

The D.I.A.L.O.G Organizational Evaluation Instrument

D IAGNOSTIC DATA
I NDICATING
ALIGNMENT OF
O RGANIZATIONAL
G OALS

Summary Report:
Client Company Name
Day, Month, Year

Presented by:
Affiliate Name/Affiliate Company Name
An Affiliate of
Resource Associates Corporation

EXECUTIVE SUMMARY

PURPOSE: The purpose of this instrument is to provide an organization's leadership with hard data as to where there are "disconnects" within the organization affecting results. The source of the data is the people within the organization. The data provides a tool for identifying specific issues that may need to be addressed in addition to areas of strength which should be capitalized on.

OVERVIEW AND METHODOLOGY

The D.I.AL.O.G. Organization Evaluation Instrument was administered to 29 individuals within (Client Company Name) during the period of (Start Date, Month, Year) through (Closing Date, Month, Year). The instrument, which is included at the end of this report, consisted of 71 statements. The following data is a summary of the responses delineated for the organization, for two stratifications within the organization.

Each individual was requested to check one of the response boxes for each statement. These response options were:

- Strongly Agree
- Somewhat Agree
- Neutral (Neither Agree or Disagree)
- Somewhat Disagree
- Strongly Disagree
- I Don't Know

The two stratifications were identified as:

- Managers (4 respondents)
- Non-Managers (25 respondents)

Each individual was told that his or her individual response would be kept confidential and that all data would be reported by group. There was no way of identifying the identity of any single respondent.

This instrument is divided into seven (7) categories. These categories are a proven theoretical model developed by the National Institute of Standards and Technology, U.S. Department of Commerce. They are the categories employed in the Malcolm Baldrige National Quality Award. The seven categories are:

Leadership: Senior management's leadership and involvement in creating and sustaining values, organizational direction, performance expectations and a customer focus that promotes performance excellence.

Strategic Planning: How the organization sets strategic direction and how plans are put into action.

Customer and Market Focus: How the organization determines requirements and expectations of customers and how the organization strengthens relationships with customers and determines their level of satisfaction.

Measurement, Analysis, and Knowledge Management: The use of data and information in the organization to better understand areas for improvement and how the organization is performing.

Human Resource Focus: How employees are encouraged to develop and utilize their potential and the organization's efforts to build and maintain an environment conducive to performance excellence, full participation, and personal and organizational growth.

Process Management: This category addresses the key aspects of process management to include how key processes are designed, managed and improved.

Business Results: The organization's performance and improvement in key business areas and how effectively these results are communicated throughout the organization.

The statements consisted of both positive and negative statements. Example:
Positive statement: “*Senior management has defined a clear direction for our organization.*” Negative statement: “*I have no idea what our goals are from year to year.*”

Prior to tabulation, responses to negative statements were converted so that “Disagreement” responses are reported positive and “Agreement” responses are reported negative. The responses were tabulated and the data summary is reported as follows:

Strongly Agree and Somewhat Agree reported as Positive
Neutral reported as Neutral
Strongly Disagree and Somewhat Disagree reported as Negative
I Don't Know reported as Don't Know

The response for question #71, “How likely are you to recommend our organization's goods or services to a friend?” is as follows:





Loyal Customer reported as Positive
Neutralizer reported as Neutral
Diminisher reported as Negative

The response data is reported as follows:





- Page 5 Summary of all responses; overall and for each category (Graphs)
- Page 7 Summary of responses for each Stratifications according to each category (Graphs).
- Page 11 Summary of all responses for the Leadership category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 14 Summary of all responses for the Strategic Planning category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 17 Summary of all responses for the Customer and Market Focus category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 20 Summary of all responses for the Measurement, Analysis, and Knowledge Management category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 23 Summary of all responses for the Human Resource Focus category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 26 Summary of all responses for the Process Management category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 29 Summary of all responses for the Business Results category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 32 Summary of all responses for Recommend a Friend
- Page 35 All statements in the instrument (All respondents) stored in descending order (Negative plus Don't Know)

Summary of all Responses (Overall and Category)





