



Results & Key Findings
Sample
Non-Profit
Board of Directors Assessment

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Results and Key Findings Report Overview

Objectives

1. Identify the “Key Drivers” of your organization.
2. Initiate high-level gap analysis of critical issues impeding your success.
3. Elevate level of agreement on critical performance issues.
4. Select gaps to narrow or close.
5. Establish goals and timelines.
6. Align the necessary resources to ensure goal achievement.
7. Set milestones and follow up criteria.

Highlighted Elements Represent Areas Covered in the Board of Directors Assessment

Organization Dynamic Model - Nonprofit Edition					
1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission, Vision, & Unique Advantage	1.1.1 Focused Purpose	2.1 Basic Structure	2.1.1 Structure Criteria	3.1 Values & Beliefs	3.1.1 Values Integration
	1.1.2 Future Perspective		2.1.2 Structure Evolution		3.1.2 Values Credibility
	1.1.3 Strategic Advantage				
1.2 External Assessment	1.2.1 Donor/Customer Profile	2.2 Core Competence	2.2.1 Identifying Core Competence	3.2 Leadership	3.2.1 Management Modeling
	1.2.2 Nonprofit Sector & Competitive Analysis		2.2.2 Leveraging Core Competence		3.2.2 Strategic/Tactical Balance
	1.2.3 Environmental Assessment				3.2.3 Empowerment
					3.2.4 Developmental Coaching
1.3 Internal Assessment	1.3.1 Finance	2.3 Information, Systems, & Technology	2.3.1 Organization Communication	3.3 Human Resource Systems	3.3.1 Selective Recruitment
	1.3.2 Research & Development		2.3.2 Targeted Information		3.3.2 Employee Orientation
	1.3.3 Production		2.3.3 Enterprising Systems		3.3.3 Continuous Learning
	1.3.4 Marketing		2.3.4 Applied Technology		3.3.4 Performance Management
	1.3.5 Fundraising/Sales/Distribution				3.3.5 Reward Systems
	1.3.6 Donor/Customer Service				
1.4 Objectives, Initiatives, & Goals	1.4.1 Vital Direction	2.4 Organization Efficiency	2.4.1 Balanced Oversight & Direction	3.4 Organization Character	3.4.1 Informal Communication
	1.4.2 Resource Alignment		2.4.2 Synthesized Roles & Responsibilities		3.4.2 Organization Feedback
	1.4.3 Organization Accountabilities		2.4.3 Managed Outsource & Strategic Alliances		3.4.3 Adaptability to Change

Methodology

The assessment employs a six-point interval scale to evaluate your organization's performance measured against 73 best-practice statements. Each statement requires a response ranging from "Strongly Disagree" to "Strongly Agree", or the participant may choose a "Don't Know/Not Applicable" response. Responses from all participants are aggregated resulting in performance mean scores.

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

The Results & Key Findings report is designed to reflect:

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

Utilization

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

Customer Service

For additional support or technical assistance please contact:

