



Results & Key Findings
Sample
Executive Assessment

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Results and Key Findings Report Overview

Objectives

1. Identify the “Key Drivers” of your company.
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 time lines.
6. Align the necessary resources to ensure goal achievement.
7. Set milestones and follow up criteria.

Organization Dynamic Model - Corporate Edition					
1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission, Vision Competitive Advantage	1.1.1 Focused Purpose 1.1.2 Future Perspective 1.1.3 Strategic Advantage	2.1 Basic Structure	2.1.1 Structure Criteria 2.1.2 Structure Evolution	3.1 Values & Beliefs	3.1.1 Values Integration 3.1.2 Values Credibility
1.2 External Assessment	1.2.1 Customer Profile 1.2.2 Industry & Competitive Analysis 1.2.3 Environmental Assessment	2.2 Core Competence	2.2.1 Identifying Core Competence 2.2.2 Leveraging Core Competence	3.2 Leadership	3.2.1 Management Modeling 3.2.2 Strategic/Tactical Balance 3.2.3 Empowerment 3.2.4 Developmental Coaching 3.2.5 Building Effective Teams
1.3 Internal Assessment	1.3.1 Finance 1.3.2 Research & Development 1.3.3 Production 1.3.4 Marketing 1.3.5 Sales/Distribution 1.3.6 Customer Service	2.3 Information, Systems, & Technology	2.3.1 Organization Communication 2.3.2 Targeted Information 2.3.3 Enterprising Systems 2.3.4 Applied Technology	3.3 Human Resource Systems	3.3.1 Selective Recruitment 3.3.2 Employee Orientation 3.3.3 Continuous Learning 3.3.4 Performance Management 3.3.5 Reward Systems
1.4 Objectives, Initiatives, & Goals	1.4.1 Vital Direction 1.4.2 Resource Alignment 1.4.3 Organization Accountabilities	2.4 Organization Efficiency	2.4.1 Balanced Oversight & Direction 2.4.2 Synthesized Roles & Responsibilities 2.4.3 Managed Outsource & Strategic Alliances	3.4 Organization Character	3.4.1 Informal Communication 3.4.2 Organization Feedback 3.4.3 Adaptability to Change

Methodology

The assessment employs a six-point interval scale to evaluate your company's performance measured against 189 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 company within their industry.

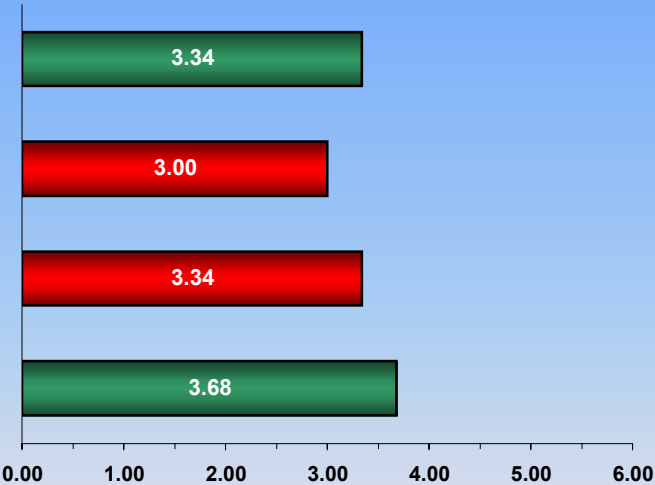
The Results & Key Findings report is designed to reflect:

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 company'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 detail report pages to validate and gain further understanding of the performance scores.
3. Validate and compare your observations with those of your executive management team.
4. Select your top three to five issues, define solutions, and craft an action plan to improve performance.
5. Six to twelve months' later re-take the assessment and benchmark against previous results.

<p>Contact: Profitable Solutions Institute, Inc. 310.652.5678 fax 310.652.5677 FAAST@profitablesolutions.com www.profitablesolutions.com Lynn Marie Hoopingarner, CMC MIB President</p>

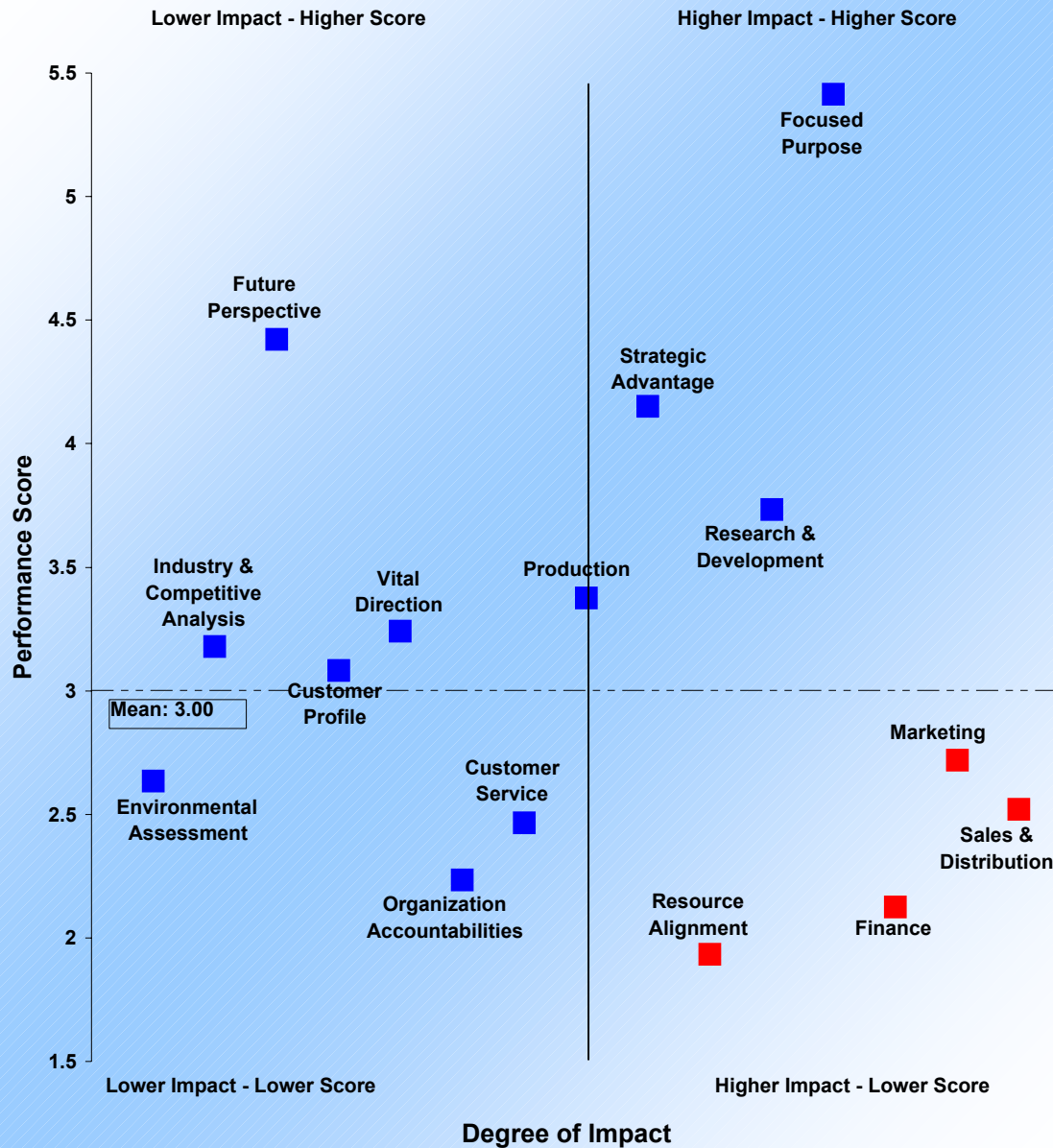
EXECUTIVE SUMMARY		Organization Strategy, Organization Design, & Organization Culture		The Executive Summary is designed to highlight the key findings within each of the critical areas of your Organization's Strategy, Design, and Culture. The specific detail necessary for meaningful dialogue and debate will follow on the subsequent pages.											
<div>Organization Strategy , Organization Design, & Organization Culture</div>  <table><thead><tr><th>Category</th><th>Score</th></tr></thead><tbody><tr><td>Overall Score</td><td>3.34</td></tr><tr><td>Organization Strategy</td><td>3.00</td></tr><tr><td>Organization Design</td><td>3.34</td></tr><tr><td>Organization Culture</td><td>3.68</td></tr></tbody></table>				Category	Score	Overall Score	3.34	Organization Strategy	3.00	Organization Design	3.34	Organization Culture	3.68	Understanding the Results & Key Findings	
				Category	Score										
Overall Score	3.34														
Organization Strategy	3.00														
Organization Design	3.34														
Organization Culture	3.68														
<p>The scores reflected in the graph to the left represent your total input into the Executive Assessment. Scores are derived from your input as measured by the following six point interval scale: 1=Strongly Disagree, 2=Disagree, 3=Somewhat Disagree, 4=Somewhat Agree, 5=Agree, 6=Strongly Agree. The "Don't Know/Not Applicable" response is not calculated in the overall performance score. The scores to the left represent the "mean" score for each respective area of Strategy, Design, & Culture.</p> <p>Methodology: The following pages illustrate your impressions of the company's performance in the critical areas of Organization Strategy, Organization Design, and Organization Culture. The summary scores are listed below. There are three review components in the following pages:</p> <p>Average Score - The left graph represents the average score based on the total responses covering that element. Red represents scores under the "mean" of your total response within that section, and green represents scores above the "mean".</p> <p>Level of Awareness/Agreement - The second graph reflects either your level of awareness or your level of agreement or disagreement with the assessment statements. Red represents "Disagreement", Gold represents "Don't Know/Not Applicable", and Green represents "Agreement".</p> <p>Areas of Focus - The Areas of Focus statements generally define what was being assessed and provide the foundation for targeted dialog and action planning.</p>															
Organization Strategy		Organization Design		Organization Culture											
1. Mission, Vision, & Competitive Advantage	4.66	1. Basic Structure	3.46	1. Values & Beliefs	3.62										
2. External Assessment	2.96	2. Core Competence	3.46	2. Leadership	3.99										
3. Internal Assessment	2.82	3. Information, Systems, & Technology	3.25	3. Human Resource Systems	3.08										
4. Objectives, Initiatives, & Goals	2.47	4. Organization Efficiency	3.39	4. Organization Character	4.25										