Overall Responses

+		41.23%
0		24.68%
-		26.95%
?		7.14%





Leadership

+		42.41%
0		25.17%
-		28.28%
?		4.14%





Strategic Planning

+		38.97%
0		23.79%
-		32.41%
?		4.83%





Customer and Market Focus

+		40.61%
0		25.29%
-		27.59%
?		6.51%





Measurement, Analysis, and Knowledge Management

+		40.34%
0		24.48%
-		31.38%
?		3.79%





Human Resource Focus

+		39.50%
0		21.00%
-		31.35%
?		8.15%




Process Management

+		45.45%
0		25.08%
-		16.93%
?		12.54%

Business Results

+		41.00%
0		28.74%
-		20.69%
?		9.58%





Overall Responses for Recommend a Friend

+		34.48%
0		31.03%
-		34.48%





Results by Stratifications within Category

Leadership

Managers





+		70.00%
0		17.50%
-		10.00%
?		2.50%

Non-Managers





+		38.00%
0		26.40%
-		31.20%
?		4.40%

Strategic Planning

Managers





+		72.50%
0		7.50%
-		17.50%
?		2.50%

Non-Managers





+		33.60%
0		26.40%
-		34.80%
?		5.20%

Customer and Market Focus

Managers





+		63.89%
0		11.11%
-		16.67%
?		8.33%

Non-Managers





+		36.89%
0		27.56%
-		29.33%
?		6.22%

Measurement, Analysis, and Knowledge Management

Managers





+		77.50%
0		7.50%
-		7.50%
?		7.50%

Non-Managers





+		34.40%
0		27.20%
-		35.20%
?		3.20%

Human Resource Focus

Managers





+		68.18%
0		4.55%
-		22.73%
?		4.55%

Non-Managers





+		34.91%
0		23.64%
-		32.73%
?		8.73%

Process Management

Managers





+		75.00%
0		9.09%
-		11.36%
?		4.55%

Non-Managers





+		40.73%
0		27.64%
-		17.82%
?		13.82%

Business Results

Managers



+		77.78%
0		5.56%
-		13.89%
?		2.78%

Non-Managers




+		35.11%
0		32.44%
-		21.78%
?		10.67%

Responses for Recommend a Friend

Managers

+		50.00%
0		50.00%
-		0.00%





Non-Managers

+		32.00%
0		28.00%
-		40.00%

Summary of Leadership Responses

(Sorted by Negative + Don't Know)

Leadership





+		42.41%
0		25.17%
-		28.28%
?		4.14%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Leadership Statements</i>
4	6	18	1	6	Senior management believes that profitability is the most important thing.
9	8	12	0	8	Senior management understands the importance of employee morale and motivation in satisfying customer expectations.
11	6	12	0	3	All in all, I trust senior management.
12	5	11	1	9	Senior management believes that everyone in the organization has the capability to contribute.
5	15	4	5	10	Senior management is concerned about the impact that our products and waste have upon the environment.
14	7	8	0	7	Senior management continually asks for our input in identifying areas for improvement.
15	6	7	1	2	Our business plan is realistic and focuses on quality and performance excellence.
15	8	2	4	4	Senior management directs that our suppliers be treated honestly.
18	6	5	0	1	Senior management has defined a clear direction for our organization.
20	6	3	0	5	Senior management directs that our customers be treated honestly.

Summary of Leadership Responses for Managers

(Sorted by Negative + Don't Know)

Leadership

+		70.00%
0		17.50%
-		10.00%
?		2.50%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Leadership Statements</i>
0	0	4	0	6	Senior management believes that profitability is the most important thing.
3	0	0	1	9	Senior management believes that everyone in the organization has the capability to contribute.
2	2	0	0	7	Senior management continually asks for our input in identifying areas for improvement.
2	2	0	0	10	Senior management is concerned about the impact that our products and waste have upon the environment.
3	1	0	0	3	All in all, I trust senior management.
3	1	0	0	4	Senior management directs that our suppliers be treated honestly.
3	1	0	0	8	Senior management understands the importance of employee morale and motivation in satisfying customer expectations.
4	0	0	0	1	Senior management has defined a clear direction for our organization.
4	0	0	0	2	Our business plan is realistic and focuses on quality and performance excellence.
4	0	0	0	5	Senior management directs that our customers be treated honestly.