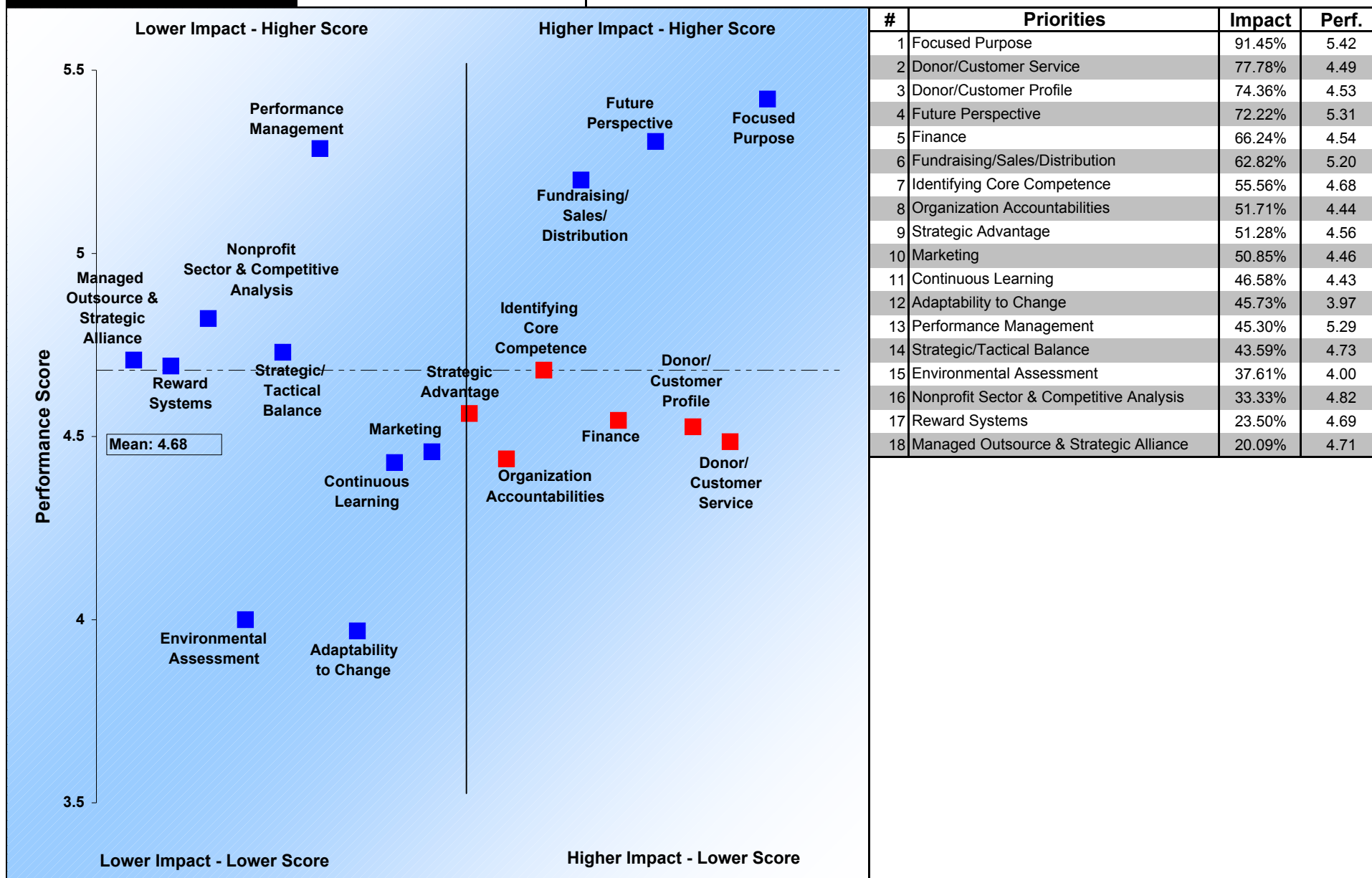
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Notice: It is recommended that you utilize the skills of a certified consultant to facilitate the F.A.A.S.T. process. This report reflects the views and opinions of the individuals that have completed the F.A.A.S.T.™ assessment. The information contained within this report does not imply, direct, or recommend specific actions to be taken on the part of the assessment respondents or the organization or firm they represent.

