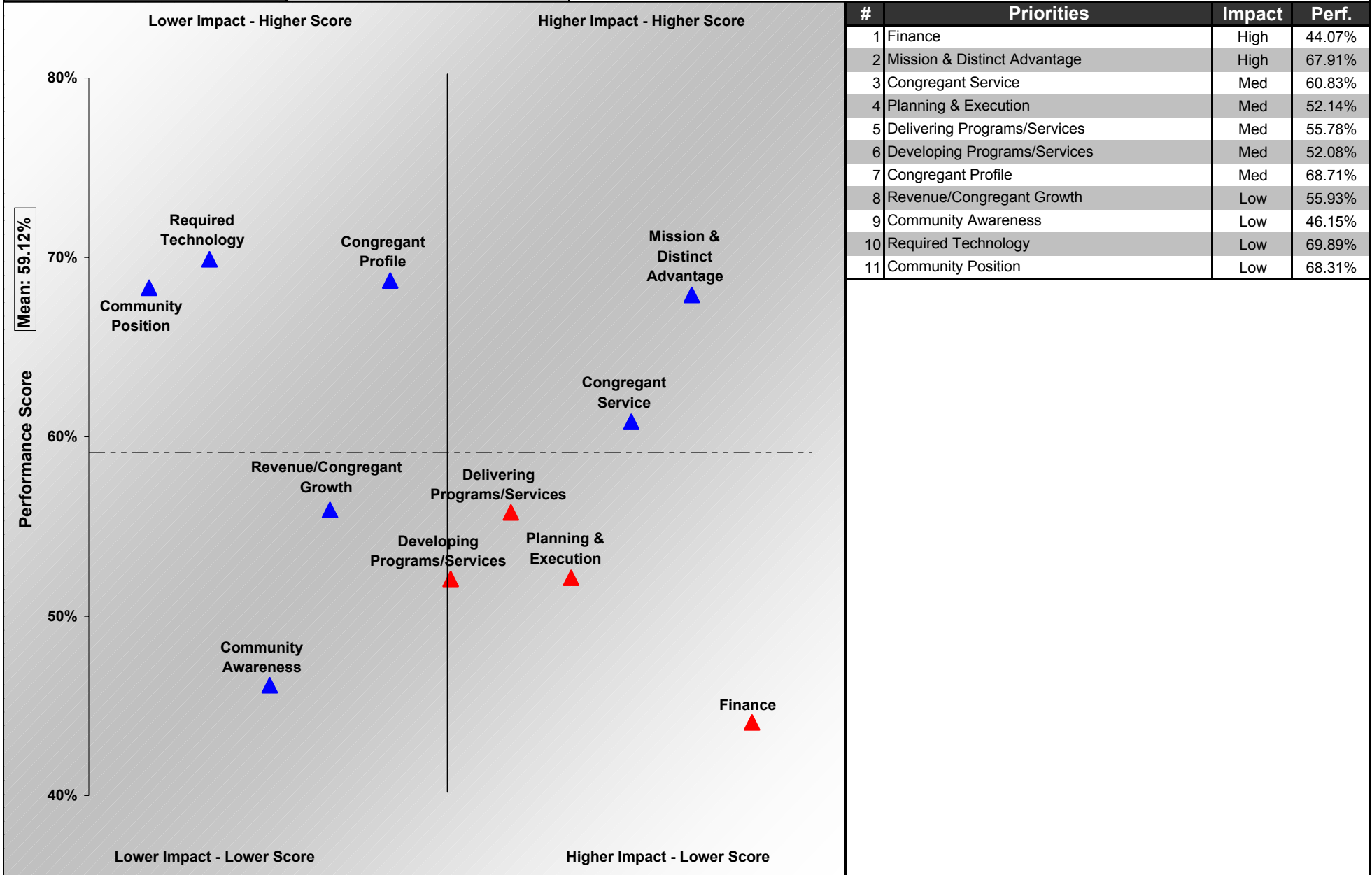
Organization Strategy 59				
Principal Elements		Score	Priority	Prev. Score
1	Mission & Distinct Advantage	68	High	NA
2	Congregant Profile	69	Med	NA
3	Community Position	68	Low	NA
4	Finance	44	High	NA
5	Developing Programs/Services	52	Med	NA
6	Delivering Programs/Services	56	Med	NA
7	Community Awareness	46	Low	NA
8	Revenue/Congregant Growth	56	Low	NA
9	Congregant Service	61	Med	NA
10	Planning & Execution	52	Med	NA
11	Required Technology	70	Low	NA

Organization Culture 62				
Principal Elements		Score	Priority	Prev. Score
1	Values Credibility	61	Med	NA
2	Management Modeling	66	Med	NA
3	Empowerment & Coaching	61	Med	NA
4	Training & Development	74	Med	NA
5	Performance Management	59	Med	NA
6	Reward Systems	50	Med	NA
7	Organization Communication	62	Med	NA
8	Ability to Change	56	Med	NA