Summary of Leadership Responses for Non-Managers

(Sorted by Negative + Don't Know)

Leadership





+	38.00%
0	26.40%
-	31.20%
?	4.40%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Leadership Statements</i>
4	6	14	1	6	Senior management believes that profitability is the most important thing.
6	7	12	0	8	Senior management understands the importance of employee morale and motivation in satisfying customer expectations.
8	5	12	0	3	All in all, I trust senior management.
9	5	11	0	9	Senior management believes that everyone in the organization has the capability to contribute.
3	13	4	5	10	Senior management is concerned about the impact that our products and waste have upon the environment.
11	6	7	1	2	Our business plan is realistic and focuses on quality and performance excellence.
12	5	8	0	7	Senior management continually asks for our input in identifying areas for improvement.
12	7	2	4	4	Senior management directs that our suppliers be treated honestly.
14	6	5	0	1	Senior management has defined a clear direction for our organization.
16	6	3	0	5	Senior management directs that our customers be treated honestly.

Summary of Strategic Planning Responses

(Sorted by Negative + Don't Know)

Strategic Planning

+		38.97%
0		23.79%
-		32.41%
?		4.83%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Strategic Planning Statements</i>
6	5	18	0	18	The way our organization is structured, it is tough to get things done.
5	9	14	1	15	I play a part in developing the organization's plans, budgets, and objectives.
6	8	14	1	17	I have written goals and objectives which support the organization's overall objectives.
9	7	11	2	19	The personal rewards/recognition in this organization are based on the attainment of measurable results.
11	6	11	1	16	Senior management just wants us to do our jobs and not ask any questions.
16	3	6	4	14	I have no idea what our goals are from year to year.
15	6	7	1	20	Our strategic plan is also based on customer focused goals, not just growing our organization every year.
10	12	5	2	13	Our strategic planning process evaluates our competitive strengths and limitations.
13	10	6	0	11	I have a clear vision of what our organization will look like at some point in the future.
22	3	2	2	12	I know who our major customers are.

Summary of Strategic Planning Responses for Managers

(Sorted by Negative + Don't Know)

Strategic Planning





+	72.50%
0	7.50%
-	17.50%
?	2.50%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Strategic Planning Statements</i>
1	0	3	0	18	The way our organization is structured, it is tough to get things done.
1	0	3	0	19	The personal rewards/recognition in this organization are based on the attainment of measurable results.
3	0	0	1	14	I have no idea what our goals are from year to year.
3	0	1	0	16	Senior management just wants us to do our jobs and not ask any questions.
3	1	0	0	11	I have a clear vision of what our organization will look like at some point in the future.
3	1	0	0	13	Our strategic planning process evaluates our competitive strengths and limitations.
3	1	0	0	15	I play a part in developing the organization's plans, budgets, and objectives.
4	0	0	0	12	I know who our major customers are.
4	0	0	0	17	I have written goals and objectives which support the organization's overall objectives.
4	0	0	0	20	Our strategic plan is also based on customer focused goals, not just growing our organization every year.

Summary of Strategic Planning Responses for Non-Managers

(Sorted by Negative + Don't Know)

Strategic Planning





+		33.60%
0		26.40%
-		34.80%
?		5.20%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Strategic Planning Statements</i>
2	8	14	1	15	I play a part in developing the organization's plans, budgets, and objectives.
2	8	14	1	17	I have written goals and objectives which support the organization's overall objectives.
5	5	15	0	18	The way our organization is structured, it is tough to get things done.
8	6	10	1	16	Senior management just wants us to do our jobs and not ask any questions.
8	7	8	2	19	The personal rewards/recognition in this organization are based on the attainment of measurable results.
13	3	6	3	14	I have no idea what our goals are from year to year.
11	6	7	1	20	Our strategic plan is also based on customer focused goals, not just growing our organization every year.
7	11	5	2	13	Our strategic planning process evaluates our competitive strengths and limitations.
10	9	6	0	11	I have a clear vision of what our organization will look like at some point in the future.
18	3	2	2	12	I know who our major customers are.

Summary of Customer and Market Focus Responses

(Sorted by Negative + Don't Know)

Customer and Market Focus





+		40.61%
0		25.29%
-		27.59%
?		6.51%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Customer and Market Focus Statements</i>
5	10	11	3	29	We have a good system for tracking customer satisfaction.
9	6	13	1	22	Customers find that doing business with this organization is a complicated hassle.
7	9	9	4	23	Our major measure of customer satisfaction is customer complaints.
11	5	11	2	25	When customers complain, we become defensive.
11	9	7	2	28	When customers complain, they usually get the "run-around."
12	8	6	3	24	Significant improvements have taken place in this organization as a direct result of customer input.
15	7	7	0	21	We keep our commitments to customers.
19	4	6	0	27	People are recognized/rewarded when they contribute to improved customer satisfaction.
17	8	2	2	26	I am personally aware of what our customers think about our products and/or services.