EXECUTIVE SUMMARY

Degree of Impact

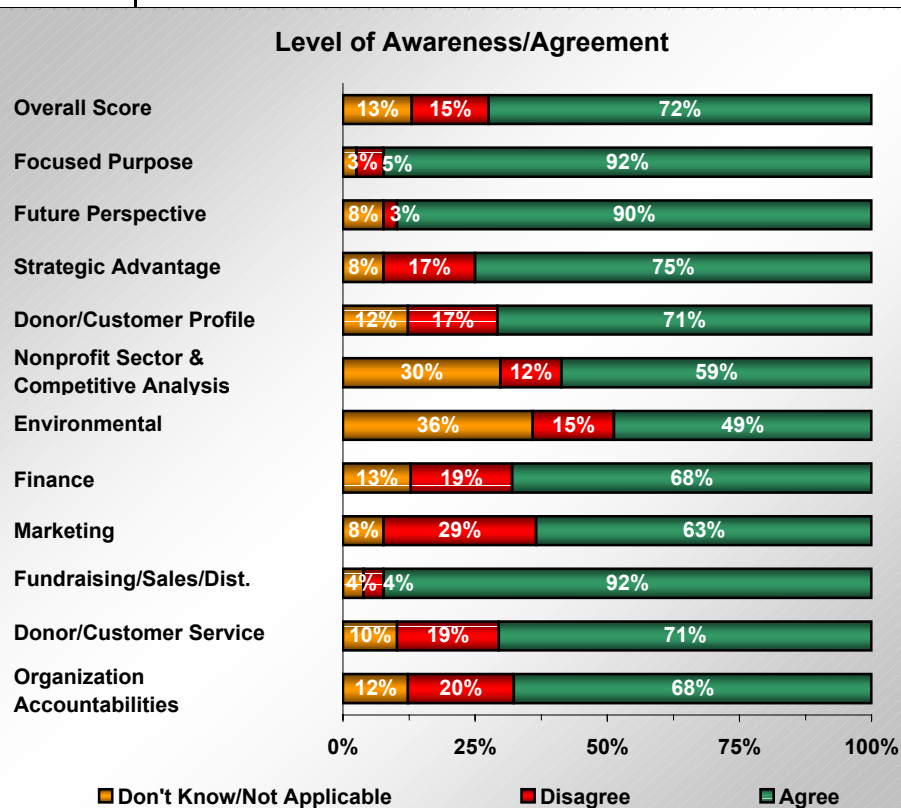
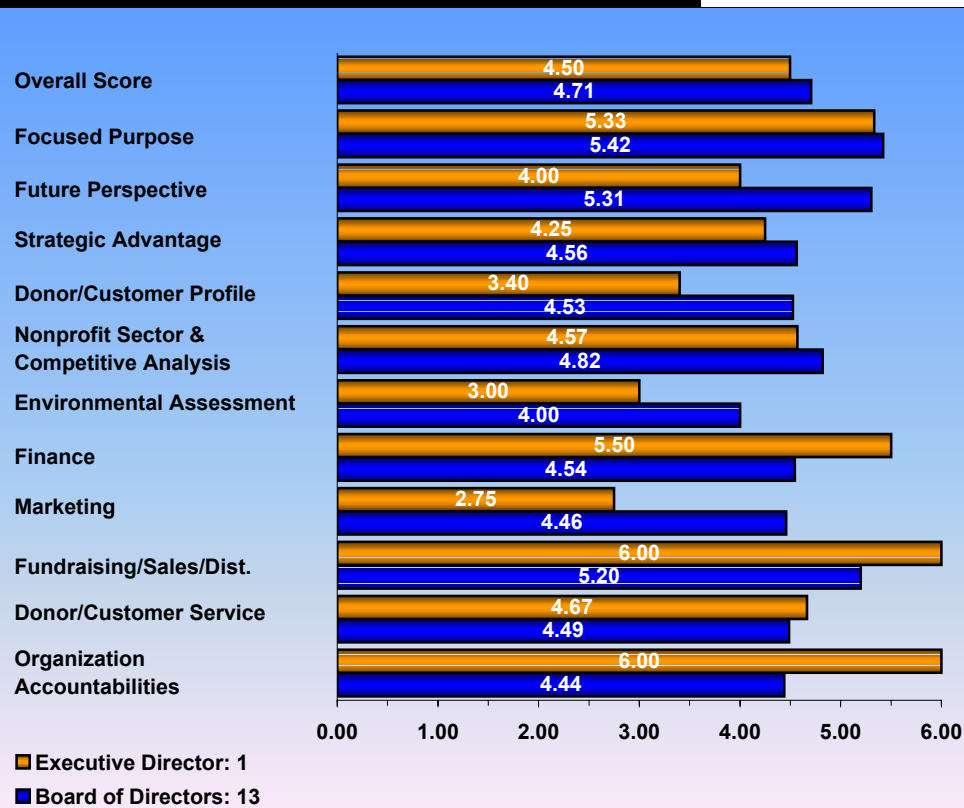
This report plots the Principal Elements of the Board's perception of the organization. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the Principal Elements in order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



Organization Strategy

Executive Director & Board of Directors Comparison

This section of the report compares the executive team perceptions with those of the board of directors for Mission, Vision, & Unique Advantage, External Assessment, Internal Assessment and Objectives, Initiatives & Goals.



Mission, Vision, & Unique Advantage

Focused Purpose		FREQUENCY OF RESPONSE								Positive Scores	Exec. Dir. Mean Score:	5.33
		DK	1	2	3	4	5	6			Board Mean Score:	5.42
Our mission statement clearly articulates our short-term purpose within the nonprofit sector.	Exec. Dir.	0%	0%	0%	0%	0%	100%	0%	100%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Board	8%	0%	0%	8%	0%	31%	54%	85%			
Our purpose serves the best interests of all our primary stakeholders.	Exec. Dir.	0%	0%	0%	0%	0%	0%	100%	100%			
	Board	0%	0%	0%	0%	0%	46%	54%	100%			
Our mission statement clearly differentiates our organization from other similar organizations.	Exec. Dir.	0%	0%	0%	0%	0%	100%	0%	100%			
	Board	0%	0%	8%	0%	15%	8%	69%	77%			