EXECUTIVE SUMMARY				High Impact Areas				These Assessment highlights illustrate both the high performing and low performing areas that have been identified as currently having higher impact to the organization. These tables include items in ranked order within the areas of Strategy, Design and Culture and include their individual performance score. This summary can serve as an initial discussion point of the assessments key findings.			
HIGH IMPACT - HIGH SCORE											
Strategy				Design				Culture			
#	Principal Elements	Impact	Perf.	#	Principal Elements	Impact	Perf.	#	Principal Elements	Impact	Perf.
1	Focused Purpose	64.00%	5.41	1	Identifying Core Competence	74.55%	3.45	1	Building Effective Teams	90.67%	4.04
2	Research & Development	62.67%	3.73	2	Leveraging Core Competence	60.00%	3.47	2	Empowerment	69.33%	4.45
3	Strategic Advantage	58.67%	4.15	3	Applied Technology	54.55%	4.40	3	Developmental Coaching	56.00%	4.90
4	Production	54.67%	3.38								
Strategy Impact Count: 4				Design Impact Count: 3				Culture Impact Count: 3			
								Total High Score Impact Count: 10			
HIGH IMPACT - LOW SCORE											
Strategy				Design				Culture			
#	Principal Elements	Impact	Perf.	#	Principal Elements	Impact	Perf.	#	Principal Elements	Impact	Perf.
1	Sales & Distribution	81.33%	2.52	1	Balanced Oversight & Direction	78.18%	3.11	1	Management Modeling	74.67%	3.50
2	Marketing	78.67%	2.72	2	Synthesized Roles & Responsibilities	70.91%	3.05	2	Performance Management	69.33%	2.84
3	Finance	65.33%	2.13	3	Organization Communication	52.73%	3.27	3	Values Integration	65.33%	3.60
4	Resource Alignment	60.00%	1.93					4	Strategic/Tactical Balance	60.00%	3.07
								5	Values Credibility	58.67%	3.63
Strategy Impact Count: 4				Design Impact Count: 3				Culture Impact Count: 5			
								Total Low Score Impact Count: 12			