# ORGANIZATION STRATEGY

## Degree of Impact

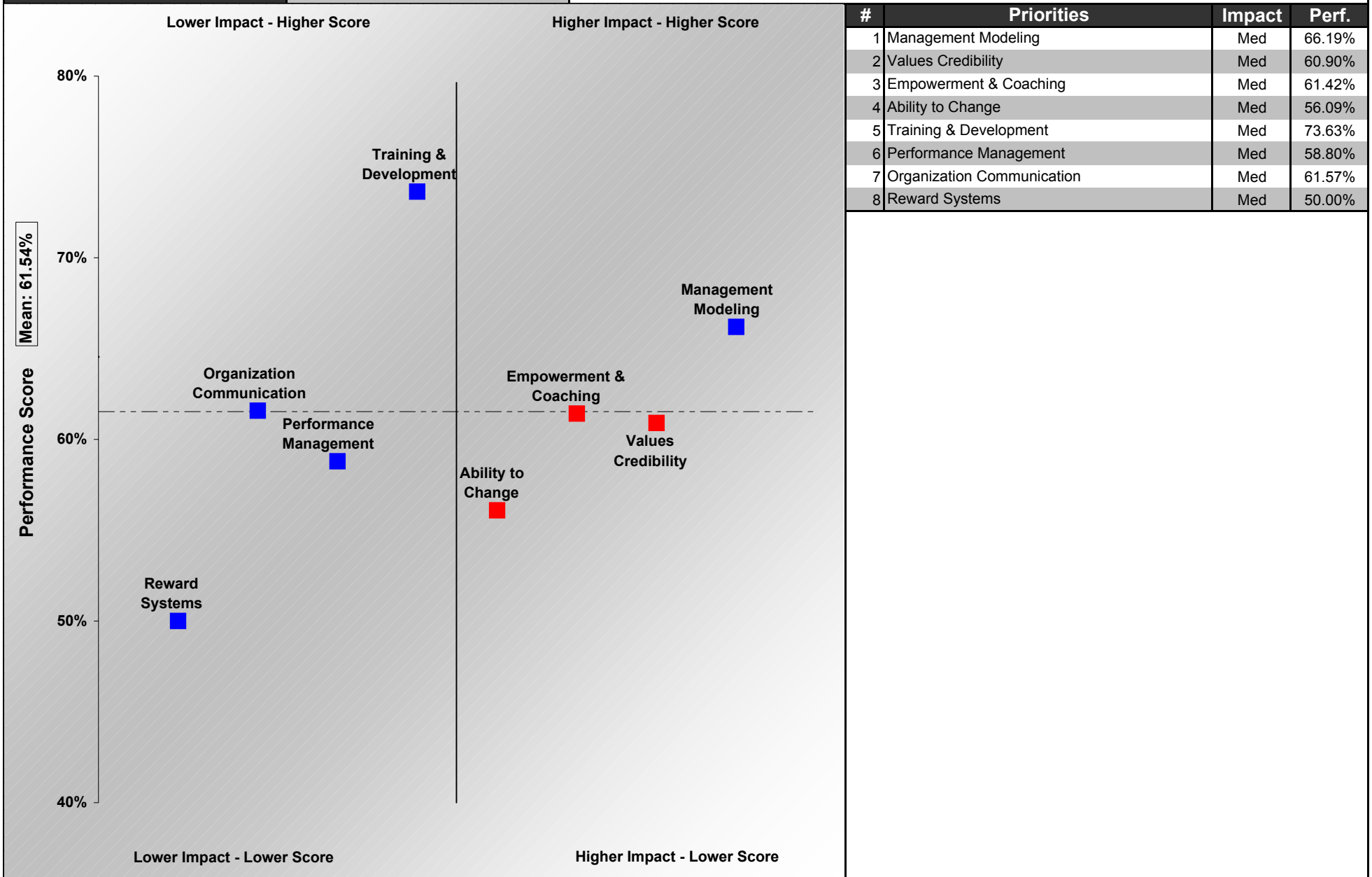
This section of the report plots the Principal Elements within Organization Strategy. Each element reflects the employees' view of their degree of impact on the company's ability to achieve its strategic intent. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority. The table to the right reflects the Principal Elements in order of weighted priority and lists the performance mean score.



# ORGANIZATION CULTURE

## Degree of Impact

This section of the report plots the Principal Elements within Organization Culture. Each element reflects the employees' view of their degree of impact on the company's ability to achieve its strategic intent. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority. The table to the right reflects the Principal Elements in order of weighted priority and lists the performance mean score.

