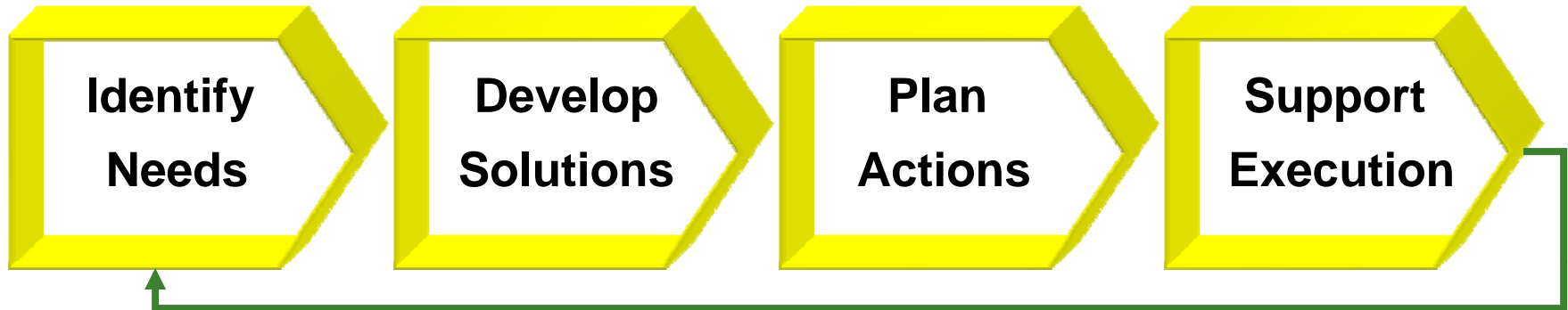

QuadRed Strategic Performance Assessments are founded
on our proprietary business model:

The Organization Dynamic Model®

By dividing organizational disciplines into three Core Drivers:
Strategy, Design, and Culture, the *ODM* provides a sensible,
cross-functional structure to evaluate business performance.

All content linked to our model is based solely on
researched best practices.

The QUADRED 4-Step Process



Organization Needs

- Speed
- Targeted Solutions
- ROI Driven
- Baseline - Benchmark
- Continuous Improvement

QUADRED Solutions

- Real time diagnostics
- On-line research
- Rapid, ROI-based action-planning
- Enterprise-wide Application
- Repeatable and reusable

Assessment Source Data

Strategy

- *Porter*
- *Grant*
- *Mintzberg*
- *Dixit & Nalebull*
- *Hitchen & Worley*
- *Hamel & Prahalad*
- *Fahey & Narayanan*

Finance & Management

- *Kaplan & Norton*
- *Thompson & Strickland*
- *Brigham & Gapenski*
- *Davis & Meyer*
- *Deming*
- *Galbraith*
- *Martin*
- *Davenport*

Sales & Marketing

- *Blankenship & Breen*
- *Peter & Donnelly*
- *Rolnicki*
- *Levy & Weitz*
- *Stanton, Spiro, & Buskirk*
- *Moore*
- *Bennett*
- *Treacy & Wiersema*

Culture & Change

- *Kotter*
- *Collins & Porris*
- *Covey*
- *Bennis*
- *Schein*
- *Lawler*
- *Senge*
- *Zander*
- *Cooper & Sawaf*

Research Partners:

PEPPERDINE
UNIVERSITY
Strengthening Lives for Purpose, Service, and Leadership

UCLA

Copyright QuadRed, Inc. 2004
All Rights Reserved

Partners, Alliances & End-Users

- 500+ Consulting Firms Certified in 13 countries
- Products in US English, International English, Japanese, Spanish and Swedish.

Deloitte
Touche
Tohmatsu

IMC
USA

BOEING

Lucent Technologies
Bell Labs Innovations



WESCORP.

HITACHI

Pfizer

LOCKHEED MARTIN

EDISON
INTERNATIONAL™

The McGraw-Hill Companies

CISCO SYSTEMS

UCLA

APQC
WWW.APQC.ORG

hp

TEC
AN INTERNATIONAL
ORGANIZATION OF CEOs

Household



LOYOLA
COLLEGE IN MARYLAND

DBM
DORRANCE BRYANT FROELICH

invent

RSM International

AMERICA FIRST
CREDIT UNION



PEPPERDINE
UNIVERSITY

The QuadRed Research Database

The **QuadRed** research database currently consists of over two million data points. These data points represent the responses of thousands of organizations and their employees spanning several industries. A statistically valid subset of these organizations is chosen each quarter for the purpose of calculating comparative scores.

Comparative analysis is the result of proprietary algorithms tied to the best practice attributes (statements) in our research database. **QuadRed** periodically conducts a comprehensive validity and reliability study, resulting in an updating of the comparative data.

The **QuadStrat** Strategic Performance Assessment – Management Edition includes a Strategic Performance Index (SPI). The SPI represents an organization's overall strategic performance score. The purpose of dividing the SPI comparative data into three categories (Top 10%, Overall Mean, and Bottom 10%) is to provide you and your clients with a clear understanding of how your client's results compare to the other organizations that have participated in this assessment.

QuadRed assessments are rooted in best practice research. We are committed to time-tested research disciplines. Our database is growing rapidly. We are confident that, with this growth, we will continue to expand the scope and benefits of our analysis.

