



THE
CORPORATE L.I.F.E.
CENTRE INTERNATIONAL

*Building High Performance
organizations*



Sample Company

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February 2009

ClimatePLUS 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 ClimatePLUS Assessment

Organization Dynamic Model™ - ClimatePLUS Categories

1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission, Vision, & Competitive 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 Strategic Advantage				
1.2 External Assessment	1.2.1 Customer Profile	2.2 Core Competence	2.2.1 Leveraging Core Competence	3.2 Leadership	3.2.1 Management Modeling
	1.2.2 Market & Competitive Analysis				3.2.2 Empowerment
1.3 Internal Capabilities	1.3.1 Finance	2.3 Information, Systems, & Technology	2.3.1 Organization Communication	3.3 Human Resource Systems	3.3.1 Recruitment
	1.3.2 Research & Development		2.3.2 Shared Knowledge		3.3.2 Orientation
	1.3.3 Production		2.3.3 Required Technology		3.3.3 Training & Development
	1.3.4 Marketing				3.3.4 Performance Management
	1.3.5 Sales Effectiveness				3.3.5 Reward Systems
	1.3.6 Customer 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 company'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 company's current performance in the categories of Strategy, Design, and Culture.
3. **Comparison:** How the company compares to other organizations in the QUADRED, LLC. 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

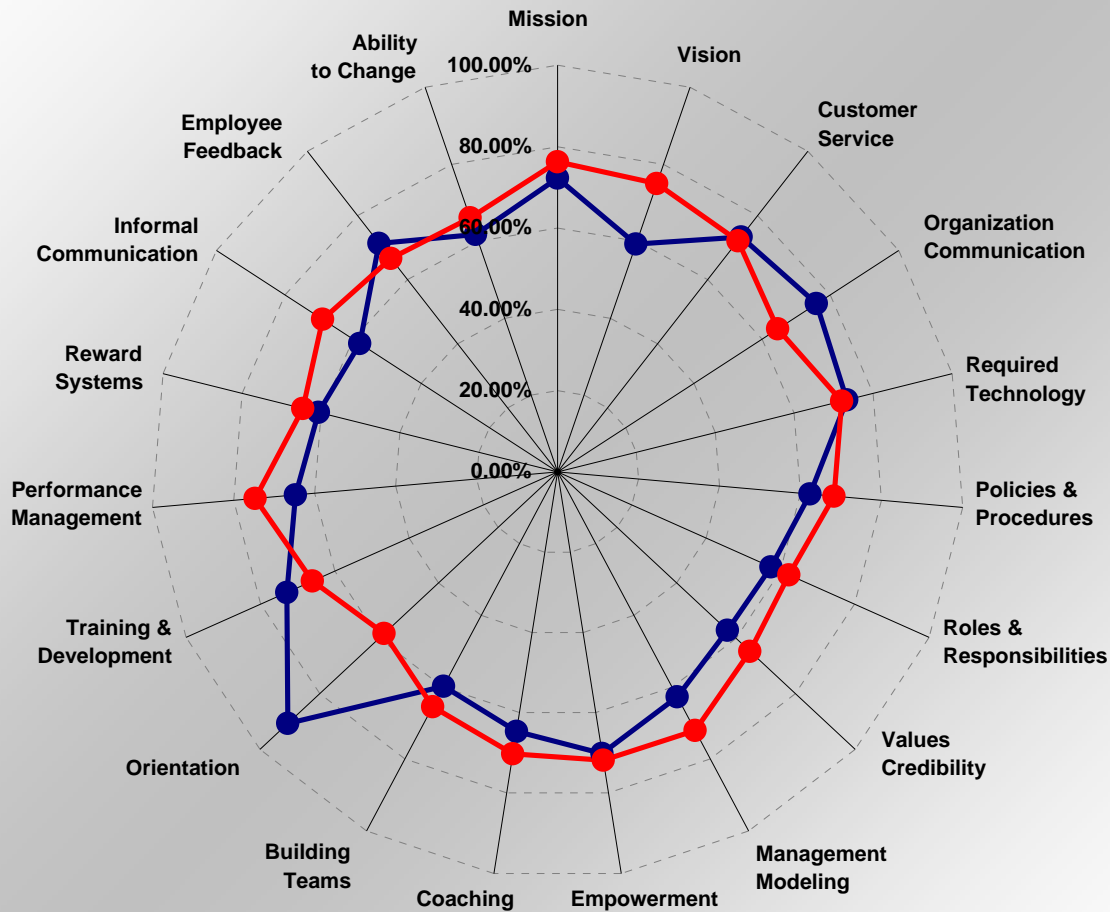
1. Review the Executive Summary and Degree of Impact Summary pages to understand:
 - How the senior team prioritized each of the business areas.
 - How they rated their respective performance.
2. Review the comparison charts to get a sense of where this company's performance lies in relation to other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

Organization Comparison

This report compares the Principal Elements from each group and displays the mean scores.



#	Management	Impact	Perf.
1	Mission	High	72.22%
2	Customer Service	High	73.33%
3	Vision	High	59.26%
4	Management Modeling	High	62.67%
5	Values Credibility	High	57.14%
6	Building Teams	Med	59.72%
7	Required Technology	Med	73.33%
8	Empowerment	Med	70.14%
9	Informal Communication	Med	58.02%
10	Ability to Change	Med	61.73%
11	Roles & Responsibilities	Med	57.41%
12	Organization Communication	Med	75.93%
13	Reward Systems	Med	60.61%
14	Employee Feedback	Low	71.30%
15	Training & Development	Low	72.84%
16	Policies & Procedures	Low	62.35%
17	Performance Management	Low	64.63%
18	Coaching	Low	64.58%
19	Orientation	Low	90.74%