Summary of Customer and Market Focus Responses for Managers

(Sorted by Negative + Don't Know)

Customer and Market Focus





+		63.89%
0		11.11%
-		16.67%
?		8.33%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Customer and Market Focus Statements</i>
1	1	2	0	23	Our major measure of customer satisfaction is customer complaints.
1	1	1	1	29	We have a good system for tracking customer satisfaction.
2	0	1	1	22	Customers find that doing business with this organization is a complicated hassle.
2	0	2	0	25	When customers complain, we become defensive.
2	1	0	1	28	When customers complain, they usually get the "run-around."
3	1	0	0	26	I am personally aware of what our customers think about our products and/or services.
4	0	0	0	21	We keep our commitments to customers.
4	0	0	0	24	Significant improvements have taken place in this organization as a direct result of customer input.
4	0	0	0	27	People are recognized/rewarded when they contribute to improved customer satisfaction.

Summary of Customer and Market Focus Responses for Non-Managers

(Sorted by Negative + Don't Know)

Customer and Market Focus





+		36.89%
0		27.56%
-		29.33%
?		6.22%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Customer and Market Focus Statements</i>
4	9	10	2	29	We have a good system for tracking customer satisfaction.
7	6	12	0	22	Customers find that doing business with this organization is a complicated hassle.
6	8	7	4	23	Our major measure of customer satisfaction is customer complaints.
9	5	9	2	25	When customers complain, we become defensive.
8	8	6	3	24	Significant improvements have taken place in this organization as a direct result of customer input.
9	8	7	1	28	When customers complain, they usually get the "run-around."
11	7	7	0	21	We keep our commitments to customers.
15	4	6	0	27	People are recognized/rewarded when they contribute to improved customer satisfaction.
14	7	2	2	26	I am personally aware of what our customers think about our products and/or services.

Summary of Measurement, Analysis, and Knowledge Management Responses

(Sorted by Negative + Don't Know)

Measurement, Analysis, and Knowledge Management

+		40.34%
0		24.48%
-		31.38%
?		3.79%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Measurement, Analysis, and Knowledge Management Statements</i>
5	6	18	0	35	Decisions affecting me or my department are often made without my input.
5	9	14	1	33	When recommendations for improvement are submitted to management, we always get feedback as to what was done with them.
12	4	13	0	34	Every month I am given data that shows how my department is contributing to the organization's results.
14	3	12	0	32	Everyone is kept informed with data to show how well the organization is performing financially.
6	12	10	1	36	I feel "in on things."
12	7	8	2	37	The person to whom I report keeps me in the dark most of the time regarding things affecting my job.
9	11	7	2	39	I am encouraged to analyze data and make recommendations which will improve our business.
16	4	5	4	31	I have no idea how our products/services compare to our competition.
16	9	3	1	38	The information that I receive is timely and relevant to what I need to do my job effectively.
22	6	1	0	30	I meet with the person or department who supplies me with work, materials, information, etc., and keep them informed of what I need to do my job.

Summary of Measurement, Analysis, and Knowledge Management Responses for Managers

(Sorted by Negative + Don't Know)

Measurement, Analysis, and Knowledge Management

+	77.50%
0	7.50%
-	7.50%
?	7.50%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Measurement, Analysis, and Knowledge Management Statements</i>
2	1	1	0	33	When recommendations for improvement are submitted to management, we always get feedback as to what was done with them.
3	0	0	1	31	I have no idea how our products/services compare to our competition.
3	0	1	0	32	Everyone is kept informed with data to show how well the organization is performing financially.
3	0	1	0	35	Decisions affecting me or my department are often made without my input.
3	0	0	1	36	I feel "in on things."
3	0	0	1	37	The person to whom I report keeps me in the dark most of the time regarding things affecting my job.
3	1	0	0	30	I meet with the person or department who supplies me with work, materials, information, etc., and keep them informed of what I need to do my job.
3	1	0	0	39	I am encouraged to analyze data and make recommendations which will improve our business.
4	0	0	0	34	Every month I am given data that shows how my department is contributing to the organization's results.
4	0	0	0	38	The information that I receive is timely and relevant to what I need to do my job effectively.