QuadRed Organization Dynamic Model [®]

1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission, Vision Competitive Advantage	<ul style="list-style-type: none"> • Mission • Vision • Strategic Advantage 	2.1 Structure	<ul style="list-style-type: none"> • Structure Alignment 	3.1 Values & Beliefs	<ul style="list-style-type: none"> • Values Credibility
1.2 External Assessment	<ul style="list-style-type: none"> • Customer Profile • Market & Competitive Analysis 	2.2 Core Competence	<ul style="list-style-type: none"> • Leveraging Core Competence 	3.2 Leadership	<ul style="list-style-type: none"> • Management Modeling • Empowerment • Coaching • Building Teams
1.3 Internal Capabilities	<ul style="list-style-type: none"> • Finance • Research & Development • Production • Marketing • Sales Effectiveness • Customer Service 	2.3 Information Systems, and Technology	<ul style="list-style-type: none"> • Organization Communication • Shared Knowledge • Required Technology 	3.3 Human Resource Systems	<ul style="list-style-type: none"> • Recruitment • Orientation • Training & Development • Performance Management. • Reward Systems
1.4 Planning & Execution	<ul style="list-style-type: none"> • Planning • Resource Alignment • Execution 	2.4 Organization Efficiency	<ul style="list-style-type: none"> • Policies & Procedures • Roles & Responsibilities • Outsourcing & Partners 	3.4 Organization Character	<ul style="list-style-type: none"> • Informal Communication • Employee Feedback • Ability to Change

QuadRed Organization Dynamic Model[®] (cont.)

1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission, Vision Competitive Advantage	<ul style="list-style-type: none"> • Mission • Vision • Strategic Advantage 	2.1 Structure	<ul style="list-style-type: none"> • Structure Alignment 	3.1 Values & Beliefs	<ul style="list-style-type: none"> • Values Credibility
1.2 External Assessment	<ul style="list-style-type: none"> • Customer Profile 	2.2 Core Competence	<ul style="list-style-type: none"> • Leveraging Core Competence 	3.2 Leadership	<ul style="list-style-type: none"> • Management Modeling • Empowerment • Coaching • Building Teams
1.3 Internal Capabilities	<ul style="list-style-type: none"> • Finance • Research & Development • Production • Marketing • Sales Effectiveness • Customer Service 	2.3 Information Systems, and Technology	<ul style="list-style-type: none"> • Organization Communication • Shared Knowledge • Required Technology 		<ul style="list-style-type: none"> • Recruitment • Orientation • Training & Development • Performance Management • Reward Systems
1.4 Planning Execution	<ul style="list-style-type: none"> • Planning 	2.4 Partners	<ul style="list-style-type: none"> • Policies & Procedures 	3.4 Partners	<ul style="list-style-type: none"> • Informal Communication

**3
Core Drivers**

**12
Key Components**

**35
Principal Elements**

The ODM is divided into 3 main categories known as the *Core Drivers*. These categories are then subdivided into *Key Components* and *Principal Elements*.

QuadRed Organization Dynamic Model[®] (cont.)

1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission Com Adv	• Mission	2.1 Str	• Struct Alignment	3.1 Va E	• Value Credibility
<p>What will this house look like? Where will it be built? Will the house plans be conservative or innovative?</p>		<p>How are the rooms laid out? Does the layout make it easy or hard for the inhabitants to get around? Were we smart about how we installed the electrical, phone lines, cable, etc.?</p>		<p>What type of environment exists inside this house? Does it feel formal or informal? Warm or cold? Functional or dysfunctional?</p>	
Ex Asse		Con		Lea	ng
Internal Capabilities	<ul style="list-style-type: none"> • Research & Development • Production • Marketing • Sales Effectiveness • Customer Service 	Info Syst Tec		Resource Systems	<ul style="list-style-type: none"> • Training & Development • Performance Management. • Reward Systems
<p>If we use a house analogy... Strategy would be the blueprint of the house, Design would relate to the infrastructure, and Culture would describe how it feels to live there.</p>					

Strategic Performance Assessments™

Based on the Organizational Dynamic Model®

- **Enterprise**

- **Management Assessment**

- This assessment is intended for CEO's and senior managers (or the equivalent government military and civilian positions). Management Assessment includes all 35 Principal Elements in the ODM.

- **Employee Assessment**

- The Employee Assessment is intended for the general workforce - usually middle management and below. This assessment is a subset of the Management Assessment. It covers 19 of the 35 elements, with an emphasis on organizational culture.

- **Board Assessment**

- This assessment is intended for an organization's Board of Directors. The Board assessment is also a subset of the Management Assessment, covering 16 elements, but with an emphasis on Strategy.

- **Small Business**

- This assessment is designed specifically for smaller companies and start-ups. It also, includes 19 of the 35 elements, focusing on both business operations and the work environment.

- **ClimatePLUS**

- The ClimatePLUS Assessment is a comprehensive climate survey that allows all employees, from senior managers to the newest employee to evaluate both their immediate work environment and the organization as a whole.