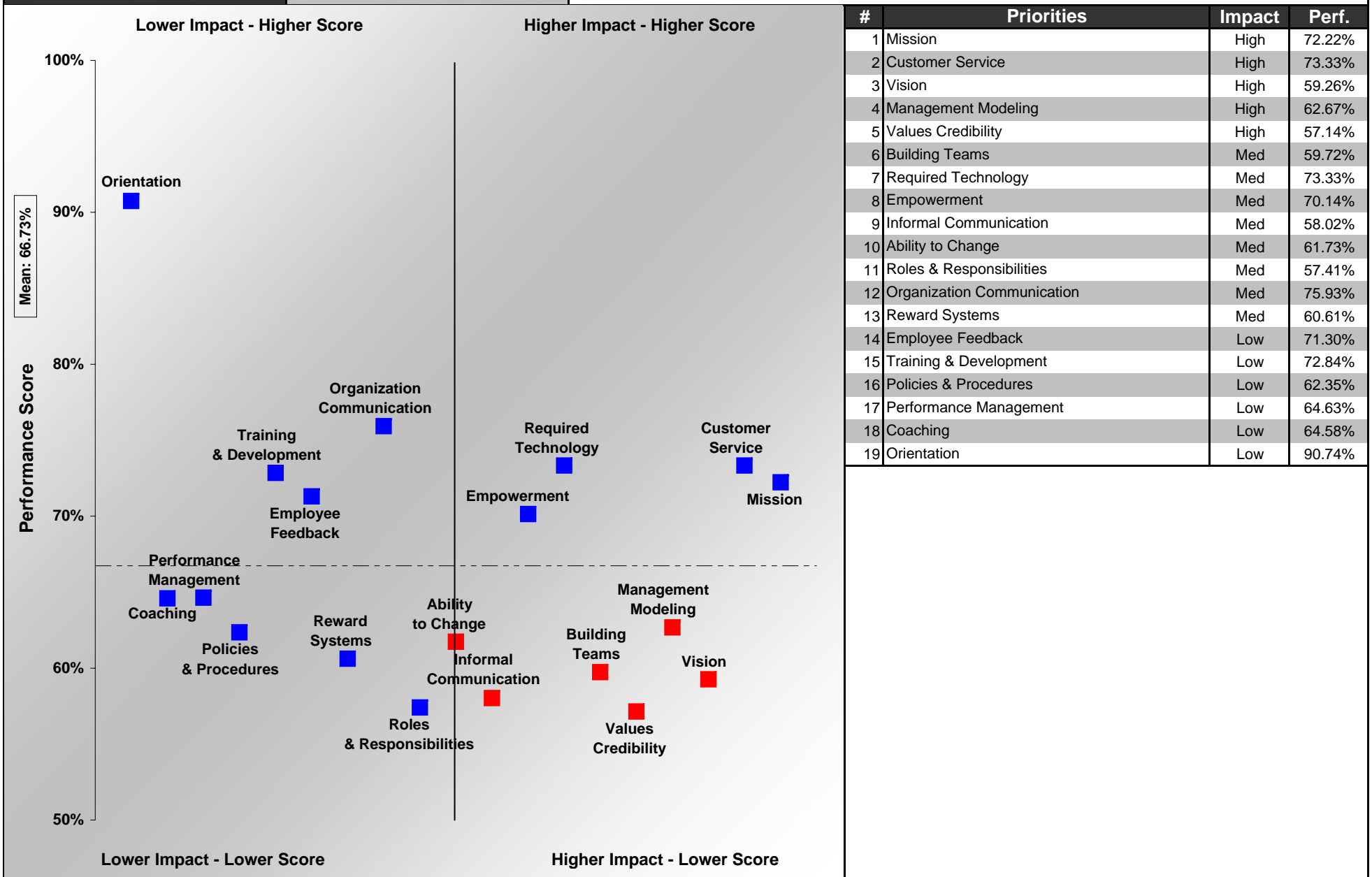
#	Employees	Impact	Perf.
1	Management Modeling	High	71.99%
2	Customer Service	High	72.08%
3	Required Technology	Med	71.95%
4	Mission	Med	76.23%
5	Vision	Med	75.00%
6	Building Teams	Med	65.41%
7	Reward Systems	Med	64.55%
8	Training & Development	Med	65.99%
9	Coaching	Med	70.17%
10	Values Credibility	Med	64.70%
11	Ability to Change	Med	66.12%
12	Roles & Responsibilities	Med	62.25%
13	Performance Management	Med	74.63%
14	Policies & Procedures	Med	68.21%
15	Orientation	Med	58.33%
16	Organization Communication	Med	64.52%
17	Empowerment	Med	71.72%
18	Employee Feedback	Low	66.67%
19	Informal Communication	Low	68.83%

● Management: 9
● Employees: 42

EXECUTIVE SUMMARY

Degree of Impact (Management)

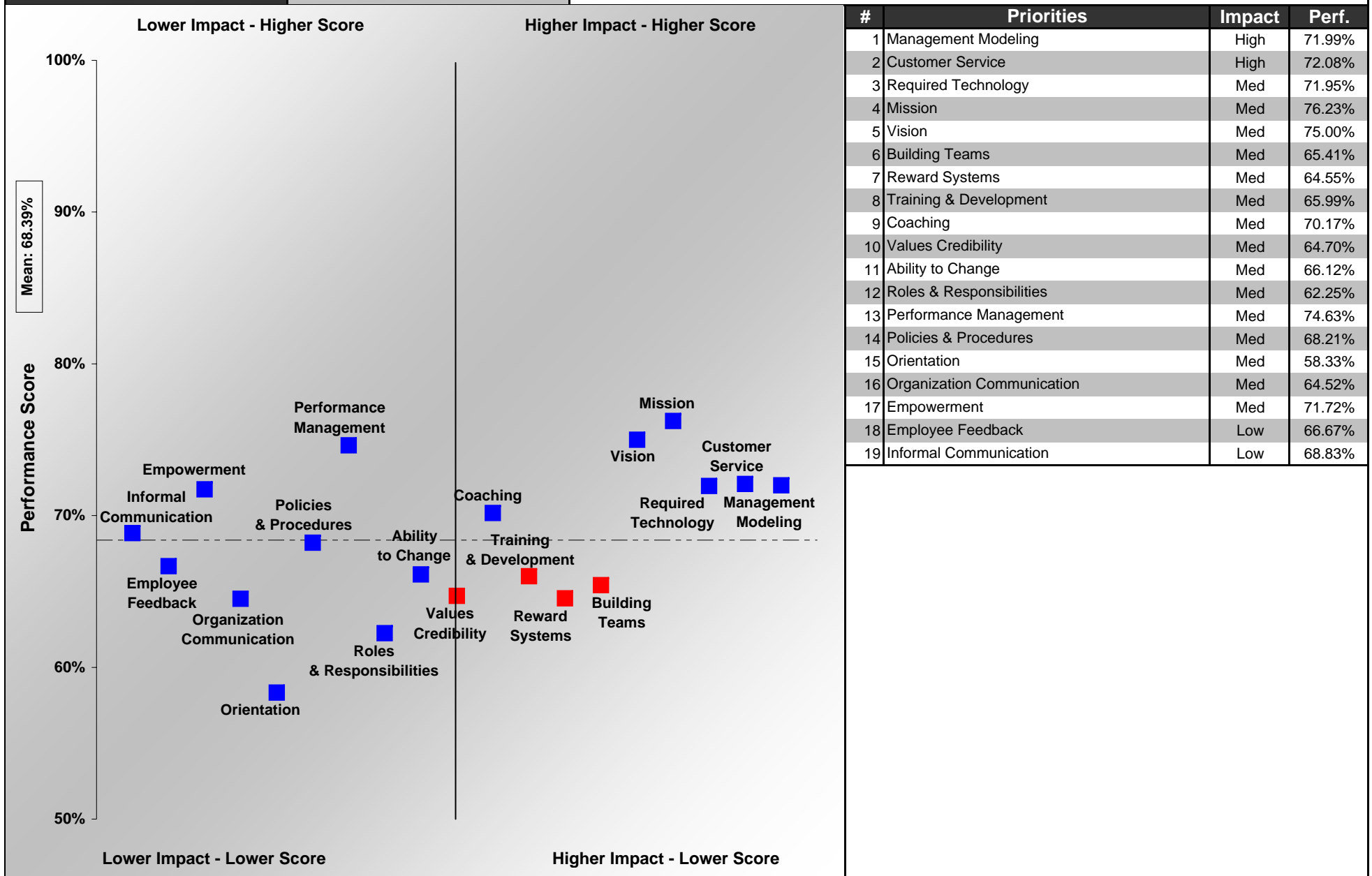
This report plots the Principal Elements of the Organization. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the Principal Elements in order of weighted priority, as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