Organization Strategy		Executive Team & Board of Directors Comparison							This section of the report compares the executive team perceptions with those of the board of directors for Mission, Vision, & Unique Advantage, External Assessment, Internal Assessment and Objectives, Initiatives & Goals.		
Future Perspective		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 4.00	
		DK	1	2	3	4	5	6		Board Mean Score: 5.31	
Our vision statement clearly describes our future state.	Exec. Dir. Board	0% 8%	0% 0%	0% 0%	0% 0%	100% 15%	0% 38%	0% 38%	0% 77%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	
Our vision appeals to the long-term interest of our primary stakeholders.	Exec. Dir. Board	0% 8%	0% 0%	0% 0%	0% 0%	100% 0%	0% 46%	0% 46%	0% 92%		
Our vision provides a foundation for our decision-making.	Exec. Dir. Board	0% 8%	0% 0%	0% 0%	0% 8%	100% 8%	0% 38%	0% 38%	0% 77%		
Strategic Advantage		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 4.25	
		DK	1	2	3	4	5	6		Board Mean Score: 4.56	
Our organization focuses on a primary point of differentiation as a key factor in formulating our strategic plan.	Exec. Dir. Board	0% 23%	0% 0%	0% 8%	100% 0%	0% 23%	0% 15%	0% 31%	0% 46%		
Our organizations unique advantage is clearly understood by all our primary stakeholders.	Exec. Dir. Board	0% 8%	0% 0%	0% 0%	100% 23%	0% 38%	0% 15%	0% 15%	0% 31%		
Our employees clearly understand how their performance supports our organization’s effectiveness.	Exec. Dir. Board	0% 0%	0% 8%	0% 0%	0% 8%	0% 31%	0% 15%	100% 38%	100% 54%		
Our organization understands how to create a clear unique advantage or point of differentiation within our market.	Exec. Dir. Board	0% 0%	0% 0%	0% 8%	0% 15%	0% 23%	100% 15%	0% 38%	100% 54%		
External Assessment											
Donor/Customer Profile		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 3.40	
		DK	1	2	3	4	5	6		Board Mean Score: 4.53	
Our organization has clearly defined the giving and buying characteristics of our potential donors/customers.	Exec. Dir. Board	0% 8%	0% 0%	0% 8%	100% 8%	0% 31%	0% 15%	0% 31%	0% 46%		
Our organization has clearly identified the specific benefits our key donors/customers and product buyers seek.	Exec. Dir. Board	0% 8%	0% 0%	0% 0%	0% 8%	100% 15%	0% 23%	0% 46%	0% 69%		
Our organization has clearly identified all issues that would discourage our potential donors/customers and product buyers from supporting or purchasing our programs and products.	Exec. Dir. Board	0% 0%	0% 8%	0% 0%	0% 23%	100% 31%	0% 31%	0% 8%	0% 38%		

Organization Strategy		Executive Team & Board of Directors Comparison							This section of the report compares the executive team perceptions with those of the board of directors for Mission, Vision, & Unique Advantage, External Assessment, Internal Assessment and Objectives, Initiatives & Goals.		
Donor/Customer Profile (cont.)		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 3.40	
		DK	1	2	3	4	5	6		Board Mean Score: 4.53	
Our organization has thoroughly assessed the bargaining power of our donors/customers and product buyer.	Exec. Dir. Board	0% 31%	0% 0%	0% 8%	100% 8%	0% 23%	0% 23%	0% 8%	0% 31%		
organization has defined the ideal transaction channels that our potential donors/customers and product buyers prefer when donating or buying our programs or products.	Exec. Dir. Board	0% 15%	0% 0%	0% 0%	100% 15%	0% 23%	0% 23%	0% 23%	0% 46%		
Nonprofit Sector & Competitive Analysis		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 4.57	
		DK	1	2	3	4	5	6		Board Mean Score: 4.82	
Our organization has clearly identified other organizations offering very similar programs or products.	Exec. Dir. Board	0% 23%	0% 0%	0% 0%	0% 0%	0% 23%	0% 15%	100% 38%	100% 54%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	
Our organization has clearly identified other organizations offering or soon to offer similar programs.	Exec. Dir. Board	0% 38%	0% 0%	0% 0%	0% 8%	0% 15%	0% 8%	100% 31%	100% 38%		
Our organization has defined the primary strengths, weaknesses, and strategies of each organization offering programs or products similar to those we offer.	Exec. Dir. Board	0% 54%	0% 0%	0% 15%	0% 0%	100% 15%	0% 0%	0% 15%	0% 15%		
Our organization has thoroughly assessed the threat of substitute programs and/or products.	Exec. Dir. Board	0% 46%	0% 8%	100% 8%	0% 0%	0% 23%	0% 0%	0% 15%	0% 15%		
Our organization has defined the outlook for growth in our primary market.	Exec. Dir. Board	0% 8%	0% 0%	0% 8%	0% 0%	100% 8%	0% 31%	0% 46%	0% 77%		
Our organization's constituency base is growing at a rate that meets or exceeds nonprofit sector standards.	Exec. Dir. Board	100% 31%	0% 0%	0% 0%	0% 0%	0% 8%	0% 15%	0% 46%	0% 62%		
Our organization maintains an ongoing, quantifiable market evaluation process.	Exec. Dir. Board	0% 15%	0% 8%	0% 8%	0% 15%	100% 15%	0% 8%	0% 31%	0% 38%		
Our organization has articulated the critical factors necessary to be successful in our facet of the nonprofit sector.	Exec. Dir. Board	0% 23%	0% 0%	0% 8%	0% 8%	0% 8%	0% 0%	100% 54%	100% 54%		
Environmental Assessment		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 3.00	
		DK	1	2	3	4	5	6		Board Mean Score: 4.00	
Our organization has analyzed threats and opportunities that could result from broad trends or changes in local, national, and world economies.	Exec. Dir. Board	0% 23%	0% 0%	0% 15%	0% 0%	0% 31%	100% 23%	0% 8%	100% 31%		