ORGANIZATION STRATEGY

Degree of Impact

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

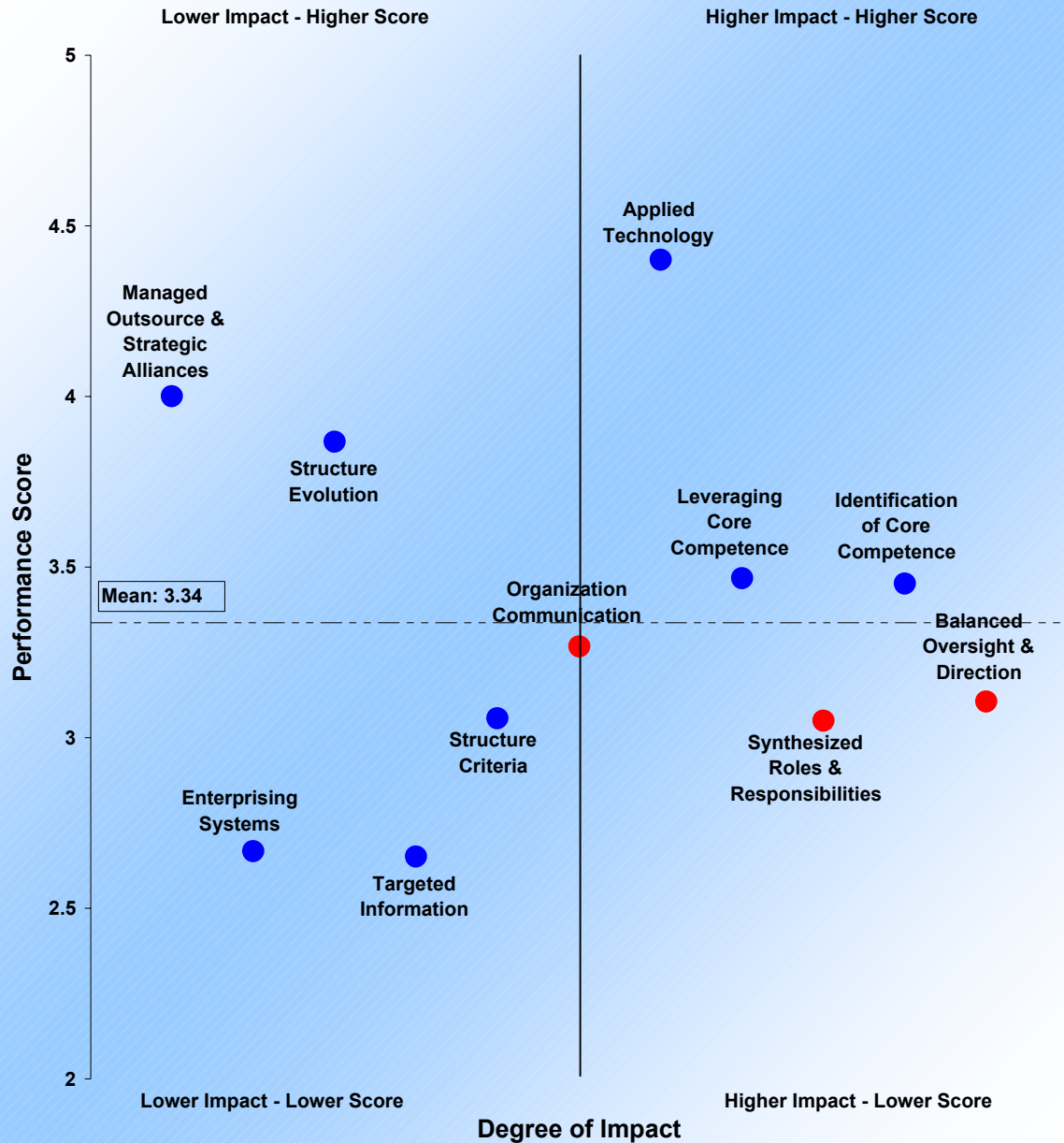


#	Priorities	Impact	Perf.
1	Sales & Distribution	81.33%	2.52
2	Marketing	78.67%	2.72
3	Finance	65.33%	2.13
4	Focused Purpose	64.00%	5.41
5	Research & Development	62.67%	3.73
6	Resource Alignment	60.00%	1.93
7	Strategic Advantage	58.67%	4.15
8	Production	54.67%	3.38
9	Customer Service	52.00%	2.46
10	Organization Accountabilities	48.00%	2.23
11	Vital Direction	46.67%	3.24
12	Customer Profile	44.00%	3.08
13	Future Perspective	44.00%	4.42
14	Industry & Competitive Analysis	22.67%	3.18
15	Environmental Assessment	17.33%	2.63

ORGANIZATION DESIGN

Degree of Impact

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

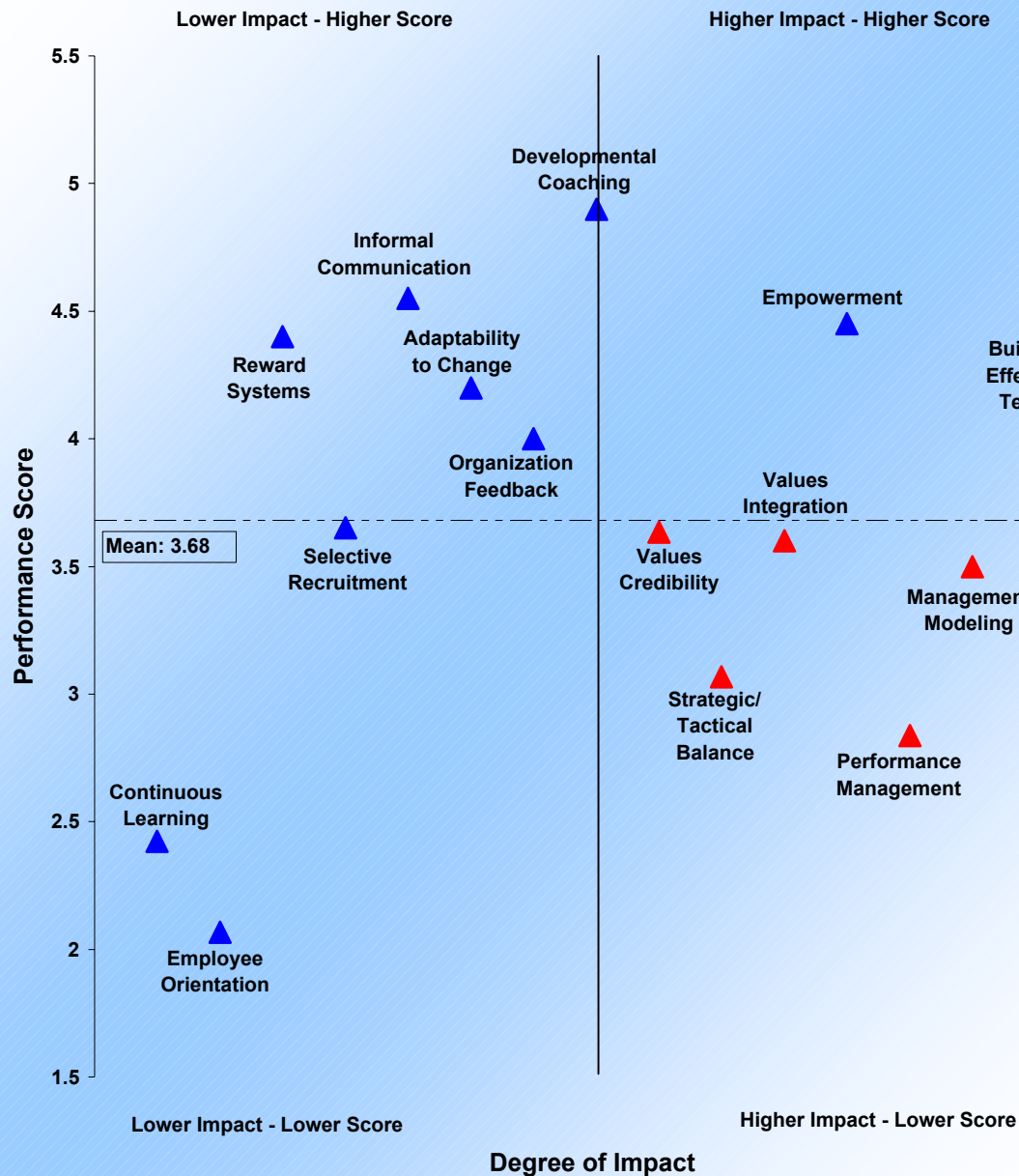


#	Priorities	Impact	Perf.
1	Balanced Oversight & Direction	78.18%	3.11
2	Identification of Core Competence	74.55%	3.45
3	Synthesized Roles & Responsibilities	70.91%	3.05
4	Leveraging Core Competence	60.00%	3.47
5	Applied Technology	54.55%	4.40
6	Organization Communication	52.73%	3.27
7	Structure Criteria	52.73%	3.06
8	Targeted Information	47.27%	2.65
9	Structure Evolution	47.27%	3.87
10	Enterprising Systems	32.73%	2.67
11	Managed Outsource & Strategic Alliances	29.09%	4.00