Summary of Measurement, Analysis, and Knowledge Management Responses for Non-Managers

(Sorted by Negative + Don't Know)

Measurement, Analysis, and Knowledge Management





+	34.40%
0	27.20%
-	35.20%
?	3.20%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Measurement, Analysis, and Knowledge Management Statements</i>
2	6	17	0	35	Decisions affecting me or my department are often made without my input.
3	8	13	1	33	When recommendations for improvement are submitted to management, we always get feedback as to what was done with them.
8	4	13	0	34	Every month I am given data that shows how my department is contributing to the organization's results.
11	3	11	0	32	Everyone is kept informed with data to show how well the organization is performing financially.
3	12	10	0	36	I feel "in on things."
6	10	7	2	39	I am encouraged to analyze data and make recommendations which will improve our business.
9	7	8	1	37	The person to whom I report keeps me in the dark most of the time regarding things affecting my job.
13	4	5	3	31	I have no idea how our products/services compare to our competition.
12	9	3	1	38	The information that I receive is timely and relevant to what I need to do my job effectively.
19	5	1	0	30	I meet with the person or department who supplies me with work, materials, information, etc., and keep them informed of what I need to do my job.

Summary of Human Resource Focus Responses

(Sorted by Negative + Don't Know)

Human Resource Focus





+		39.50%
0		21.00%
-		31.35%
?		8.15%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Human Resource Focus Statements</i>
6	5	18	0	49	Employee morale in this organization is high.
7	6	8	8	41	My performance review is a negative experience.
10	4	15	0	48	I feel as though all I have is a job, not a future.
11	5	13	0	43	I have been provided with training to allow me to continually improve my skills and abilities.
8	9	9	3	46	Very seldom do we hear of one department within the organization pointing the finger of blame at another department.
10	7	4	8	42	Our performance evaluation addresses team skills and team participation.
11	8	8	2	47	My manager or supervisor never asks me to do something without telling me why.
16	3	6	4	40	I receive a formal review of my performance at least once a year.
15	6	8	0	50	My immediate supervisor is genuinely concerned about my welfare and well being.
16	5	7	1	44	Recognizing and rewarding individuals for doing a good job is <i>not</i> something that is done in this organization.
16	9	4	0	45	My manager asks for my input to find better ways to do my job.

Summary of Human Resource Focus Responses for Managers

(Sorted by Negative + Don't Know)

Human Resource Focus





+		68.18%
0		4.55%
-		22.73%
?		4.55%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Human Resource Focus Statements</i>
0	0	3	1	46	Very seldom do we hear of one department within the organization pointing the finger of blame at another department.
1	1	2	0	49	Employee morale in this organization is high.
2	0	1	1	47	My manager or supervisor never asks me to do something without telling me why.
2	1	1	0	48	I feel as though all I have is a job, not a future.
3	0	1	0	41	My performance review is a negative experience.
3	0	1	0	44	Recognizing and rewarding individuals for doing a good job is <i>not</i> something that is done in this organization.
3	0	1	0	50	My immediate supervisor is genuinely concerned about my welfare and well being.
4	0	0	0	40	I receive a formal review of my performance at least once a year.
4	0	0	0	42	Our performance evaluation addresses team skills and team participation.
4	0	0	0	43	I have been provided with training to allow me to continually improve my skills and abilities.
4	0	0	0	45	My manager asks for my input to find better ways to do my job.

Summary of Human Resource Focus Responses for Non-Managers

(Sorted by Negative + Don't Know)

Human Resource Focus





+		34.91%
0		23.64%
-		32.73%
?		8.73%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Human Resource Focus Statements</i>
5	4	16	0	49	Employee morale in this organization is high.
4	6	7	8	41	My performance review is a negative experience.
8	3	14	0	48	I feel as though all I have is a job, not a future.
7	5	13	0	43	I have been provided with training to allow me to continually improve my skills and abilities.
6	7	4	8	42	Our performance evaluation addresses team skills and team participation.
12	3	6	4	40	I receive a formal review of my performance at least once a year.
8	9	6	2	46	Very seldom do we hear of one department within the organization pointing the finger of blame at another department.
9	8	7	1	47	My manager or supervisor never asks me to do something without telling me why.
12	6	7	0	50	My immediate supervisor is genuinely concerned about my welfare and well being.
13	5	6	1	44	Recognizing and rewarding individuals for doing a good job is <i>not</i> something that is done in this organization.
12	9	4	0	45	My manager asks for my input to find better ways to do my job.