EXECUTIVE SUMMARY

Degree of Impact (Employees)

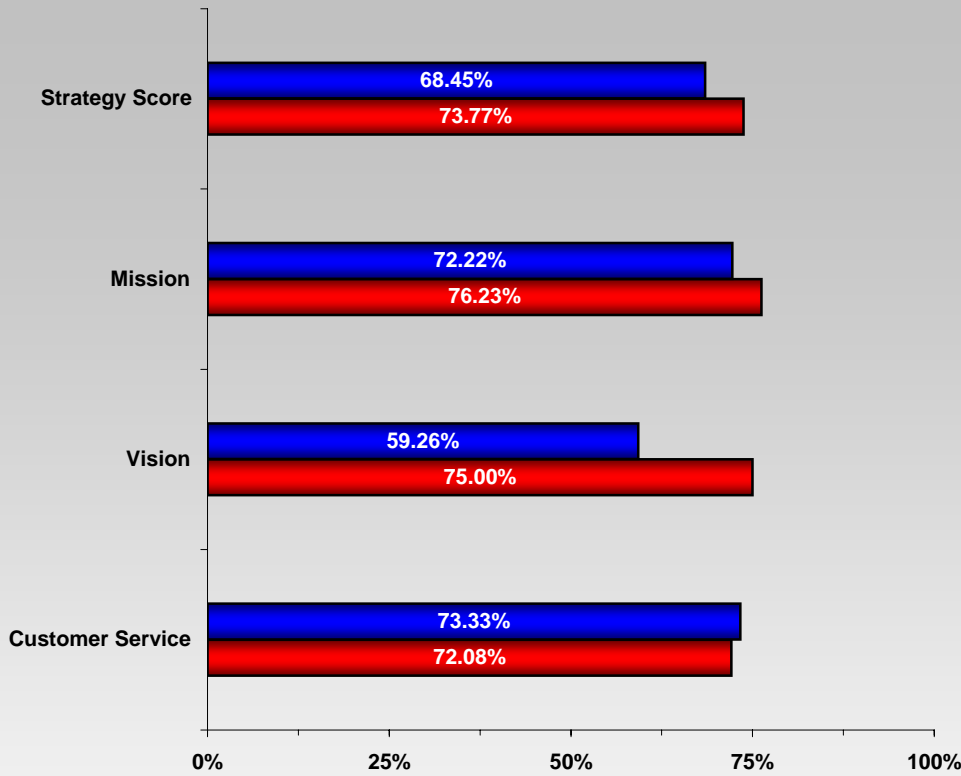
This report plots the Principal Elements of the Organization. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the Principal Elements in order of weighted priority, as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



Organization Strategy

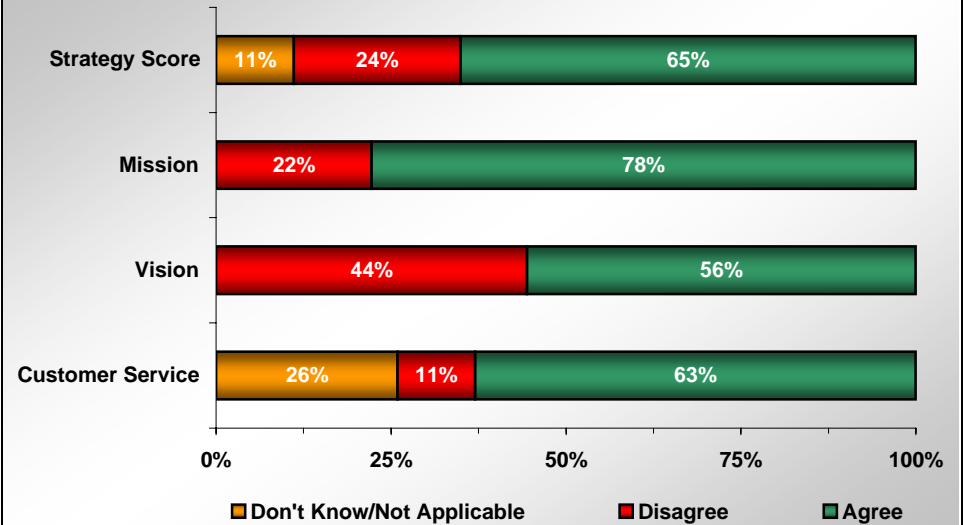
Detail Results

This section of the report demonstrates the dispersion of responses for all participants for **Mission, Vision, & Competitive Advantage and Internal Capabilities**