ORGANIZATION CULTURE

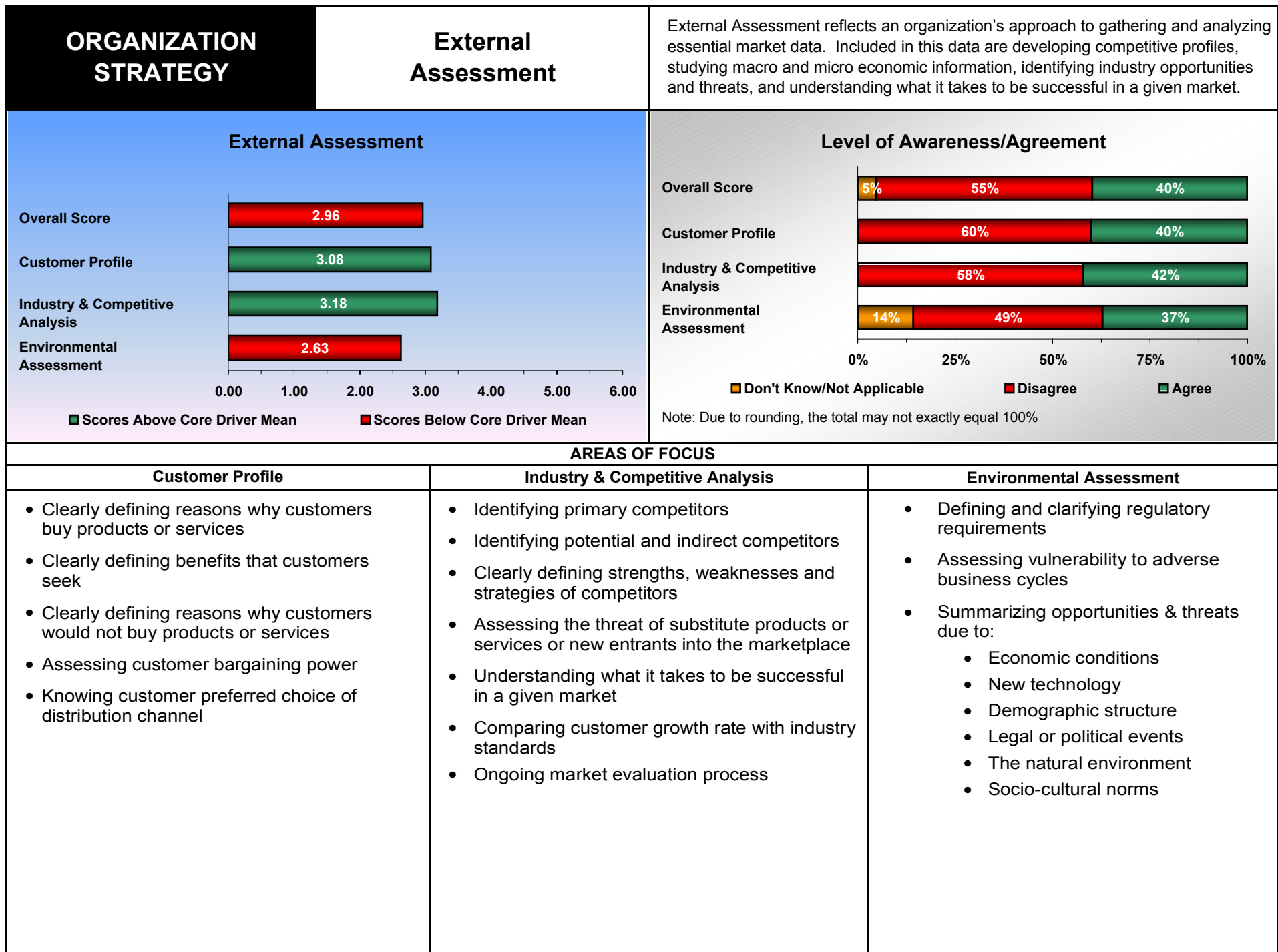
Degree of Impact

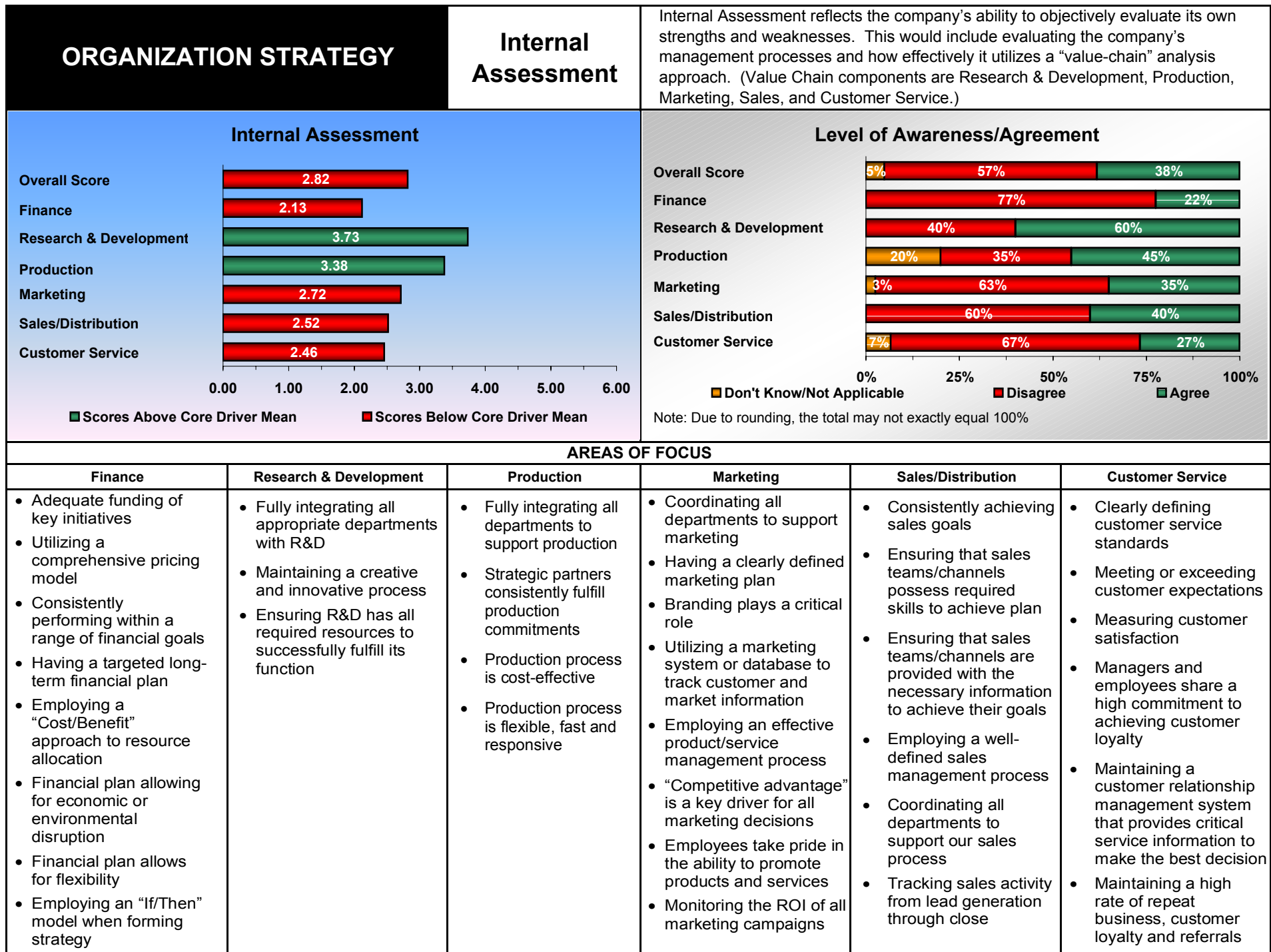
This report plots the Principal Elements within Organization Culture. Each element reflects your view of their degree of impact on your company's ability to achieve its strategic intent. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority.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