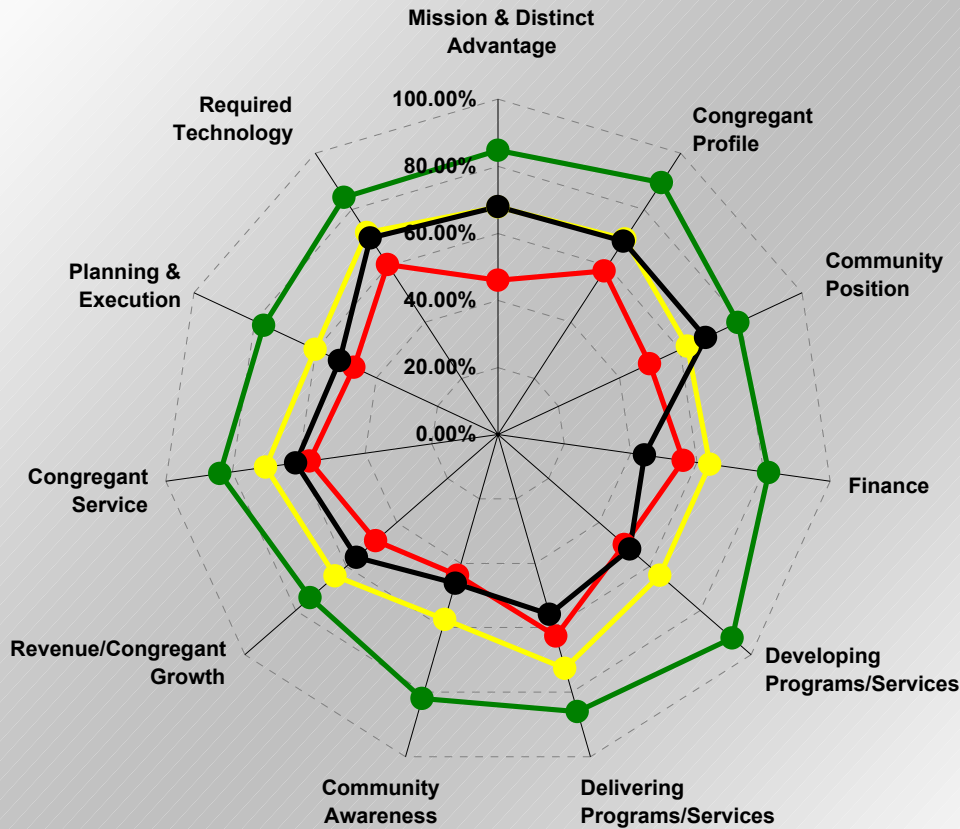




# EXECUTIVE SUMMARY

## 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 & Distinct Advantage	84.72%	67.84%	45.97%	67.91%
2	Congregant Profile	89.51%	69.55%	58.10%	68.71%
3	Community Position	78.97%	62.31%	49.92%	68.31%
4	Finance	81.48%	63.84%	55.85%	44.07%
5	Developing Programs/Service	92.59%	64.05%	50.00%	52.08%
6	Delivering Programs/Service	86.00%	72.55%	62.47%	55.78%
7	Community Awareness	81.88%	57.34%	43.70%	46.15%
8	Revenue/Congregant Growth	74.19%	64.33%	48.28%	55.93%
9	Congregant Service	83.82%	69.97%	56.79%	60.83%
10	Planning & Execution	77.13%	60.13%	47.36%	52.14%
11	Required Technology	84.31%	71.73%	60.39%	69.89%

### Organization Strategy

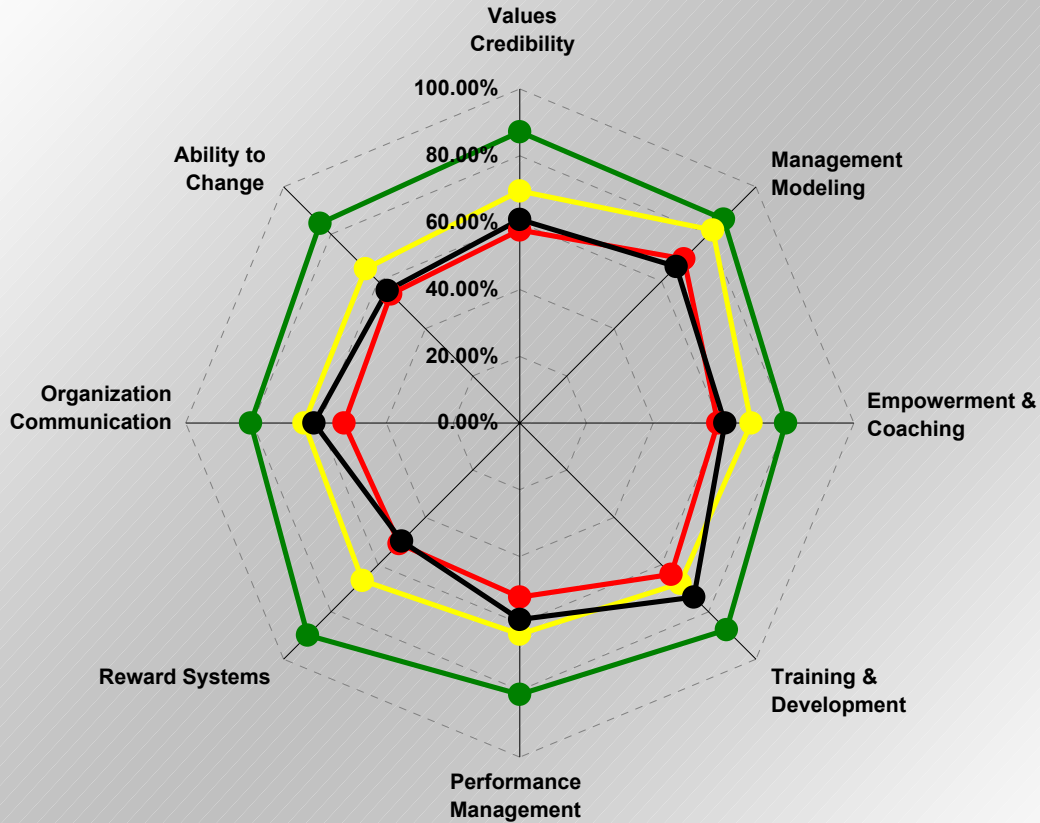
Top 10%: 83.15%  
 Overall Mean: 65.79%  
 Bottom 10%: 52.61%  
 You: 59.12%



# EXECUTIVE SUMMARY

## Culture Performance Comparison

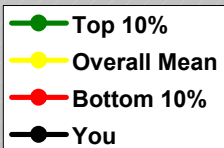
This report compares the Culture performance scores for the organization with three control groups pulled from QuadRed's normative database: Top 10%, Bottom 10%, and overall mean scores.



#	Principal Elements	Top	Mean	Btm.	You
1	Values Credibility	87.18%	69.42%	57.75%	60.90%
2	Management Modeling	86.27%	81.74%	69.53%	66.19%
3	Empowerment & Coaching	79.63%	69.23%	59.34%	61.42%
4	Training & Development	87.50%	67.95%	64.07%	73.63%
5	Performance Management	81.25%	63.22%	52.08%	58.80%
6	Reward Systems	89.74%	66.68%	51.09%	50.00%
7	Organization Communication	80.56%	64.54%	52.60%	61.57%
8	Ability to Change	84.57%	65.35%	54.63%	56.09%