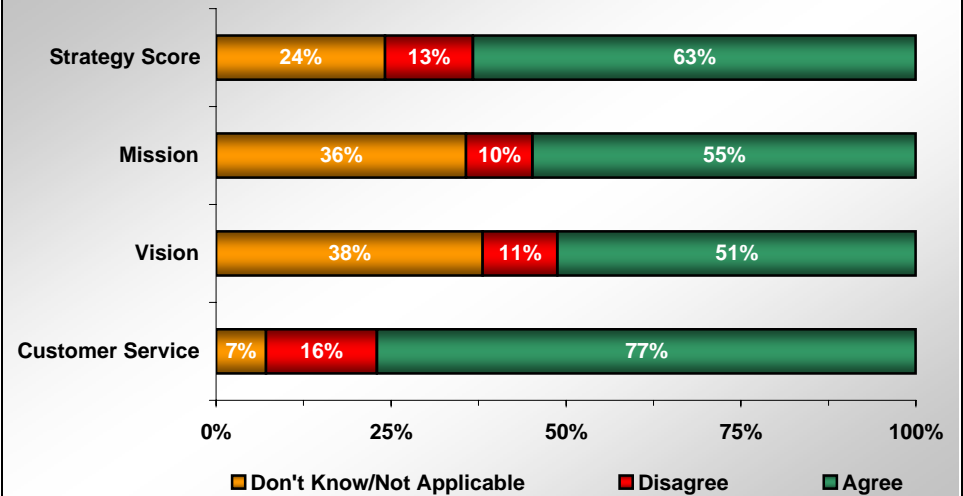
■ Management: 9
■ Employees: 42

Level of Awareness/Agreement: Management



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

Level of Awareness/Agreement: Employees



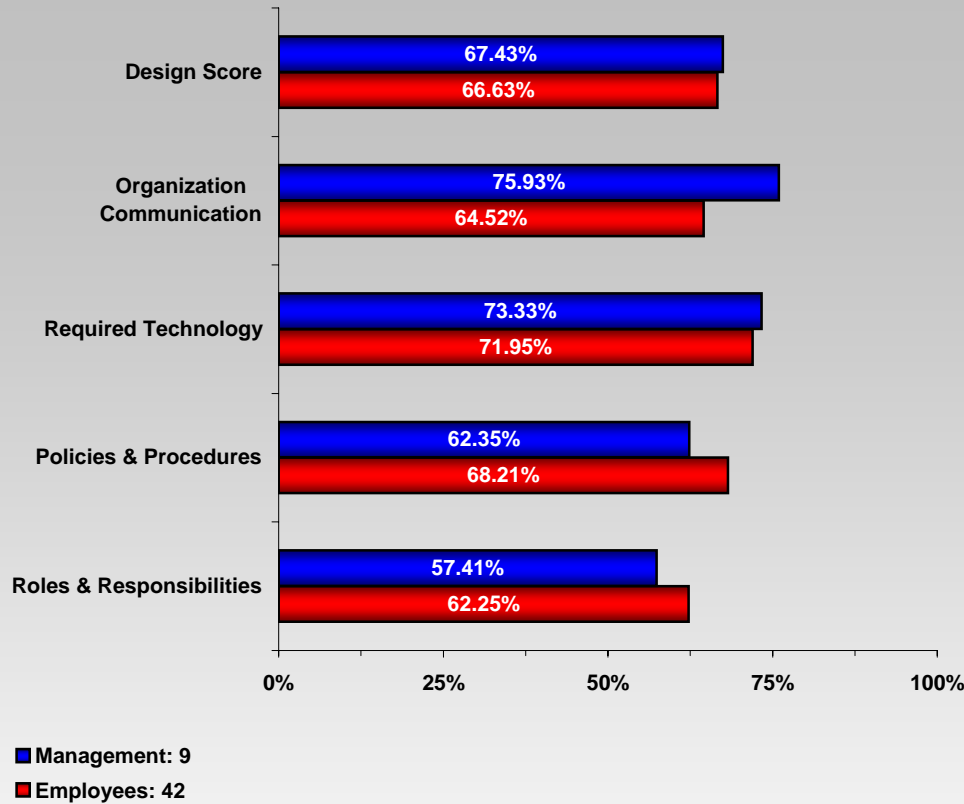
Note: Due to rounding, the total may not exactly equal 100%

Organization Strategy		Detail Results							This section of the report demonstrates the dispersion of responses for all participants for Mission, Vision, & Competitive Advantage and Internal Capabilities					
Mission, Vision, & Competitive 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 our company's reason for being in business.	Management	0%	0%	0%	0%	33%	56%	11%	67%	79.63%	11.11	Management	72.22%	17.15
	Employees	36%	2%	5%	0%	5%	40%	12%	52%	79.01%	20.46	Employees	76.23%	20.63
2. Our mission statement clearly explains how our company is different from our competition.	Management	0%	0%	11%	33%	11%	44%	0%	44%	64.81%	19.44			
	Employees	36%	2%	5%	5%	12%	33%	7%	40%	73.46%	20.81			
Vision		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5						6	
3. Our vision statement clearly explains what our company will be doing in the future.	Management	0%	22%	11%	22%	22%	11%	11%	22%	53.70%	28.60	Management	59.26%	27.55
	Employees	38%	2%	0%	10%	14%	29%	7%	36%	73.72%	18.96	Employees	75.00%	16.99
4. Our vision gives us the direction we need to make good decisions.	Management	0%	11%	11%	11%	22%	33%	11%	44%	64.81%	26.93			
	Employees	38%	0%	0%	10%	14%	31%	7%	38%	76.28%	15.03			
Internal Capabilities														
Customer Service		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5						6	
5. Our customer service standards are clearly defined and documented.	Management	44%	0%	0%	22%	22%	0%	11%	11%	66.67%	20.41	Management	73.33%	14.71
	Employees	10%	0%	7%	7%	36%	26%	14%	40%	72.81%	18.35	Employees	72.08%	19.06
6. We consistently exceed our customer's expectations.	Management	33%	0%	0%	0%	33%	22%	11%	33%	77.78%	13.61	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Employees	10%	2%	5%	10%	45%	21%	7%	29%	68.42%	17.67			
7. Our employees understand and support our commitment to customer satisfaction.	Management	0%	0%	0%	11%	33%	56%	0%	56%	74.07%	12.11			
	Employees	2%	2%	7%	7%	24%	38%	19%	57%	74.80%	20.79			