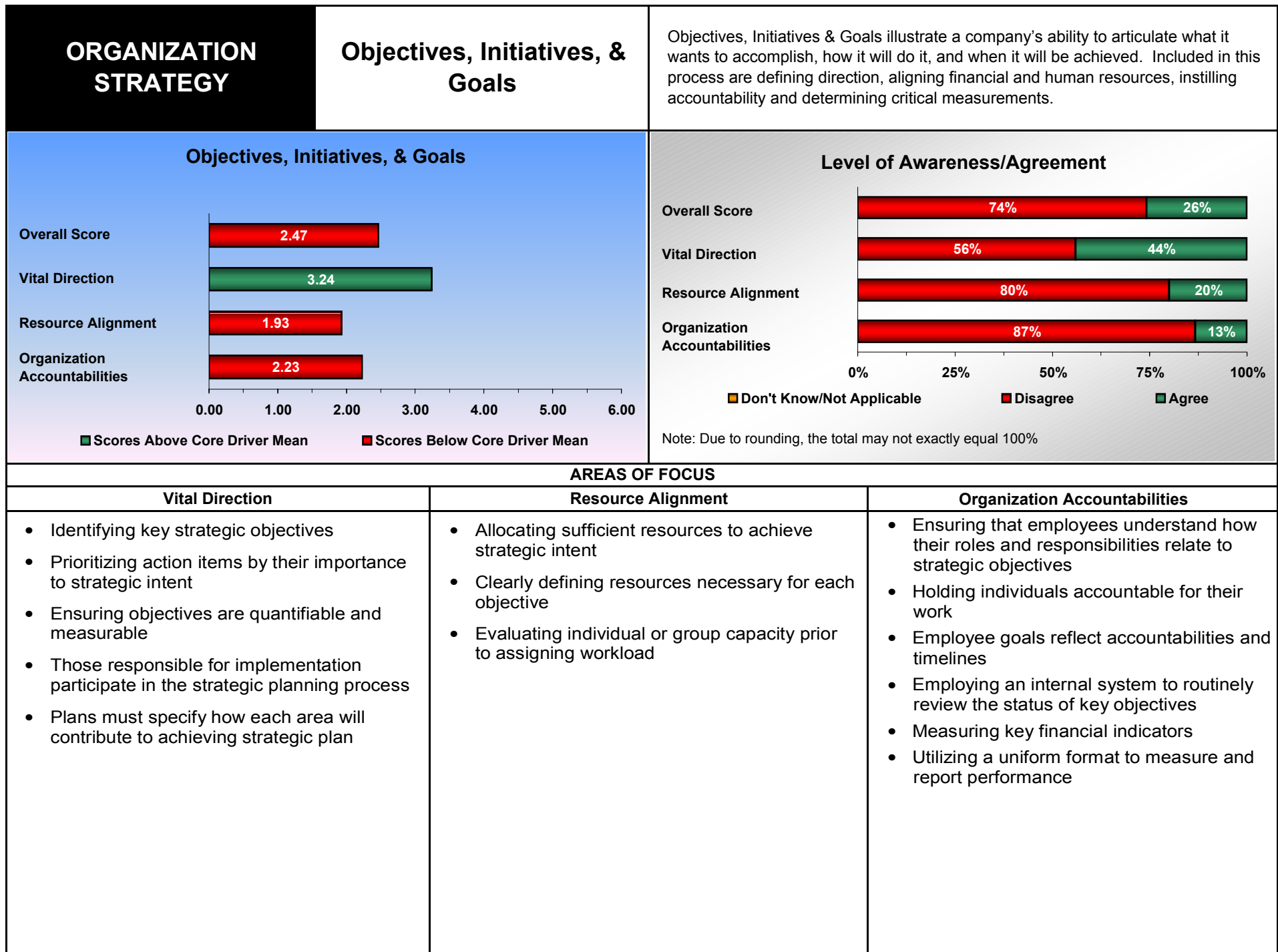


#	Priorities	Impact	Perf.
1	Building Effective Teams	90.67%	4.04
2	Management Modeling	74.67%	3.50
3	Performance Management	69.33%	2.84
4	Empowerment	69.33%	4.45
5	Values Integration	65.33%	3.60
6	Strategic/Tactical Balance	60.00%	3.07
7	Values Credibility	58.67%	3.63
8	Developmental Coaching	56.00%	4.90
9	Organization Feedback	49.33%	4.00
10	Adaptability to Change	46.67%	4.20
11	Informal Communication	41.33%	4.55
12	Selective Recruitment	36.00%	3.65
13	Reward Systems	30.67%	4.40
14	Employee Orientation	28.00%	2.07
15	Continuous Learning	24.00%	2.42

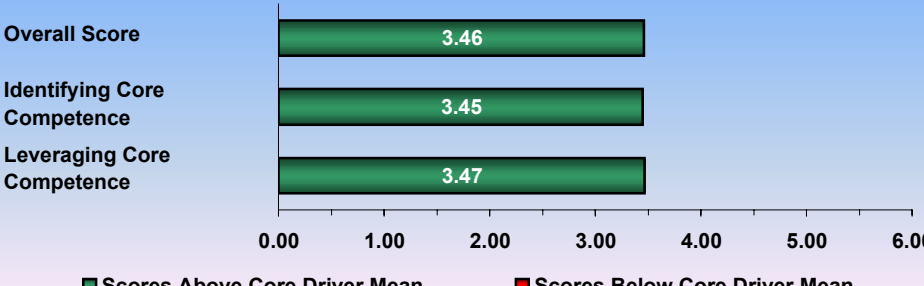
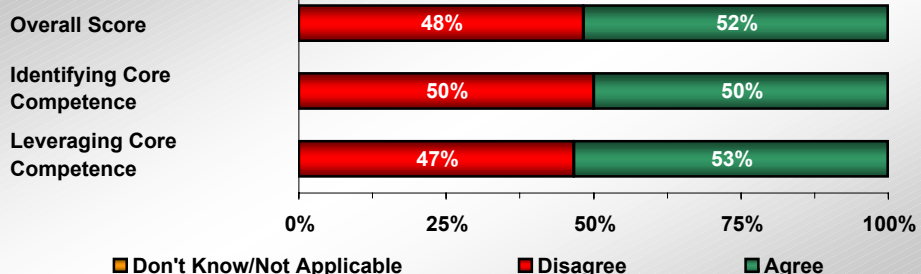
ORGANIZATION STRATEGY		Mission, Vision, & Competitive Advantage		Mission, Vision & Competitive Advantage describe the business a company is in, it's current and long-term market objectives, as well as the manner in which it differentiates itself from the competition.	
<div>Mission, Vision, & Competitive Advantage</div> <div><div>Overall Score</div><div>Focused Purpose</div><div>Future Perspective</div><div>Strategic Advantage</div></div> <div><div>4.66</div><div>5.41</div><div>4.42</div><div>4.15</div></div> <div><div>0.001.002.003.004.005.006.00</div><div>Scores Above Core Driver Mean</div><div>Scores Below Core Driver Mean</div></div>				<div>Level of Awareness/Agreement</div> <div><div>Overall Score</div><div>Focused Purpose</div><div>Future Perspective</div><div>Strategic Advantage</div></div> <div><div>7%22%72%</div><div>15%85%</div><div>5%30%65%</div><div>35%65%</div></div> <div><div>0%25%50%75%100%</div><div>Don't Know/Not Applicable</div><div>Disagree</div><div>Agree</div></div> <div>Note: Due to rounding, the total may not exactly equal 100%</div>	
AREAS OF FOCUS					
Focused Purpose		Future Perspective		Strategic Advantage	
<div><div>Clearly defining short-term purpose</div><div>Ensuring mission is realistic</div><div>Serving the best interests of all stakeholders</div><div>Defining a point of differentiation</div></div>		<div><div>Clearly defining long-term outlook</div><div>Appealing to the long-term interests of the company's stakeholders</div><div>Providing a foundation for decision-making</div></div>		<div><div>Competitive advantage is a key driver to forming strategy</div><div>Competitive advantage is clearly understood by all stakeholders</div><div>Employees clearly understand how their role supports the company's strategy</div></div>	