An Overview of the Assessments and Reports

Based on the *Organizational Dynamic Model*[®]

Enterprise			Small Business	ClimatePlus
Management	Employee	Board	<p>Completed by both managers and employees.</p> <p>Tailored to companies that have not yet developed the infrastructure typically seen in larger companies.</p> <p>Covers both business and work climate issues.</p>	<p>This assessment is a climate survey and can be completed by everyone in the organization.</p> <p>The content focuses on current the state of both the immediate work environment and the company as a whole.</p>
<p>Completed by senior managers.</p> <p>Respondents evaluate and prioritize the 35 elements tied to the <i>3 Core Drivers: Strategy, Design, and Culture.</i></p>	<p>Completed by the general workforce.</p> <p>A subset of the Management Assessment. Respondents evaluate and prioritize 19 elements, with an emphasis on the work environment.</p>	<p>Completed by the Board Members of an organization.</p> <p>A subset of the Management Assessment. Board Members evaluate and prioritize 16 elements, with an emphasis on business strategy.</p>		
Mgmt Report	Employee Report	Board Report	Sml Bus. Report	ClimatePlus Report
<p>Establishes the <i>Strategic Performance Index (SPI)</i>, Identifies High-Impact/ Low-Performing areas, and indicates degree of alignment among the senior managers.</p>	<p>Compares perspectives of employees with senior managers.</p>	<p>Compares the Board's perspectives with the senior management team as a whole.</p>	<p>Identifies High-Impact/ Low-Performing areas and compares manager and employee responses.</p>	<p>Identifies High-Impact/ Low-Performing areas in the work environment.</p>

Size and Approximate Timeframe for the Assessments Types

Enterprise			Small Business	ClimatePLUS
Management	Employee	Board		
117 Statements	55 Statements	46 Statements	59 Statements	55 Statements
35 Elements	19 Elements	16 Elements	19 Elements	19 Elements
Estimated Completion Time: 60 Minutes	Estimated Completion Time: 30 Minutes	Estimated Completion Time: 20 Minutes	Estimated Completion Time: 30 Minutes	Estimated Completion Time: 30 Minutes

QuadRed Management Assessment Model

1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission, Vision Competitive Advantage	<ul style="list-style-type: none"> • Mission • Vision • Strategic Advantage 	2.1 Structure	<ul style="list-style-type: none"> • Structure Alignment 	3.1 Values & Beliefs	<ul style="list-style-type: none"> • Values Credibility
1.2 External Assessment	<ul style="list-style-type: none"> • Customer Profile • Market & Competitive Analysis 	2.2 Core Competence	<ul style="list-style-type: none"> • Leveraging Core Competence 	3.2 Leadership	<ul style="list-style-type: none"> • Management Modeling • Empowerment • Coaching • Building Teams
1.3 Internal Capabilities	<ul style="list-style-type: none"> • Finance • Research & Development • Production • Marketing • Sales Effectiveness • Customer Service 	2.3 Information Systems, and Technology	<ul style="list-style-type: none"> • Organization Communication • Shared Knowledge • Required Technology 	3.3 Human Resource Systems	<ul style="list-style-type: none"> • Recruitment • Orientation • Training & Development • Performance Management. • Reward Systems
1.4 Planning & Execution	<ul style="list-style-type: none"> • Planning • Resource Alignment • Execution 	2.4 Organization Efficiency	<ul style="list-style-type: none"> • Policies & Procedures • Roles & Responsibilities • Outsourcing & Partners 	3.4 Organization Character	<ul style="list-style-type: none"> • Informal Communication • Employee Feedback • Ability to Change

The Management Assessment addresses all 35 ODM elements.

QuadRed Employee/ClimatePLUS Assessment Model

1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission, Vision Competitive Advantage	<ul style="list-style-type: none"> • Mission • Vision • Strategic Advantage 	2.1 Struc	<p>The Employee/ClimatePLUS Assessment emphasizes Culture (work environment) issues.</p>	3.1 Values & Beliefs	<ul style="list-style-type: none"> • Values Credibility
1.2 External Assessment	<ul style="list-style-type: none"> • Customer Profile • Market & Competitive Analysis 	2.2 Core Competence	<ul style="list-style-type: none"> • Leveraging Core Competence 	3.2 Leadership	<ul style="list-style-type: none"> • Management Modeling • Empowerment • Coaching • Building Teams
1.3 Internal Capabilities	<ul style="list-style-type: none"> • Finance • Research & Development • Production • Marketing • Sales Effectiveness • Customer Service 	2.3 Information Systems, and Technology	<ul style="list-style-type: none"> • Organization Communication • Shared Knowledge • Required Technology 	3.3 Human Resource Systems	<ul style="list-style-type: none"> • Recruitment • Orientation • Training & Development • Performance Management. • Reward Systems
1.4 Planning & Execution	<ul style="list-style-type: none"> • Planning • Resource Alignment • Execution 	2.4 Organization Efficiency	<ul style="list-style-type: none"> • Policies & Procedures • Roles & Responsibilities • Outsourcing & Partners 	3.4 Organization Character	<ul style="list-style-type: none"> • Informal Communication • Employee Feedback • Ability to Change

Gray elements are NOT included in the this assessment.