Summary of Process Management Responses

(Sorted by Negative + Don't Know)

Process Management





+		45.45%
0		25.08%
-		16.93%
?		12.54%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Process Management Statements</i>
8	5	9	7	61	The unwritten philosophy of this organization is, "If it isn't broken, don't fix it."
7	8	7	7	54	When we work on the development of new products/services, we include potential customers in the process.
9	8	7	5	53	New products/services are carefully planned before they are introduced.
10	7	1	11	60	Our suppliers are treated as partners and we openly communicate our needs to them.
9	9	10	1	55	No matter how big a problem may be, our attitude is "fix it fast and forget it."
13	9	5	2	57	There is a broad level of support for continuous improvement in this organization.
15	7	6	1	58	No one department is considered more important than another.
16	8	2	3	52	I know how satisfied the person or persons who receive the output of my work is with it.
18	7	1	3	51	I have no idea who receives the output of the work I produce.
19	6	4	0	59	All departments work together to get the job done and to keep the work flowing.
21	6	2	0	56	Employees are encouraged to go out of their way to make sure that external customers are satisfied.

Summary of Process Management Responses for Managers

(Sorted by Negative + Don't Know)

Process Management





+		75.00%
0		9.09%
-		11.36%
?		4.55%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Process Management Statements</i>
2	0	2	0	55	No matter how big a problem may be, our attitude is "fix it fast and forget it."
2	0	1	1	61	The unwritten philosophy of this organization is, "If it isn't broken, don't fix it."
2	1	0	1	51	I have no idea who receives the output of the work I produce.
2	1	1	0	54	When we work on the development of new products/services, we include potential customers in the process.
3	0	1	0	59	All departments work together to get the job done and to keep the work flowing.
3	1	0	0	52	I know how satisfied the person or persons who receive the output of my work is with it.
3	1	0	0	60	Our suppliers are treated as partners and we openly communicate our needs to them.
4	0	0	0	53	New products/services are carefully planned before they are introduced.
4	0	0	0	56	Employees are encouraged to go out of their way to make sure that external customers are satisfied.
4	0	0	0	57	There is a broad level of support for continuous improvement in this organization.
4	0	0	0	58	No one department is considered more important than another.

Summary of Process Management Responses for Non-Managers

(Sorted by Negative + Don't Know)

Process Management





+		40.73%
0		27.64%
-		17.82%
?		13.82%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Process Management Statements</i>
6	5	8	6	61	The unwritten philosophy of this organization is, "If it isn't broken, don't fix it."
5	7	6	7	54	When we work on the development of new products/services, we include potential customers in the process.
5	8	7	5	53	New products/services are carefully planned before they are introduced.
7	6	1	11	60	Our suppliers are treated as partners and we openly communicate our needs to them.
7	9	8	1	55	No matter how big a problem may be, our attitude is "fix it fast and forget it."
9	9	5	2	57	There is a broad level of support for continuous improvement in this organization.
11	7	6	1	58	No one department is considered more important than another.
13	7	2	3	52	I know how satisfied the person or persons who receive the output of my work is with it.
16	6	1	2	51	I have no idea who receives the output of the work I produce.
16	6	3	0	59	All departments work together to get the job done and to keep the work flowing.
17	6	2	0	56	Employees are encouraged to go out of their way to make sure that external customers are satisfied.

Summary of Business Results Responses

(Sorted by Negative + Don't Know)

Business Results





+		41.00%
0		28.74%
-		20.69%
?		9.58%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Business Results Statements</i>
3	8	14	4	65	When business results fall short, management “searches for the guilty.”
7	6	9	7	66	I know, on a timely basis, where we stand versus our projected business results.
9	7	13	0	62	I regularly see the data that shows our level of quality and excellence.
9	9	2	9	63	Our suppliers continuously provide us with materials and/or services which meet our expectations.
14	9	4	2	69	Our results are communicated to me so that I can make immediate corrections as needed.
14	10	5	0	64	We are constantly searching for ways to reduce the time it takes to get things done.
15	9	2	3	68	This organization does <i>not</i> think that it is important to find better ways to do things.
18	8	3	0	67	I feel as though I have personal responsibility toward this organization achieving business results.
18	9	2	0	70	I am proud of the products/services we supply.

