

**Corporate Culture Sample
Cass Bettinger & Associates**

Aug 2008

Instructions

Introduction

Corporate Culture is defined in High Performance in The 90s as: "The sum total of beliefs, values, attitudes, ideologies and behavior patterns and norms which are shared and adhered to by a group; their appropriateness, compatibility, and strength; and the consistency with which they are supported."

Howard Schwartz and Stanley M. Davis, writing in Organizational Dynamics say: "For better or worse, a corporate culture has a major impact on a company's ability to carry out objectives and plans, especially when a company is shifting its strategic direction."

As an organization's leadership undertakes strategic planning in an effort to adapt proactively to a far more competitive and volatile environment, it is imperative that they understand the critically important role that corporate culture plays in the process.

Ralph H. Kilmann, in Psychology Today writes: "Gaining control of the corporate culture is not only possible but necessary for today's organizations".

Clearly, a primary leadership role, especially during times of extreme stress and external change, is to make sure that the organization's culture will be supportive of the new strategies that are needed. According to Edgar H. Schein in Organizational Culture and Leadership: "In fact, there is a possibility - under emphasized in leadership research - that the only thing of real importance that leaders do is to create and manage culture and that the unique talent of leaders is their ability to work with culture."

Commenting on the need for behavioral change to accompany and support strategic change, William Ouchi in Theory Z says: "The only way to influence behavior is to change the culture."

The process of cultural modification involves five key steps.

1. Leadership must determine what type of culture is needed in order to support the strategic plan and make an absolute commitment to fostering that type of culture.
2. A thorough corporate culture analysis must be conducted to identify, quantify, and prioritize the organization's cultural strengths and weaknesses.
3. The cultural gap must be defined. This involves defining and prioritizing the key changes that must be made in order to create the desired culture.
4. Strategies and action plans to bring about the required changes must be developed, implemented and managed.
5. The effectiveness and success of the corporate culture modification strategies must be carefully monitored over time, and adjusted as needed.

The corporate culture analysis developed by **Cass Bettinger & Associates** is designed to be used as an integral part of the strategic planning process. Strengths and weaknesses are analyzed in twenty key corporate culture components and the results broken down based on the organization structure of each organization. For more information see www.cassbettinger.com.

How the Report is Organized

The graph labeled "Corporate Culture Matrix" represents an overview of the organization's culture. The matrix for the prior year is also displayed for comparative purposes, when applicable.

The results are then presented in component order beginning with Component 1, *Strategic Focus*. The first eight columns from left to right show the number of each employee segment selecting each of the available responses.

The last column on the right shows the average score for each employee segment. Points are allocated as follows to compute these scores.

6 = Strongly Agree, 4 = Agree, 2 = Somewhat Agree, -2 = Somewhat Disagree, -4 = Disagree, -6 = Strongly Disagree

The interpretation of the scores is discussed in the next section called "Analyzing the Results".

As you analyze the results of the survey in order to identify key opportunities, the accompanying graphs will be especially helpful.

The graph showing the average scores by component will enable you to identify immediately those general areas where the greatest opportunities for improvement exist. Then, by analyzing the responses to the specific statements within each component, you can more precisely identify specific issues which need to be addressed.

Because some cultural issues may be more important than others, your management team may insist on a higher target in those areas. For example, Statement 15 - *Honesty and Integrity* may be such an issue.

Many clients ask about industry "averages" for each statement and/or component. With respect to corporate culture, "averages" are not very relevant. All that really matters is what type of culture you want and what type of culture you actually have. While understanding the culture of a direct competitor would be of value, an "average" score is really of no strategic use. In fact, it may lead to satisfaction and complacency whenever a score is at or slightly above the industry average. Nonetheless, we have industry averages by asset size available to clients.

In addition to focusing on the total company score, it is also important to observe the differences between specific employee groups, e.g. between officers and non officers and/or between specific functional areas. Sizable differences may indicate that one group is out of touch with cultural realities or that one or more strong subcultures exist. In some cases these subcultures may not be consistent or compatible with the culture that is desired by senior management.

You will note that statements 93-98 ask employees to evaluate the organization's performance compared to one year ago in six areas. On these statements there is no average score, simply the percentages selecting each possible response, which range from "much better" to "much worse".

Statement 99 asks employees to select from several choices what they believe *should be* the organization's objective (not the strategy). Responses to this statement help management understand what the various groups within the organization perceive to be the true objective and to evaluate whether these perceptions are consistent with those of senior management. Of particular interest is the extent to which officers perceive the creation of shareholder value to be the primary objective.

Statement 100 helps to determine what level of return various employee groups believe is desirable and/or acceptable.

Senior management will want to analyze carefully the results of the survey in search of opportunities which can lead to strategies to make the culture stronger, more positive, and/or more supportive of the organization's mission and strategic plan. In addition, strategies to take full advantage of cultural strengths should be created. Most organizations have cultural strengths which are not being fully exploited in ways which create competitive advantage.

How the Report is Organized

Often, the best way to deal with a specific cultural weakness, such as training, recognition, performance review, or communication, is to form quality circles or corporate culture task-forces with volunteers from throughout the organization. Occasionally, focus groups with employees can also be extremely helpful to get to the bottom of a weak score on particular issues. In some cases, a follow-up questionnaire asking for specific recommendations for improving particular areas of concern can be quite valuable.

Cass Bettinger & Associates specializes in conducting employee focus groups as well as leading corporate culture modification strategy sessions. (See www.cassbettinger.com)

Several strategy sessions may be needed in order to develop all the action plans for transforming the culture. It is important to keep in mind that managing an organization's culture is an ongoing process, and that the objective is to constantly improve the culture in order to make it stronger, more positive, and more supportive of corporate strategy.

Most organizations set a specific objective for improvement, e.g., "achieving a corporate culture score of 3.00 on our next culture survey". Then, corporate culture analysis is conducted every 12-18 months in order to manage effectively the process of continuous improvement in a strong, positive culture which will support fully the organization's strategic plan.

Analyzing the Results

Employees were asked to complete the corporate culture survey instrument by responding to a series of statements or questions. For the majority of statements (1-92), available responses range from strongly agree to strongly disagree. Employees were also given the choice of selecting "not relevant to my job." Statements 93-100 ask the employee to evaluate certain issues (e.g. communication) now compared to one year ago.

Once the survey instruments were completed, the response sheets were sent directly to Cass Bettinger & Associates for tabulation. The output is broken out by employee groups as requested by each client.

In tabulating the results, points were given to each response as follows:

6 = Strongly Agree, 4 = Agree, 2 = Somewhat Agree, -2 = Somewhat Disagree, -4 = Disagree, -6 = Strongly Disagree

Next, average scores were calculated for each statement (1-92) by group as requested by the client.

Generally speaking, scores can be interpreted as shown on the attached chart labeled "Interpreting the Data".

While results are provided for each statement, they are also provided for each of the twenty corporate culture components detailed on the attached list labeled "corporate culture components".

The results are presented in component order as well as by statement order. Statements which are included in more than one component will have the results repeated in order to make sure that each component is complete.

For each statement, the percentage of respondents from each group that selected each response is shown in the columns from left (strongly agree) to right (not relevant to my job). The last column on the right for statements 1-92 is the average score for that group.

There are several ways to analyze the survey results.

First, you may want to look at the Corporate Culture Matrix. A point is marked on the matrix showing the total bank average score for each of statements 1-92. Thus, in a glance you can classify the overall company culture, for example, as essentially "weak positive to positive", or "positive to strong positive".

The objective of corporate culture analysis, of course, is to identify specific opportunities to make the culture stronger and more positive, and then design and implement strategies which will move the culture steadily toward the upper right hand corner, the strong positive area.

Next, you may want to review the table labeled "Company Totals". This shows the average score for each group. Thus, you can see which sub-cultures are strongest and which are weakest.

Next, you may wish to review the table labeled "Component Summary". This permits you to identify which specific components seem to be the strongest and which appear to be weakest and, therefore, most in need of management intervention.

You may then want to review the two tables which show the "Ten Highest Scoring Statements" and the "Ten Lowest Scoring Statements" (by statement). You will want to look for patterns among the strengths - and the weaknesses.

Once you have a good overall sense of the bank's corporate culture, you will want to review each statement. Here, you will be interested in the scores for each statement by group. Significant differences between groups will be of particular interest.

Analyzing the Results

As you review the survey results you will generally observe certain patterns. For example:

- One functional area of the company may be consistently less positive than others;
- Officer's scores may be considerably higher on certain issues (e.g. communication) than are those of non officers or vice versa;
- A small group of officers and/or non officers may seem to be consistently negative on all statements (even when the overall statement score is quite positive); or,
- One specific issue, e.g., performance review, may be weak in all areas or, strong in most but very weak in one or more.

A careful review will allow you to prioritize numerous opportunities for improvement. The next step, of course, is to determine how best to proceed in making your corporate culture stronger, more positive, and more supportive of your vision and strategic plan.







An important first step is to report back to the employees on the results of the survey. This can be done in memo form, in a single meeting for all employees, or in a series of meetings with smaller groups. These meetings need not deal in specifics. However, strengths and weaknesses should be communicated honestly and openly. Ideally, the opportunity for questions should be made available. This might also be a good time to solicit employee suggestions regarding specific solutions to problems that may exist.

Naturally, when strategies to improve the culture are developed and implemented in a timely manner the positive affect is greater. Many companies ask employees to volunteer to serve on committees, task forces, or quality circles to address specific issues.

The purpose of a corporate culture analysis and modification is to create and maintain a strong and motivated team of strategically focused employees for whom value is created by creating value for customers and shareholders. Because an organization's corporate culture is dynamic and ever changing, corporate culture management is a journey rather than a destination.
















Interpreting the Data

Each score is a value between -6 and 6 and may be interpreted as follows:

Score	Graph	Type	Description
4.00 or Above		Strong Positive	Will support corporate strategy; a major corporate strength; nurture and reinforce.
2.00 to 3.99		Positive	Will support strategy but will need ongoing reinforcement to strengthen; especially at lower end.
0.00 to 1.99		Weak Positive	Potential problem area; positive but requires attention; significant negative undercurrent.
-0.01 to -1.99		Weak Negative	Inadequate organizational support for strategy in this area; will hold the organization back; requires corrective action & monitoring.
-2.00 to -3.99		Negative	A serious impediment to strategy implementation; immediate corrective action & quarterly monitoring required.
-4.00 or Below		Strong Negative	Extremely serious problem; potentially destructive to the organization; demands immediate corrective action & monitoring; perhaps monthly.

Summaries

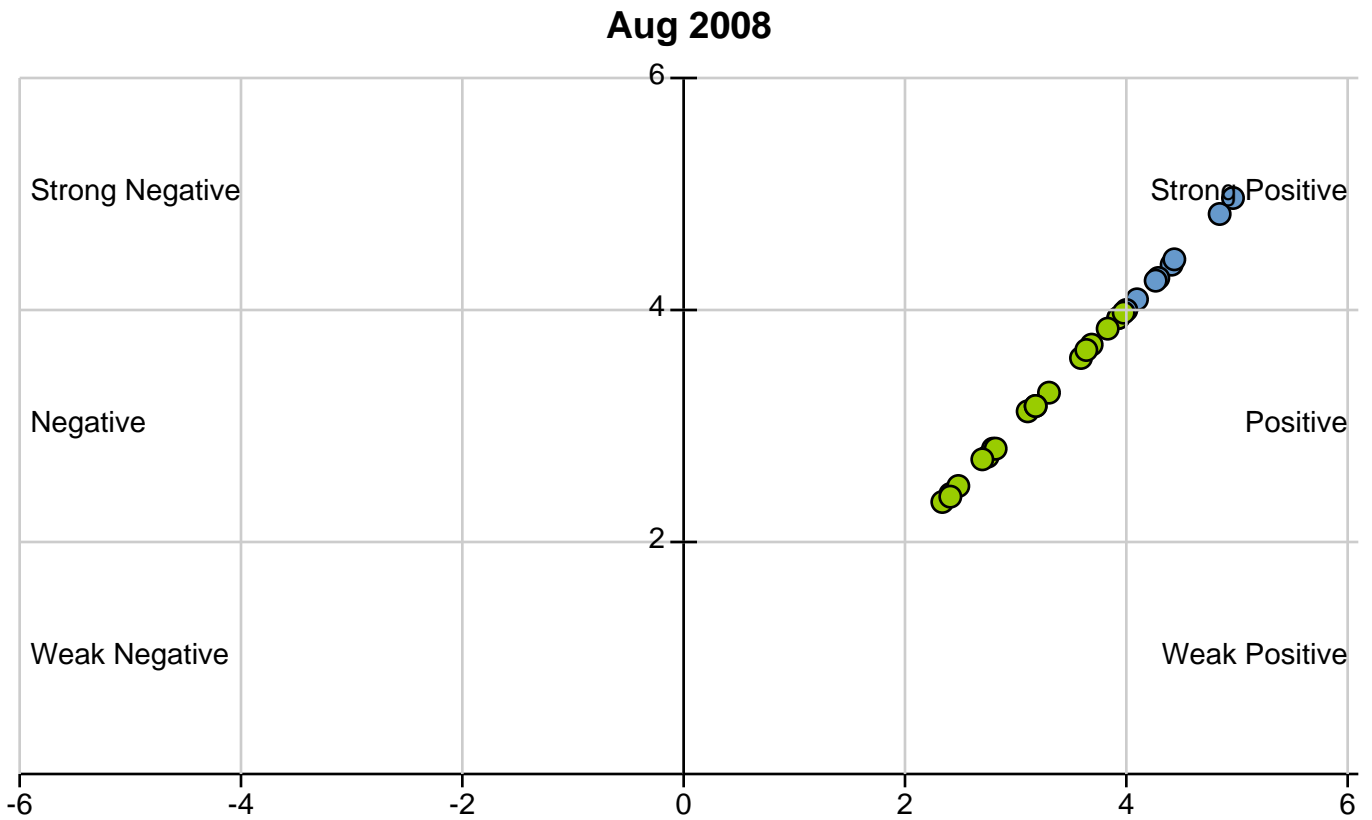
Demographic Summary

	Aug 2008	
Total	234 (100%)	
Position		
Officer	69 (29%)	
Non-Officer	162 (69%)	
Unknown	3 (1%)	
Length of Service		
0 to 1 Year	43 (18%)	
Over 1 Year to 2 Years	62 (26%)	
Over 2 to 5 Years	52 (22%)	
Over 5 Years to 10 Years	46 (20%)	
Over 10 Years	24 (10%)	
Unknown	7 (3%)	
Function/Location		
Executive/Human Resources/Marketing	19 (8%)	
Business Development	13 (6%)	
Accounting/Finance/Audit	53 (23%)	
Technology Department	14 (6%)	
Operational Support	14 (6%)	
Direct Sales Support	66 (28%)	
Product Development	47 (20%)	
Unknown	8 (3%)	