QuadRed Board Assessment Model

1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission, Vision Competitive Advantage	<ul style="list-style-type: none"> • Mission • Vision • Strategic Advantage 	<ul style="list-style-type: none"> • Culture Alignment 		3.1 Values & Beliefs	<ul style="list-style-type: none"> • Values Credibility
1.2 External Assessment	<ul style="list-style-type: none"> • Customer Profile • Market & Competitive Analysis 	2.2 Core Competence	<ul style="list-style-type: none"> • Leveraging Core Competence 	3.2 Leadership	<ul style="list-style-type: none"> • Management Modeling • Empowerment • Coaching • Building Teams
1.3 Internal Capabilities	<ul style="list-style-type: none"> • Finance • Research & Development • Production • Marketing • Sales Effectiveness • Customer Service 	2.3 Information Systems, and Technology	<ul style="list-style-type: none"> • Organization Communication • Shared Knowledge • Required Technology 	3.3 Human Resource Systems	<ul style="list-style-type: none"> • Recruitment • Orientation • Training & Development • Performance Management • Reward Systems
1.4 Planning & Execution	<ul style="list-style-type: none"> • Planning • Resource Alignment • Execution 	2.4 Organization Efficiency	<ul style="list-style-type: none"> • Policies & Procedures • Roles & Responsibilities • Outsourcing & Partners 	3.4 Organization Character	<ul style="list-style-type: none"> • Informal Communication • Employee Feedback • Ability to Change

The Board Assessment emphasizes strategic issues.

Gray elements are NOT included in the Board Assessment.

QuadRed Small Business Assessment Model

1.0 Organization Strategy		2.0 Organization Culture	
1.1 Mission, Vision Competitive Advantage	<ul style="list-style-type: none"> • Mission & Competitive Advantage 	3.1 Values & Beliefs	<ul style="list-style-type: none"> • Values Credibility
1.2 External Assessment	<ul style="list-style-type: none"> • Customer Profile • Market & Competitive Analysis 	3.2 Leadership	<ul style="list-style-type: none"> • Management Modeling • Empowerment & Coaching
1.3 Internal Capabilities	<ul style="list-style-type: none"> • Finance • Research & Development • Production • Marketing • Sales Effectiveness • Customer Service 	3.3 Human Resource Systems	<ul style="list-style-type: none"> • Training & Development • Performance Management. • Reward Systems
1.4 Planning & Execution	<ul style="list-style-type: none"> • Planning & Execution • Required Technology 	3.4 Organization Character	<ul style="list-style-type: none"> • Organization Communication • Ability to Change

There are only 2 Core Drivers in the Express Assessment.

The Small Business assessment is ideal for small businesses.

It addresses the key business disciplines that any business owner should evaluate.

QUADBOARD GOVERNANCE ASSESSMENT



QUADBOARD

Methodology

The assessment employs a six-point interval scale to evaluate your Board's performance measured against 68 best-practice statements tied to 3 Board Effectiveness categories. Each statement requires a response ranging from "Strongly Disagree" to "Strongly Agree". Participants may also choose a "Don't Know" or "Not Applicable" response. Responses from all participants are aggregated resulting in performance mean scores.

The Results & Key Findings report is designed to reflect:

1. **Priorities:** The areas the Board Members view to have the most Impact on their current effectiveness.
2. **Performance:** The Board Member's perception of the Board's overall performance in each of the 8 categories.
3. **Comparison:** The degree to which Inside and Outside Directors agree or disagree on priorities and performance.
4. **Consensus:** The level of agreement or disagreement that exists among the Board Members regarding performance in key areas.