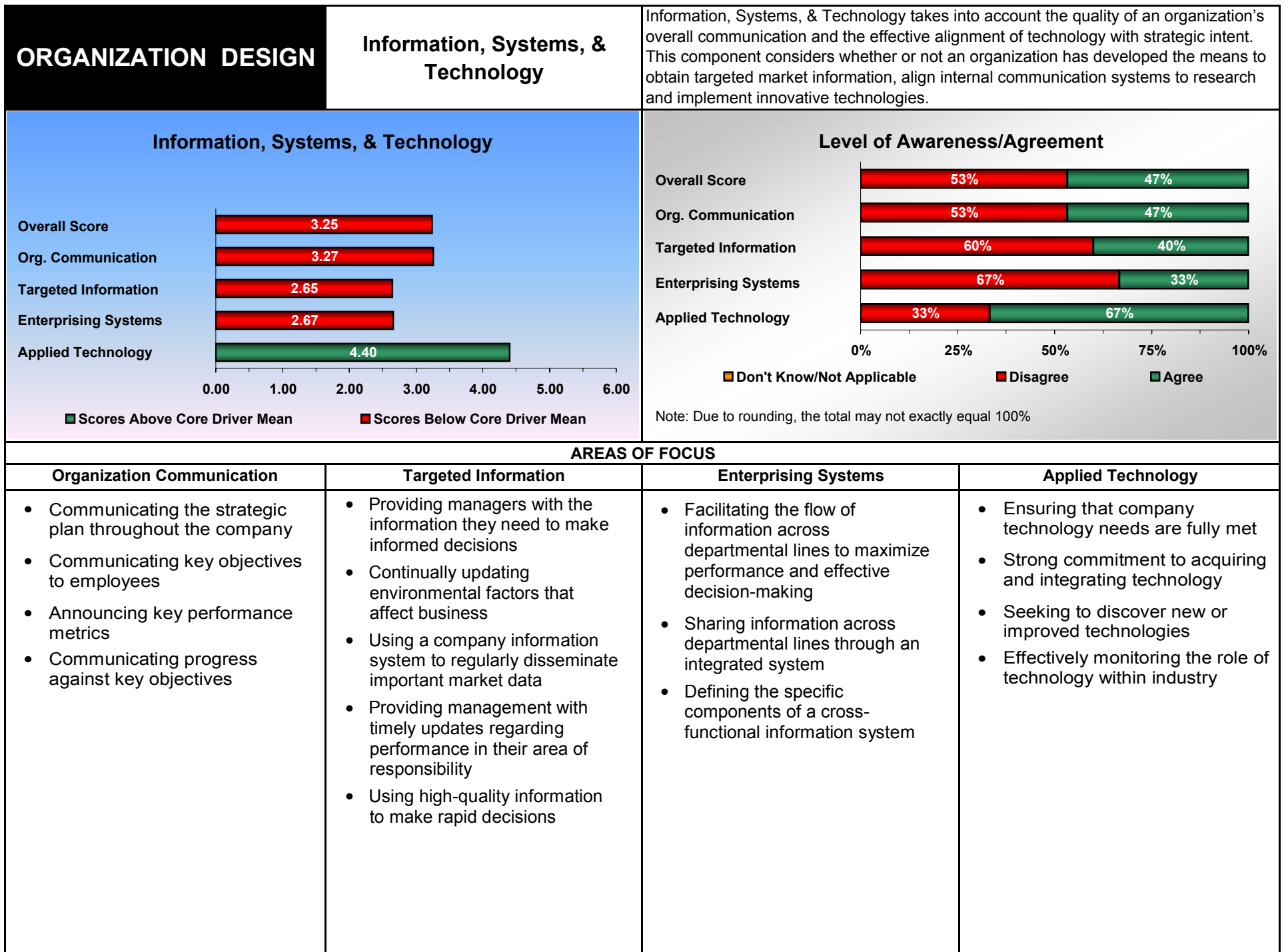


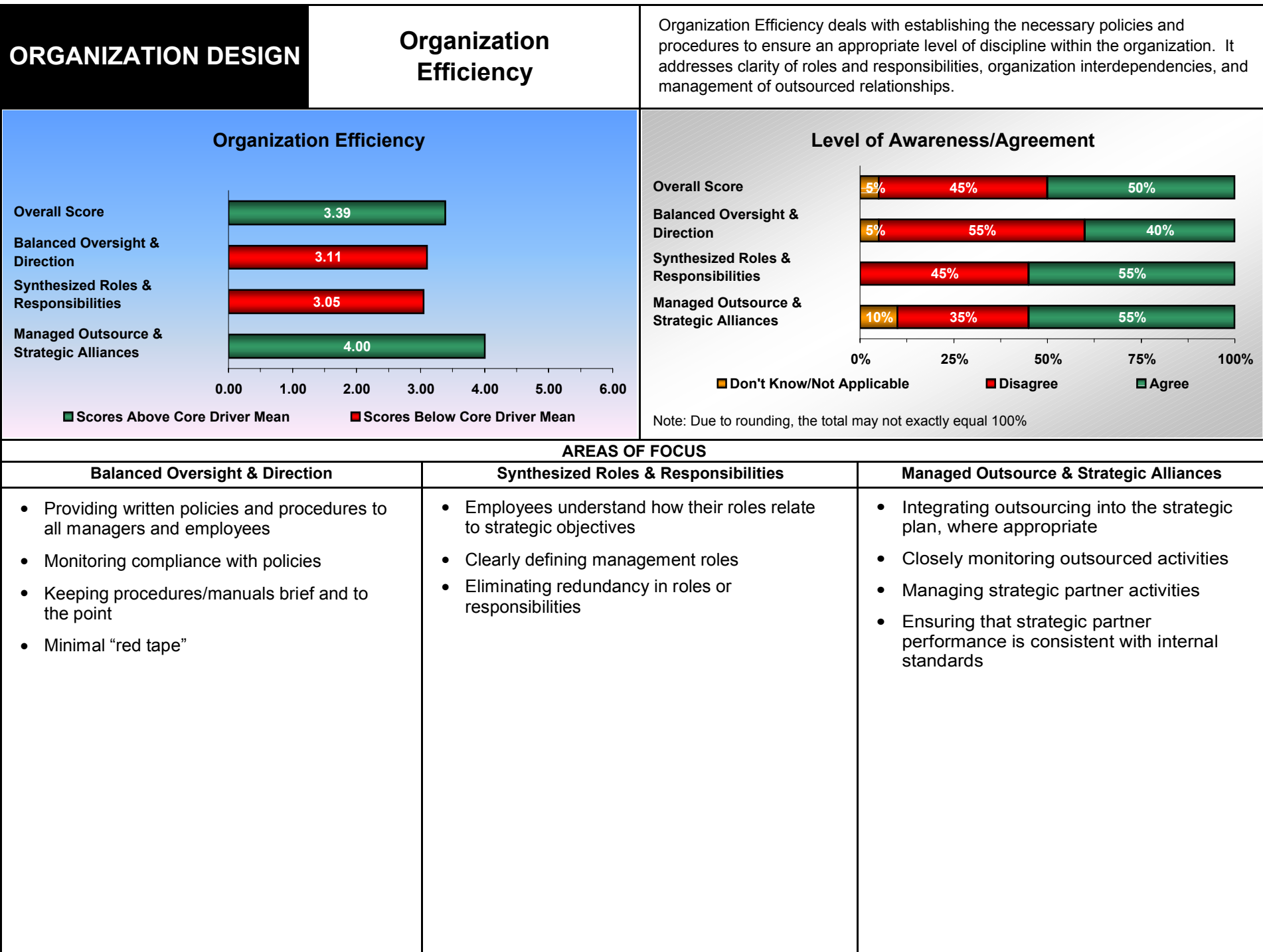


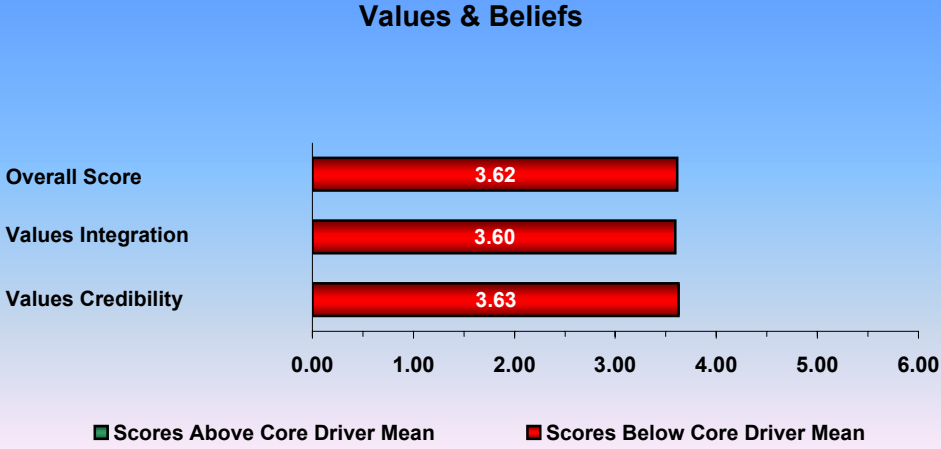
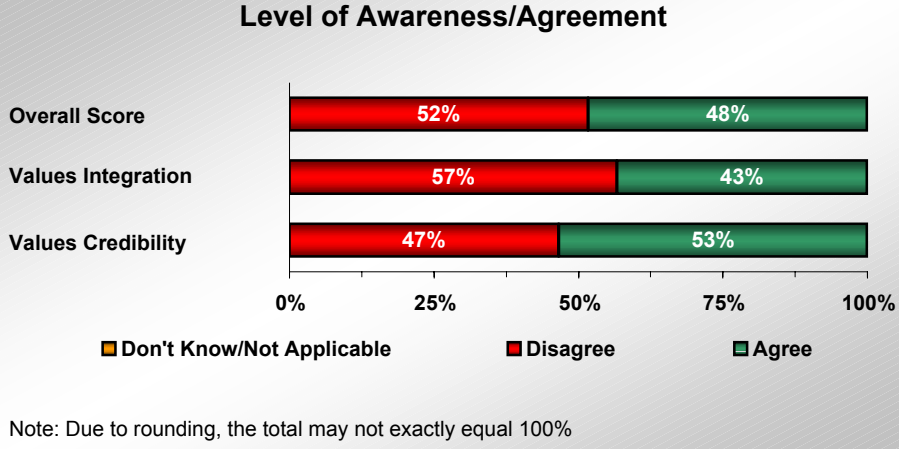