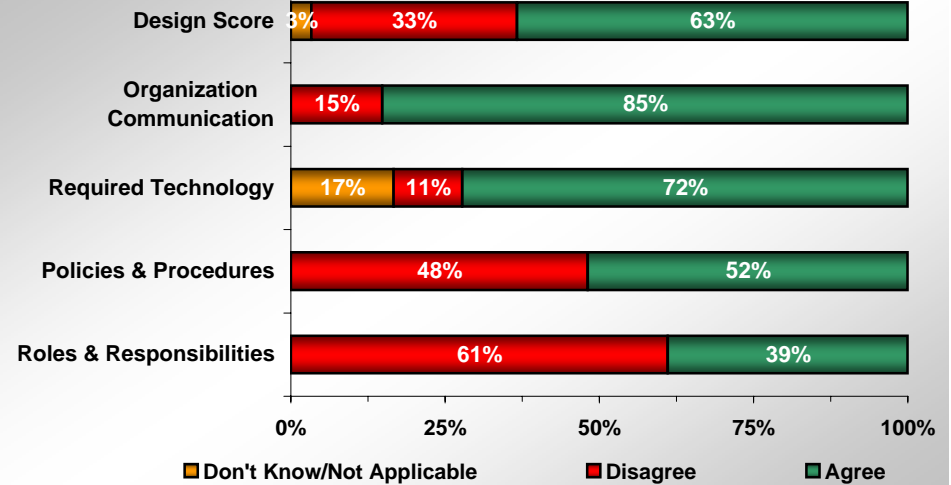
Organization Design

Detail Results

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

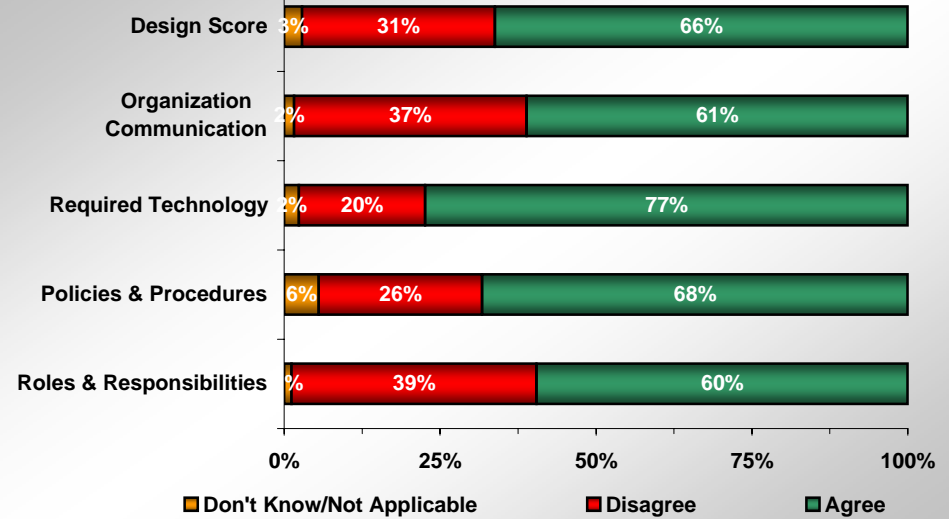


Level of Awareness/Agreement: Management



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

Level of Awareness/Agreement: Employees



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

<h1>Organization Design</h1>	<h2>Detail Results</h2>	This section of the report demonstrates the dispersion of responses for all participants for Information, Systems, & Technology and Organization Efficiency
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Information, Systems, & Technology

Organization Communication		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.	
		DK	1	2	3	4	5	6							
8. Our company keeps employees well informed.	Management	0%	0%	33%	0%	22%	33%	11%	44%	64.81%	25.61	Management	75.93%	19.79	
	Employees	0%	5%	12%	33%	17%	24%	10%	33%	61.90%	22.48		Employees	64.52%	21.03
9. Our company regularly communicates the status of our goals and objectives.	Management	0%	0%	0%	11%	0%	67%	22%	89%	83.33%	14.43	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree			
	Employees	2%	5%	10%	26%	21%	31%	5%	36%	63.41%	21.15				
10. At our company, important information is readily available.	Management	0%	0%	0%	0%	44%	33%	22%	56%	79.63%	13.89				
	Employees	2%	2%	12%	7%	31%	43%	2%	45%	68.29%	19.29				
Required Technology		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.			Mean Score	Std. Dev.
		DK	1	2	3	4	5	6							
11. We currently have the technology we need to achieve our goals.	Management	22%	0%	11%	0%	22%	33%	11%	44%	73.81%	21.21	Management	73.33%	19.72	
	Employees	5%	2%	10%	10%	24%	48%	2%	50%	69.58%	19.20	Employees	71.95%	19.58	
12. Our company continues to identify and acquire new technologies that support our business.	Management	11%	0%	11%	0%	33%	33%	11%	44%	72.92%	19.80				
	Employees	0%	2%	5%	12%	24%	40%	17%	57%	74.21%	19.89				

Organization Efficiency

Policies & Procedures		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
13. At our company, policies and procedures provide clear and understandable direction.	Management	0%	0%	11%	44%	22%	22%	0%	22%	59.26%	16.90	Management	62.35%	21.97
	Employees	0%	2%	7%	14%	31%	38%	7%	45%	69.44%	19.10	Employees	68.21%	19.04
14. Our managers ensure we comply with our policies and procedures.	Management	0%	11%	22%	22%	11%	33%	0%	33%	55.56%	25.00			
	Employees	2%	2%	7%	17%	21%	43%	7%	50%	69.92%	19.80			
15. Our managers and employees feel that they can get things done without a lot of "red tape."	Management	0%	0%	11%	22%	0%	56%	11%	67%	72.22%	22.05			
	Employees	14%	2%	7%	19%	26%	31%	0%	31%	64.81%	18.16			

Organization Design

Detail Results

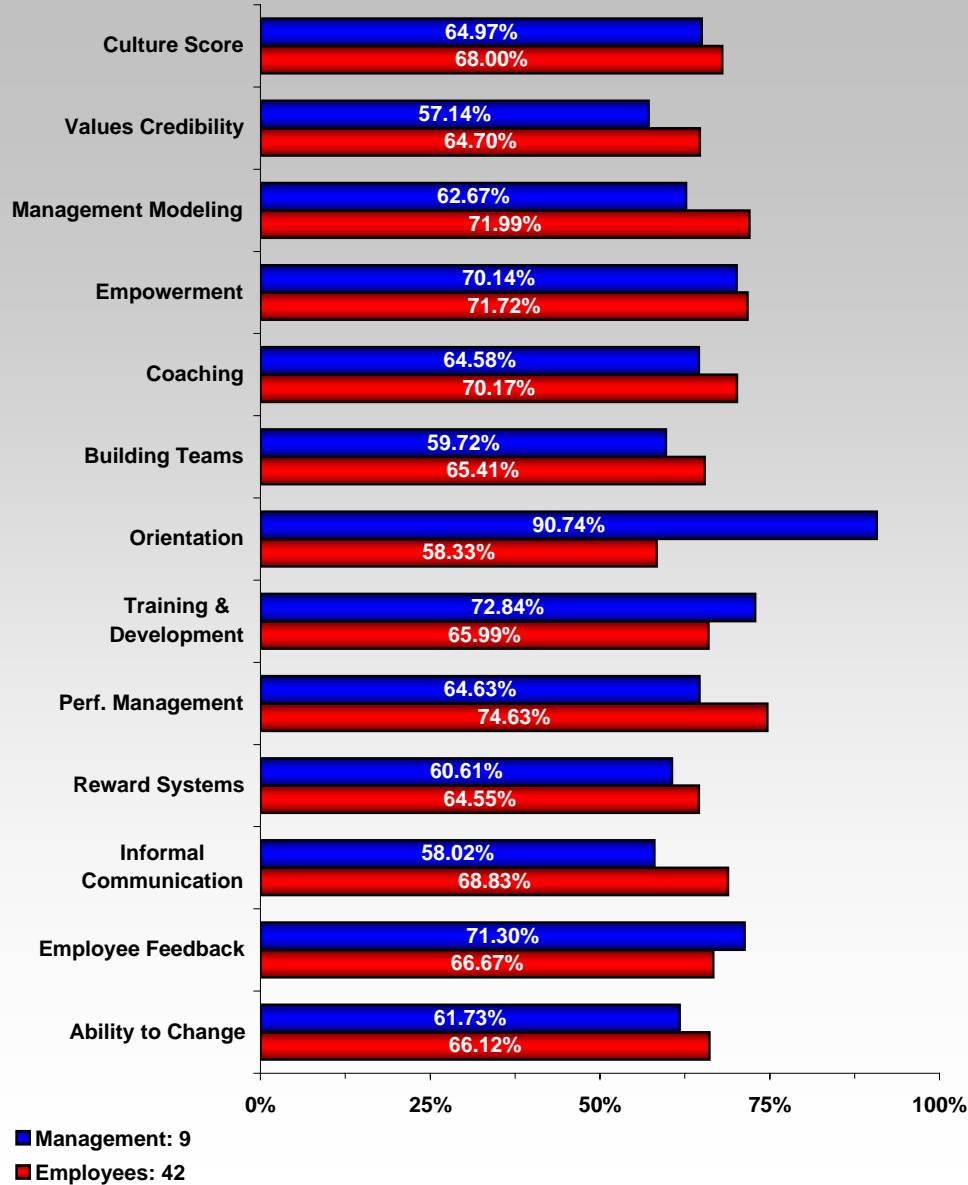
This section of the report demonstrates the dispersion of responses for all participants for **Information, Systems, & Technology and Organization Efficiency**