How to Use this Report

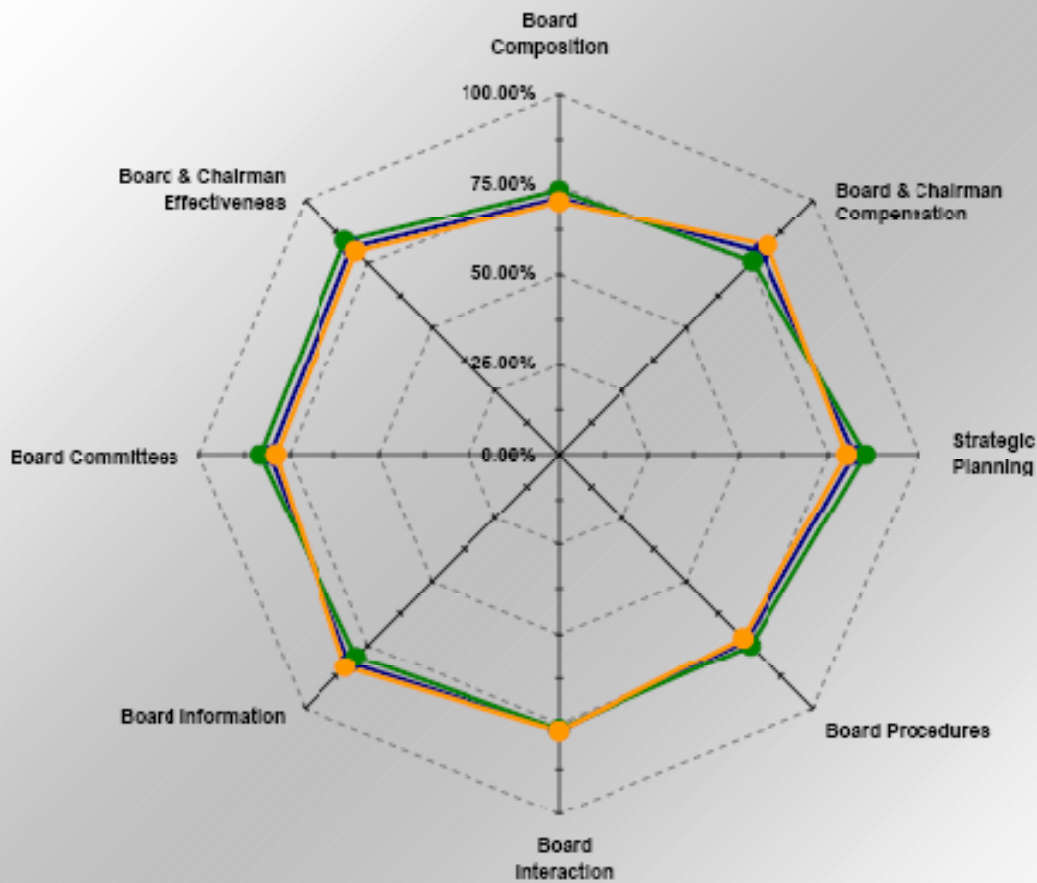
1. Review the Executive Summary/Board Member Comparisor and Degree of Impact pages to understand:
 - How all Board Members collectively rate their overall performance.
 - How the inside and outside Board Members rate their overall performance.
 - How all Board Members collectively prioritized the each of the board effectiveness categories.
 - How the inside and outside Board Members prioritized each of the board effectiveness categories.
2. Use the Detail Results to see how participants individually rated performance of the high-impact areas. Is there consensus or polarity?
3. Use this information to prioritize key performance improvement goals and to develop and execute a Board Effectiveness plan.
4. Take the assessment again in approximately 6 to 12 months to compare results in targeted improvement areas.

EXECUTIVE SUMMARY

Board Member Comparison

This page compares performance ratings for each of the 8 Board categories. Performance ratings are first displayed in aggregate and then separately for the Inside and Outside Board Member groups. Means scores are listed under "Perf."

QUADBOARD



- All Board Members: 24
- Inside Directors: 10
- Outside Directors: 14

#	All Board Members	Impact	Perf.
1	Board Composition	High	71.56%
2	Board Procedures	High	73.25%
3	Strategic Planning	Med	82.10%
4	Board Interaction	Med	76.85%
5	Board Information	Med	82.37%
6	Board Committees	Med	80.41%
7	Board & Chairman Effectiveness	Low	81.41%
8	Board & Chairman Compensation	Low	79.50%

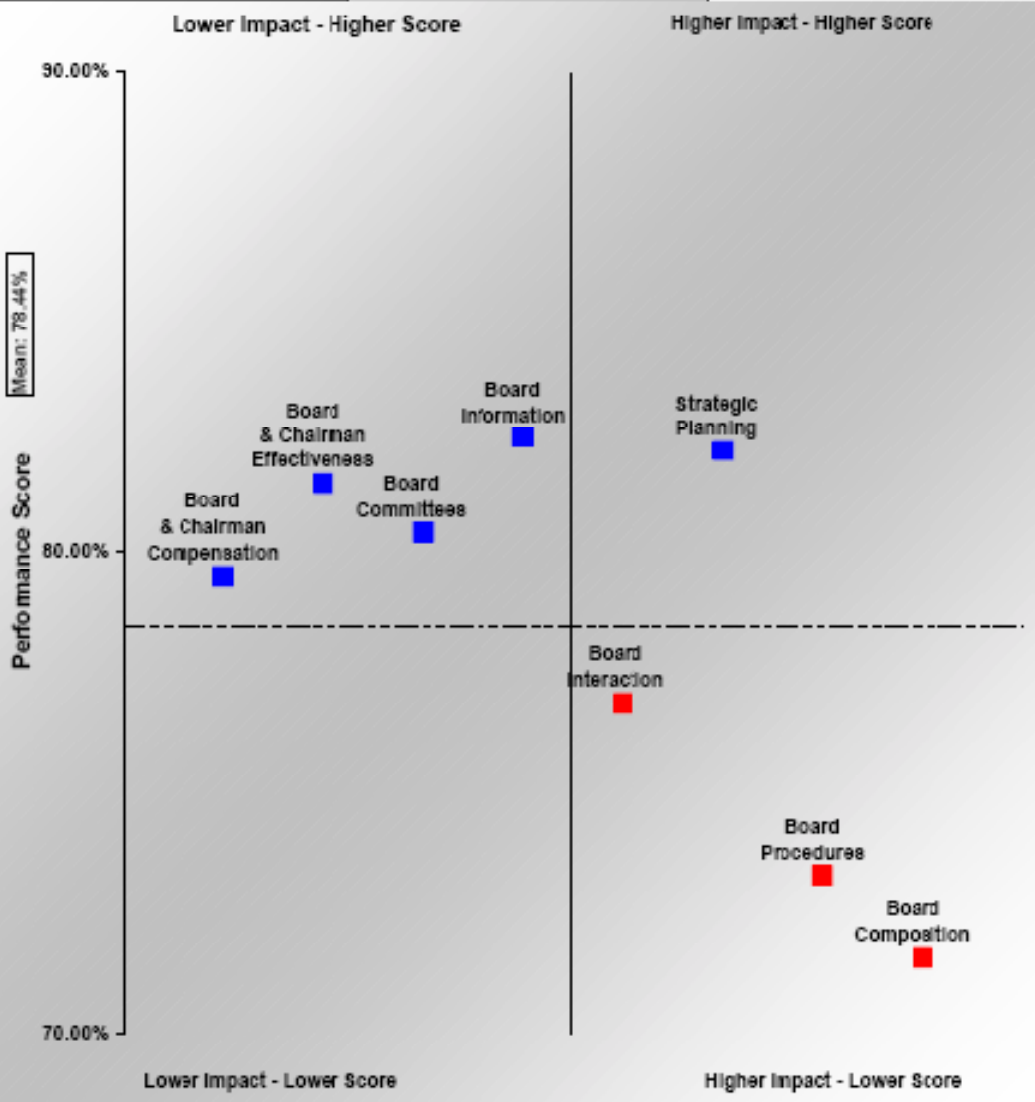
#	Inside Directors	Impact	Perf.
1	Board Composition	High	70.64%
2	Board Procedures	High	75.15%
3	Strategic Planning	Med	85.14%
4	Board Information	Med	79.63%
5	Board Interaction	Med	76.53%
6	Board Committees	Med	80.12%
7	Board & Chairman Effectiveness	Low	83.97%
8	Board & Chairman Compensation	Low	75.81%