Organization Strategy		Executive Team & Board of Directors Comparison				This section of the report compares the executive team perceptions with those of the board of directors for Mission, Vision, & Unique Advantage, External Assessment, Internal Assessment and Objectives, Initiatives & Goals.					
Environmental Assessment (cont.)		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score:	3.00
		DK	1	2	3	4	5	6		Board Mean Score:	4.00
Our organization has analyzed threats and opportunities that could result from broad trends or changes in technology.	Exec. Dir. Board	0% 62%	0% 0%	100% 0%	0% 8%	0% 15%	0% 15%	0% 0%	0% 15%		
Our organization has analyzed threats and opportunities that could result from broad trends or changes in the demographic structure of our market population.	Exec. Dir. Board	0% 23%	0% 8%	100% 8%	0% 8%	0% 31%	0% 15%	0% 8%	0% 23%		
Internal Assessment											
Finance		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score:	5.50
		DK	1	2	3	4	5	6		Board Mean Score:	4.54
Our organization has allocated the financial resources necessary to achieve our strategic intent.	Exec. Dir. Board	0% 0%	0% 8%	0% 8%	0% 0%	0% 15%	100% 38%	0% 31%	100% 69%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	
Our organization utilizes a comprehensive pricing model to make informed pricing decisions.	Exec. Dir. Board	0% 31%	0% 8%	0% 15%	0% 8%	0% 15%	100% 15%	0% 8%	100% 23%		
Our organization has consistently performed within a targeted range of financial goals.	Exec. Dir. Board	0% 0%	0% 0%	0% 15%	0% 0%	0% 8%	0% 23%	100% 54%	100% 77%		
Our operating budget reflects the financial allocations that are necessary to achieve our strategic intent.	Exec. Dir. Board	0% 0%	0% 0%	0% 15%	0% 0%	0% 15%	0% 23%	100% 46%	100% 69%		
Our organization utilizes a “Cost/Benefit” approach when allocating resources for any organizational opportunity.	Exec. Dir. Board	0% 15%	0% 8%	0% 15%	0% 0%	0% 15%	100% 23%	0% 23%	100% 46%		
Our organization has identified the key financial indicators that will be used to measure progress against our strategic intent.	Exec. Dir. Board	0% 31%	0% 0%	0% 8%	0% 8%	0% 8%	0% 15%	100% 31%	100% 46%		
Marketing		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score:	2.75
		DK	1	2	3	4	5	6		Board Mean Score:	4.46
Our organization has a clearly defined marketing plan.	Exec. Dir. Board	0% 0%	0% 8%	0% 23%	100% 23%	0% 15%	0% 8%	0% 23%	0% 31%		
Our organization employs an effective, comprehensive program or product management process.	Exec. Dir. Board	0% 23%	0% 0%	0% 15%	100% 8%	0% 8%	0% 15%	0% 31%	0% 46%		