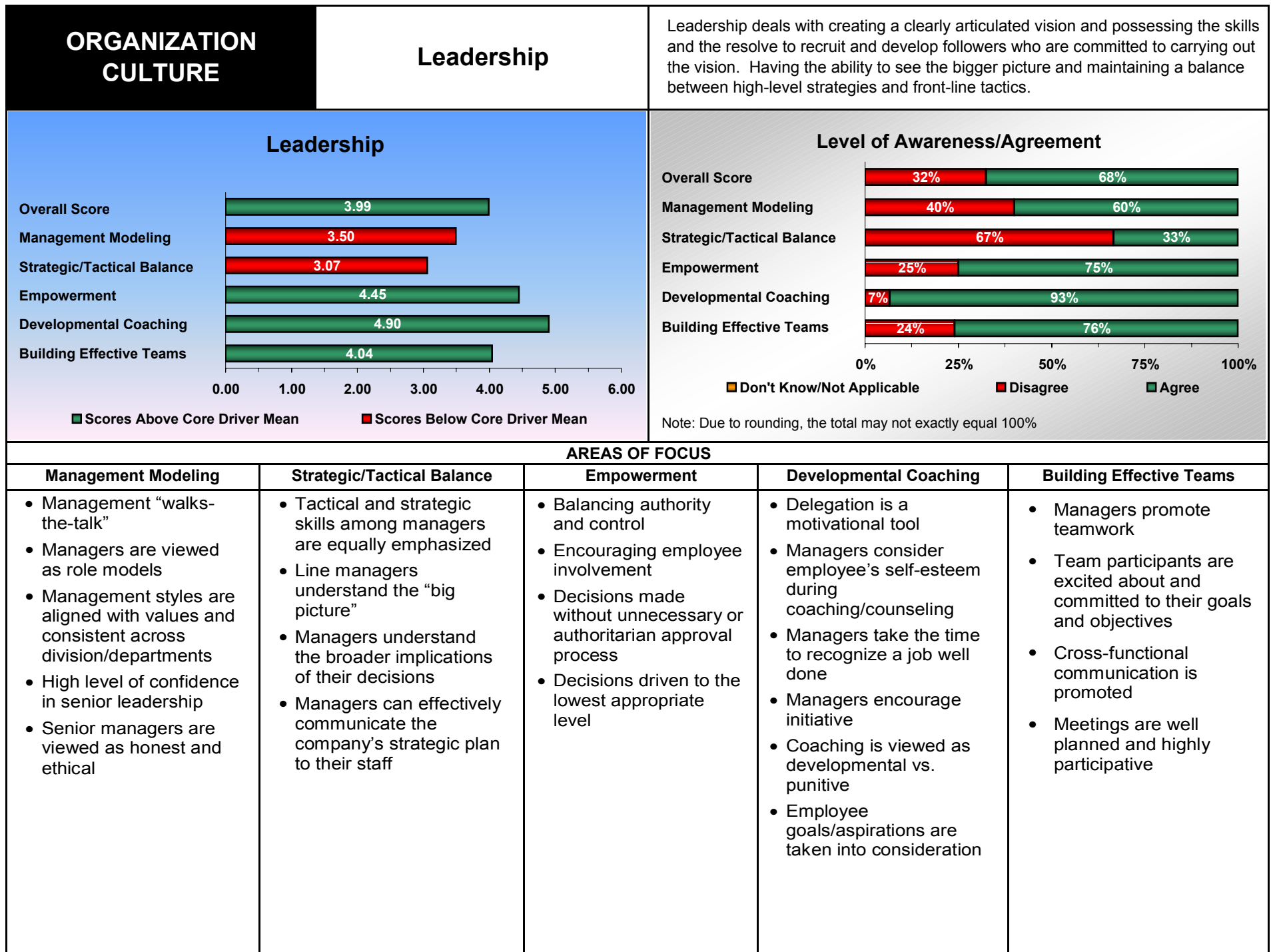
ORGANIZATION DESIGN		Basic Structure	Basic Structure evaluates whether or not a company’s organizational design is conducive to achieving it’s strategic intent. It evaluates an organization’s structure and hierarchy in relation to its strategic plan. It also takes into consideration whether a company’s structure is politically or strategically driven.																												
<div><h3>Basic Structure</h3><table><thead><tr><th>Metric</th><th>Score</th><th>Category</th></tr></thead><tbody><tr><td>Overall Score</td><td>3.46</td><td>Above Mean</td></tr><tr><td>Structure Criteria</td><td>3.06</td><td>Below Mean</td></tr><tr><td>Structure Evolution</td><td>3.87</td><td>Above Mean</td></tr></tbody></table><p>■ Scores Above Core Driver Mean ■ Scores Below Core Driver Mean</p></div>			Metric	Score	Category	Overall Score	3.46	Above Mean	Structure Criteria	3.06	Below Mean	Structure Evolution	3.87	Above Mean	<div><h3>Level of Awareness/Agreement</h3><table><thead><tr><th>Metric</th><th>Don't Know/Not Applicable</th><th>Disagree</th><th>Agree</th></tr></thead><tbody><tr><td>Overall Score</td><td>5%</td><td>43%</td><td>52%</td></tr><tr><td>Structure Criteria</td><td>10%</td><td>45%</td><td>45%</td></tr><tr><td>Structure Evolution</td><td>0%</td><td>40%</td><td>60%</td></tr></tbody></table><p>Note: Due to rounding, the total may not exactly equal 100%</p></div>	Metric	Don't Know/Not Applicable	Disagree	Agree	Overall Score	5%	43%	52%	Structure Criteria	10%	45%	45%	Structure Evolution	0%	40%	60%
Metric	Score	Category																													
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Structure Criteria	10%	45%	45%																												
Structure Evolution	0%	40%	60%																												
AREAS OF FOCUS																															
Structure Criteria		Structure Evolution																													
<ul style="list-style-type: none">Structure is conducive to strategyStructure is based on strategic need, not “in-house” politicsStructure facilitates a “value chain” approachPromotes collaboration between departments		<ul style="list-style-type: none">Structure adapts quickly to changeSupporting innovation and changeWilling to reorganize, when necessary																													

ORGANIZATION DESIGN		Core Competence		Core Competencies are the skills, knowledge, and special abilities a company possesses that set it apart from other organizations. By effectively bundling these skills, knowledge, and special abilities, a company can create a competitive advantage, enhance customer value, and expand their market position.																					
<div>Core Competence</div>  <table border="1"><thead><tr><th>Category</th><th>Score</th></tr></thead><tbody><tr><td>Overall Score</td><td>3.46</td></tr><tr><td>Identifying Core Competence</td><td>3.45</td></tr><tr><td>Leveraging Core Competence</td><td>3.47</td></tr></tbody></table>				Category	Score	Overall Score	3.46	Identifying Core Competence	3.45	Leveraging Core Competence	3.47	<div>Level of Awareness</div>  <table border="1"><thead><tr><th>Category</th><th>Disagree (%)</th><th>Agree (%)</th></tr></thead><tbody><tr><td>Overall Score</td><td>48%</td><td>52%</td></tr><tr><td>Identifying Core Competence</td><td>50%</td><td>50%</td></tr><tr><td>Leveraging Core Competence</td><td>47%</td><td>53%</td></tr></tbody></table> <p>Note: Due to rounding, the total may not exactly equal 100%</p>		Category	Disagree (%)	Agree (%)	Overall Score	48%	52%	Identifying Core Competence	50%	50%	Leveraging Core Competence	47%	53%
Category	Score																								
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Leveraging Core Competence	47%	53%																							
AREAS OF FOCUS																									
Identifying Core Competence				Leveraging Core Competence																					
<ul style="list-style-type: none">• Understanding a company’s distinctive skills and capabilities• Clearly articulating the core competencies• Identifying how core competencies:<ul style="list-style-type: none">• Create customer value• Establish differentiation• Expand product or service offerings				<ul style="list-style-type: none">• Expanding customer value proposition• Increasing competitive differentiation• Leveraging product or service offerings																					