Overall Totals

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	28%	42%	17%	5%	3%	1%	3%	1%	3.54	
Position										
Officer	32%	38%	17%	5%	4%	1%	2%	0%	3.51	
Non-Officer	27%	43%	17%	5%	3%	1%	3%	1%	3.55	
Unknown	10%	38%	16%	0%	0%	0%	2%	33%	3.81	
Length of Service										
0 to 1 Year	27%	52%	13%	3%	2%	0%	3%	1%	3.96	
Over 1 Year to 2 Years	33%	36%	18%	5%	5%	1%	3%	0%	3.53	
Over 2 to 5 Years	27%	41%	16%	5%	3%	2%	2%	3%	3.41	
Over 5 Years to 10 Years	28%	41%	18%	6%	3%	1%	3%	0%	3.52	
Over 10 Years	23%	40%	21%	7%	3%	3%	2%	1%	3.05	
Unknown	21%	40%	19%	2%	1%	0%	3%	15%	3.79	
Function/Location										
Executive/Human Resources/Marketing	26%	46%	18%	4%	2%	1%	3%	0%	3.61	
Business Development	31%	36%	20%	1%	4%	0%	7%	1%	3.78	
Accounting/Finance/Audit	32%	39%	16%	6%	3%	1%	3%	0%	3.61	
Technology Department	30%	40%	16%	6%	3%	1%	3%	0%	3.52	
Operational Support	33%	31%	19%	7%	8%	0%	2%	1%	3.22	
Direct Sales Support	28%	43%	16%	4%	3%	2%	2%	2%	3.58	
Product Development	24%	44%	17%	6%	3%	1%	3%	1%	3.37	
Unknown	18%	46%	19%	3%	1%	0%	1%	13%	3.70	

Matrix Graph



Component Summary

#	Component	Score	
1	Strategic Focus	3.73	
2	Leadership	3.48	
3	Quality of Supervision	3.49	

Statement Summary

#	Statement	Score	
1	My personal values seem to be very similar to the values of this organization; we seem to believe in the same things.	4.40	
2	I am confident that I understand this company's financial objectives, such as ROA (return on assets), ROE (return on equity), EPS (earnings per share), sales, market share, or other specific measures of performance.	3.12	
3	The leadership in this company sets challenging goals which motivates me to constantly improve my performance.	4.96	
4	I believe that senior management (Vice President and above) is sensitive and responsive to whatever pressures and challenges I may face in my job.	2.74	
5	This company provides ongoing leadership development and management skills training which are effective in developing top quality managers and supervisors.	2.42	
6	I am confident that any cultural weaknesses identified in this survey will be addressed positively and in a timely manner by senior management.	2.33	
7	My supervisor's expectations relative to my performance are clearly communicated to me.	3.94	
8	Middle management in this company (supervisors, managers and officers up to vice president) is effective in reinforcing company values by setting a good example.	3.29	
9	This organization and its leaders (VP and above) seem to be very effective in implementing strategies successfully once they are developed.	3.70	
10	Leaders in this organization (VP and above) seem to be able to assess changing conditions - and make decisions regarding appropriate strategies - in a timely manner.	4.43	
11	The leaders (supervisors and above) of this organization demonstrate through their actions and behaviors a commitment to our mission and/or core values, and set a good example for others.	3.94	
12	I am confident that this company under the leadership of the senior management team can compete effectively against all of our competitors, current or future.	3.58	
13	This company's approach to performance review or appraisal is positive; it results in my being better able and willing to do excellent work.	4.10	
14	Senior management keeps me as well informed as I need and want to be regarding the financial performance of this organization. I always have a good idea of how we are doing.	3.65	
15	Decisions made in this organization always seem to be based on high standards of honesty and integrity.	4.00	
16	The leadership of this organization successfully fosters among the workforce a strong commitment to excellence.	4.29	
17	In this company we do not have any highly negative and disruptive groups, (2 or more members) whose attitudes and behaviors damage morale, teamwork, and/or the attitudes of other employees.	2.48	
18	On a regular basis I receive honest and constructive feedback from my supervisor regarding the quality of my work; I know how I am doing in my job.	3.18	
19	I trust and respect my supervisors.	4.26	
20	It appears to me that this company has a sound and well thought out strategic plan which keeps everyone focused clearly on where we are going and how we are going to get there.	4.83	
21	I feel that I am always treated with respect by those above me in the organization.	2.81	

Statement Summary

#	Statement	Score	
22	The style of leadership (supervisors and above) motivates me to do the best job possible.	2.82	
23	I am just as likely to be praised when I do something extremely well as criticized when I do something wrong.	2.71	
24	New employees in this company receive comprehensive orientation regarding the history, mission, values, objectives and strategies of this organization.	2.40	
25	When conflicts occur in this organization between employees and their supervisors, a sincere effort almost always is made to resolve them in ways which create a win/win outcome.	3.83	
26	This organization has a mission or purpose statement, the content of which I understand and can explain if asked to do so.	3.97	
27	To the best of my knowledge, a strong and positive feeling of teamwork exists throughout this organization.	3.18	

Industry Comparison Report

The Industry Scores are based on the responses of 610 clients.

Note: Our research indicates no direct, causal relationship between corporate culture and either asset size or geographic location.





#	Statement	Your Score	Industry Average	
	Overall Score	3.54	2.98	
1	My personal values seem to be very similar to the values of this organization; we seem to believe in the same things.	4.40	3.68	
2	I am confident that I understand this company's financial objectives, such as ROA (return on assets), ROE (return on equity), EPS (earnings per share), sales, market share, or other specific measures of performance.	3.12	3.13	
3	The leadership in this company sets challenging goals which motivates me to constantly improve my performance.	4.96	4.71	
4	I believe that senior management (Vice President and above) is sensitive and responsive to whatever pressures and challenges I may face in my job.	2.74	2.05	
5	This company provides ongoing leadership development and management skills training which are effective in developing top quality managers and supervisors.	2.42	2.12	
6	I am confident that any cultural weaknesses identified in this survey will be addressed positively and in a timely manner by senior management.	2.33	1.94	
7	My supervisor's expectations relative to my performance are clearly communicated to me.	3.94	3.45	
8	Middle management in this company (supervisors, managers and officers up to vice president) is effective in reinforcing company values by setting a good example.	3.29	2.13	
9	This organization and its leaders (VP and above) seem to be very effective in implementing strategies successfully once they are developed.	3.70	3.45	
10	Leaders in this organization (VP and above) seem to be able to assess changing conditions - and make decisions regarding appropriate strategies - in a timely manner.	4.43	3.77	
11	The leaders (supervisors and above) of this organization demonstrate through their actions and behaviors a commitment to our mission and/or core values, and set a good example for others.	3.94	3.31	
12	I am confident that this company under the leadership of the senior management team can compete effectively against all of our competitors, current or future.	3.58	2.56	
13	This company's approach to performance review or appraisal is positive; it results in my being better able and willing to do excellent work.	4.10	2.93	
14	Senior management keeps me as well informed as I need and want to be regarding the financial performance of this organization. I always have a good idea of how we are doing.	3.65	2.64	
15	Decisions made in this organization always seem to be based on high standards of honesty and integrity.	4.00	3.41	
16	The leadership of this organization successfully fosters among the workforce a strong commitment to excellence.	4.29	3.52	
17	In this company we do not have any highly negative and disruptive groups, (2 or more members) whose attitudes and behaviors damage morale, teamwork, and/or the attitudes of other employees.	2.48	2.54	

Industry Comparison Report





#	Statement	Your Score	Industry Average	
18	On a regular basis I receive honest and constructive feedback from my supervisor regarding the quality of my work; I know how I am doing in my job.	3.18	2.72	
19	I trust and respect my supervisors.	4.26	3.93	
20	It appears to me that this company has a sound and well thought out strategic plan which keeps everyone focused clearly on where we are going and how we are going to get there.	4.83	4.60	
21	I feel that I am always treated with respect by those above me in the organization.	2.81	2.56	
22	The style of leadership (supervisors and above) motivates me to do the best job possible.	2.82	2.43	
23	I am just as likely to be praised when I do something extremely well as criticized when I do something wrong.	2.71	2.18	
24	New employees in this company receive comprehensive orientation regarding the history, mission, values, objectives and strategies of this organization.	2.40	2.32	
25	When conflicts occur in this organization between employees and their supervisors, a sincere effort almost always is made to resolve them in ways which create a win/win outcome.	3.83	3.15	
26	This organization has a mission or purpose statement, the content of which I understand and can explain if asked to do so.	3.97	3.42	
27	To the best of my knowledge, a strong and positive feeling of teamwork exists throughout this organization.	3.18	2.96	

Top Ten and Bottom Ten Statements



Ten Highest Scoring Statements

#	Statement	Score	
3	<p>The leadership in this company sets challenging goals which motivates me to constantly improve my performance.</p> <p>A high score on this statement indicates that most officers and employees believe that their jobs are important and that they can make a difference. This is a strategically-relevant strength which will support high-performance objectives for individuals, teams, and the organization as a whole. The higher the score, the more effective performance-based compensation plans are likely to be.</p> <p>A low score on this statement is unusual since in our experience most officers and employees believe that their jobs are important and that they can make a difference. The importance of each job to organizational success should be clearly communicated in the job description, and all employees should understand how performance expectations are quantified, communicated, and, most importantly, reinforced. Because effective leaders work hard to influence "in a powerful and positive way, the self-esteem, attitudes, behaviors, and performance of individuals and teams," a low score on this statement indicates a need for leadership development and accountability.</p>	4.96	
20	<p>It appears to me that this company has a sound and well thought out strategic plan which keeps everyone focused clearly on where we are going and how we are going to get there.</p> <p>Most employees, especially high-performers, want to be associated with a high-performance company. Consequently, this statement frequently appears among the ten highest-scoring statements. One purpose of the statement is to remind and reinforce for all employees as they complete the survey the commitment to high-performance that is typically in the mission statement-- and, which should be shared by everyone.</p> <p>High scores should be expected, and indicate that most, if not all, employees affirm a commitment to superior performance. It is the responsibility of the leaders, at all levels, to ensure that a culture exists which allows people to maximize their personal contribution.</p> <p>Low scores, for the organization as a whole or for one or more subgroups, indicates a rather serious problem requiring aggressive and immediate management attention.</p>	4.83	
10	<p>Leaders in this organization (VP and above) seem to be able to assess changing conditions - and make decisions regarding appropriate strategies - in a timely manner.</p> <p>When members of a workgroup feel that the team norm is cooperation-- as opposed to competition or conflict-- productivity is higher, absenteeism and turnover of talented employees is lower, and team performance is high. Therefore, high scores on this statement indicate that teamwork throughout the organization and/or the workgroup level is high. High scores also reflect positively on team leadership.</p> <p>Studies show that when employees report poor teamwork within their work groups, it invariably correlates with high absenteeism and turnover, and sub-optimal individual, team and organizational performance. Because effective leaders build strong and cohesive teams, and are proactive in addressing work-related conflicts that impede effective teamwork, low scores on this statement indicate that one or more team leaders may not be recognizing and/or addressing teamwork problems. To achieve an improved score on this statement requires that the specific workgroups where conflict-- rather than cooperation-- is the norm be identified; that the causes be identified; and that action be taken. This will frequently involve personnel changes.</p>	4.43	



Ten Highest Scoring Statements

#	Statement	Score	
1	<p>My personal values seem to be very similar to the values of this organization; we seem to believe in the same things.</p> <p>When employee values and company values are in sync, higher morale results, which translates into higher productivity and performance. Because trust is higher, employees will buy more willingly into the organization's strategic plan. Therefore, the organization's leaders can establish, communicate, and reinforce more aggressive performance expectations. High scores on this statement, therefore, represent a powerful competitive advantage. According to Kouzes and Posner in <u>Encouraging the Heart</u>: "But when, as researchers, we took a deeper look at the question of shared values-- the congruence between personal and organizational values-- we found something quite thought-provoking. Clarity of personal values is the force that really makes the difference in an individual's level of commitment to an organization."</p> <p>When employee values are out of sync with company values, trust and morale are adversely impacted. This, in turn, can lead to high turnover of talented employees, poor productivity, and a lack of buy-in to organizational goals and objectives. Unless the specific causes are identified and rectified, high levels of performance are unlikely, if not impossible. This is one of the most important "core" statements on the survey.</p>	4.40	
16	<p>The leadership of this organization successfully fosters among the workforce a strong commitment to excellence.</p> <p>High scores on this statement indicate that the workforce regards the organization's leadership positively. Since most people, especially high-performers, want their leaders to foster a strong sense of commitment-- which requires leadership by example-- high scores should correlate with high levels of morale, loyalty, productivity, retention and performance.</p> <p>Low scores on this statement represent an important wake-up call for the organization's leadership. Clearly, many, if not most, employees do not believe that the messages, behaviors, and "style" of the organization's leaders foster a commitment to excellence. Focus groups may represent an effective way to determine the specific reasons for employee perceptions. In any event, it will be necessary to develop strategies and action plans to bring about positive changes in those perceptions.</p>	4.29	
19	<p>I trust and respect my supervisors.</p> <p>High scores on this statement indicate that, overall, leaders throughout the organization have earned the trust and respect of their direct reports. However, it is important to review carefully the scores of all subgroups, one or more of which may indicate opportunities for improvement.</p> <p>Low scores indicate that one or more leaders throughout the organization may not have earned the trust and respect of their direct reports. Scores from subgroups will provide valuable insights as to where the greatest opportunities exist. It is extremely important that these opportunities be identified, and remedial strategies developed and implemented, because there is such a strong relationship between organizational performance and the extent to which employees trust and respect their team leaders. According to Stephen Covey in <u>Principle-Centered Leadership</u>: "Trust-- or the lack of it-- is at the root of success or failure in relationships and in the bottom-line results of business, industry, education, and government."</p>	4.26	