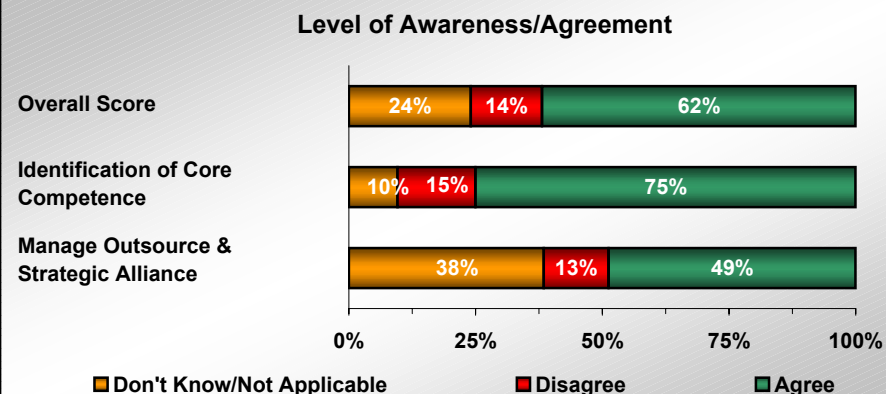
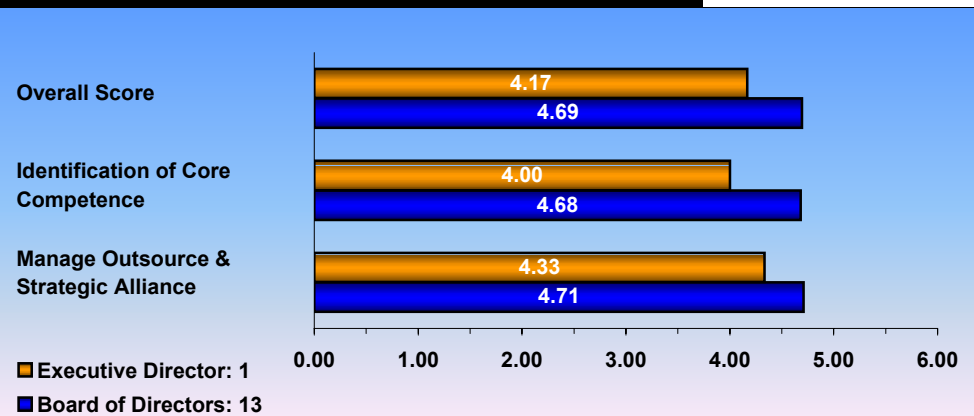
Organization Strategy		Executive Team & Board of Directors Comparison							This section of the report compares the executive team perceptions with those of the board of directors for Mission, Vision, & Unique Advantage, External Assessment, Internal Assessment and Objectives, Initiatives & Goals.		
Marketing (cont.)		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score:	2.75
		DK	1	2	3	4	5	6		Board Mean Score:	4.46
Our "unique advantages" are key drivers in determining our resource and capital allocations for marketing.	Exec. Dir. Board	0% 8%	0% 0%	100% 8%	0% 0%	0% 15%	0% 15%	0% 54%	0% 69%		
Our organization consistently analyzes the "Return-on-Investment" (ROI) of our major marketing campaigns.	Exec. Dir. Board	0% 0%	0% 0%	0% 8%	100% 23%	0% 8%	0% 23%	0% 38%	0% 62%		
Fundraising/Sales/Distribution		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score:	6.00
		DK	1	2	3	4	5	6		Board Mean Score:	5.20
Our funding staff consistently achieves their goals.	Exec. Dir. Board	0% 0%	0% 0%	0% 0%	0% 0%	0% 23%	0% 31%	100% 46%	100% 77%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	
Our fundraising staff possesses the necessary skills to achieve their goals.	Exec. Dir. Board	0% 8%	0% 0%	0% 0%	0% 0%	0% 15%	0% 23%	100% 54%	100% 77%		
We provide our fundraising staff with the information they need to achieve their goals.	Exec. Dir. Board	0% 0%	0% 0%	0% 8%	0% 0%	0% 15%	0% 38%	100% 38%	100% 77%		
Our management team employs a well-defined fundraising and sales management process.	Exec. Dir. Board	0% 8%	0% 0%	0% 0%	0% 8%	0% 15%	0% 23%	100% 46%	100% 69%		
Donor/Customer Service		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score:	4.67
		DK	1	2	3	4	5	6		Board Mean Score:	4.49
Our donor/customer service standards are clearly defined and documented.	Exec. Dir. Board	0% 15%	0% 8%	0% 8%	0% 8%	0% 15%	100% 15%	0% 31%	100% 46%		
We consistently exceed our constituencies' expectations.	Exec. Dir. Board	0% 0%	0% 0%	0% 0%	0% 0%	0% 38%	0% 15%	100% 46%	100% 62%		
We measure donor/customer satisfaction by routinely obtaining direct donor/customer feedback.	Exec. Dir. Board	0% 0%	0% 15%	0% 8%	100% 15%	0% 23%	0% 0%	0% 38%	0% 38%		
Our commitment to constituency satisfaction and loyalty is understood and embraced by all employees within our organization.	Exec. Dir. Board	0% 8%	0% 15%	0% 0%	0% 0%	0% 8%	0% 38%	100% 31%	100% 69%		
Our organization employs a system to obtain and evaluate donor/customer service feedback.	Exec. Dir. Board	0% 23%	0% 15%	0% 0%	100% 8%	0% 23%	0% 23%	0% 8%	0% 31%		

Organization Strategy		Executive Team & Board of Directors Comparison				This section of the report compares the executive team perceptions with those of the board of directors for Mission, Vision, & Unique Advantage, External Assessment, Internal Assessment and Objectives, Initiatives & Goals.					
Donor/Customer Service (cont.)		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score:	4.67
		DK	1	2	3	4	5	6		Board Mean Score:	4.49
Our organization enjoys a higher rate of repeat donor/customer, referrals or donor/customer loyalty than other organizations in the nonprofit sector.	Exec. Dir.	0%	0%	0%	0%	0%	100%	0%	100%		
	Board	15%	8%	0%	8%	0%	23%	46%	69%		
Objective, Initiatives & Goals											
Organization Accountability		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score:	6.00
		DK	1	2	3	4	5	6		Board Mean Score:	4.44
At our organization people are held accountable for their work.	Exec. Dir.	0%	0%	0%	0%	0%	0%	100%	100%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	
	Board	8%	15%	0%	0%	23%	31%	23%	54%		
Employee goals reflect clear accountabilities and timelines.	Exec. Dir.	0%	0%	0%	0%	0%	0%	100%	100%		
	Board	23%	15%	0%	0%	8%	23%	31%	54%		
Our management routinely reviews the status of our key objectives.	Exec. Dir.	0%	0%	0%	0%	0%	0%	100%	100%		
	Board	0%	8%	8%	8%	8%	23%	46%	69%		
Our organization measures key financial indicators to determine progress against our strategic intent.	Exec. Dir.	0%	0%	0%	0%	0%	0%	100%	100%		
	Board	8%	0%	15%	8%	0%	38%	31%	69%		
Our organization utilizes a standardized format in measuring and reporting the status of key objectives, initiatives, and goals.	Exec. Dir.	0%	0%	0%	0%	0%	0%	100%	100%		
	Board	23%	15%	8%	0%	8%	38%	8%	46%		

Organization Design

Executive Director & Board of Directors Comparison

This section of the report compares the executive team perceptions with those of the board of directors for Core Competence and Organization Efficiency.