ORGANIZATION CULTURE	Values & Beliefs	Values & Beliefs describe a company's commitment to its constituencies: customers, shareholders, employees, the community, vendors, etc. Values describe the standards and ideals that a company holds in high regard. They provide a framework for implementing strategic initiatives.
<p>Values & Beliefs</p>  <p>Overall Score: 3.62</p> <p>Values Integration: 3.60</p> <p>Values Credibility: 3.63</p> <p>Legend: ■ Scores Above Core Driver Mean, ■ Scores Below Core Driver Mean</p>		<p>Level of Awareness/Agreement</p>  <p>Overall Score: 52% Disagree, 48% Agree</p> <p>Values Integration: 57% Disagree, 43% Agree</p> <p>Values Credibility: 47% Disagree, 53% Agree</p> <p>Legend: ■ Don't Know/Not Applicable, ■ Disagree, ■ Agree</p> <p>Note: Due to rounding, the total may not exactly equal 100%</p>
AREAS OF FOCUS		
<p>Values Integration</p> <ul style="list-style-type: none"> Consistently reinforcing standards in company communication mediums Values are clearly defined Company practices, systems, and processes are carefully aligned with values Values are consistently communicated Employees understand critical importance of standards Carefully considering values during the strategic planning process 		<p>Values Credibility</p> <ul style="list-style-type: none"> Ensuring values are not compromised No strategy is adopted that might violate company standards Values are reviewed periodically to maintain relevance Ensuring employee day-to-day experiences are consistent with values Confronting behaviors that violate values and standards Cynicism is virtually absent

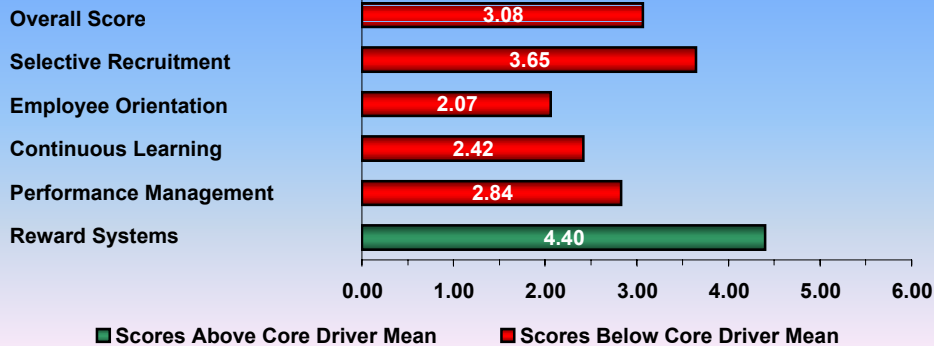


ORGANIZATION CULTURE

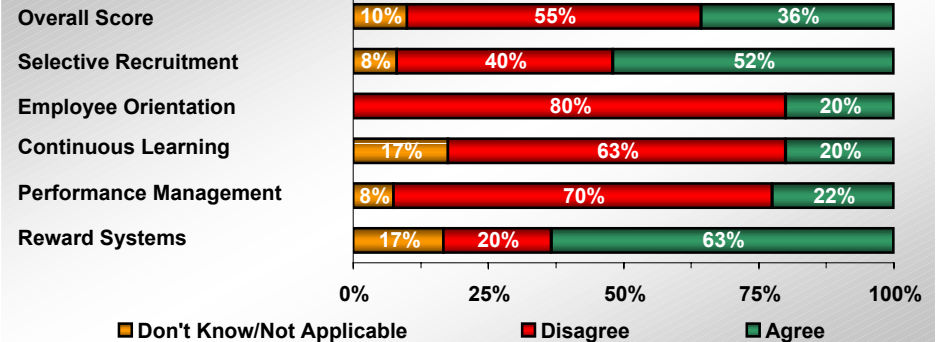
Human Resource Systems

Human Resource Systems define how a company recruits, trains, challenges, and inspires its employees in the pursuit of its strategic intent.

Human Resource Systems



Level of Awareness/Agreement



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

AREAS OF FOCUS

Selective Recruitment	Employee Orientation	Continuous Learning	Performance Management	Reward Systems
<ul style="list-style-type: none"> Considering only high-caliber candidates Evaluating candidate compatibility with company culture Interviewing skills are a company strength Obtaining boss and peer input for critical hires Evaluating managers on their ability to recruit top talent 	<ul style="list-style-type: none"> Providing a comprehensive orientation program Emphasizing values and beliefs Senior managers participate in the process 	<ul style="list-style-type: none"> Training is a company priority Providing employees with the necessary training to perform at optimum levels Training programs have a positive impact on organizational performance Aligning training programs with strategic goals Training programs are well designed and structured Spending a strategically proportionate amount of money on training Carefully designing a succession plan 	<ul style="list-style-type: none"> Performance management system is results-oriented Ensuring mutually agreed upon goals Accountabilities and timelines are clear Interim performance reviews are standard practice Performance evaluations are comprehensive and well substantiated 	<ul style="list-style-type: none"> Rewarding appropriate skills and behaviors Rewards are fair and equitable Rewards are worth the effort Promotions are deserved Rewarding team performance greater than or equal to individual performance

ORGANIZATION CULTURE

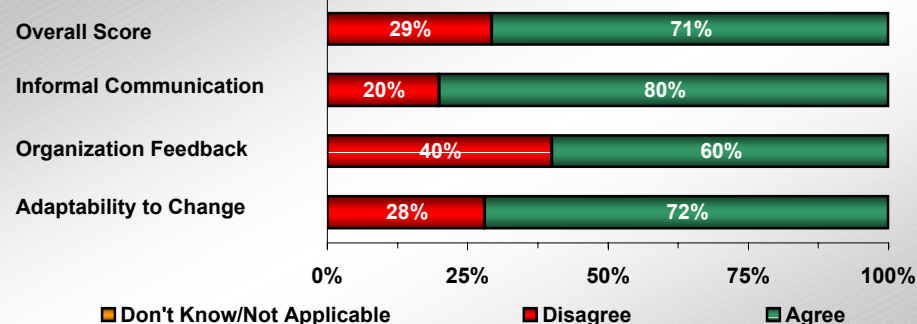
Organization Character

Organization Character refers to the “behind the scenes personality” of a company. These are the explicit or implicit protocols that soon become apparent to all employees. It takes into account how an individual’s perception of his or her company is shaped to a large extent by day-to-day experiences.

Organization Character



Level of Awareness/Agreement



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

AREAS OF FOCUS

Informal Communication

- Open exchange of ideas without fear of reprisal
- Using conflict or disagreement constructively
- Establishing an “open-door” policy
- Balance of technology and face-to-face communication

Organization Feedback

- Establishing methods for internal feedback
- Recognizing the value of employee input
- Encouraging employees to offer their ideas and opinions
- Communicating the results of the feedback

Adaptability to Change

- Company is proficient at change management
- Ensuring that all employees understand the reasons for the change
- Ensuring that all employees understand the process and methods that will be used to implement the change
- Employees expect change
- Ability to respond and adapt to change