### Organization Culture

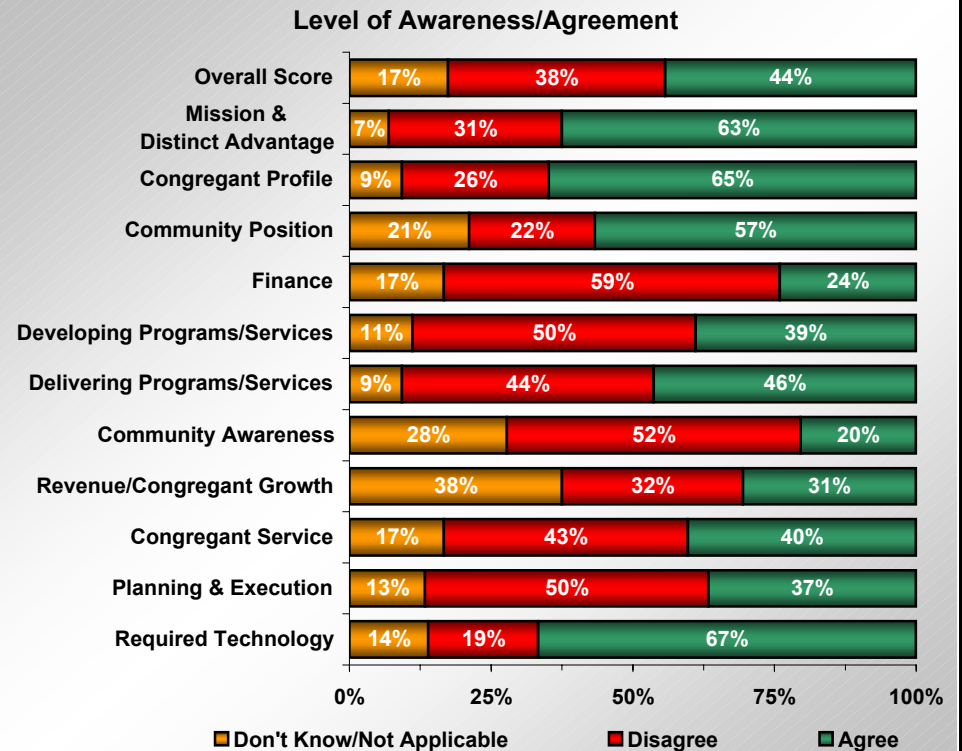
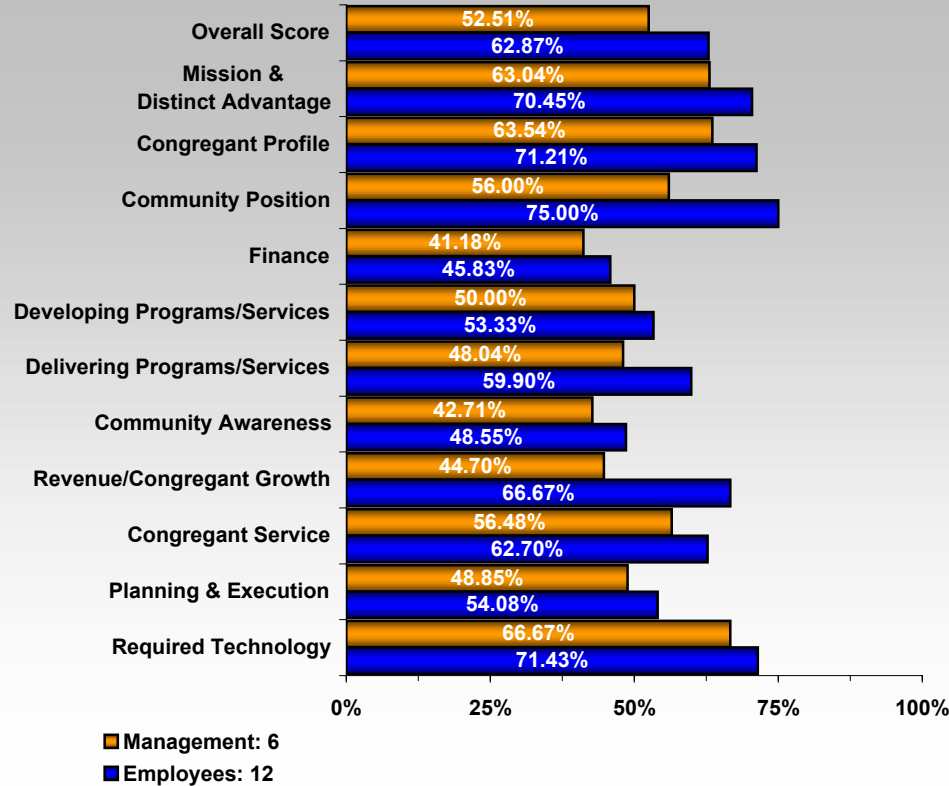
Top 10%: 84.59%  
 Overall Mean: 68.52%  
 Bottom 10%: 57.64%  
 You: 61.54%



# Organization Strategy

## Executive Team and Organization Comparison

This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: 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 & Distinct Advantage		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.	Mgmt.	0%	0%	0%	0%	33%	33%	33%	67%	83.33%	14.91	Mgmt.	63.04%	21.88
	Employees	0%	0%	0%	0%	8%	50%	42%	92%	88.89%	10.86	Employees	70.45%	22.69
2. Our mission statement clearly explains how our church is different from other similar churches.	Mgmt.	0%	0%	0%	33%	50%	17%	0%	17%	63.89%	12.55	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Employees	8%	8%	8%	17%	33%	8%	17%	25%	63.64%	25.62			
3. We have effectively established a distinctive or unique advantage within the faith-based marketplace.	Mgmt.	17%	0%	17%	17%	33%	17%	0%	17%	60.00%	19.00			
	Employees	8%	0%	0%	25%	33%	25%	8%	33%	69.70%	16.36			
4. Our church's unique advantage is clearly understood by all staff.	Mgmt.	0%	17%	33%	33%	0%	17%	0%	17%	44.44%	22.77			
	Employees	17%	8%	8%	33%	17%	8%	8%	17%	56.67%	23.83			