Core Competence

Identification of Core Competence		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 4.00	
		DK	1	2	3	4	5	6		Board Mean Score: 4.68	
Our organization has clearly identified and articulated our core competencies.	Exec. Dir. Board	0% 0%	0% 15%	0% 8%	0% 0%	100% 8%	0% 38%	0% 31%	0% 69%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	
Our organization has assessed the role our core competencies play in contributing to creating and sustaining constituency value.	Exec. Dir. Board	0% 15%	0% 0%	0% 8%	0% 8%	100% 8%	0% 31%	0% 31%	0% 62%		
Our organization has assessed the role our core competencies play in differentiating ourselves from other organizations.	Exec. Dir. Board	0% 15%	0% 8%	0% 8%	0% 0%	100% 8%	0% 31%	0% 31%	0% 62%		
Our organization has assessed the role our core competencies play in identifying new program or product opportunities.	Exec. Dir. Board	0% 8%	0% 0%	0% 8%	0% 0%	100% 8%	0% 54%	0% 23%	0% 77%		

Organization Efficiency

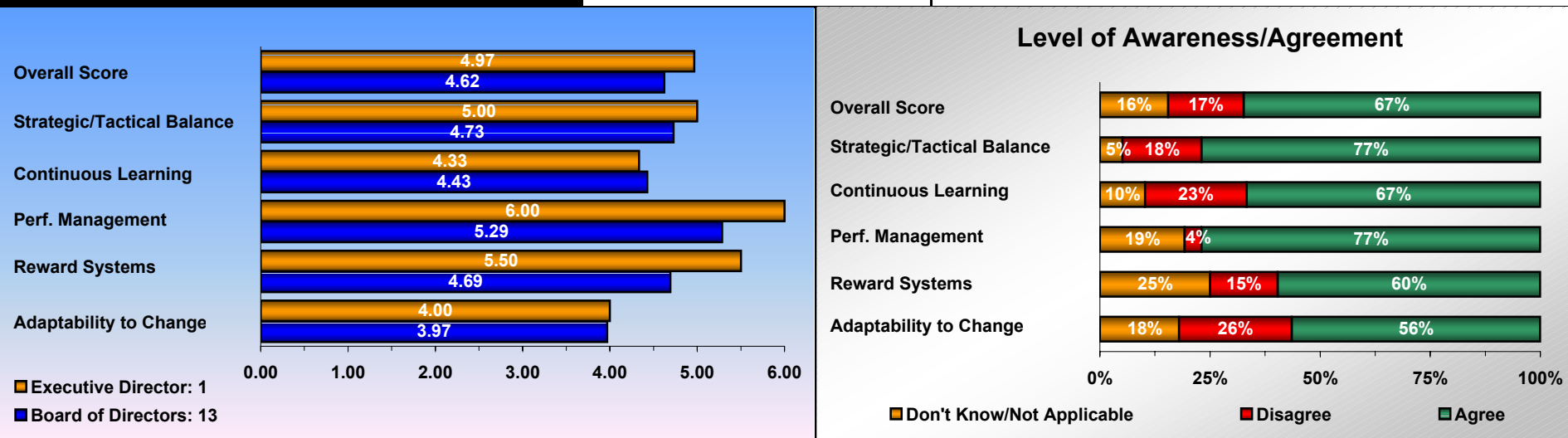
Managed Outsource & Strategic Alliance		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 4.33	
		DK	1	2	3	4	5	6		Board Mean Score: 4.71	
Our management team uses outsourcing or strategic alliances, where appropriate, to support the achievement of our strategic intent.	Exec. Dir. Board	0% 31%	0% 8%	0% 0%	0% 15%	0% 8%	100% 15%	0% 23%	100% 38%		
Our organization outsources processes and functions that do not relate to our corporate core competencies.	Exec. Dir. Board	0% 46%	0% 8%	100% 8%	0% 0%	0% 8%	0% 23%	0% 8%	0% 31%		

Organization Design		Executive Team & Board of Directors Comparison		This section of the report compares the executive team perceptions with those of the board of directors for Core Competence and Organization Efficiency.							
Managed Outsource & Strategic Alliance (cont.)		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 4.33	
		DK	1	2	3	4	5	6		Board Mean Score: 4.71	
Our organization holds our strategic partners to the same high standard of performance that we expect of ourselves.	Exec. Dir.	0%	0%	0%	0%	0%	0%	100%	100%		
	Board	38%	0%	0%	0%	0%	15%	46%	62%		

Organization Culture

Executive Director & Board of Directors Comparison

This section of the report compares the executive team perceptions with those of the board of directors for Leadership, Human Resource Systems and Organization Character.