#	Outside Directors	Impact	Perf.
1	Board Composition	High	70.35%
2	Strategic Planning	High	80.00%
3	Board Procedures	High	72.15%
4	Board Interaction	Med	77.06%
5	Board Information	Med	83.94%
6	Board Committees	Med	78.70%
7	Board & Chairman Effectiveness	Low	79.70%
8	Board & Chairman Compensation	Low	82.17%

EXECUTIVE SUMMARY

Degree of Impact All Board Members

This page plots the 8 Categories of Board Effectiveness as perceived by All Board Members. The vertical axis represents the low to high performance mean scores. The horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the 8 Categories in order of weighted priority, as determined by the group. The performance mean score ("Perf") is also listed for each Category.

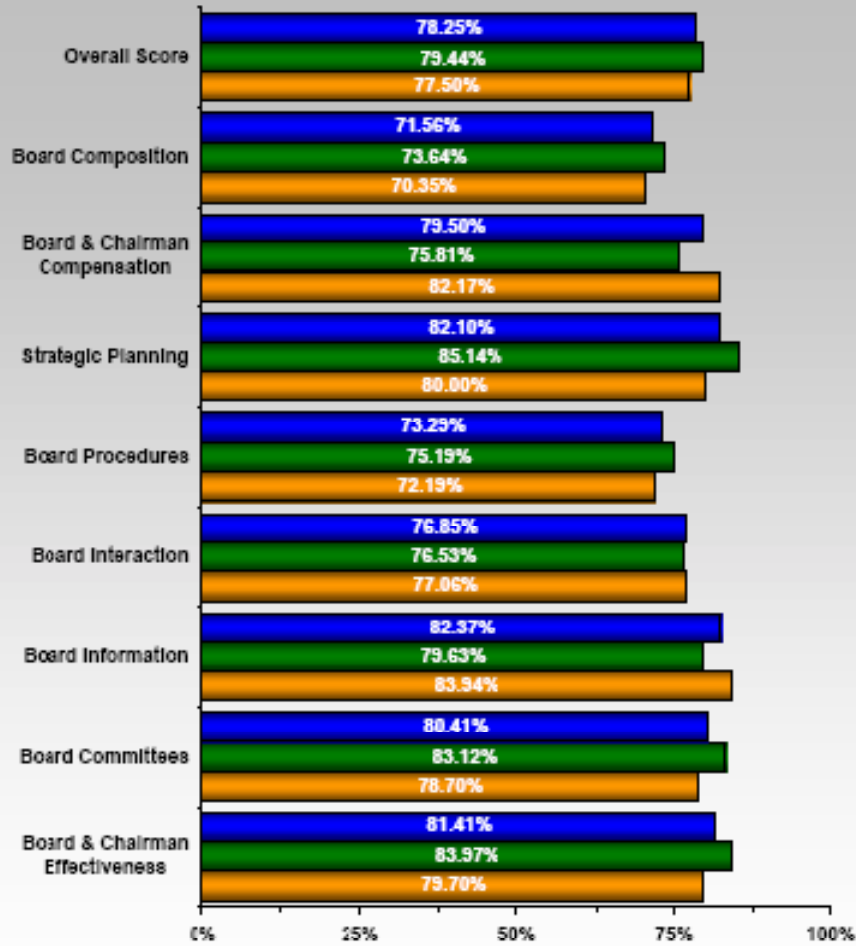


#	Priorities	Impact	Perf.
1	Board Composition	High	71.56%
2	Board Procedures	High	73.29%
3	Strategic Planning	Med	82.10%
4	Board Interaction	Med	76.85%
5	Board Information	Med	82.37%
6	Board Committees	Med	80.41%
7	Board & Chairman Effectiveness	Low	81.41%
8	Board & Chairman Compensation	Low	79.50%