<b>Organization Strategy</b>	<b>Executive Team and Organization Comparison</b>	This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: Mission, Vision, & Competitive Advantage, External Assessment, Internal Capabilities, and Planning & Execution
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**External Assessment**

Congregant Profile		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
5. Our church has clearly identified the specific features and benefits our congregants and visitors seek.	Mgmt.	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	9.13	Mgmt.	63.54%	17.45
	Employees	8%	0%	0%	8%	42%	33%	8%	42%	74.24%	13.67	Employees	71.21%	19.22
6. Our church has clearly identified why our congregants and visitors would NOT support our programs and services.	Mgmt.	17%	0%	33%	50%	0%	0%	0%	0%	43.33%	9.13			
	Employees	8%	0%	0%	33%	25%	17%	17%	33%	69.70%	19.46			
7. Our church has defined the ideal means by which our congregants prefer to become involved in our programs and services.	Mgmt.	17%	0%	0%	17%	33%	33%	0%	33%	70.00%	13.94			
	Employees	8%	8%	0%	17%	25%	25%	17%	42%	69.70%	24.51			
Community Position		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
8. Our church has clearly identified the key strengths and weaknesses of churches and ministries offering similar programs or services.	Mgmt.	17%	17%	33%	17%	0%	17%	0%	17%	43.33%	25.27	Mgmt.	56.00%	25.86
	Employees	33%	0%	0%	17%	33%	0%	17%	17%	70.83%	19.42	Employees	75.00%	19.80
9. Our church has thoroughly assessed the threat of substitute programs or services.	Mgmt.	33%	17%	17%	17%	17%	0%	0%	0%	41.67%	21.52	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Employees	25%	8%	0%	8%	33%	17%	8%	25%	66.67%	23.57			
10. Our church has defined the outlook for growth in our local community.	Mgmt.	0%	17%	0%	0%	67%	17%	0%	17%	61.11%	22.77			
	Employees	8%	0%	0%	8%	25%	33%	25%	58%	80.30%	16.36			
11. Our church's membership and community impact are growing at a rate that meets or exceeds local growth rates.	Mgmt.	0%	0%	0%	17%	17%	33%	33%	67%	80.56%	19.48			
	Employees	17%	0%	0%	0%	17%	33%	33%	67%	86.67%	13.15			
12. Our church maintains an ongoing, quantifiable market evaluation process.	Mgmt.	33%	17%	17%	17%	17%	0%	0%	0%	41.67%	21.52			
	Employees	33%	0%	8%	17%	17%	17%	8%	25%	66.67%	21.82			

**Internal Capabilities**

Finance		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
13. Our church has allocated the financial resources necessary to achieve our mission and vision.	Mgmt.	17%	33%	33%	0%	17%	0%	0%	0%	33.33%	20.41	Mgmt.	41.18%	25.76
	Employees	0%	25%	33%	17%	8%	8%	8%	17%	44.44%	26.90	Employees	45.83%	24.69
14. Our church has consistently performed within a targeted range of financial goals.	Mgmt.	0%	17%	0%	17%	50%	17%	0%	17%	58.33%	22.97			
	Employees	17%	8%	17%	33%	8%	8%	8%	17%	53.33%	24.60			
15. Our church utilizes a "Cost/Benefit" approach when allocating resources for new programs or services.	Mgmt.	0%	67%	17%	0%	0%	17%	0%	17%	30.56%	26.70			
	Employees	50%	17%	17%	8%	8%	0%	0%	0%	36.11%	19.48			

<b>Organization Strategy</b>		<b>Executive Team and Organization Comparison</b>							This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: Mission, Vision, & Competitive Advantage, External Assessment, Internal Capabilities, and Planning & Execution					
<b>Developing Programs/Services</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
16. Our church allocates the necessary resources to support the research and development of new programs and services.	Mgmt.	0%	17%	17%	17%	50%	0%	0%	0%	50.00%	21.08	Mgmt.	50.00%	21.08
	Employees	17%	8%	25%	17%	17%	8%	8%	17%	53.33%	25.82	Employees	53.33%	25.82
<b>Delivering Programs/Services</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
17. We produce programs and services with high quality.	Mgmt.	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	0.00	Mgmt.	48.04%	19.44
	Employees	0%	0%	8%	17%	25%	42%	8%	50%	70.83%	18.97	Employees	59.90%	20.24
18. Our method for creating and delivering quality programs and services is cost efficient.	Mgmt.	17%	17%	33%	17%	17%	0%	0%	0%	40.00%	19.00			
Employees	25%	0%	8%	33%	25%	0%	8%	8%	8%	59.26%	18.84			
19. Our method for creating and delivering quality programs and services is fast, flexible, and responsive.	Mgmt.	0%	17%	67%	0%	17%	0%	0%	0%	36.11%	16.39			
	Employees	8%	8%	25%	25%	33%	0%	0%	0%	48.48%	17.41			
<b>Community Awareness</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
20. Our church has a clearly defined plan for creating greater community awareness.	Mgmt.	17%	17%	50%	17%	0%	0%	0%	0%	33.33%	11.78	Mgmt.	42.71%	20.15
	Employees	8%	17%	17%	25%	25%	0%	8%	8%	50.00%	24.72	Employees	48.55%	26.07
21. As part of our plan to promote community awareness for our church we reinforce our distinct identity.	Mgmt.	0%	17%	0%	33%	33%	17%	0%	17%	55.56%	22.77			
	Employees	25%	17%	8%	17%	17%	8%	8%	17%	53.70%	28.60			
22. Our church consistently analyzes the "Return-on-Investment" (ROI) of our community awareness campaigns.	Mgmt.	17%	33%	0%	50%	0%	0%	0%	0%	36.67%	18.26			
	Employees	75%	17%	0%	8%	0%	0%	0%	0%	27.78%	19.24			
<b>Revenue/Congregant Growth</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
23. Our staff members who are responsible for congregant growth consistently achieve their goals.	Mgmt.	33%	17%	17%	33%	0%	0%	0%	0%	37.50%	15.96	Mgmt.	44.70%	19.51
	Employees	67%	0%	0%	8%	8%	17%	0%	17%	70.83%	15.96	Employees	66.67%	14.21
24. Our staff members who focus on congregant growth have the necessary skills they need to be successful.	Mgmt.	0%	33%	0%	33%	17%	17%	0%	17%	47.22%	26.70			
Employees	58%	0%	0%	0%	25%	17%	0%	17%	73.33%	9.12				
25. Our congregant growth team employs a well-defined management process.	Mgmt.	0%	0%	50%	33%	17%	0%	0%	0%	44.44%	13.61			
	Employees	58%	0%	8%	8%	17%	8%	0%	8%	60.00%	19.00			
26. Our church effectively tracks new congregant growth and participation from initial contact to active involvement.	Mgmt.	0%	0%	67%	0%	17%	17%	0%	17%	47.22%	22.15			
	Employees	25%	0%	0%	25%	33%	17%	0%	17%	64.81%	13.03			