Summary of Business Results Responses for Managers

(Sorted by Negative + Don't Know)

Business Results





+		77.78%
0		5.56%
-		13.89%
?		2.78%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Business Results Statements</i>
1	1	2	0	65	When business results fall short, management “searches for the guilty.”
2	0	1	1	68	This organization does <i>not</i> think that it is important to find better ways to do things.
3	0	1	0	62	I regularly see the data that shows our level of quality and excellence.
3	0	1	0	66	I know, on a timely basis, where we stand versus our projected business results.
3	1	0	0	63	Our suppliers continuously provide us with materials and/or services which meet our expectations.
4	0	0	0	64	We are constantly searching for ways to reduce the time it takes to get things done.
4	0	0	0	67	I feel as though I have personal responsibility toward this organization achieving business results.
4	0	0	0	69	Our results are communicated to me so that I can make immediate corrections as needed.
4	0	0	0	70	I am proud of the products/services we supply.

Summary of Business Results Responses for Non-Managers

(Sorted by Negative + Don't Know)

Business Results

+		35.11%
0		32.44%
-		21.78%
?		10.67%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Business Results Statements</i>
2	7	12	4	65	When business results fall short, management “searches for the guilty.”
4	6	8	7	66	I know, on a timely basis, where we stand versus our projected business results.
6	7	12	0	62	I regularly see the data that shows our level of quality and excellence.
6	8	2	9	63	Our suppliers continuously provide us with materials and/or services which meet our expectations.
10	9	4	2	69	Our results are communicated to me so that I can make immediate corrections as needed.
10	10	5	0	64	We are constantly searching for ways to reduce the time it takes to get things done.
13	9	1	2	68	This organization does <i>not</i> think that it is important to find better ways to do things.
14	8	3	0	67	I feel as though I have personal responsibility toward this organization achieving business results.
14	9	2	0	70	I am proud of the products/services we supply.

Summary of Recommend a Friend Responses

Recommend a Friend

+		34.48%
0		31.03%
-		34.48%

<i>Loyal Customer</i>	<i>Neutralizer</i>	<i>Diminisher</i>	<i>Statement Number</i>	<i>Recommend a Friend Statements</i>
10	9	10	71	How likely are you to recommend our organization's goods or services to a friend?

Summary of Recommend a Friend Responses for Managers

Recommend a Friend

+		50.00%
0		50.00%
-		0.00%

<i>Loyal Customer</i>	<i>Neutralizer</i>	<i>Diminisher</i>	<i>Statement Number</i>	<i>Recommend a Friend Statements</i>
2	2	0	71	How likely are you to recommend our organization's goods or services to a friend?

Summary of Recommend a Friend Responses for Non-Managers





Recommend a Friend

+		32.00%
0		28.00%
-		40.00%

<i>Loyal Customer Neutralizer Diminisher</i>	<i>Statement Number</i>	<i>Recommend a Friend Statements</i>	
8 7 10	71	How likely are you to recommend our organization's goods or services to a friend?	

Overall Responses

(Sorted by Negative + Don't Know)

+		41.23%
0		24.68%
-		26.95%
?		7.14%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>All Statements</i>
4	6	18	1	6	Senior management believes that profitability is the most important thing.
3	8	14	4	65	When business results fall short, management "searches for the guilty."
5	6	18	0	35	Decisions affecting me or my department are often made without my input.
6	5	18	0	18	The way our organization is structured, it is tough to get things done.
6	5	18	0	49	Employee morale in this organization is high.
7	6	8	8	41	My performance review is a negative experience.
7	6	9	7	66	I know, on a timely basis, where we stand versus our projected business results.
8	5	9	7	61	The unwritten philosophy of this organization is, "If it isn't broken, don't fix it."
5	9	14	1	15	I play a part in developing the organization's plans, budgets, and objectives.
5	9	14	1	33	When recommendations for improvement are submitted to management, we always get feedback as to what was done with them.
6	8	14	1	17	I have written goals and objectives which support the organization's overall objectives.
10	4	15	0	48	I feel as though all I have is a job, not a future.
5	10	11	3	29	We have a good system for tracking customer satisfaction.
7	8	7	7	54	When we work on the development of new products/services, we include potential customers in the process.
9	6	13	1	22	Customers find that doing business with this