Roles & Responsibilities		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
16. Our employees clearly understand how their jobs relate to our company's goals.	Management Employees	0%	0%	11%	33%	22%	22%	11%	33%	64.81%	21.15	Management Employees	57.41%	24.40
		2%	2%	7%	17%	29%	33%	10%	43%	69.11%	19.92		62.25%	21.94
17. At our company, there is no unnecessary duplication of individual roles and responsibilities.	Management Employees	0%	11%	33%	33%	0%	11%	11%	22%	50.00%	26.35			
		0%	12%	14%	26%	24%	24%	0%	24%	55.56%	21.98			

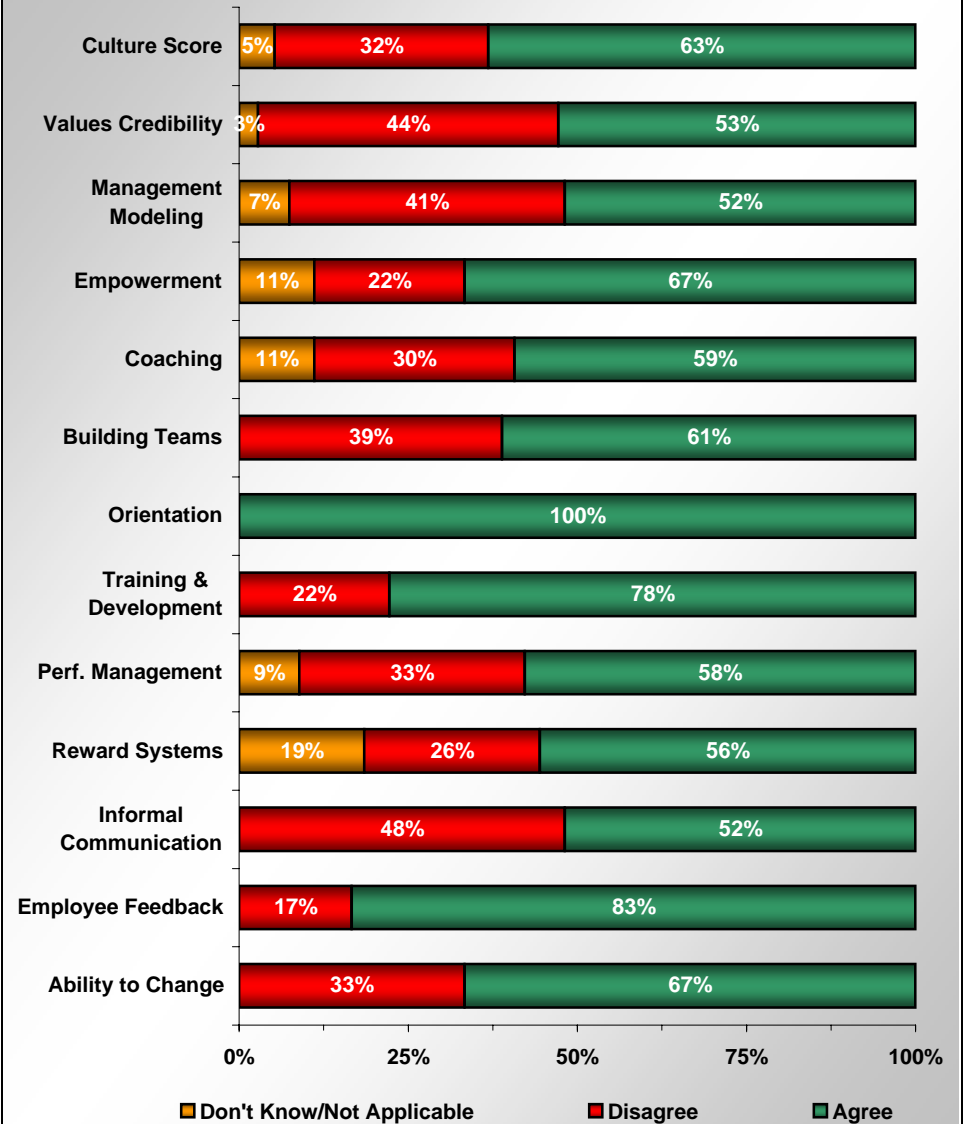
Organization Culture

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.**



Level of Awareness/Agreement: Management



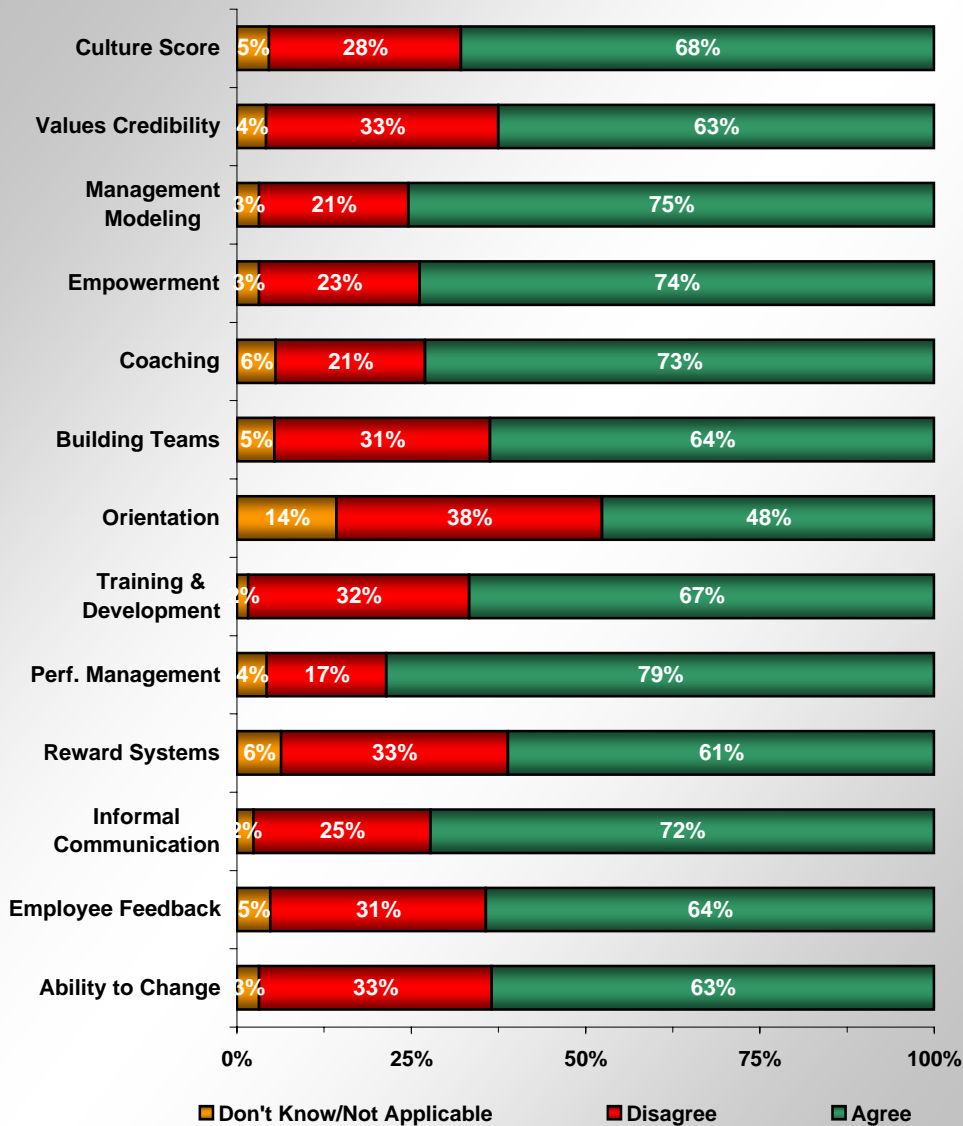
Note: Due to rounding, the total may not exactly equal 100%

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.**

Level of Awareness/Agreement: Employees



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

<h1>Organization Culture</h1>	<h2>Detail Results</h2>	This section of the report demonstrates the dispersion of responses for all participants for Values & Beliefs, Leadership, Human Resource Systems, and Organization Character.
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Values & Beliefs

Values Credibility		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
18. Our employees clearly understand and embrace our company's values and beliefs.	Management	0%	11%	11%	22%	11%	44%	0%	44%	61.11%	25.00	Management	57.14%	24.35
	Employees	2%	0%	5%	17%	33%	33%	10%	43%	71.14%	17.09	Employees	64.70%	19.93
19. Our values and beliefs are reinforced in all internal communication.	Management	0%	0%	0%	22%	33%	33%	11%	44%	72.22%	16.67			
	Employees	2%	0%	10%	17%	38%	26%	7%	33%	67.48%	17.85			
20. The daily experiences of our employees are consistent with the direction set forth in our values and beliefs.	Management	11%	11%	11%	0%	44%	22%	0%	22%	60.42%	23.46			
	Employees	5%	5%	5%	24%	29%	29%	5%	33%	65.00%	19.90			
21. Cynicism is virtually absent in our company.	Management	0%	33%	33%	22%	11%	0%	0%	0%	35.19%	17.57			
	Employees	7%	5%	26%	21%	24%	12%	5%	17%	54.70%	21.61			

Leadership

Management Modeling		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
22. Our managers' always behave in a manner that is consistent with our values and beliefs.	Management	0%	0%	44%	0%	33%	11%	11%	22%	57.41%	25.16	Management	62.67%	25.13
	Employees	2%	2%	7%	21%	24%	38%	5%	43%	67.48%	19.35	Employees	71.99%	19.55
23. At our company, employees have confidence in our senior leadership.	Management	11%	0%	22%	22%	11%	22%	11%	33%	62.50%	24.80	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Employees	2%	2%	5%	17%	26%	38%	10%	48%	70.73%	19.29			
24. Our company's senior leaders are honest.	Management	11%	0%	22%	11%	11%	22%	22%	44%	68.75%	27.37			
	Employees	5%	2%	5%	2%	21%	45%	19%	64%	77.92%	19.02			

Empowerment