Ten Highest Scoring Statements

#	Statement	Score	
13	<p>This company's approach to performance review or appraisal is positive; it results in my being better able and willing to do excellent work.</p> <p>In today's world the customer truly is King (and Queen). Customers have an abundance of choices, are extremely well-informed and discriminating, and expect their loyalty to be earned. Companies that continue to develop products and services with minimal customer input (as has been the tradition in banking) are living in the past-- and may not survive. In fact, according to Ram Charan and Noel Tichy in <u>Every Business is a Growth Business</u>: "We're seeing again and again that the greatest source of risk in a business is failure to understand the needs of the customer or end-user."</p> <p>In today's world, whoever has the greatest understanding of customer needs (by segment), and most effectively designs and markets appropriate value propositions in response to those needs, will most likely win the battle for customer wallet-share and loyalty.</p> <p>A high score on this statement indicates that most employees believe that the company is customer-driven. This will make them more confident in their ability to sell products and services in order to build loyal, profitable customer relationships.</p> <p>A low score indicates that many, if not most, employees (who are closer to the customer in most cases than is senior management) believe that the company has not yet made the critically important transition from a product-driven to a customer-driven company. Addressing this issue should become a strategic priority.</p>	4.10	
15	<p>Decisions made in this organization always seem to be based on high standards of honesty and integrity.</p> <p>This is one of the "core" statements in the survey. A major 1997 study by the Conference Board discovered that the two most significant issues adversely affecting employee-management relations were 1) mistrust of management, and 2) low morale. Based on extensive research by Kouzes and Posner, the Gallup Organization, and others, we know that the second is a direct and inevitable result of the first.</p> <p>There exists a direct and powerful impact on financial performance as well. According to Dr. Bruce Pfau of Watson Wyatt Worldwide, companies where employees reported high trust and confidence in senior management had a three-year total return to shareholders of 108 percent, compared with 66 percent for companies with low trust and confidence.</p> <p>On this statement, the higher the score the better. Each year's strategic plan should contain strategies and action plans directed specifically at this issue.</p> <p>Low scores on this statement indicate a serious problem that will impact adversely morale, retention of top performers, productivity, and financial performance. Unless the causes are clearly identified and aggressively addressed, the corporate culture will most likely deteriorate.</p>	4.00	



Ten Highest Scoring Statements

#	Statement	Score	
26	<p>This organization has a mission or purpose statement, the content of which I understand and can explain if asked to do so.</p> <p>Peter Drucker said it best: "Defining the purpose and mission of the business is difficult, painful, and risky. But it alone enables a business to set objectives, to develop strategies, to concentrate its resources, and to go to work. It alone enables a business to be managed for performance." Lawrence Miller, in <u>Barbarians to Bureaucrats</u>, takes it a step further: "The organization's mission must be stated in a manner that can be understood by the first level employee."</p> <p>Studies show that companies which define clearly, communicate effectively, and reinforce continuously, well-thought-out mission statements addressing shareholders, customers, and employees, outperform measurably those that do not.</p> <p>High scores on this statement suggest that leaders have been effective in developing and communicating a mission statement that most employees feel they understand.</p> <p>Low scores indicate just the opposite and represent a tremendous opportunity. This is one of the easiest statements on the survey on which to improve the score.</p>	3.97	
7	<p>My supervisor's expectations relative to my performance are clearly communicated to me.</p> <p>High scores on this statement indicate that most leaders in the organization understand that leadership involves providing clear direction-- and clearly communicated expectations. The extensive research of J. Sterling Livingstone, published in the <u>Harvard Business Review</u>, establishes conclusively that most people perform at the level they perceive to be expected of them. When individuals understand clearly what is expected-- and those expectations are high-- perform at a consistently higher level. High scores on this statement represent a meaningful competitive advantage.</p> <p>Low scores on this statement indicate that many, if not most, leaders do an inadequate job of communicating performance expectations to their team members. This will adversely impact individual, team, and organizational performance since studies clearly show that individuals tend to perform at the level they perceive to be expected of them. (see "Pygmalion in Management," by J. Sterling Livingstone, <u>Harvard Business Review</u>). When job descriptions clearly define and weight job accountabilities, and leaders establish with each direct report specific performance expectations for each accountability, individual, team and organizational performance will be consistently higher. This approach is often reinforced with performance-based compensation plans.</p>	3.94	



Ten Lowest Scoring Statements

#	Statement	Score	
6	<p>I am confident that any cultural weaknesses identified in this survey will be addressed positively and in a timely manner by senior management.</p> <p>Talented employees want to know that promotions are based on competence, performance, and "fit" (the individual's strengths are compatible with job requirements), not on tenure, favoritism, or "politics." High scores on this statement indicate that the organization's leaders have successfully fostered a culture which promotes people for the right reasons. This will, of course, result in higher morale, loyalty, and retention of top performers.</p> <p>When an opening creates the opportunity for a promotion, several candidates may contend for the position. Because only one will be selected, those who are not chosen (and their friends) may feel that they were more deserving. Therefore, this statement often scores in the bottom quartile. However, when it appears as one of "the ten greatest opportunities," it almost always represents an opportunity for improvement since talented people may feel that in order to advance they must take their skills elsewhere. Most companies can improve their processes for a) posting for jobs, i.e., defining exactly what is required, b) career development, especially for talented employees, c) profiling jobs based on personality, and d) communicating more effectively with those not selected (very important).</p>	2.33	
24	<p>New employees in this company receive comprehensive orientation regarding the history, mission, values, objectives and strategies of this organization.</p> <p>According to the <u>Successful Manager's Handbook</u>: "Developing a climate in which you and your team are open with information-- information exchanges between you and your people, between departments and divisions, and between team members-- is critical in order to function effectively."</p> <p>Numerous studies establish conclusively that when workgroups within an organization perceive that collaboration-- as opposed to competition-- is a cultural norm performance is measurably higher. Unfortunately, in some organizations the culture promotes competition rather than cooperation-- and many leaders build walls rather than bridges.</p> <p>High scores on this statement indicate that most employees perceive organizational cooperation and teamwork to be high since this is linked directly to positive and cooperative horizontal communication.</p> <p>Weak scores indicate the opposite. If the organization's leaders want cooperation and teamwork to be high throughout the company, the culture must encourage and reinforce positive and cooperative horizontal communication-- and discourage and refuse to tolerate communication which is perceived to be negative, non-cooperative, and/or confrontational.</p> <p>Focus groups are an excellent way for an organization's leaders to identify a) which specific communication behaviors and practices may be perceived as threatening and b) which specific open and non-threatening behaviors and practices are missing-- and desired by the workforce.</p>	2.40	



Ten Lowest Scoring Statements

#	Statement	Score	
5	<p>This company provides ongoing leadership development and management skills training which are effective in developing top quality managers and supervisors.</p> <p>Studies over the past 50 years provide irrefutable evidence that what is most important to most employees-- regardless of industry or job level-- is not money, but "feeling valued and appreciated." The primary reason employees give for changing employers is, once again, not money, but "limited praise and recognition." High scores on this statement translate into higher morale and loyalty, reduced turnover of talented employees, and higher performance from individuals and teams at all levels.</p> <p>However, a multitude of studies over the same period also tell us that when employees are asked how their supervisors could be more effective, the shortcoming or weakness most frequently cited is the failure to provide positive reinforcement, appreciation, and recognition for good work, thereby building the self-esteem of the employee.</p> <p>This statement often scores in the lower quartile, indicating an opportunity for improving, often dramatically, leadership effectiveness throughout the organization. This, in turn, will improve employee self-esteem, morale, loyalty, and performance. Reduced turnover of the most talented employees will also result.</p> <p>Effective intervention strategies include continuous leadership development using a) leadership training, b) 360 degree evaluations and professional development planning, c) coaching, and d) a commitment from the top to hold all leaders accountable for providing praise and recognition to their direct reports when warranted.</p>	2.42	
17	<p>In this company we do not have any highly negative and disruptive groups, (2 or more members) whose attitudes and behaviors damage morale, teamwork, and/or the attitudes of other employees.</p> <p>One of the most powerful ways to reinforce desirable attitudes, behaviors, and performance is to use public ceremonies or rituals. According to Deal and Kennedy in <u>Corporate Cultures</u>: "Without expressive events, any culture will die. In the absence of ceremony or ritual, important values have no impact." This is substantiated by Kouzes and Posner in <u>Encouraging the Heart</u>: "Scholarly research offers further support for the contention that celebration influences performance. In one study, for example, the investigators found that what distinguished high-performing groups from those performing less well was the wide variety and frequency of celebratory events-- events where recognition and appreciation were expressed."</p> <p>High scores on this statement validate the effectiveness of management's efforts to use rituals to recognize and reinforce desired behavior.</p> <p>Low scores may suggest an opportunity to develop and implement one or more public ceremonies to recognize and reinforce the specific attitudes, behaviors, and performance which best reflect and support strategic priorities.</p>	2.48	

Ten Lowest Scoring Statements

#	Statement	Score	
23	<p>I am just as likely to be praised when I do something extremely well as criticized when I do something wrong.</p> <p>In any organization, employees who perceive themselves to be "insiders" are far more dedicated, productive, and loyal than those who perceive themselves to be "outsiders." The higher the percentage of employees who feel like insiders, the greater the likelihood that the organization will be a high-performer. The difference is not about ownership but about communication. Insiders believe that they know what is going on, that the organization's vision, mission, and strategies are shared with them. They feel that their opinions are asked for and valued. They are satisfied with the positive feedback they receive-- and on the honest, respectful, and constructive feedback they receive when improvement is needed.</p> <p>High scores on this statement indicate that most employees feel like insiders and perceive communication practices to be effective.</p> <p>Low scores, on the other hand, indicate that many, if not most, employees perceive themselves to be outsiders. This, of course, causes them to feel less important and valued which, in turn, may adversely affect their self-esteem, commitment, productivity, and loyalty.</p> <p>Focus groups are an excellent way for an organization's leaders to identify a) which specific communication behaviors and practices may be perceived as ineffective or threatening and b) which specific open and non-threatening behaviors and practices are missing-- and desired by the workforce.</p>	2.71	
4	<p>I believe that senior management (Vice President and above) is sensitive and responsive to whatever pressures and challenges I may face in my job.</p> <p>High scores on this statement suggest the existence of enlightened and effective leadership throughout the organization. Effective leaders have high "emotional intelligence" and are empathetic to the challenges and pressures of those they lead. Furthermore, their genuine concern is recognized and appreciated-- leading to higher levels of trust, loyalty, and performance.</p> <p>Kouzes and Posner tell us in <u>The Leadership Challenge</u>: "Another important ingredient for building trust is sensitivity to people's needs and interests. Listening to what other people have to say and trying to appreciate and understand their particular viewpoints demonstrate respect for them and their ideas."</p> <p>Low scores on this statement suggest that one or more leaders may rank low in empathy, a key component of "emotional intelligence," a prerequisite for effective leadership. Leadership development using training; 360 degree evaluations and professional development planning; and coaching can be extremely effective in raising the score on this statement, with related increases in follower trust, loyalty, and performance.</p>	2.74	

Ten Lowest Scoring Statements

#	Statement	Score	
21	<p>I feel that I am always treated with respect by those above me in the organization.</p> <p>High scores suggest that the organization's leaders have consciously managed the organization structure since the structures in most highly-regulated industries tend to be bureaucratic and rigid, making adaptation to new realities difficult. When employees perceive that the structure-- and related culture-- are open and flexible, they are more proactive in suggesting ways to perform better, the organization is better able to attract and retain people who embrace change readily, and many employees become change-agents themselves. This is especially important in an industry confronted with pervasive external change.</p> <p>Low scores on this statement suggest that the organization may not yet have made the transition from the bureaucratic and rigid organization structure that has characterized industries such as banking for so long. Yet, as reported in the <u>Corporate Culture Sourcebook</u>: "Adaptation of the bureaucratic form of organization to the functional hierarchy has served business organizations well for over 100 years (and government, military, and the church for over 200 years). But it will not be adequate to carry competitive businesses into the 21st century. The 21st century competitive environment will be global, fast, flexible, complex, and volatile."</p> <p>Low scores indicate that many, if not most, employees perceive that the current structure is rigid and bureaucratic. Such a perception encourages resistance to change and preservation of the status-quo, while discouraging new ideas-- even if they are essential for survival. Such a culture will not attract or retain many proactive and innovative agents of change.</p> <p>To the extent that the organization's leaders desire a culture that is perceived as open and flexible, a strategy for modifying the structure-- and how it is perceived-- must be developed, implemented, and communicated.</p>	2.81	
22	<p>The style of leadership (supervisors and above) motivates me to do the best job possible.</p> <p>High scores on this statement indicate that most leaders have reasonably high levels of emotional intelligence in that they have fostered a culture that encourages open upward communication. Because employees at all levels have valuable insights to offer regarding important issues such as customer service, customer satisfaction, and customer perceptions; work process effectiveness; and compliance with laws, regulations, and policies; an organization benefits greatly when employees believe that the atmosphere surrounding upward communication is open and non-threatening.</p> <p>Low scores on this statement indicate that many, if not most, employees perceive that the environment for upward communication is not open-- and may be threatening. This suggests that one or more team leaders may be defensive and insecure and, as a result, discourage upward communication regarding needed change. These managers typically resist change and seek stability and the perpetuation of the status-quo. Many of these managers interpret as criticism any suggestions that there may be a better way-- or that change has invalidated existing policies, procedures, or practices. Quite often, managers are shocked to hear that their style is perceived as intimidating, defensive, or closed-minded by their direct reports. (The first component of emotional intelligence is self-awareness.)</p> <p>Focus groups are an excellent way for an organization's leaders to identify a) which specific communication behaviors and practices may be perceived as threatening and b) which specific open and non-threatening behaviors and practices are missing-- and desired by the workforce.</p>	2.82	

Ten Lowest Scoring Statements

#	Statement	Score	
2	<p>I am confident that I understand this company's financial objectives, such as ROA (return on assets), ROE (return on equity), EPS (earnings per share), sales, market share, or other specific measures of performance.</p> <p>An article ("Learning To Love The P and L") in <u>Training</u> concludes: "Financially literate employees help reduce unnecessary costs and boost the bottom line." Organizations that work hard to make sure that all officers and employees have a solid understanding of the financial drivers of the business-- and the specific financial performance objectives that determine success or failure-- enjoy greater buy-in to the strategic plan, stronger and more focused teamwork, and consistently better performance.</p> <p>A low score on this statement indicates that the daily behaviors and performance of officers and employees are not aligned sufficiently with the financial objectives of the organization. Since this is one of the most easily corrected issues in the survey, a low score also indicates a tremendous opportunity for enhanced performance. All employees (not just officers) need to have a solid understanding of a) the financial drivers of ROA, ROE, and other key performance indicators, b) how each job impacts financial performance, c) the specific financial performance objectives of the organization-- and their business unit, and d) the powerful direct relationship between shareholder value and job security.</p>	3.12	
27	<p>To the best of my knowledge, a strong and positive feeling of teamwork exists throughout this organization.</p> <p>According to Kouzes and Posner in <u>The Leadership Challenge</u>: "Teamwork is essential for a productive organization. Collaboration is needed to develop the commitment and skills of employees, solve problems, and respond to environmental pressures. Fostering collaboration is not just a nice idea. It is the key that leaders use to unlock the energies and talents available in their organization."</p> <p>Teamwork at the top sets the tone for teamwork throughout the entire organization. If teamwork among the senior managers is perceived to be strong, a powerful message of focus and solidarity permeates the company. Teamwork problems at the top are impossible to hide-- and when people perceive that the top leaders are not on the same page the resulting lose of confidence adversely impacts morale, productivity, and loyalty-- especially among high-performers.</p> <p>High scores indicate that most people perceive that teamwork at the top is strong and positive. The positive impact this will have on individual and team performance company-wide should not be underestimated.</p> <p>Conversely, low scores indicate that many, if not most, employees perceive that the senior leadership team is not on the same page. The negative impact this can have, especially if the score is in the weak-positive to negative range, should likewise not be underestimated. This is an issue that is not self-correcting and in most cases will get worse. Therefore, low scores on this statement call for immediate action to identify the underlying causes of the problem and to address them decisively.</p>	3.18	