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>All Statements</i>
					organization is a complicated hassle.
7	9	9	4	23	Our major measure of customer satisfaction is customer complaints.
9	7	11	2	19	The personal rewards/recognition in this organization are based on the attainment of measurable results.
9	7	13	0	62	I regularly see the data that shows our level of quality and excellence.
11	5	11	2	25	When customers complain, we become defensive.
11	5	13	0	43	I have been provided with training to allow me to continually improve my skills and abilities.
12	4	13	0	34	Every month I am given data that shows how my department is contributing to the organization's results.
8	9	9	3	46	Very seldom do we hear of one department within the organization pointing the finger of blame at another department.
9	8	12	0	8	Senior management understands the importance of employee morale and motivation in satisfying customer expectations.
9	8	7	5	53	New products/services are carefully planned before they are introduced.
10	7	4	8	42	Our performance evaluation addresses team skills and team participation.
10	7	1	11	60	Our suppliers are treated as partners and we openly communicate our needs to them.
11	6	12	0	3	All in all, I trust senior management.
11	6	11	1	16	Senior management just wants us to do our jobs and not ask any questions.
12	5	11	1	9	Senior management believes that everyone in the organization has the capability to contribute.
14	3	12	0	32	Everyone is kept informed with data to show how well the organization is performing financially.
6	12	10	1	36	I feel "in on things."
9	9	10	1	55	No matter how big a problem may be, our attitude is "fix it fast and forget it."
9	9	2	9	63	Our suppliers continuously provide us with materials and/or services which meet our expectations.
11	8	8	2	47	My manager or supervisor never asks me to do something without telling me why.
12	7	8	2	37	The person to whom I report keeps me in the dark most of the time regarding things affecting my job.
16	3	6	4	14	I have no idea what our goals are from year to year.

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>All Statements</i>
16	3	6	4	40	I receive a formal review of my performance at least once a year.
5	15	4	5	10	Senior management is concerned about the impact that our products and waste have upon the environment.
9	11	7	2	39	I am encouraged to analyze data and make recommendations which will improve our business.
11	9	7	2	28	When customers complain, they usually get the "run-around."
12	8	6	3	24	Significant improvements have taken place in this organization as a direct result of customer input.
16	4	5	4	31	I have no idea how our products/services compare to our competition.
14	7	8	0	7	Senior management continually asks for our input in identifying areas for improvement.
15	6	7	1	2	Our business plan is realistic and focuses on quality and performance excellence.
15	6	7	1	20	Our strategic plan is also based on customer focused goals, not just growing our organization every year.
15	6	8	0	50	My immediate supervisor is genuinely concerned about my welfare and well being.
16	5	7	1	44	Recognizing and rewarding individuals for doing a good job is <i>not</i> something that is done in this organization.
10	12	5	2	13	Our strategic planning process evaluates our competitive strengths and limitations.
13	9	5	2	57	There is a broad level of support for continuous improvement in this organization.
15	7	7	0	21	We keep our commitments to customers.
15	7	6	1	58	No one department is considered more important than another.
13	10	6	0	11	I have a clear vision of what our organization will look like at some point in the future.
14	9	4	2	69	Our results are communicated to me so that I can make immediate corrections as needed.
15	8	2	4	4	Senior management directs that our suppliers be treated honestly.
19	4	6	0	27	People are recognized/rewarded when they contribute to improved customer satisfaction.
14	10	5	0	64	We are constantly searching for ways to reduce the time it takes to get things done.

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>All Statements</i>
15	9	2	3	68	This organization does <i>not</i> think that it is important to find better ways to do things.
16	8	2	3	52	I know how satisfied the person or persons who receive the output of my work is with it.
18	6	5	0	1	Senior management has defined a clear direction for our organization.
16	9	3	1	38	The information that I receive is timely and relevant to what I need to do my job effectively.
16	9	4	0	45	My manager asks for my input to find better ways to do my job.
17	8	2	2	26	I am personally aware of what our customers think about our products and/or services.
18	7	1	3	51	I have no idea who receives the output of the work I produce.
19	6	4	0	59	All departments work together to get the job done and to keep the work flowing.
22	3	2	2	12	I know who our major customers are.
18	8	3	0	67	I feel as though I have personal responsibility toward this organization achieving business results.
20	6	3	0	5	Senior management directs that our customers be treated honestly.
18	9	2	0	70	I am proud of the products/services we supply.
21	6	2	0	56	Employees are encouraged to go out of their way to make sure that external customers are satisfied.
22	6	1	0	30	I meet with the person or department who supplies me with work, materials, information, etc., and keep them informed of what I need to do my job.