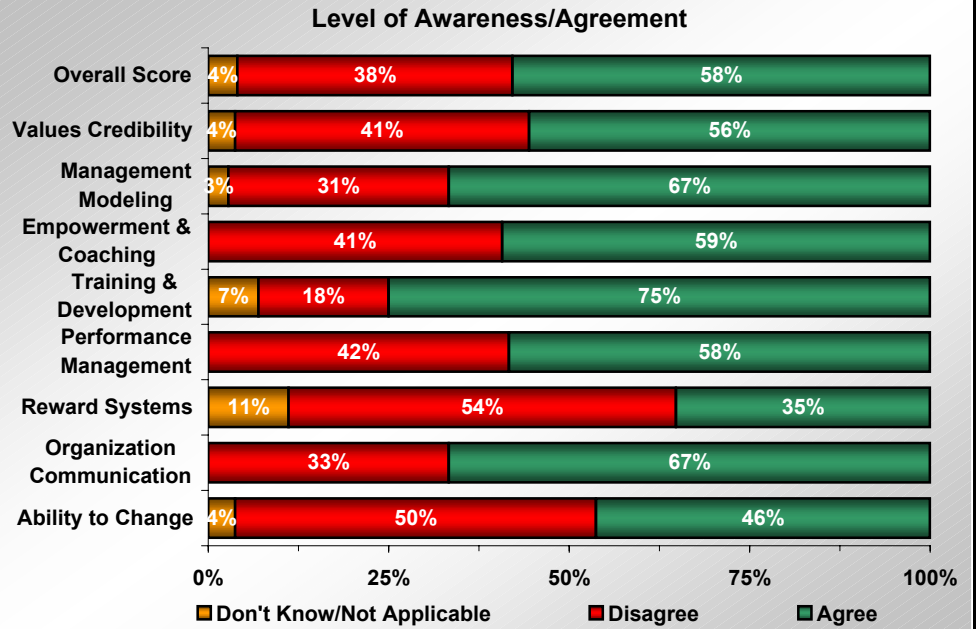
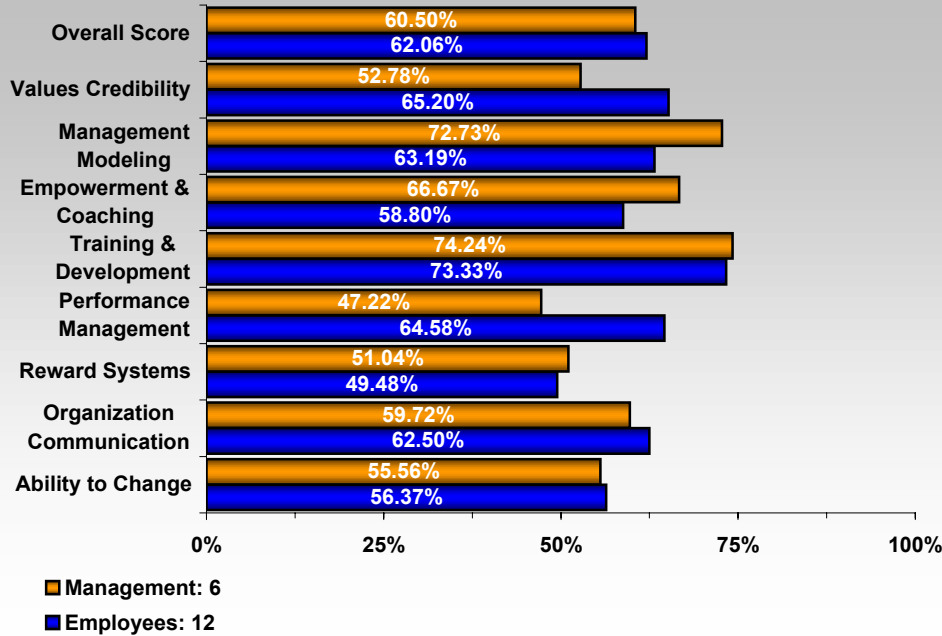
DK = Don't Know/Not Applicable  
1 = Strongly Disagree  
2 = Disagree  
3 = Somewhat Disagree  
4 = Somewhat Agree  
5 = Agree  
6 = Strongly Agree