Components

Component 1
 Strategic Focus

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	27%	47%	17%	4%	2%	0%	1%	1%	3.73	
Position										
Officer	36%	42%	12%	5%	2%	1%	1%	1%	3.90	
Non-Officer	24%	49%	18%	4%	2%	0%	1%	1%	3.66	
Unknown	0%	39%	28%	0%	0%	0%	0%	33%	3.17	
Length of Service										
0 to 1 Year	21%	59%	13%	4%	2%	0%	1%	0%	3.73	
Over 1 Year to 2 Years	32%	40%	17%	5%	4%	1%	1%	0%	3.62	
Over 2 to 5 Years	29%	43%	17%	4%	2%	0%	1%	3%	3.77	
Over 5 Years to 10 Years	27%	52%	14%	3%	1%	0%	1%	0%	3.93	
Over 10 Years	27%	44%	20%	5%	1%	1%	1%	0%	3.66	
Unknown	12%	40%	26%	2%	2%	0%	0%	17%	3.26	
Function/Location										
Executive/Human Resources/Marketing	32%	49%	13%	2%	1%	1%	0%	2%	4.13	
Business Development	22%	45%	18%	1%	5%	0%	9%	0%	3.55	
Accounting/Finance/Audit	30%	48%	15%	5%	2%	0%	1%	0%	3.84	
Technology Department	39%	43%	12%	4%	1%	1%	0%	0%	4.12	
Operational Support	39%	31%	19%	2%	6%	0%	1%	1%	3.78	
Direct Sales Support	23%	48%	18%	5%	3%	0%	1%	2%	3.57	
Product Development	26%	48%	16%	5%	2%	1%	1%	1%	3.59	
Unknown	13%	50%	23%	2%	0%	0%	0%	13%	3.62	

#	Statement	Score	
1	My personal values seem to be very similar to the values of this organization; we seem to believe in the same things.	4.40	
2	I am confident that I understand this company's financial objectives, such as ROA (return on assets), ROE (return on equity), EPS (earnings per share), sales, market share, or other specific measures of performance.	3.12	
14	Senior management keeps me as well informed as I need and want to be regarding the financial performance of this organization. I always have a good idea of how we are doing.	3.65	
20	It appears to me that this company has a sound and well thought out strategic plan which keeps everyone focused clearly on where we are going and how we are going to get there.	4.83	
24	New employees in this company receive comprehensive orientation regarding the history, mission, values, objectives and strategies of this organization.	2.40	
26	This organization has a mission or purpose statement, the content of which I understand and can explain if asked to do so.	3.97	

Component 2
 Leadership

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	29%	42%	17%	5%	3%	2%	1%	1%	3.48	
Position										
Officer	32%	39%	17%	6%	4%	2%	0%	0%	3.48	
Non-Officer	28%	43%	17%	5%	3%	2%	1%	1%	3.47	
Unknown	15%	38%	13%	0%	0%	0%	0%	33%	4.08	
Length of Service										
0 to 1 Year	28%	53%	13%	3%	1%	0%	1%	0%	4.01	
Over 1 Year to 2 Years	33%	37%	18%	5%	5%	1%	1%	0%	3.45	
Over 2 to 5 Years	29%	42%	15%	5%	4%	3%	0%	3%	3.36	
Over 5 Years to 10 Years	28%	41%	19%	7%	3%	2%	1%	0%	3.35	
Over 10 Years	24%	40%	18%	8%	4%	3%	2%	1%	2.99	
Unknown	21%	45%	18%	1%	1%	0%	0%	14%	3.90	
Function/Location										
Executive/Human Resources/Marketing	27%	44%	21%	4%	2%	2%	0%	0%	3.54	
Business Development	34%	37%	21%	1%	4%	0%	2%	0%	3.84	
Accounting/Finance/Audit	32%	39%	15%	7%	4%	2%	0%	0%	3.42	
Technology Department	30%	42%	15%	8%	3%	2%	0%	0%	3.45	
Operational Support	34%	35%	15%	7%	9%	1%	0%	1%	3.22	
Direct Sales Support	30%	43%	15%	5%	3%	2%	1%	2%	3.59	
Product Development	23%	46%	18%	5%	3%	2%	1%	1%	3.33	
Unknown	18%	45%	18%	4%	2%	0%	0%	13%	3.56	

#	Statement	Score	
3	The leadership in this company sets challenging goals which motivates me to constantly improve my performance.	4.96	
4	I believe that senior management (Vice President and above) is sensitive and responsive to whatever pressures and challenges I may face in my job.	2.74	
5	This company provides ongoing leadership development and management skills training which are effective in developing top quality managers and supervisors.	2.42	
6	I am confident that any cultural weaknesses identified in this survey will be addressed positively and in a timely manner by senior management.	2.33	
9	This organization and its leaders (VP and above) seem to be very effective in implementing strategies successfully once they are developed.	3.70	
10	Leaders in this organization (VP and above) seem to be able to assess changing conditions - and make decisions regarding appropriate strategies - in a timely manner.	4.43	
11	The leaders (supervisors and above) of this organization demonstrate through their actions and behaviors a commitment to our mission and/or core values, and set a good example for others.	3.94	

Component 2
 Leadership


#	Statement	Score	
12	I am confident that this company under the leadership of the senior management team can compete effectively against all of our competitors, current or future.	3.58	
15	Decisions made in this organization always seem to be based on high standards of honesty and integrity.	4.00	
16	The leadership of this organization successfully fosters among the workforce a strong commitment to excellence.	4.29	
21	I feel that I am always treated with respect by those above me in the organization.	2.81	
22	The style of leadership (supervisors and above) motivates me to do the best job possible.	2.82	
27	To the best of my knowledge, a strong and positive feeling of teamwork exists throughout this organization.	3.18	

Component 3
 Quality of Supervision

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	28%	37%	17%	5%	3%	1%	8%	1%	3.49	
Position										
Officer	27%	34%	21%	6%	5%	1%	6%	0%	3.24	
Non-Officer	28%	38%	16%	5%	3%	1%	8%	1%	3.60	
Unknown	8%	38%	13%	0%	0%	0%	8%	33%	3.86	
Length of Service										
0 to 1 Year	30%	44%	12%	3%	1%	0%	8%	2%	4.07	
Over 1 Year to 2 Years	33%	32%	17%	5%	4%	0%	8%	0%	3.61	
Over 2 to 5 Years	24%	39%	16%	5%	4%	2%	7%	2%	3.21	
Over 5 Years to 10 Years	27%	35%	19%	6%	3%	0%	9%	1%	3.48	
Over 10 Years	17%	36%	27%	8%	3%	3%	4%	1%	2.68	
Unknown	27%	30%	14%	4%	0%	0%	11%	14%	4.05	
Function/Location										
Executive/Human Resources/Marketing	19%	46%	16%	5%	3%	1%	9%	0%	3.33	
Business Development	34%	27%	19%	2%	4%	0%	13%	2%	3.84	
Accounting/Finance/Audit	33%	33%	17%	4%	3%	1%	8%	0%	3.75	
Technology Department	24%	35%	21%	5%	5%	1%	9%	0%	3.16	
Operational Support	29%	25%	24%	10%	8%	0%	4%	0%	2.80	
Direct Sales Support	27%	40%	16%	4%	3%	2%	6%	3%	3.58	
Product Development	24%	38%	17%	9%	2%	1%	8%	1%	3.27	
Unknown	22%	44%	17%	2%	0%	0%	3%	13%	4.00	

#	Statement	Score	
7	My supervisor's expectations relative to my performance are clearly communicated to me.	3.94	
8	Middle management in this company (supervisors, managers and officers up to vice president) is effective in reinforcing company values by setting a good example.	3.29	
13	This company's approach to performance review or appraisal is positive; it results in my being better able and willing to do excellent work.	4.10	
17	In this company we do not have any highly negative and disruptive groups, (2 or more members) whose attitudes and behaviors damage morale, teamwork, and/or the attitudes of other employees.	2.48	
18	On a regular basis I receive honest and constructive feedback from my supervisor regarding the quality of my work; I know how I am doing in my job.	3.18	
19	I trust and respect my supervisors.	4.26	
23	I am just as likely to be praised when I do something extremely well as criticized when I do something wrong.	2.71	

Component 3
Quality of Supervision

#	Statement	Score	
25	When conflicts occur in this organization between employees and their supervisors, a sincere effort almost always is made to resolve them in ways which create a win/win outcome.	3.83	

Statements

Statement 1

My personal values seem to be very similar to the values of this organization; we seem to believe in the same things.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	83	116	27	2	1	0	2	3	4.40	
Position										
Officer	35	29	4	0	0	0	0	1	4.91	
Non-Officer	48	85	23	2	1	0	2	1	4.19	
Unknown	0	2	0	0	0	0	0	1	4.00	
Length of Service										
0 to 1 Year	14	26	2	0	0	0	1	0	4.57	
Over 1 Year to 2 Years	26	26	10	0	0	0	0	0	4.52	
Over 2 to 5 Years	18	23	7	2	1	0	0	1	4.04	
Over 5 Years to 10 Years	16	26	3	0	0	0	1	0	4.58	
Over 10 Years	9	10	5	0	0	0	0	0	4.33	
Unknown	0	5	0	0	0	0	0	2	4.00	
Function/Location										
Executive/Human Resources/Marketing	6	12	1	0	0	0	0	0	4.53	
Business Development	4	4	3	0	0	0	2	0	4.18	
Accounting/Finance/Audit	18	29	4	2	0	0	0	0	4.30	
Technology Department	8	5	1	0	0	0	0	0	5.00	
Operational Support	7	6	1	0	0	0	0	0	4.86	
Direct Sales Support	19	36	8	0	1	0	0	2	4.22	
Product Development	20	19	8	0	0	0	0	0	4.51	
Unknown	1	5	1	0	0	0	0	1	4.00	

This Statement contributes to the following components:
 Strategic Focus (1)

When employee values and company values are in sync, higher morale results, which translates into higher productivity and performance. Because trust is higher, employees will buy more willingly into the organization's strategic plan. Therefore, the organization's leaders can establish, communicate, and reinforce more aggressive performance expectations. High scores on this statement, therefore, represent a powerful competitive advantage. According to Kouzes and Posner in *Encouraging the Heart*: "But when, as researchers, we took a deeper look at the question of shared values-- the congruence between personal and organizational values-- we found something quite thought-provoking. Clarity of personal values is the force that really makes the difference in an individual's level of commitment to an organization."

When employee values are out of sync with company values, trust and morale are adversely impacted. This, in turn, can lead to high turnover of talented employees, poor productivity, and a lack of buy-in to organizational goals and objectives. Unless the specific causes are identified and rectified, high levels of performance are unlikely, if not impossible. This is one of the most important "core" statements on the survey.

Statement 2

I am confident that I understand this company's financial objectives, such as ROA (return on assets), ROE (return on equity), EPS (earnings per share), sales, market share, or other specific measures of performance.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	44	97	61	7	14	1	7	3	3.12	
Position										
Officer	19	29	11	2	5	0	2	1	3.45	
Non-Officer	25	68	48	5	9	1	5	1	2.99	
Unknown	0	0	2	0	0	0	0	1	2.00	
Length of Service										
0 to 1 Year	2	25	10	2	3	0	1	0	2.76	
Over 1 Year to 2 Years	15	18	16	2	7	1	3	0	2.64	
Over 2 to 5 Years	13	22	10	2	2	0	1	2	3.55	
Over 5 Years to 10 Years	8	21	15	0	1	0	1	0	3.51	
Over 10 Years	6	11	6	0	0	0	1	0	4.00	
Unknown	0	0	4	1	1	0	0	1	0.33	
Function/Location										
Executive/Human Resources/Marketing	4	8	6	1	0	0	0	0	3.47	
Business Development	1	6	2	1	1	0	2	0	2.55	
Accounting/Finance/Audit	9	24	16	1	1	1	1	0	3.27	
Technology Department	4	7	2	1	0	0	0	0	3.86	
Operational Support	3	3	5	0	3	0	0	0	2.00	
Direct Sales Support	11	30	13	3	5	0	3	1	3.00	
Product Development	11	17	13	0	4	0	1	1	3.20	
Unknown	1	2	4	0	0	0	0	1	3.14	

This Statement contributes to the following components:
Strategic Focus (1)

An article ("Learning To Love The P and L") in Training concludes: "Financially literate employees help reduce unnecessary costs and boost the bottom line." Organizations that work hard to make sure that all officers and employees have a solid understanding of the financial drivers of the business-- and the specific financial performance objectives that determine success or failure-- enjoy greater buy-in to the strategic plan, stronger and more focused teamwork, and consistently better performance.

A low score on this statement indicates that the daily behaviors and performance of officers and employees are not aligned sufficiently with the financial objectives of the organization. Since this is one of the most easily corrected issues in the survey, a low score also indicates a tremendous opportunity for enhanced performance. All employees (not just officers) need to have a solid understanding of a) the financial drivers of ROA, ROE, and other key performance indicators, b) how each job impacts financial performance, c) the specific financial performance objectives of the organization-- and their business unit, and d) the powerful direct relationship between shareholder value and job security.

Statement 3

The leadership in this company sets challenging goals which motivates me to constantly improve my performance.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	134	77	19	0	1	0	1	2	4.96	
Position										
Officer	43	21	5	0	0	0	0	0	5.10	
Non-Officer	90	55	14	0	1	0	1	1	4.90	
Unknown	1	1	0	0	0	0	0	1	5.00	
Length of Service										
0 to 1 Year	23	19	1	0	0	0	0	0	5.02	
Over 1 Year to 2 Years	32	24	5	0	1	0	0	0	4.74	
Over 2 to 5 Years	31	13	7	0	0	0	0	1	4.94	
Over 5 Years to 10 Years	29	12	4	0	0	0	1	0	5.11	
Over 10 Years	15	7	2	0	0	0	0	0	5.08	
Unknown	4	2	0	0	0	0	0	1	5.33	
Function/Location										
Executive/Human Resources/Marketing	11	8	0	0	0	0	0	0	5.16	
Business Development	6	2	3	0	1	0	1	0	3.83	
Accounting/Finance/Audit	33	17	3	0	0	0	0	0	5.13	
Technology Department	6	5	3	0	0	0	0	0	4.43	
Operational Support	8	5	1	0	0	0	0	0	5.00	
Direct Sales Support	39	23	3	0	0	0	0	1	5.11	
Product Development	27	14	6	0	0	0	0	0	4.89	
Unknown	4	3	0	0	0	0	0	1	5.14	

This Statement contributes to the following components:
Leadership (2)

A high score on this statement indicates that most officers and employees believe that their jobs are important and that they can make a difference. This is a strategically-relevant strength which will support high-performance objectives for individuals, teams, and the organization as a whole. The higher the score, the more effective performance-based compensation plans are likely to be.