Leadership

Strategic/Tactical Balance		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 5.00	
		DK	1	2	3	4	5	6		Board Mean Score: 4.73	
Our managers possess an effective balance of strategic and tactical skills.	Exec. Dir. Board	0% 0%	0% 8%	0% 8%	0% 0%	0% 15%	100% 23%	0% 46%	100% 69%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	
Our managers consider the long-term implications of their decisions and actions, not just the short-term gains.	Exec. Dir. Board	0% 8%	0% 15%	0% 8%	0% 0%	0% 0%	0% 15%	100% 54%	100% 69%		
Our managers do an excellent job of communicating our strategic plan down throughout our organization.	Exec. Dir. Board	0% 8%	0% 8%	0% 0%	0% 8%	100% 15%	0% 23%	0% 38%	0% 62%		

Human Resource Systems

Continuous Learning		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 4.33	
		DK	1	2	3	4	5	6		Board Mean Score: 4.43	
Our organization provides educational programs to ensure that our employees have the necessary skills to work at their optimum level.	Exec. Dir. Board	0% 8%	0% 8%	0% 8%	0% 8%	100% 8%	0% 15%	0% 46%	0% 62%		
Our training programs directly support our strategic goals.	Exec. Dir. Board	0% 0%	0% 8%	0% 0%	0% 8%	0% 15%	100% 8%	0% 62%	100% 69%		

Organization Culture		Executive Team & Board of Directors Comparison			This section of the report compares the executive team perceptions with those of the board of directors for Leadership, Human Resource Systems and Organization Character.						
Continuous Learning (cont.)		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 4.33	
		DK	1	2	3	4	5	6		Board Mean Score: 4.43	
Our organization has a well-designed succession-planning program.	Exec. Dir. Board	0% 23%	0% 23%	0% 8%	0% 0%	100% 15%	0% 23%	0% 8%	0% 31%		
Performance Management		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 6.00	
		DK	1	2	3	4	5	6		Board Mean Score: 5.29	
Our managers are results-oriented.	Exec. Dir. Board	0% 0%	0% 8%	0% 0%	0% 0%	0% 23%	0% 15%	100% 54%	100% 69%		
At our organization, annual performance appraisals are complete and well substantiated.	Exec. Dir. Board	0% 38%	0% 0%	0% 0%	0% 0%	0% 8%	0% 0%	100% 54%	100% 54%		
Reward Systems		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 5.50	
		DK	1	2	3	4	5	6		Board Mean Score: 4.69	
Given our vision and strategy, we are rewarding the appropriate skills.	Exec. Dir. Board	0% 8%	0% 15%	0% 8%	0% 0%	0% 8%	0% 15%	100% 46%	100% 62%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	
Given our vision and strategy, we are rewarding the appropriate behaviors.	Exec. Dir. Board	0% 23%	0% 8%	0% 8%	0% 0%	0% 8%	0% 8%	100% 46%	100% 54%		
Our organization rewards employees in a manner that is fair and equitable.	Exec. Dir. Board	0% 31%	0% 15%	0% 0%	0% 0%	0% 0%	100% 31%	0% 23%	100% 54%		
Promotions are deserved and are based on the individual's competence and performance.	Exec. Dir. Board	0% 38%	0% 8%	0% 0%	0% 0%	0% 0%	100% 15%	0% 38%	100% 54%		
Organization Character											
Adaptability to Change		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score: 4.00	
		DK	1	2	3	4	5	6		Board Mean Score: 3.97	
Our organization is proficient at change management.	Exec. Dir. Board	0% 8%	0% 23%	0% 0%	100% 0%	0% 31%	0% 23%	0% 15%	0% 38%		
Our employees not only expect change, they are invigorated by the challenge.	Exec. Dir. Board	0% 38%	0% 8%	0% 15%	0% 8%	100% 8%	0% 8%	0% 15%	0% 23%		

Organization Culture		Executive Team & Board of Directors Comparison		This section of the report compares the executive team perceptions with those of the board of directors for Leadership, Human Resource Systems and Organization Character.							
Adaptability to Change (cont.)		FREQUENCY OF RESPONSE							Positive Scores	Exec. Dir. Mean Score:	4.00
		DK	1	2	3	4	5	6		Board Mean Score:	3.97
We are a highly functional organization, able to respond and adapt to change effectively.	Exec. Dir. Board	0% 8%	0% 15%	0% 0%	0% 8%	0% 23%	100% 8%	0% 38%	100% 46%		