<b>Organization Strategy</b>		<b>Executive Team and Organization Comparison</b>							This section of the report compares senior management's opinions with those of the general workforce for 11 Principal Elements tied to: Mission, Vision, & Competitive Advantage, External Assessment, Internal Capabilities, and Planning & Execution					
<b>Congregant Service</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
27. Our congregant service standards are clearly defined and documented.	Mgmt.	17%	17%	0%	33%	33%	0%	0%	0%	50.00%	20.41	Mgmt.	56.48%	18.20
	Employees	0%	0%	8%	42%	25%	25%	0%	25%	61.11%	16.41	Employees	62.70%	17.96
28. We consistently exceed our congregant's expectations.	Mgmt.	17%	0%	17%	67%	0%	0%	0%	0%	46.67%	7.46			
	Employees	0%	0%	8%	58%	25%	8%	0%	8%	55.56%	12.98			
29. Our church regularly obtains and evaluates congregant feedback.	Mgmt.	17%	0%	0%	50%	33%	0%	0%	0%	56.67%	9.13			
	Employees	0%	0%	17%	33%	25%	25%	0%	25%	59.72%	18.06			
30. Our church enjoys a higher rate of returning visitors, congregant referrals, and congregant loyalty than other churches in the religious community.	Mgmt.	50%	0%	0%	0%	17%	17%	17%	33%	83.33%	16.67			
	Employees	50%	0%	0%	0%	8%	25%	17%	42%	86.11%	12.55			
<b>Planning &amp; Execution</b>														
<b>Planning &amp; Execution</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
31. At our church, action plans must clearly specify how and when each goal will be achieved.	Mgmt.	0%	17%	33%	33%	0%	17%	0%	17%	44.44%	22.77	Mgmt.	48.85%	19.89
	Employees	8%	8%	33%	17%	33%	0%	0%	0%	46.97%	17.98	Employees	54.08%	21.66
32. Our church has allocated the necessary money, technology, and people to achieve our strategic goals.	Mgmt.	0%	0%	17%	33%	50%	0%	0%	0%	55.56%	13.61	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Employees	17%	8%	8%	17%	33%	8%	8%	17%	60.00%	23.83			
33. We execute our strategic goals.	Mgmt.	0%	0%	0%	50%	33%	17%	0%	17%	61.11%	13.61			
	Employees	17%	8%	0%	42%	25%	8%	0%	8%	55.00%	17.66			
34. Our leadership routinely reviews the status of our strategic goals and objectives.	Mgmt.	0%	17%	17%	33%	17%	17%	0%	17%	50.00%	23.57			
	Employees	42%	8%	8%	0%	33%	8%	0%	8%	57.14%	23.29			
35. At our church, there are consequences when deadlines are missed.	Mgmt.	17%	33%	33%	17%	0%	0%	0%	0%	30.00%	13.94			
	Employees	8%	17%	17%	17%	25%	8%	8%	17%	53.03%	26.69			
<b>Required Technology</b>		<b>FREQUENCY OF RESPONSE</b>							<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		<b>Mean Score</b>	<b>Std. Dev.</b>
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
36. We currently have the technology we need to achieve our goals.	Mgmt.	17%	17%	0%	17%	17%	17%	17%	33%	63.33%	32.06	Mgmt.	66.67%	22.22
	Employees	8%	0%	8%	17%	25%	33%	8%	42%	69.70%	19.46	Employees	71.43%	21.82
37. Our church continues to identify and acquire new technologies that support our mission and vision.	Mgmt.	17%	0%	0%	0%	67%	17%	0%	17%	70.00%	7.45			
	Employees	17%	8%	0%	8%	17%	33%	17%	50%	73.33%	25.09			

# Organization Culture

## Executive Team and Organization Comparison

This section of the report compares senior management's opinions with those of the general workforce for 8 Principal Elements tied to: Values & Beliefs, Leadership, Human Resource Systems, and Organization Character



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

## Values & Beliefs

Values Credibility	FREQUENCY OF RESPONSE								Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
	DK	1	2	3	4	5	6							
38. Our staff and laity clearly understand and embrace our church's values and beliefs.	Mgmt.	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	9.13	Mgmt.	52.78%	15.39
	Employees	0%	0%	0%	8%	50%	33%	8%	42%	73.61%	13.21	Employees	65.20%	20.25
39. Our church's business practices are carefully aligned with our values and beliefs.	Mgmt.	0%	0%	0%	50%	33%	17%	0%	17%	61.11%	13.61			
	Employees	0%	0%	0%	0%	67%	25%	8%	33%	73.61%	11.14			
40. Cynicism is virtually absent in our church.	Mgmt.	0%	17%	33%	50%	0%	0%	0%	0%	38.89%	13.61			
	Employees	17%	8%	33%	33%	0%	0%	8%	8%	45.00%	22.29			

## Leadership

Management Modeling	FREQUENCY OF RESPONSE								Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
	DK	1	2	3	4	5	6							
41. At our church, staff and laity have confidence in our senior leadership.	Mgmt.	17%	0%	17%	17%	33%	17%	0%	17%	60.00%	19.00	Mgmt.	72.73%	20.10
	Employees	0%	8%	8%	42%	25%	17%	0%	17%	55.56%	19.24	Employees	63.19%	20.25