A low score on this statement is unusual since in our experience most officers and employees believe that their jobs are important and that they can make a difference. The importance of each job to organizational success should be clearly communicated in the job description, and all employees should understand how performance expectations are quantified, communicated, and, most importantly, reinforced. Because effective leaders work hard to influence "in a powerful and positive way, the self-esteem, attitudes, behaviors, and performance of individuals and teams," a low score on this statement indicates a need for leadership development and accountability.

Statement 4

I believe that senior management (Vice President and above) is sensitive and responsive to whatever pressures and challenges I may face in my job.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	52	89	47	24	17	2	1	2	2.74	
Position										
Officer	15	28	16	6	4	0	0	0	2.99	
Non-Officer	36	60	31	18	13	2	1	1	2.61	
Unknown	1	1	0	0	0	0	0	1	5.00	
Length of Service										
0 to 1 Year	10	21	7	3	2	0	0	0	3.35	
Over 1 Year to 2 Years	17	20	13	7	4	1	0	0	2.77	
Over 2 to 5 Years	10	20	9	5	6	1	0	1	2.31	
Over 5 Years to 10 Years	11	17	9	5	3	0	1	0	2.89	
Over 10 Years	3	10	5	4	2	0	0	0	2.17	
Unknown	1	1	4	0	0	0	0	1	3.00	
Function/Location										
Executive/Human Resources/Marketing	2	9	6	2	0	0	0	0	2.95	
Business Development	4	4	2	1	1	0	1	0	3.17	
Accounting/Finance/Audit	12	21	9	6	4	1	0	0	2.64	
Technology Department	2	9	3	0	0	0	0	0	3.86	
Operational Support	5	5	1	2	1	0	0	0	3.14	
Direct Sales Support	18	19	15	7	6	0	0	1	2.71	
Product Development	8	17	11	5	5	1	0	0	2.17	
Unknown	1	5	0	1	0	0	0	1	3.43	

This Statement contributes to the following components:
Leadership (2)

High scores on this statement suggest the existence of enlightened and effective leadership throughout the organization. Effective leaders have high "emotional intelligence" and are empathetic to the challenges and pressures of those they lead. Furthermore, their genuine concern is recognized and appreciated--leading to higher levels of trust, loyalty, and performance.

Kouzes and Posner tell us in The Leadership Challenge: "Another important ingredient for building trust is sensitivity to people's needs and interests. Listening to what other people have to say and trying to appreciate and understand their particular viewpoints demonstrate respect for them and their ideas."

Low scores on this statement suggest that one or more leaders may rank low in empathy, a key component of "emotional intelligence," a prerequisite for effective leadership. Leadership development using training; 360 degree evaluations and professional development planning; and coaching can be extremely effective in raising the score on this statement, with related increases in follower trust, loyalty, and performance.

Statement 5

This company provides ongoing leadership development and management skills training which are effective in developing top quality managers and supervisors.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	42	85	60	20	15	9	0	3	2.42	
Position										
Officer	14	29	18	3	2	3	0	0	2.96	
Non-Officer	27	55	42	17	13	6	0	2	2.15	
Unknown	1	1	0	0	0	0	0	1	5.00	
Length of Service										
0 to 1 Year	6	24	9	3	1	0	0	0	3.26	
Over 1 Year to 2 Years	16	14	22	4	5	1	0	0	2.61	
Over 2 to 5 Years	8	17	12	6	4	3	0	2	1.88	
Over 5 Years to 10 Years	7	19	10	6	3	1	0	0	2.35	
Over 10 Years	4	8	6	1	1	4	0	0	1.58	
Unknown	1	3	1	0	1	0	0	1	2.67	
Function/Location										
Executive/Human Resources/Marketing	2	7	6	2	1	1	0	0	2.00	
Business Development	7	3	2	0	1	0	0	0	4.15	
Accounting/Finance/Audit	9	24	9	5	3	2	0	1	2.58	
Technology Department	3	5	4	2	0	0	0	0	3.00	
Operational Support	4	4	4	0	2	0	0	0	2.86	
Direct Sales Support	11	21	20	4	6	3	0	1	2.15	
Product Development	5	18	13	6	2	3	0	0	1.91	
Unknown	1	3	2	1	0	0	0	1	2.86	

This Statement contributes to the following components:
Leadership (2)

Studies over the past 50 years provide irrefutable evidence that what is most important to most employees-- regardless of industry or job level-- is not money, but "feeling valued and appreciated." The primary reason employees give for changing employers is, once again, not money, but "limited praise and recognition." High scores on this statement translate into higher morale and loyalty, reduced turnover of talented employees, and higher performance from individuals and teams at all levels.

However, a multitude of studies over the same period also tell us that when employees are asked how their supervisors could be more effective, the shortcoming or weakness most frequently cited is the failure to provide positive reinforcement, appreciation, and recognition for good work, thereby building the self-esteem of the employee.

This statement often scores in the lower quartile, indicating an opportunity for improving, often dramatically, leadership effectiveness throughout the organization. This, in turn, will improve employee self-esteem, morale, loyalty, and performance. Reduced turnover of the most talented employees will also result.

Effective intervention strategies include continuous leadership development using a) leadership training, b) 360 degree evaluations and professional development planning, c) coaching, and d) a commitment from

Statement 5

This company provides ongoing leadership development and management skills training which are effective in developing top quality managers and supervisors.

the top to hold all leaders accountable for providing praise and recognition to their direct reports when warranted.

Statement 6

I am confident that any cultural weaknesses identified in this survey will be addressed positively and in a timely manner by senior management.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	30	100	54	19	12	12	4	3	2.33	
Position										
Officer	16	29	11	5	3	4	1	0	2.76	
Non-Officer	14	70	42	14	9	8	3	2	2.14	
Unknown	0	1	1	0	0	0	0	1	3.00	
Length of Service										
0 to 1 Year	4	24	10	3	0	0	2	0	3.27	
Over 1 Year to 2 Years	11	19	19	5	5	2	1	0	2.26	
Over 2 to 5 Years	6	26	5	7	3	4	0	1	1.96	
Over 5 Years to 10 Years	7	19	12	2	4	2	0	0	2.39	
Over 10 Years	2	8	6	2	0	4	1	1	1.27	
Unknown	0	4	2	0	0	0	0	1	3.33	
Function/Location										
Executive/Human Resources/Marketing	3	9	5	2	0	0	0	0	3.16	
Business Development	2	4	5	0	2	0	0	0	2.31	
Accounting/Finance/Audit	8	24	10	4	3	3	1	0	2.42	
Technology Department	2	8	2	2	0	0	0	0	3.14	
Operational Support	4	3	3	3	1	0	0	0	2.29	
Direct Sales Support	10	26	11	6	2	7	3	1	2.00	
Product Development	1	23	15	2	3	2	0	1	2.17	
Unknown	0	3	3	0	1	0	0	1	2.00	

This Statement contributes to the following components:

Leadership (2)

Talented employees want to know that promotions are based on competence, performance, and "fit" (the individual's strengths are compatible with job requirements), not on tenure, favoritism, or "politics." High scores on this statement indicate that the organization's leaders have successfully fostered a culture which promotes people for the right reasons. This will, of course, result in higher morale, loyalty, and retention of top performers.

When an opening creates the opportunity for a promotion, several candidates may contend for the position. Because only one will be selected, those who are not chosen (and their friends) may feel that they were more deserving. Therefore, this statement often scores in the bottom quartile. However, when it appears as one of "the ten greatest opportunities," it almost always represents an opportunity for improvement since talented people may feel that in order to advance they must take their skills elsewhere. Most companies can improve their processes for a) posting for jobs, i.e., defining exactly what is required, b) career development, especially for talented employees, c) profiling jobs based on personality, and d) communicating more effectively with those not selected (very important).

Statement 7

My supervisor's expectations relative to my performance are clearly communicated to me.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	87	98	29	6	8	3	0	3	3.94	
Position										
Officer	22	32	9	3	3	0	0	0	3.77	
Non-Officer	64	65	20	3	5	3	0	2	4.00	
Unknown	1	1	0	0	0	0	0	1	5.00	
Length of Service										
0 to 1 Year	18	21	3	0	0	0	0	1	4.71	
Over 1 Year to 2 Years	27	25	7	1	2	0	0	0	4.29	
Over 2 to 5 Years	17	21	5	0	5	3	0	1	3.10	
Over 5 Years to 10 Years	15	19	10	2	0	0	0	0	3.96	
Over 10 Years	6	11	4	2	1	0	0	0	3.33	
Unknown	4	1	0	1	0	0	0	1	4.33	
Function/Location										
Executive/Human Resources/Marketing	4	9	3	1	1	1	0	0	2.84	
Business Development	6	5	1	0	1	0	0	0	4.15	
Accounting/Finance/Audit	25	21	6	0	1	0	0	0	4.57	
Technology Department	2	8	3	0	1	0	0	0	3.29	
Operational Support	5	5	2	1	1	0	0	0	3.43	
Direct Sales Support	26	27	7	2	2	1	0	1	4.00	
Product Development	16	20	6	2	1	1	0	1	3.78	
Unknown	3	3	1	0	0	0	0	1	4.57	

This Statement contributes to the following components:

Quality of Supervision (3)

High scores on this statement indicate that most leaders in the organization understand that leadership involves providing clear direction-- and clearly communicated expectations. The extensive research of J. Sterling Livingstone, published in the Harvard Business Review, establishes conclusively that most people perform at the level they perceive to be expected of them. When individuals understand clearly what is expected-- and those expectations are high-- perform at a consistently higher level. High scores on this statement represent a meaningful competitive advantage.

Low scores on this statement indicate that many, if not most, leaders do an inadequate job of communicating performance expectations to their team members. This will adversely impact individual, team, and organizational performance since studies clearly show that individuals tend to perform at the level they perceive to be expected of them. (see "Pygmalion in Management," by J. Sterling Livingstone, Harvard Business Review). When job descriptions clearly define and weight job accountabilities, and leaders establish with each direct report specific performance expectations for each accountability, individual, team and organizational performance will be consistently higher. This approach is often reinforced with performance-based compensation plans.

Statement 8

Middle management in this company (supervisors, managers and officers up to vice president) is effective in reinforcing company values by setting a good example.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	18	44	24	2	4	1	137	4	3.29	
Position										
Officer	6	16	11	1	2	0	33	0	3.11	
Non-Officer	12	28	13	1	2	1	102	3	3.40	
Unknown	0	0	0	0	0	0	2	1	0.00	
Length of Service										
0 to 1 Year	1	8	2	1	1	0	28	2	2.77	
Over 1 Year to 2 Years	9	7	9	1	1	0	35	0	3.48	
Over 2 to 5 Years	2	16	3	0	1	1	28	1	3.13	
Over 5 Years to 10 Years	4	5	4	0	1	0	32	0	3.43	
Over 10 Years	2	8	6	0	0	0	8	0	3.50	
Unknown	0	0	0	0	0	0	6	1	0.00	
Function/Location										
Executive/Human Resources/Marketing	1	2	1	1	0	0	14	0	2.80	
Business Development	0	0	1	0	0	0	12	0	2.00	
Accounting/Finance/Audit	4	9	5	0	0	0	35	0	3.89	
Technology Department	0	1	1	0	2	0	10	0	-0.50	
Operational Support	4	2	2	0	1	0	5	0	3.56	
Direct Sales Support	6	22	6	0	0	1	29	2	3.71	
Product Development	2	5	7	1	1	0	30	1	2.50	
Unknown	1	3	1	0	0	0	2	1	4.00	

This Statement contributes to the following components:

Quality of Supervision (3)

For any company, enhanced stock price and shareholder value require quality growth in assets, revenues, net income, and earnings per share. The only two sources for this growth are a) new profitable customer relationships and b) increased wallet share of existing customer relationships. Therefore, "bringing and/or referring new business and/or cross-selling our products and services" is a critical success factor to which all customer-contact employees should contribute. They should perceive this to be an important component of their jobs.

High scores on this statement indicate that the organization's leaders have been successful in engaging the majority of customer-contact employees in this activity by establishing specific expectations for their contribution.

Low scores indicate that many, if not most, customer-contact employees do not have specific goals, suggesting that bringing in new business and/or cross-selling is not important, let alone a critical success factor.

If quality growth is a critical success factor in the company's strategic plan, it is necessary to foster a culture where all customer-contact employees clearly understand that an important part of their daily

Statement 8

Middle management in this company (supervisors, managers and officers up to vice president) is effective in reinforcing company values by setting a good example.

responsibilities is the generation of quality new business through new business development, referrals, and/or cross-selling. This requires that specific goals be quantified; and that performance be measured and reinforced, and that the people selected for these positions have appropriate personality profiles.

Statement 9

This organization and its leaders (VP and above) seem to be very effective in implementing strategies successfully once they are developed.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	71	114	24	8	12	2	1	2	3.70	
Position										
Officer	19	32	10	2	6	0	0	0	3.39	
Non-Officer	51	81	14	6	6	2	1	1	3.81	
Unknown	1	1	0	0	0	0	0	1	5.00	
Length of Service										
0 to 1 Year	17	22	3	0	0	0	1	0	4.67	
Over 1 Year to 2 Years	20	29	8	3	2	0	0	0	3.84	
Over 2 to 5 Years	12	26	4	3	4	2	0	1	2.94	
Over 5 Years to 10 Years	14	21	8	0	3	0	0	0	3.74	
Over 10 Years	5	13	1	2	3	0	0	0	2.83	
Unknown	3	3	0	0	0	0	0	1	5.00	
Function/Location										
Executive/Human Resources/Marketing	3	8	5	0	2	1	0	0	2.42	
Business Development	7	5	1	0	0	0	0	0	4.92	
Accounting/Finance/Audit	14	30	5	2	2	0	0	0	3.81	
Technology Department	5	5	2	1	1	0	0	0	3.43	
Operational Support	5	6	1	1	1	0	0	0	3.57	
Direct Sales Support	21	33	5	3	2	0	1	1	3.97	
Product Development	14	23	4	1	4	1	0	0	3.40	
Unknown	2	4	1	0	0	0	0	1	4.29	

This Statement contributes to the following components:

Leadership (2)

This statement indicates how employees throughout the company perceive their morale at a given point in time. That perception is impacted by many factors, most of which are covered by the other 91 statements in the survey.