Empowerment		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
25. Our managers know when to personally manage projects and when to let their staff have the authority and control.	Management	0%	0%	0%	44%	33%	22%	0%	22%	62.96%	13.89	Management	70.14%	20.84
	Employees	7%	2%	5%	12%	33%	36%	5%	40%	69.66%	17.88	Employees	71.72%	21.31
26. Employee involvement is always encouraged.	Management	0%	0%	11%	0%	0%	56%	33%	89%	83.33%	20.41			
	Employees	0%	2%	0%	10%	17%	38%	33%	71%	81.35%	18.84			

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.					
Empowerment (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
27. At our company, authority to make decisions is given to the lowest appropriate level.	Management	33%	11%	0%	0%	44%	11%	0%	11%	61.11%	22.77	Management	70.14%	20.84
	Employees	2%	7%	10%	21%	24%	26%	10%	36%	63.82%	23.24	Employees	71.72%	21.31
Coaching		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
28. At our company delegation is viewed as a tool to develop and motivate our employees.	Management	22%	0%	22%	11%	33%	11%	0%	11%	57.14%	18.90	Management	64.58%	23.22
	Employees	7%	0%	7%	12%	36%	29%	10%	38%	70.51%	17.71	Employees	70.17%	19.63
29. Our managers understand the importance of maintaining their employee's self-esteem.	Management	11%	0%	33%	0%	33%	0%	22%	22%	62.50%	27.82	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
Employees	7%	2%	10%	14%	21%	38%	7%	45%	68.80%	20.65				
30. Our managers always show appreciation to employees for good performance.	Management	0%	0%	11%	11%	33%	22%	22%	44%	72.22%	22.05			
Employees	2%	5%	5%	10%	31%	36%	12%	48%	71.14%	20.76				
Building Teams		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
31. Our company encourages and fosters good teamwork.	Management	0%	22%	0%	22%	11%	33%	11%	44%	61.11%	30.04	Management	59.72%	24.03
	Employees	2%	5%	7%	5%	31%	33%	17%	50%	72.36%	21.92	Employees	65.41%	21.59
32. Our managers are effective at creating employee support and enthusiasm around company goals.	Management	0%	11%	0%	22%	33%	22%	11%	33%	64.81%	24.21			
Employees	5%	5%	12%	10%	31%	29%	10%	38%	66.67%	22.33				
33. At our company, team performance is rewarded at a level equal to or greater than individual performance.	Management	0%	11%	0%	11%	67%	11%	0%	11%	61.11%	18.63			
Employees	10%	2%	10%	36%	33%	2%	7%	10%	58.33%	18.07				
34. We effectively bring together people from various departments to better achieve our goals.	Management	0%	11%	33%	11%	22%	22%	0%	22%	51.85%	24.22			
Employees	5%	5%	12%	17%	33%	19%	10%	29%	63.75%	21.97				
Human Resource Systems														
Orientation		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
35. Our company provides new employees with an orientation program that helps them understand the company's mission, vision and values.	Management	0%	0%	0%	0%	11%	56%	33%	89%	87.04%	11.11	Management	90.74%	10.26
	Employees	5%	12%	19%	10%	19%	29%	7%	36%	59.58%	26.39	Employees	58.33%	24.39