<h1>Organization Culture</h1>	<b>Executive Team and Organization Comparison</b>	This section of the report compares senior management's opinions with those of the general workforce for 8 Principal Elements tied to: Values & Beliefs, Leadership, Human Resource Systems, and Organization Character
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Management Modeling (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
42. Our church's senior leaders are honest.	Mgmt.	0%	0%	0%	0%	33%	33%	33%	67%	83.33%	14.91	Mgmt.	72.73%	20.10
	Employees	0%	0%	8%	8%	50%	17%	17%	33%	70.83%	18.97	Employees	63.19%	20.25
Empowerment & Coaching		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
43. At our church, authority to make decisions is given to lowest appropriate level.	Mgmt.	0%	0%	17%	0%	67%	17%	0%	17%	63.89%	16.39	Mgmt.	66.67%	15.12
	Employees	0%	0%	17%	42%	25%	8%	8%	17%	58.33%	19.46	Employees	58.80%	23.73
44. At our church delegation is viewed as a tool to develop and motivate our staff and laity.	Mgmt.	0%	0%	17%	0%	50%	33%	0%	33%	66.67%	18.26			
	Employees	0%	8%	17%	17%	42%	0%	17%	17%	59.72%	25.08			
45. Our leaders always show appreciation to staff and laity for their good performance.	Mgmt.	0%	0%	0%	17%	50%	33%	0%	33%	69.44%	12.54			
	Employees	0%	8%	25%	25%	8%	17%	17%	33%	58.33%	27.98			

## 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						
46. Our church invests in training.	Mgmt.	0%	0%	0%	0%	33%	0%	67%	67%	88.89%	17.21	Mgmt.	74.24%	16.04
	Employees	0%	0%	0%	8%	25%	42%	25%	67%	80.56%	15.62	Employees	73.33%	18.94
47. Our church insures that all staff are taught the necessary skills to do their job.	Mgmt.	0%	0%	17%	0%	67%	17%	0%	17%	63.89%	16.39	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Employees	0%	0%	8%	33%	17%	25%	17%	42%	68.06%	21.86			
48. Our training programs improve our church's performance.	Mgmt.	17%	0%	0%	0%	50%	33%	0%	33%	73.33%	9.12			
	Employees	8%	0%	0%	33%	17%	25%	17%	42%	71.21%	19.85			
49. Our training programs are well designed and structured.	Mgmt.	17%	0%	0%	0%	67%	17%	0%	17%	70.00%	7.45			
	Employees	17%	0%	0%	17%	33%	17%	17%	33%	73.33%	17.92			
Performance Management		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
50. At our church people are held accountable for their work.	Mgmt.	0%	17%	50%	17%	17%	0%	0%	0%	38.89%	17.21	Mgmt.	47.22%	21.12
	Employees	0%	0%	8%	33%	33%	17%	8%	25%	63.89%	18.58	Employees	64.58%	17.25
51. Staff and laity goals include clear steps and timelines.	Mgmt.	0%	17%	0%	33%	33%	17%	0%	17%	55.56%	22.77			
	Employees	0%	0%	17%	0%	58%	25%	0%	25%	65.28%	16.60			
Reward Systems		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
52. Given our goals, we are rewarding the appropriate skills and behaviors.	Mgmt.	17%	17%	33%	0%	33%	0%	0%	0%	43.33%	22.36	Mgmt.	51.04%	19.69
	Employees	8%	8%	17%	33%	33%	0%	0%	0%	50.00%	16.67	Employees	49.48%	18.69



<b>Organization Culture</b>		<b>Executive Team and Organization Comparison</b>							This section of the report compares senior management's opinions with those of the general workforce for 8 Principal Elements tied to: Values & Beliefs, Leadership, Human Resource Systems, and Organization Character					
<b>Reward Systems (cont.)</b>		<b>FREQUENCY OF RESPONSE</b>						<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
53. Our church rewards staff and laity fairly.	Mgmt.	17%	0%	17%	17%	50%	0%	0%	0%	56.67%	14.91	<b>Mgmt.</b>	<b>51.04%</b>	<b>19.69</b>
	Employees	8%	17%	0%	42%	33%	0%	0%	0%	50.00%	18.26	<b>Employees</b>	<b>49.48%</b>	<b>18.69</b>
54. At our church, promotions are only given to the people that deserve them.	Mgmt.	0%	17%	0%	50%	17%	17%	0%	17%	52.78%	22.15			
	Employees	17%	17%	17%	17%	25%	8%	0%	8%	48.33%	22.84			
<b>Organization Character</b>														
<b>Organization Communication</b>		<b>FREQUENCY OF RESPONSE</b>						<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
55. Our church keeps staff and laity well informed.	Mgmt.	0%	0%	17%	17%	67%	0%	0%	0%	58.33%	13.95	<b>Mgmt.</b>	<b>59.72%</b>	<b>15.01</b>
	Employees	0%	0%	0%	33%	67%	0%	0%	0%	61.11%	8.21	<b>Employees</b>	<b>62.50%</b>	<b>13.23</b>
56. Our church regularly communicates the status of our goals and objectives.	Mgmt.	0%	0%	17%	17%	50%	17%	0%	17%	61.11%	17.21			
	Employees	0%	0%	8%	25%	50%	8%	8%	17%	63.89%	17.16			
<b>Ability to Change</b>		<b>FREQUENCY OF RESPONSE</b>						<b>Pos. Score</b>	<b>Mean Score</b>	<b>Std. Dev.</b>	<b>Mean Score</b>	<b>Std. Dev.</b>		
		<b>DK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>						
57. Our church manages change well.	Mgmt.	0%	17%	0%	67%	17%	0%	0%	0%	47.22%	16.39	<b>Mgmt.</b>	<b>55.56%</b>	<b>22.14</b>
	Employees	0%	8%	0%	42%	50%	0%	0%	0%	55.56%	14.79	<b>Employees</b>	<b>56.37%</b>	<b>16.92</b>
58. Our church leaders effectively explain the reason for change.	Mgmt.	0%	17%	0%	17%	33%	33%	0%	33%	61.11%	25.09			
	Employees	0%	8%	0%	33%	42%	17%	0%	17%	59.72%	18.06			
59. When change occurs, our church leaders carefully explains how the change will affect staff and laity.	Mgmt.	0%	17%	0%	33%	17%	33%	0%	33%	58.33%	25.27			
	Employees	17%	8%	8%	33%	25%	8%	0%	8%	53.33%	18.92			