High scores indicate that even though employees may disagree or weakly agree with certain statements, they still feel positive about the organization-- and their role within the organization.

Low scores indicate that many, if not most, employees feel that the specific corporate culture components they scored low are adversely impacting how they feel about the organization-- and their role in the organization. This invariably correlates with low productivity, weak loyalty, and sub-optimum performance.

Only by aggressively addressing the other weaknesses or "opportunities" within the culture (especially those directly related to leadership and supervision) can scores on this statement be improved.

Statement 10

Leaders in this organization (VP and above) seem to be able to assess changing conditions - and make decisions regarding appropriate strategies - in a timely manner.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	98	99	28	4	2	0	0	3	4.43	
Position										
Officer	29	30	8	1	0	0	0	1	4.53	
Non-Officer	69	67	20	3	2	0	0	1	4.40	
Unknown	0	2	0	0	0	0	0	1	4.00	
Length of Service										
0 to 1 Year	15	23	4	1	0	0	0	0	4.37	
Over 1 Year to 2 Years	30	23	7	1	1	0	0	0	4.52	
Over 2 to 5 Years	24	18	7	0	1	0	0	2	4.52	
Over 5 Years to 10 Years	17	19	8	2	0	0	0	0	4.13	
Over 10 Years	10	13	1	0	0	0	0	0	4.75	
Unknown	2	3	1	0	0	0	0	1	4.33	
Function/Location										
Executive/Human Resources/Marketing	6	8	5	0	0	0	0	0	4.11	
Business Development	5	6	2	0	0	0	0	0	4.46	
Accounting/Finance/Audit	26	18	6	2	1	0	0	0	4.38	
Technology Department	8	6	0	0	0	0	0	0	5.14	
Operational Support	7	5	1	0	0	0	0	1	4.92	
Direct Sales Support	30	26	7	2	0	0	0	1	4.52	
Product Development	14	26	6	0	1	0	0	0	4.17	
Unknown	2	4	1	0	0	0	0	1	4.29	

This Statement contributes to the following components:
Leadership (2)

When members of a workgroup feel that the team norm is cooperation-- as opposed to competition or conflict-- productivity is higher, absenteeism and turnover of talented employees is lower, and team performance is high. Therefore, high scores on this statement indicate that teamwork throughout the organization and/or the workgroup level is high. High scores also reflect positively on team leadership.

Studies show that when employees report poor teamwork within their work groups, it invariably correlates with high absenteeism and turnover, and sub-optimal individual, team and organizational performance. Because effective leaders build strong and cohesive teams, and are proactive in addressing work-related conflicts that impede effective teamwork, low scores on this statement indicate that one or more team leaders may not be recognizing and/or addressing teamwork problems. To achieve an improved score on this statement requires that the specific workgroups where conflict-- rather than cooperation-- is the norm be identified; that the causes be identified; and that action be taken. This will frequently involve personnel changes.

Statement 11

The leaders (supervisors and above) of this organization demonstrate through their actions and behaviors a commitment to our mission and/or core values, and set a good example for others.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	66	118	29	9	3	1	5	3	3.94	
Position										
Officer	16	37	10	5	0	0	1	0	3.74	
Non-Officer	50	80	18	4	3	1	4	2	4.04	
Unknown	0	1	1	0	0	0	0	1	3.00	
Length of Service										
0 to 1 Year	11	19	6	2	2	0	2	1	3.55	
Over 1 Year to 2 Years	20	27	10	4	0	0	1	0	3.93	
Over 2 to 5 Years	18	28	3	0	1	0	1	1	4.44	
Over 5 Years to 10 Years	11	24	7	2	0	1	1	0	3.69	
Over 10 Years	4	17	2	1	0	0	0	0	3.92	
Unknown	2	3	1	0	0	0	0	1	4.33	
Function/Location										
Executive/Human Resources/Marketing	9	8	2	0	0	0	0	0	4.74	
Business Development	1	5	5	0	1	0	1	0	2.67	
Accounting/Finance/Audit	16	25	6	4	0	1	1	0	3.73	
Technology Department	3	7	3	1	0	0	0	0	3.57	
Operational Support	5	5	2	2	0	0	0	0	3.57	
Direct Sales Support	21	37	4	1	0	0	2	1	4.44	
Product Development	10	26	6	1	2	0	1	1	3.69	
Unknown	1	5	1	0	0	0	0	1	4.00	

This Statement contributes to the following components:

Leadership (2)

The purpose of this statement is to allow management to gauge the extent to which employee perceptions regarding company profitability are accurate. Four outcomes are possible, each having different implications-- and requiring different strategies.

1. The company is more profitable than peers and the score is high. This suggests that management has been effective in sharing company performance expectations and results with staff. The more pride employees have in superior financial performance-- and the more they understand how they benefit personally (job security; performance-based compensation; 401K, etc.) the greater the alignment between employee performance and shareholder value creation.

2. The company is more profitable than peers but the score is low, indicating that management has been ineffective in communicating financial objectives and performance results. In such cases, many, if not most, employees will have weak perception of the correlation between superior financial performance and their personal well-being. The opportunity here is to help employees understand the relationship between job security and superior financial performance; the company's specific financial performance objectives; their roles individually and as teams; how the company is doing vis-a-vis objectives; and what is needed to meet or exceed plan. The objective, of course, is to align employee performance with company

Statement 11

The leaders (supervisors and above) of this organization demonstrate through their actions and behaviors a commitment to our mission and/or core values, and set a good example for others.

performance.

3. Financial performance is below peer and the score is low. Because high-performers prefer to be associated with a high-performance company and because they are usually astute enough to understand the relationship between financial performance on the one hand and job security and career advancement on the other, this should raise concerns regarding retention of top performers. The key here is to have a comprehensive and realistic strategic plan that will result in consistently superior performance; to involve all employees, especially high performers, in the process; and to keep them well-informed as to how the company is doing.

4. The company's financial performance is below peer but the score is high. This suggests that most employees do not realize that the company must improve financial performance. In such cases, as new strategies to improve financial performance are developed and implemented, many, if not most, employees may not buy-in and, even worse, may lose confidence in trust in the organization's leadership. They will certainly not share a sense of urgency about finding ways to enhance performance. Again, the key here is to have a comprehensive and realistic strategic plan leading to superior performance. All employees need to understand why the successful execution of the plan is in their best interests; what their specific individual and team roles are; and why there must be a sense of urgency company-wide.

Statement 12

I am confident that this company under the leadership of the senior management team can compete effectively against all of our competitors, current or future.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	67	103	40	13	4	4	1	2	3.58	
Position										
Officer	14	33	11	7	2	1	1	0	3.09	
Non-Officer	53	68	29	6	2	3	0	1	3.79	
Unknown	0	2	0	0	0	0	0	1	4.00	
Length of Service										
0 to 1 Year	14	22	3	4	0	0	0	0	3.95	
Over 1 Year to 2 Years	19	22	14	4	1	2	0	0	3.32	
Over 2 to 5 Years	15	23	10	2	1	0	0	1	3.80	
Over 5 Years to 10 Years	12	20	9	2	1	2	0	0	3.26	
Over 10 Years	5	12	4	1	1	0	1	0	3.48	
Unknown	2	4	0	0	0	0	0	1	4.67	
Function/Location										
Executive/Human Resources/Marketing	2	9	6	2	0	0	0	0	2.95	
Business Development	5	5	3	0	0	0	0	0	4.31	
Accounting/Finance/Audit	14	18	13	4	2	1	1	0	3.08	
Technology Department	2	6	5	1	0	0	0	0	3.14	
Operational Support	3	8	0	2	1	0	0	0	3.00	
Direct Sales Support	24	33	5	2	0	1	0	1	4.25	
Product Development	16	20	7	1	1	2	0	0	3.66	
Unknown	1	4	1	1	0	0	0	1	3.14	

This Statement contributes to the following components:
 Leadership (2)

When employees perceive that the company is committed to providing ongoing training and educational programs to help them do a better job-- and that they are receiving the training opportunities necessary for them to succeed, they are four times less likely to be actively looking for another job. This is especially true for high-performers. Therefore, high scores on this statement are a definite strength as it relates to retaining the best performers. Low scores, on the other hand, suggest that employees, especially high-performers, may be at risk. Focus groups can help clarify the specific concerns, at which time strategies should be developed, implemented, and committed to address those concerns.

Statement 13

This company's approach to performance review or appraisal is positive; it results in my being better able and willing to do excellent work.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	85	95	39	6	3	1	2	3	4.10	
Position										
Officer	25	24	12	4	3	1	0	0	3.54	
Non-Officer	60	69	27	2	0	0	2	2	4.34	
Unknown	0	2	0	0	0	0	0	1	4.00	
Length of Service										
0 to 1 Year	16	23	4	0	0	0	0	0	4.56	
Over 1 Year to 2 Years	25	22	9	2	3	0	1	0	3.93	
Over 2 to 5 Years	17	22	12	0	0	0	0	1	4.20	
Over 5 Years to 10 Years	20	15	6	2	0	1	1	1	4.14	
Over 10 Years	5	9	8	2	0	0	0	0	3.25	
Unknown	2	4	0	0	0	0	0	1	4.67	
Function/Location										
Executive/Human Resources/Marketing	5	11	3	0	0	0	0	0	4.21	
Business Development	5	5	2	0	0	0	1	0	4.50	
Accounting/Finance/Audit	26	16	9	0	0	1	0	1	4.46	
Technology Department	6	4	4	0	0	0	0	0	4.29	
Operational Support	3	5	2	2	2	0	0	0	2.14	
Direct Sales Support	23	27	12	1	1	0	1	1	4.13	
Product Development	15	23	6	3	0	0	0	0	4.00	
Unknown	2	4	1	0	0	0	0	1	4.29	

This Statement contributes to the following components:

Quality of Supervision (3)

In today's world the customer truly is King (and Queen). Customers have an abundance of choices, are extremely well-informed and discriminating, and expect their loyalty to be earned. Companies that continue to develop products and services with minimal customer input (as has been the tradition in banking) are living in the past-- and may not survive. In fact, according to Ram Charan and Noel Tichy in Every Business is a Growth Business: "We're seeing again and again that the greatest source of risk in a business is failure to understand the needs of the customer or end-user."

In today's world, whoever has the greatest understanding of customer needs (by segment), and most effectively designs and markets appropriate value propositions in response to those needs, will most likely win the battle for customer wallet-share and loyalty.

A high score on this statement indicates that most employees believe that the company is customer-driven. This will make them more confident in their ability to sell products and services in order to build loyal, profitable customer relationships.

A low score indicates that many, if not most, employees (who are closer to the customer in most cases than is senior management) believe that the company has not yet made the critically important transition

Statement 13

This company's approach to performance review or appraisal is positive; it results in my being better able and willing to do excellent work.

from a product-driven to a customer-driven company. Addressing this issue should become a strategic priority.

Statement 14

Senior management keeps me as well informed as I need and want to be regarding the financial performance of this organization. I always have a good idea of how we are doing.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	63	110	35	12	8	0	3	3	3.65	
Position										
Officer	25	32	7	3	2	0	0	0	4.03	
Non-Officer	38	76	28	9	6	0	3	2	3.48	
Unknown	0	2	0	0	0	0	0	1	4.00	
Length of Service										
0 to 1 Year	7	27	4	1	3	0	0	1	3.43	
Over 1 Year to 2 Years	18	24	9	6	4	0	1	0	3.18	
Over 2 to 5 Years	16	21	10	3	0	0	1	1	3.88	
Over 5 Years to 10 Years	13	24	7	0	1	0	1	0	4.09	
Over 10 Years	6	12	4	2	0	0	0	0	3.67	
Unknown	3	2	1	0	0	0	0	1	4.67	
Function/Location										
Executive/Human Resources/Marketing	7	10	1	1	0	0	0	0	4.32	
Business Development	2	7	1	0	1	0	2	0	3.45	
Accounting/Finance/Audit	16	25	10	0	2	0	0	0	3.92	
Technology Department	8	5	1	0	0	0	0	0	5.00	
Operational Support	7	5	0	1	1	0	0	0	4.00	
Direct Sales Support	13	28	13	7	3	0	1	1	2.97	
Product Development	9	26	7	3	1	0	0	1	3.52	
Unknown	1	4	2	0	0	0	0	1	3.71	

This Statement contributes to the following components:
Strategic Focus (1)

One of the greatest challenges facing companies in most industries is the widely-held public perception that most companies in the industry are pretty much the same. In order to convince the company's target markets that the company-- and its products and services-- are somehow unique and/or different, which is necessary for quality growth and premium pricing, the company must first convince its own employees that this is the case. Therefore, this is an extremely important statement with significant strategic ramifications.

High scores indicate that most employees believe that the company has a strong brand, and that there is a general perception among the markets the company has elected to serve that the company and its offerings are unique and/or different. This strength will support a strong sales or relationship-building culture.

Low scores on this statement suggest that much work remains to be done to strengthen the brand and to successfully differentiate the company-- and its products and services-- in the eyes of its target markets. This will adversely impact employee buy-in to business development, sales, and referral programs.

Statement 15

Decisions made in this organization always seem to be based on high standards of honesty and integrity.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	86	93	34	7	4	3	1	6	4.00	
Position										
Officer	39	22	6	0	1	1	0	0	4.70	
Non-Officer	47	69	28	7	3	2	1	5	3.69	
Unknown	0	2	0	0	0	0	0	1	4.00	
Length of Service										
0 to 1 Year	16	22	4	0	0	0	0	1	4.57	
Over 1 Year to 2 Years	22	23	10	3	3	0	0	1	3.70	
Over 2 to 5 Years	20	18	9	0	1	1	0	3	4.08	
Over 5 Years to 10 Years	16	17	8	3	0	1	1	0	3.73	
Over 10 Years	11	8	3	1	0	1	0	0	4.00	
Unknown	1	5	0	0	0	0	0	1	4.33	
Function/Location										
Executive/Human Resources/Marketing	8	8	3	0	0	0	0	0	4.53	
Business Development	5	5	2	0	0	0	1	0	4.50	
Accounting/Finance/Audit	28	16	4	3	2	0	0	0	4.26	
Technology Department	8	5	0	1	0	0	0	0	4.71	
Operational Support	5	7	1	0	1	0	0	0	4.00	
Direct Sales Support	20	27	12	1	1	2	0	3	3.71	
Product Development	11	21	10	2	0	1	0	2	3.56	
Unknown	1	4	2	0	0	0	0	1	3.71	

This Statement contributes to the following components:

Leadership (2)

This is one of the "core" statements in the survey. A major 1997 study by the Conference Board discovered that the two most significant issues adversely affecting employee-management relations were 1) mistrust of management, and 2) low morale. Based on extensive research by Kouzes and Posner, the Gallup Organization, and others, we know that the second is a direct and inevitable result of the first.