QUADBOARD

Board Effectiveness

Results Detail

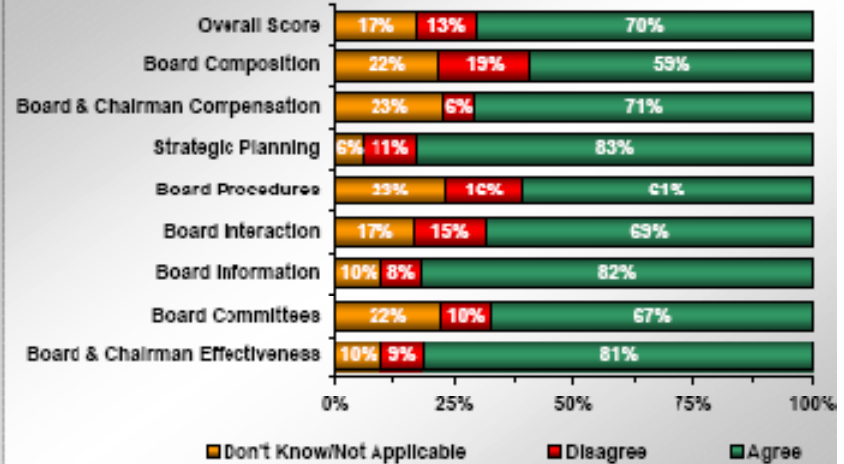


■ All Board Members: 24
■ Inside Directors: 10
■ Outside Directors: 14

QUADBOARD

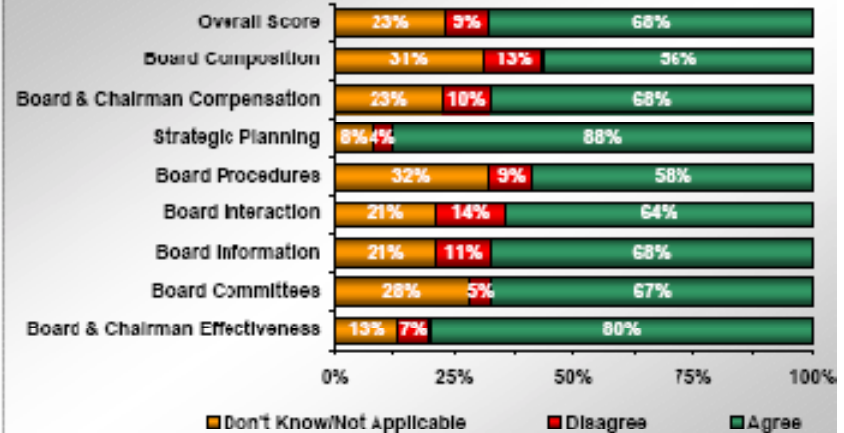
This section of the report presents performance scores and shows the percent of Agree or Disagree responses selected by the respondents for each of the 9 Categories. This section of the report also shows the distribution of responses for each statement by group.

Level of Awareness/Agreement: All Board Members




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

Level of Awareness/Agreement: Inside Directors



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

Management Assessment: Sample Onscreen Assessment Page


[Logout](#)

Profile
Assessment
Assessment Review
Degree of Impact
Transmit Data

Mission, Vision & Competitive Advantage

[External Assessment](#)

[Internal Capabilities](#)

[Planning and Execution](#)

[Structure](#)

[Core Competence](#)

[Information, Systems, & Technology](#)

[Organization Efficiency](#)

[Values & Beliefs](#)

[Leadership](#)

[Human Resource Systems](#)

[Organization Character](#)

Instructions! Click Here ?

	N/A	Don't Know	Strongly Disagree	Strongly Agree	Help
9. Our organization has clearly identified the specific features and benefits our customers want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/> ?
10. Our organization has clearly identified why our customers would NOT purchase our products or services.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/> ?
11. Our customers purchase our products or services in the manner they prefer (in-person, internet, phone, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/> ?
12. Our organization has clearly identified the key strengths, weaknesses, and strategies of our direct competitors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/> ?
13. Our organization has thoroughly assessed the threat of substitute products or services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/> ?
14. Our organization has analyzed the outlook for growth in our primary market.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/> ?
15. Our customer base is growing at a rate that meets or exceeds industry standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/> ?
16. Our organization maintains an ongoing, quantifiable market evaluation process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/> ?
17. Our organization has analyzed threats and opportunities that could result from changes in external demographic, economic, political, and technological factors that may influence our business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/> ?

8% Complete

* Once you are finished with the assessment go to the **Assessment Review** t

As they complete the *Management Assessment*, senior managers evaluate their company's business performance against 117 best practice statements.

Page 1 of 1

Management Assessment: Sample Degree of Impact Section

The screenshot displays the QUADSTRAT Strategic Performance Assessment interface. At the top, the logo and navigation tabs (Profile, Assessment, Assessment Review, Degree of Impact, Transmit Data) are visible. The main content area is divided into three sections: Organization Strategy, Organization Design, and Organization Culture. The Organization Design section is active, showing a list of elements to be ranked. The elements are divided into 'Unordered Elements' and 'Ordered Elements'. A yellow callout box highlights that senior managers rank these disciplines based on their perceived impact on company success. Below the elements, there are 'Save element order' and 'Save/' buttons. An important note at the bottom states that rankings must be saved before proceeding.