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.					
Orientation (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
36. Our senior managers participate in the orientation program.	Management	0%	0%	0%	0%	0%	33%	67%	100%	94.44%	8.34	Management	90.74%	10.26
	Employees	24%	5%	19%	12%	24%	14%	2%	17%	56.77%	21.94	Employees	58.33%	24.39
Training & Development		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
37. Our company insures that all employees are taught the necessary skills to do their job.	Management	0%	0%	11%	0%	11%	56%	22%	78%	79.63%	20.03	Management	72.84%	17.39
	Employees	0%	5%	17%	24%	7%	40%	7%	48%	63.89%	23.83	Employees	65.99%	23.22
38. Our training programs improve our company's performance.	Management	0%	0%	0%	22%	22%	44%	11%	56%	74.07%	16.90	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
Employees	2%	7%	10%	5%	29%	36%	12%	48%	69.11%	23.44				
39. Our training programs are well designed and structured.	Management	0%	0%	0%	33%	44%	22%	0%	22%	64.81%	13.03			
Employees	2%	7%	12%	10%	29%	36%	5%	40%	65.04%	22.61				
Performance Management		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
40. Our company uses a results-oriented performance review process.	Management	11%	0%	22%	22%	22%	22%	0%	22%	58.33%	19.92	Management	64.63%	26.92
	Employees	7%	7%	7%	17%	12%	40%	10%	50%	67.95%	23.99	Employees	74.63%	21.09
41. As part of our performance management process, managers and employees agree upon goals.	Management	11%	0%	0%	0%	33%	56%	0%	56%	77.08%	8.62			
Employees	7%	5%	5%	10%	21%	40%	12%	52%	72.22%	21.40				
42. At our company people are held accountable for their work.	Management	0%	56%	11%	11%	0%	11%	11%	22%	38.89%	32.27			
Employees	0%	0%	5%	5%	26%	50%	14%	64%	77.38%	15.97				
43. Employee goals include clear steps and timelines.	Management	11%	0%	22%	22%	11%	33%	0%	33%	60.42%	21.71			
Employees	0%	5%	10%	10%	26%	45%	5%	50%	68.65%	20.89				
44. Performance appraisals are conducted more than once a year.	Management	11%	0%	0%	0%	0%	44%	44%	89%	91.67%	8.91			
Employees	7%	2%	0%	0%	17%	26%	48%	74%	87.18%	17.29				
Reward Systems		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
45. Our company rewards employees fairly.	Management	11%	11%	0%	11%	44%	11%	11%	22%	64.58%	24.29	Management	60.61%	26.50
	Employees	7%	10%	12%	10%	21%	31%	10%	40%	64.53%	25.41	Employees	64.55%	23.12

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.							
Reward Systems (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.			
		DK	1	2	3	4	5	6								
46. Employees feel that the rewards for achieving their goals are worthy of the effort.	Management	22%	0%	11%	0%	44%	11%	11%	22%	69.05%	20.25	Management	60.61%	26.50		
	Employees	5%	7%	7%	21%	24%	26%	10%	36%	64.58%	23.02	Employees	64.55%	23.12		
47. At our company, promotions are only given to the people that deserve them.	Management	22%	33%	0%	11%	22%	0%	11%	11%	47.62%	32.53					
	Employees	7%	5%	10%	17%	31%	24%	7%	31%	64.53%	21.35					
Organization Character																
Informal Communication		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.			
		DK	1	2	3	4	5	6								
48. At our company, ideas and opinions are exchanged openly without fear of reprisal.	Management	0%	33%	0%	11%	11%	33%	11%	44%	57.41%	33.45	Management	58.02%	31.48		
	Employees	2%	2%	2%	21%	33%	36%	2%	38%	67.89%	16.83	Employees	68.83%	18.96		
49. Conflict or disagreement is used productively to achieve better solutions.	Management	0%	44%	0%	22%	11%	22%	0%	22%	44.44%	28.87	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree				
	Employees	2%	5%	2%	26%	36%	26%	2%	29%	64.23%	18.09					
50. We have an "open door" policy.	Management	0%	11%	0%	22%	11%	22%	33%	56%	72.22%	28.87					
	Employees	2%	2%	5%	10%	33%	24%	24%	48%	74.39%	20.78					
Employee Feedback		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.				Mean Score	Std. Dev.
		DK	1	2	3	4	5	6								
51. Our company solicits employee opinions.	Management	0%	11%	0%	0%	22%	44%	22%	67%	75.93%	25.15	Management	71.30%	25.44		
	Employees	0%	0%	7%	17%	38%	31%	7%	38%	69.05%	17.10	Employees	66.67%	18.37		
52. Our managers take the time to communicate the results of employee feedback.	Management	0%	11%	11%	0%	33%	33%	11%	44%	66.67%	26.35					
	Employees	10%	2%	7%	29%	21%	26%	5%	31%	64.04%	19.58					
Ability to Change		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.			
		DK	1	2	3	4	5	6								
53. Our company manages change well.	Management	0%	11%	33%	11%	44%	0%	0%	0%	48.15%	19.45	Management	61.73%	18.38		
	Employees	5%	5%	14%	17%	33%	24%	2%	26%	61.25%	20.46	Employees	66.12%	19.04		
54. Our company effectively explains the reason for change.	Management	0%	0%	0%	22%	56%	22%	0%	22%	66.67%	11.78					
	Employees	2%	0%	7%	24%	24%	36%	7%	43%	68.70%	18.33					

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.**

Ability to Change (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
55. When change occurs, our company carefully explains how the change will affect employees.	Management	0%	0%	0%	22%	44%	22%	11%	33%	70.37%	16.20	Management	61.73%	18.38
	Employees	2%	0%	5%	29%	24%	33%	7%	40%	68.29%	17.80	Employees	66.12%	19.04