There exists a direct and powerful impact on financial performance as well. According to Dr. Bruce Pfau of Watson Wyatt Worldwide, companies where employees reported high trust and confidence in senior management had a three-year total return to shareholders of 108 percent, compared with 66 percent for companies with low trust and confidence.

On this statement, the higher the score the better. Each year's strategic plan should contain strategies and action plans directed specifically at this issue.

Low scores on this statement indicate a serious problem that will impact adversely morale, retention of top performers, productivity, and financial performance. Unless the causes are clearly identified and aggressively addressed, the corporate culture will most likely deteriorate.

Statement 16

The leadership of this organization successfully fosters among the workforce a strong commitment to excellence.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	91	103	29	4	3	1	0	3	4.29	
Position										
Officer	33	25	9	0	2	0	0	0	4.46	
Non-Officer	58	76	20	4	1	1	0	2	4.21	
Unknown	0	2	0	0	0	0	0	1	4.00	
Length of Service										
0 to 1 Year	14	24	4	1	0	0	0	0	4.33	
Over 1 Year to 2 Years	29	24	4	2	3	0	0	0	4.23	
Over 2 to 5 Years	23	19	6	1	0	1	0	2	4.36	
Over 5 Years to 10 Years	19	19	8	0	0	0	0	0	4.48	
Over 10 Years	5	12	7	0	0	0	0	0	3.83	
Unknown	1	5	0	0	0	0	0	1	4.33	
Function/Location										
Executive/Human Resources/Marketing	8	10	1	0	0	0	0	0	4.74	
Business Development	6	5	2	0	0	0	0	0	4.62	
Accounting/Finance/Audit	27	19	4	2	1	0	0	0	4.49	
Technology Department	5	8	1	0	0	0	0	0	4.57	
Operational Support	6	6	1	0	1	0	0	0	4.14	
Direct Sales Support	26	25	10	1	1	1	0	2	4.13	
Product Development	12	25	9	1	0	0	0	0	4.00	
Unknown	1	5	1	0	0	0	0	1	4.00	

This Statement contributes to the following components:
Leadership (2)

High scores on this statement indicate that the workforce regards the organization's leadership positively. Since most people, especially high-performers, want their leaders to foster a strong sense of commitment-- which requires leadership by example-- high scores should correlate with high levels of morale, loyalty, productivity, retention and performance.

Low scores on this statement represent an important wake-up call for the organization's leadership. Clearly, many, if not most, employees do not believe that the messages, behaviors, and "style" of the organization's leaders foster a commitment to excellence. Focus groups may represent an effective way to determine the specific reasons for employee perceptions. In any event, it will be necessary to develop strategies and action plans to bring about positive changes in those perceptions.

Statement 17

In this company we do not have any highly negative and disruptive groups, (2 or more members) whose attitudes and behaviors damage morale, teamwork, and/or the attitudes of other employees.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	44	80	61	21	17	5	2	4	2.48	
Position										
Officer	13	16	22	7	7	3	0	1	1.85	
Non-Officer	31	63	38	14	10	2	2	2	2.75	
Unknown	0	1	1	0	0	0	0	1	3.00	
Length of Service										
0 to 1 Year	11	18	8	3	3	0	0	0	3.16	
Over 1 Year to 2 Years	13	20	17	3	6	1	2	0	2.60	
Over 2 to 5 Years	8	20	12	6	3	1	0	2	2.44	
Over 5 Years to 10 Years	9	14	15	4	3	0	0	1	2.67	
Over 10 Years	1	6	7	5	2	3	0	0	0.33	
Unknown	2	2	2	0	0	0	0	1	4.00	
Function/Location										
Executive/Human Resources/Marketing	3	9	3	4	0	0	0	0	2.74	
Business Development	2	1	6	1	2	0	0	1	1.50	
Accounting/Finance/Audit	11	18	12	3	7	2	0	0	2.19	
Technology Department	4	3	4	3	0	0	0	0	2.71	
Operational Support	1	4	3	3	3	0	0	0	0.71	
Direct Sales Support	13	24	19	3	2	2	1	2	2.95	
Product Development	9	18	11	4	3	1	1	0	2.65	
Unknown	1	3	3	0	0	0	0	1	3.43	

This Statement contributes to the following components:

Quality of Supervision (3)

One of the most powerful ways to reinforce desirable attitudes, behaviors, and performance is to use public ceremonies or rituals. According to Deal and Kennedy in *Corporate Cultures*: "Without expressive events, any culture will die. In the absence of ceremony or ritual, important values have no impact." This is substantiated by Kouzes and Posner in *Encouraging the Heart*: "Scholarly research offers further support for the contention that celebration influences performance. In one study, for example, the investigators found that what distinguished high-performing groups from those performing less well was the wide variety and frequency of celebratory events-- events where recognition and appreciation were expressed."

High scores on this statement validate the effectiveness of management's efforts to use rituals to recognize and reinforce desired behavior.

Low scores may suggest an opportunity to develop and implement one or more public ceremonies to recognize and reinforce the specific attitudes, behaviors, and performance which best reflect and support strategic priorities.

Statement 18

On a regular basis I receive honest and constructive feedback from my supervisor regarding the quality of my work; I know how I am doing in my job.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	68	91	34	19	14	3	0	5	3.18	
Position										
Officer	16	31	11	5	4	1	0	1	3.09	
Non-Officer	52	59	22	14	10	2	0	3	3.22	
Unknown	0	1	1	0	0	0	0	1	3.00	
Length of Service										
0 to 1 Year	14	19	7	1	1	0	0	1	4.00	
Over 1 Year to 2 Years	22	22	8	6	4	0	0	0	3.35	
Over 2 to 5 Years	14	18	7	6	4	1	0	2	2.72	
Over 5 Years to 10 Years	11	21	7	3	4	0	0	0	3.09	
Over 10 Years	5	10	3	2	1	2	0	1	2.43	
Unknown	2	1	2	1	0	0	0	1	3.00	
Function/Location										
Executive/Human Resources/Marketing	2	10	4	0	3	0	0	0	2.53	
Business Development	7	4	1	0	1	0	0	0	4.31	
Accounting/Finance/Audit	18	22	8	3	2	0	0	0	3.74	
Technology Department	1	6	4	1	2	0	0	0	2.00	
Operational Support	6	4	1	2	1	0	0	0	3.29	
Direct Sales Support	17	26	7	7	4	2	0	3	2.83	
Product Development	16	15	7	6	1	1	0	1	3.22	
Unknown	1	4	2	0	0	0	0	1	3.71	

This Statement contributes to the following components:

Quality of Supervision (3)

Research over the past 50 years confirms conclusively that one of the leadership behaviors most valued by employees at all levels is quality feedback relative to performance. Studies also show that this is an area of weakness for many leaders. According to the Successful Manager's Handbook: "Feedback is essential for employee development. It not only helps employees correct mistakes before they become habits, but it also reinforces positive behaviors, encourages the development of desirable work habits, and helps employees achieve their goals." This is confirmed by Albert Bandura of Stanford University, whose research concludes that people's motivation to increase productivity only increases when a) they have challenging goals, and b) they receive quality feedback on their progress.

High scores on this statement indicate that most leaders take their coaching and mentoring responsibilities seriously.

Low scores suggest a need for greater emphasis on leadership development and accountability. The most effective strategies include ongoing leadership training for all leaders reinforced with 360 degree evaluations and professional development planning.

Statement 19

I trust and respect my supervisors.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	127	57	29	11	5	3	0	2	4.26	
Position										
Officer	42	15	5	5	1	1	0	0	4.38	
Non-Officer	84	41	24	6	4	2	0	1	4.20	
Unknown	1	1	0	0	0	0	0	1	5.00	
Length of Service										
0 to 1 Year	29	12	2	0	0	0	0	0	5.26	
Over 1 Year to 2 Years	33	17	7	2	3	0	0	0	4.26	
Over 2 to 5 Years	26	10	10	2	1	2	0	1	3.84	
Over 5 Years to 10 Years	25	10	5	5	1	0	0	0	4.04	
Over 10 Years	12	5	4	2	0	1	0	0	3.75	
Unknown	2	3	1	0	0	0	0	1	4.33	
Function/Location										
Executive/Human Resources/Marketing	8	7	3	1	0	0	0	0	4.21	
Business Development	10	1	2	0	0	0	0	0	5.23	
Accounting/Finance/Audit	36	11	3	1	1	1	0	0	4.79	
Technology Department	5	6	2	1	0	0	0	0	4.00	
Operational Support	9	2	2	1	0	0	0	0	4.57	
Direct Sales Support	34	16	8	3	3	1	0	1	4.00	
Product Development	21	12	8	4	1	1	0	0	3.66	
Unknown	4	2	1	0	0	0	0	1	4.86	

This Statement contributes to the following components:

Quality of Supervision (3)

High scores on this statement indicate that, overall, leaders throughout the organization have earned the trust and respect of their direct reports. However, it is important to review carefully the scores of all subgroups, one or more of which may indicate opportunities for improvement.

Low scores indicate that one or more leaders throughout the organization may not have earned the trust and respect of their direct reports. Scores from subgroups will provide valuable insights as to where the greatest opportunities exist. It is extremely important that these opportunities be identified, and remedial strategies developed and implemented, because there is such a strong relationship between organizational performance and the extent to which employees trust and respect their team leaders. According to Stephen Covey in *Principle-Centered Leadership*: "Trust-- or the lack of it-- is at the root of success or failure in relationships and in the bottom-line results of business, industry, education, and government."

Statement 20

It appears to me that this company has a sound and well thought out strategic plan which keeps everyone focused clearly on where we are going and how we are going to get there.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	115	99	12	0	2	0	4	2	4.83	
Position										
Officer	46	20	2	0	0	0	1	0	5.29	
Non-Officer	69	77	10	0	2	0	3	1	4.65	
Unknown	0	2	0	0	0	0	0	1	4.00	
Length of Service										
0 to 1 Year	15	25	3	0	0	0	0	0	4.56	
Over 1 Year to 2 Years	34	23	3	0	1	0	1	0	4.89	
Over 2 to 5 Years	29	18	2	0	1	0	1	1	4.92	
Over 5 Years to 10 Years	23	19	3	0	0	0	1	0	4.89	
Over 10 Years	12	10	1	0	0	0	1	0	4.96	
Unknown	2	4	0	0	0	0	0	1	4.67	
Function/Location										
Executive/Human Resources/Marketing	12	7	0	0	0	0	0	0	5.26	
Business Development	6	4	2	0	0	0	1	0	4.67	
Accounting/Finance/Audit	29	21	1	0	1	0	1	0	4.92	
Technology Department	8	6	0	0	0	0	0	0	5.14	
Operational Support	10	3	0	0	0	0	1	0	5.54	
Direct Sales Support	28	31	6	0	0	0	0	1	4.68	
Product Development	21	21	3	0	1	0	1	0	4.61	
Unknown	1	6	0	0	0	0	0	1	4.29	

This Statement contributes to the following components:
Strategic Focus (1)

Most employees, especially high-performers, want to be associated with a high-performance company. Consequently, this statement frequently appears among the ten highest-scoring statements. One purpose of the statement is to remind and reinforce for all employees as they complete the survey the commitment to high-performance that is typically in the mission statement-- and, which should be shared by everyone.

High scores should be expected, and indicate that most, if not all, employees affirm a commitment to superior performance. It is the responsibility of the leaders, at all levels, to ensure that a culture exists which allows people to maximize their personal contribution.

Low scores, for the organization as a whole or for one or more subgroups, indicates a rather serious problem requiring aggressive and immediate management attention.

Statement 21

I feel that I am always treated with respect by those above me in the organization.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	52	93	49	17	10	10	1	2	2.81	
Position										
Officer	19	21	15	7	4	3	0	0	2.61	
Non-Officer	32	72	33	10	6	7	1	1	2.88	
Unknown	1	0	1	0	0	0	0	1	4.00	
Length of Service										
0 to 1 Year	10	24	6	1	2	0	0	0	3.67	
Over 1 Year to 2 Years	17	22	13	2	5	3	0	0	2.81	
Over 2 to 5 Years	11	20	12	3	1	4	0	1	2.67	
Over 5 Years to 10 Years	8	20	6	8	1	3	0	0	2.22	
Over 10 Years	5	4	10	3	1	0	1	0	2.43	
Unknown	1	3	2	0	0	0	0	1	3.67	
Function/Location										
Executive/Human Resources/Marketing	5	8	3	1	1	1	0	0	2.95	
Business Development	3	7	2	0	1	0	0	0	3.54	
Accounting/Finance/Audit	13	18	10	7	1	4	0	0	2.42	
Technology Department	4	5	1	2	0	2	0	0	2.14	
Operational Support	3	2	4	1	4	0	0	0	1.14	
Direct Sales Support	12	31	16	2	2	2	0	1	3.14	
Product Development	10	20	11	3	1	1	1	0	3.17	
Unknown	2	2	2	1	0	0	0	1	3.14	

This Statement contributes to the following components:

Leadership (2)

High scores suggest that the organization's leaders have consciously managed the organization structure since the structures in most highly-regulated industries tend to be bureaucratic and rigid, making adaptation to new realities difficult. When employees perceive that the structure-- and related culture-- are open and flexible, they are more proactive in suggesting ways to perform better, the organization is better able to attract and retain people who embrace change readily, and many employees become change-agents themselves. This is especially important in an industry confronted with pervasive external change.

Low scores on this statement suggest that the organization may not yet have made the transition from the bureaucratic and rigid organization structure that has characterized industries such as banking for so long. Yet, as reported in the Corporate Culture Sourcebook: "Adaptation of the bureaucratic form of organization to the functional hierarchy has served business organizations well for over 100 years (and government, military, and the church for over 200 years). But it will not be adequate to carry competitive businesses into the 21st century. The 21st century competitive environment will be global, fast, flexible, complex, and volatile."

Low scores indicate that many, if not most, employees perceive that the current structure is rigid and bureaucratic. Such a perception encourages resistance to change and preservation of the status-quo,

Statement 21

I feel that I am always treated with respect by those above me in the organization.

while discouraging new ideas-- even if they are essential for survival. Such a culture will not attract or retain many proactive and innovative agents of change.

To the extent that the organization's leaders desire a culture that is perceived as open and flexible, a strategy for modifying the structure-- and how it is perceived-- must be developed, implemented, and communicated.

Statement 22

The style of leadership (supervisors and above) motivates me to do the best job possible.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	40	103	50	19	12	4	2	4	2.82	
Position										
Officer	16	24	13	8	6	0	0	2	2.66	
Non-Officer	23	79	36	11	6	4	2	1	2.87	
Unknown	1	0	1	0	0	0	0	1	4.00	
Length of Service										
0 to 1 Year	6	26	10	1	0	0	0	0	3.67	
Over 1 Year to 2 Years	16	25	10	4	5	1	1	0	2.98	
Over 2 to 5 Years	6	25	11	5	1	3	0	1	2.47	
Over 5 Years to 10 Years	7	19	12	6	2	0	0	0	2.65	
Over 10 Years	4	6	4	3	4	0	1	2	1.62	
Unknown	1	2	3	0	0	0	0	1	3.33	
Function/Location										
Executive/Human Resources/Marketing	3	8	5	1	1	1	0	0	2.53	
Business Development	4	5	3	1	0	0	0	0	3.69	
Accounting/Finance/Audit	12	21	10	6	4	0	0	0	2.79	
Technology Department	3	5	2	1	2	1	0	0	1.86	
Operational Support	2	5	3	1	3	0	0	0	1.71	
Direct Sales Support	10	32	14	4	1	2	1	2	3.05	
Product Development	4	25	10	5	1	0	1	1	2.89	
Unknown	2	2	3	0	0	0	0	1	3.71	

This Statement contributes to the following components:

Leadership (2)

High scores on this statement indicate that most leaders have reasonably high levels of emotional intelligence in that they have fostered a culture that encourages open upward communication. Because employees at all levels have valuable insights to offer regarding important issues such as customer service, customer satisfaction, and customer perceptions; work process effectiveness; and compliance with laws, regulations, and policies; an organization benefits greatly when employees believe that the atmosphere surrounding upward communication is open and non-threatening.

Low scores on this statement indicate that many, if not most, employees perceive that the environment for upward communication is not open-- and may be threatening. This suggests that one or more team leaders may be defensive and insecure and, as a result, discourage upward communication regarding needed change. These managers typically resist change and seek stability and the perpetuation of the status-quo. Many of these managers interpret as criticism any suggestions that there may be a better way-- or that change has invalidated existing policies, procedures, or practices. Quite often, managers are shocked to hear that their style is perceived as intimidating, defensive, or closed-minded by their direct reports. (The first component of emotional intelligence is self-awareness.)

Focus groups are an excellent way for an organization's leaders to identify a) which specific communication behaviors and practices may be perceived as threatening and b) which specific open and non-threatening

Statement 22

The style of leadership (supervisors and above) motivates me to do the best job possible.

behaviors and practices are missing-- and desired by the workforce.

Statement 23

I am just as likely to be praised when I do something extremely well as criticized when I do something wrong.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	32	97	68	19	10	3	0	5	2.71	
Position										
Officer	11	26	22	4	5	1	0	0	2.61	
Non-Officer	21	70	45	15	5	2	0	4	2.75	
Unknown	0	1	1	0	0	0	0	1	3.00	
Length of Service										
0 to 1 Year	4	25	11	1	0	0	0	2	3.51	
Over 1 Year to 2 Years	15	21	15	7	3	1	0	0	2.77	
Over 2 to 5 Years	7	23	11	5	3	2	0	1	2.39	
Over 5 Years to 10 Years	6	17	16	4	2	0	0	1	2.67	
Over 10 Years	0	8	12	2	2	0	0	0	1.83	
Unknown	0	3	3	0	0	0	0	1	3.00	
Function/Location										
Executive/Human Resources/Marketing	2	10	5	1	0	1	0	0	2.84	
Business Development	3	2	6	1	0	0	0	1	3.00	
Accounting/Finance/Audit	9	19	18	5	2	0	0	0	2.79	
Technology Department	3	5	3	1	1	1	0	0	2.29	
Operational Support	1	5	6	1	1	0	0	0	2.29	
Direct Sales Support	10	29	17	2	4	1	0	3	2.92	
Product Development	3	24	11	7	2	0	0	0	2.43	
Unknown	1	3	2	1	0	0	0	1	2.86	

This Statement contributes to the following components:

Quality of Supervision (3)

In any organization, employees who perceive themselves to be "insiders" are far more dedicated, productive, and loyal than those who perceive themselves to be "outsiders." The higher the percentage of employees who feel like insiders, the greater the likelihood that the organization will be a high-performer. The difference is not about ownership but about communication. Insiders believe that they know what is going on, that the organization's vision, mission, and strategies are shared with them. They feel that their opinions are asked for and valued. They are satisfied with the positive feedback they receive-- and on the honest, respectful, and constructive feedback they receive when improvement is needed.

High scores on this statement indicate that most employees feel like insiders and perceive communication practices to be effective.

Low scores, on the other hand, indicate that many, if not most, employees perceive themselves to be outsiders. This, of course, causes them to feel less important and valued which, in turn, may adversely affect their self-esteem, commitment, productivity, and loyalty.

Focus groups are an excellent way for an organization's leaders to identify a) which specific communication behaviors and practices may be perceived as ineffective or threatening and b) which specific open and

Statement 23

I am just as likely to be praised when I do something extremely well as criticized when I do something wrong.

non-threatening behaviors and practices are missing-- and desired by the workforce.

Statement 24

New employees in this company receive comprehensive orientation regarding the history, mission, values, objectives and strategies of this organization.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	25	98	65	29	8	5	0	4	2.40	
Position										
Officer	4	21	23	13	3	4	0	1	1.35	
Non-Officer	21	76	41	16	5	1	0	2	2.84	
Unknown	0	1	1	0	0	0	0	1	3.00	
Length of Service										
0 to 1 Year	8	23	9	3	0	0	0	0	3.53	
Over 1 Year to 2 Years	11	23	16	8	2	2	0	0	2.48	
Over 2 to 5 Years	1	22	18	6	2	1	0	2	2.08	
Over 5 Years to 10 Years	5	21	9	7	2	1	0	1	2.31	
Over 10 Years	0	6	10	5	2	1	0	0	0.83	
Unknown	0	3	3	0	0	0	0	1	3.00	
Function/Location										
Executive/Human Resources/Marketing	2	7	7	0	1	1	0	1	2.44	
Business Development	1	6	4	0	2	0	0	0	2.31	
Accounting/Finance/Audit	9	19	12	12	1	0	0	0	2.38	
Technology Department	1	4	5	2	1	1	0	0	1.29	
Operational Support	0	3	9	0	1	0	0	1	2.00	
Direct Sales Support	9	31	17	6	1	1	0	1	2.92	
Product Development	2	24	10	8	1	2	0	0	2.04	
Unknown	1	4	1	1	0	0	0	1	3.14	

This Statement contributes to the following components:
Strategic Focus (1)

According to the *Successful Manager's Handbook*: "Developing a climate in which you and your team are open with information-- information exchanges between you and your people, between departments and divisions, and between team members-- is critical in order to function effectively."

Numerous studies establish conclusively that when workgroups within an organization perceive that collaboration-- as opposed to competition-- is a cultural norm performance is measurably higher. Unfortunately, in some organizations the culture promotes competition rather than cooperation-- and many leaders build walls rather than bridges.

High scores on this statement indicate that most employees perceive organizational cooperation and teamwork to be high since this is linked directly to positive and cooperative horizontal communication.

Weak scores indicate the opposite. If the organization's leaders want cooperation and teamwork to be high throughout the company, the culture must encourage and reinforce positive and cooperative horizontal communication-- and discourage and refuse to tolerate communication which is perceived to be negative, non-cooperative, and/or confrontational.

Statement 24

New employees in this company receive comprehensive orientation regarding the history, mission, values, objectives and strategies of this organization.

Focus groups are an excellent way for an organization's leaders to identify a) which specific communication behaviors and practices may be perceived as threatening and b) which specific open and non-threatening behaviors and practices are missing-- and desired by the workforce.

Statement 25

When conflicts occur in this organization between employees and their supervisors, a sincere effort almost always is made to resolve them in ways which create a win/win outcome.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	54	126	41	11	0	0	0	2	3.83	
Position										
Officer	14	30	22	3	0	0	0	0	3.51	
Non-Officer	40	94	19	8	0	0	0	1	3.96	
Unknown	0	2	0	0	0	0	0	1	4.00	
Length of Service										
0 to 1 Year	9	26	4	4	0	0	0	0	3.67	
Over 1 Year to 2 Years	22	25	13	2	0	0	0	0	4.10	
Over 2 to 5 Years	8	33	8	2	0	0	0	1	3.76	
Over 5 Years to 10 Years	10	26	8	2	0	0	0	0	3.83	
Over 10 Years	2	13	8	1	0	0	0	0	3.25	
Unknown	3	3	0	0	0	0	0	1	5.00	
Function/Location										
Executive/Human Resources/Marketing	4	12	3	0	0	0	0	0	4.11	
Business Development	2	10	1	0	0	0	0	0	4.15	
Accounting/Finance/Audit	13	25	12	3	0	0	0	0	3.70	
Technology Department	6	6	2	0	0	0	0	0	4.57	
Operational Support	3	1	9	1	0	0	0	0	2.71	
Direct Sales Support	16	40	7	2	0	0	0	1	4.09	
Product Development	9	26	7	5	0	0	0	0	3.45	
Unknown	1	6	0	0	0	0	0	1	4.29	

This Statement contributes to the following components:

Quality of Supervision (3)

High scores on this statement suggest that the organization's leaders are positive, proactive and confident in confronting and managing the challenges of external change. This will contribute to attracting and retaining high-performance employees.

Low scores on this statement suggest that many, if not most, employees believe that the organization's leaders see change not as a source of opportunity-- but as a threat. Studies show, however, that one of the biggest differences between highly-effective and successful leaders and their poor-to average--performing counterparts is that the former see change as a source of opportunity while the latter sees change as essential negative and threatening. Low scores will not contribute to attracting and retaining high-performers.

Focus groups represent a good way to identify specific reasons and explanations (including specific examples) for employee perceptions. The organization's leaders may then need to evaluate a) how they (the leaders themselves) do perceive change, b) why, c) how their feelings are communicated, and d) what must be done to change perceptions.

Statement 26

This organization has a mission or purpose statement, the content of which I understand and can explain if asked to do so.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	54	137	32	7	1	0	0	3	3.97	
Position										
Officer	22	41	4	2	0	0	0	0	4.35	
Non-Officer	32	96	26	5	1	0	0	2	3.84	
Unknown	0	0	2	0	0	0	0	1	2.00	
Length of Service										
0 to 1 Year	8	25	6	4	0	0	0	0	3.53	
Over 1 Year to 2 Years	16	34	10	1	1	0	0	0	3.97	
Over 2 to 5 Years	14	28	7	1	0	0	0	2	4.16	
Over 5 Years to 10 Years	10	32	3	1	0	0	0	0	4.17	
Over 10 Years	6	15	3	0	0	0	0	0	4.25	
Unknown	0	3	3	0	0	0	0	1	3.00	
Function/Location										
Executive/Human Resources/Marketing	6	12	0	0	0	0	0	1	4.67	
Business Development	3	8	2	0	0	0	0	0	4.15	
Accounting/Finance/Audit	13	34	6	0	0	0	0	0	4.26	
Technology Department	4	9	1	0	0	0	0	0	4.43	
Operational Support	6	6	1	1	0	0	0	0	4.29	
Direct Sales Support	12	36	14	2	1	0	0	1	3.63	
Product Development	9	29	5	4	0	0	0	0	3.66	
Unknown	1	3	3	0	0	0	0	1	3.43	

This Statement contributes to the following components:

Strategic Focus (1)

Peter Drucker said it best: "Defining the purpose and mission of the business is difficult, painful, and risky. But it alone enables a business to set objectives, to develop strategies, to concentrate its resources, and to go to work. It alone enables a business to be managed for performance." Lawrence Miller, in Barbarians to Bureaucrats, takes it a step further: "The organization's mission must be stated in a manner that can be understood by the first level employee."

Studies show that companies which define clearly, communicate effectively, and reinforce continuously, well-thought-out mission statements addressing shareholders, customers, and employees, outperform measurably those that do not.

High scores on this statement suggest that leaders have been effective in developing and communicating a mission statement that most employees feel they understand.

Low scores indicate just the opposite and represent a tremendous opportunity. This is one of the easiest statements on the survey on which to improve the score.

Statement 27

To the best of my knowledge, a strong and positive feeling of teamwork exists throughout this organization.

	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Not Relevant	No Response	Score	
Total	54	105	39	18	10	3	3	2	3.18	
Position										
Officer	14	23	17	6	6	3	0	0	2.26	
Non-Officer	40	81	21	12	4	0	3	1	3.58	
Unknown	0	1	1	0	0	0	0	1	3.00	
Length of Service										
0 to 1 Year	12	27	4	0	0	0	0	0	4.37	
Over 1 Year to 2 Years	18	23	10	2	6	1	2	0	3.10	
Over 2 to 5 Years	10	28	7	5	1	0	0	1	3.37	
Over 5 Years to 10 Years	11	17	11	4	2	1	0	0	2.91	
Over 10 Years	3	7	5	6	1	1	1	0	1.48	
Unknown	0	3	2	1	0	0	0	1	2.33	
Function/Location										
Executive/Human Resources/Marketing	5	9	4	1	0	0	0	0	3.79	
Business Development	2	7	4	0	0	0	0	0	3.69	
Accounting/Finance/Audit	11	20	13	5	3	1	0	0	2.72	
Technology Department	4	3	2	3	2	0	0	0	1.86	
Operational Support	4	3	5	0	1	1	0	0	2.57	
Direct Sales Support	16	34	6	6	2	0	1	1	3.50	
Product Development	11	26	3	3	1	1	2	0	3.56	
Unknown	1	3	2	0	1	0	0	1	2.57	

This Statement contributes to the following components:
Leadership (2)

According to Kouzes and Posner in *The Leadership Challenge*: "Teamwork is essential for a productive organization. Collaboration is needed to develop the commitment and skills of employees, solve problems, and respond to environmental pressures. Fostering collaboration is not just a nice idea. It is the key that leaders use to unlock the energies and talents available in their organization."

Teamwork at the top sets the tone for teamwork throughout the entire organization. If teamwork among the senior managers is perceived to be strong, a powerful message of focus and solidarity permeates the company. Teamwork problems at the top are impossible to hide-- and when people perceive that the top leaders are not on the same page the resulting loss of confidence adversely impacts morale, productivity, and loyalty-- especially among high-performers.

High scores indicate that most people perceive that teamwork at the top is strong and positive. The positive impact this will have on individual and team performance company-wide should not be underestimated.

Conversely, low scores indicate that many, if not most, employees perceive that the senior leadership team is not on the same page. The negative impact this can have, especially if the score is in the weak-positive

Statement 27

To the best of my knowledge, a strong and positive feeling of teamwork exists throughout this organization.

to negative range, should likewise not be underestimated. This is an issue that is not self-correcting and in most cases will get worse. Therefore, low scores on this statement call for immediate action to identify the underlying causes of the problem and to address them decisively.