QUADSTRAT™
STRATEGIC PERFORMANCE ASSESSMENT

Logout

Profile Assessment Assessment Review **Degree of Impact** Transmit Data

Organization Strategy | Organization Design | Organization Culture

Instructions! Click Here ?

Unordered Elements

- Having a clear mission
- Knowing your competition
- Having sufficient financial resources
- Having a well-defined marketing plan
- Identifying and prioritizing key goals

Ordered Elements

- Executing your plan
- Bringing innovative products/services to market
- Establishing a competitive advantage
- Providing excellent customer service
- Having efficient order fulfillment capability
- Knowing what your customers really want
- Allocating necessary resources to achieve goals
- Having a clear vision of the future
- Achieving sales goals

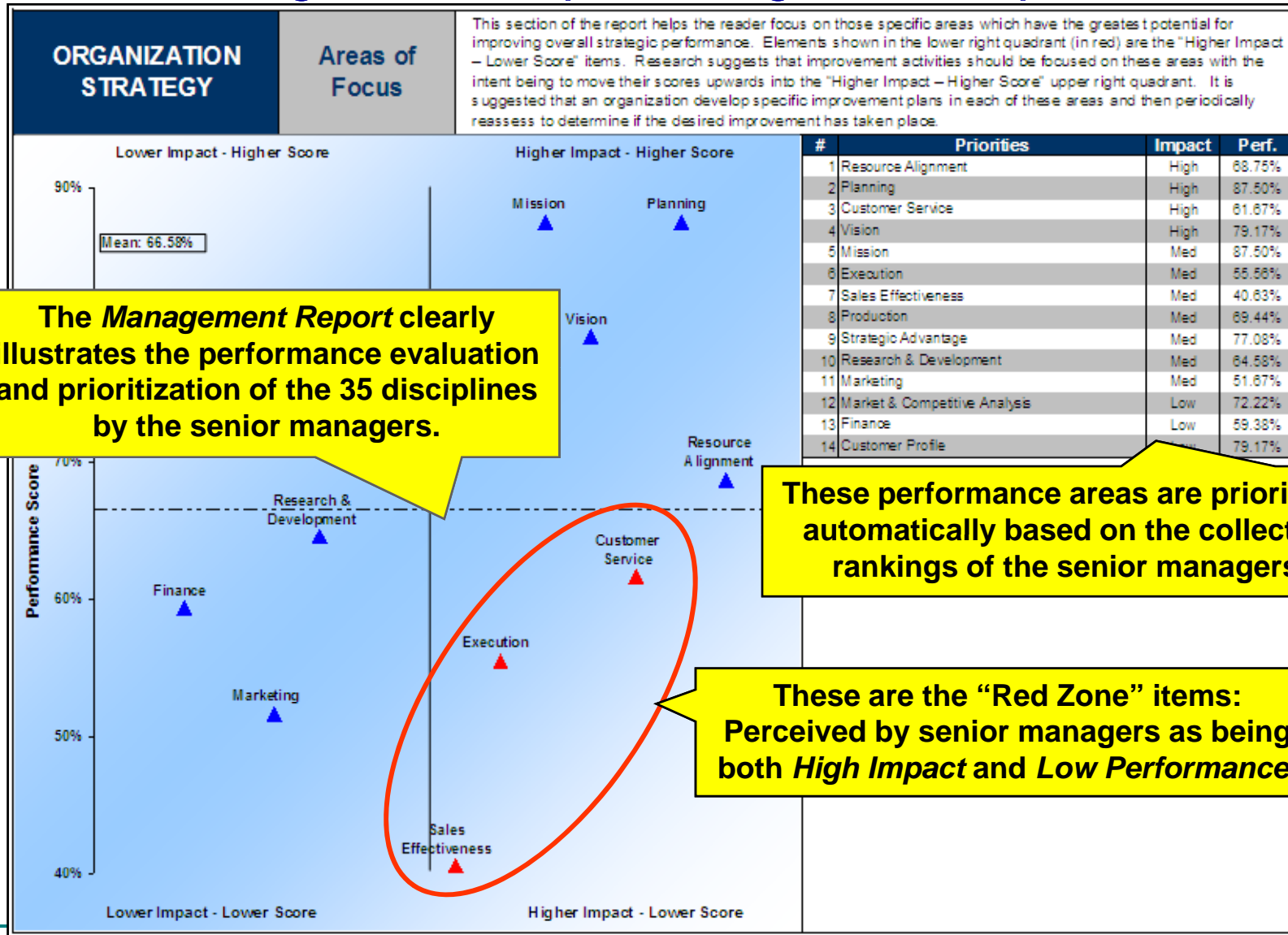
Save element order Save/

Senior managers also force rank the disciplines in each *Core Driver* that they believe currently have the greatest impact to their company's success.

IMPORTANT! You must save your rankings before you proceed.

Once you are finished with the Degree of Impact section go to the **Transmit Data** tab above.

Management Report: Degree of Impact Matrix



The *Management Report* clearly illustrates the performance evaluation and prioritization of the 35 disciplines by the senior managers.

These performance areas are prioritized automatically based on the collective rankings of the senior managers.

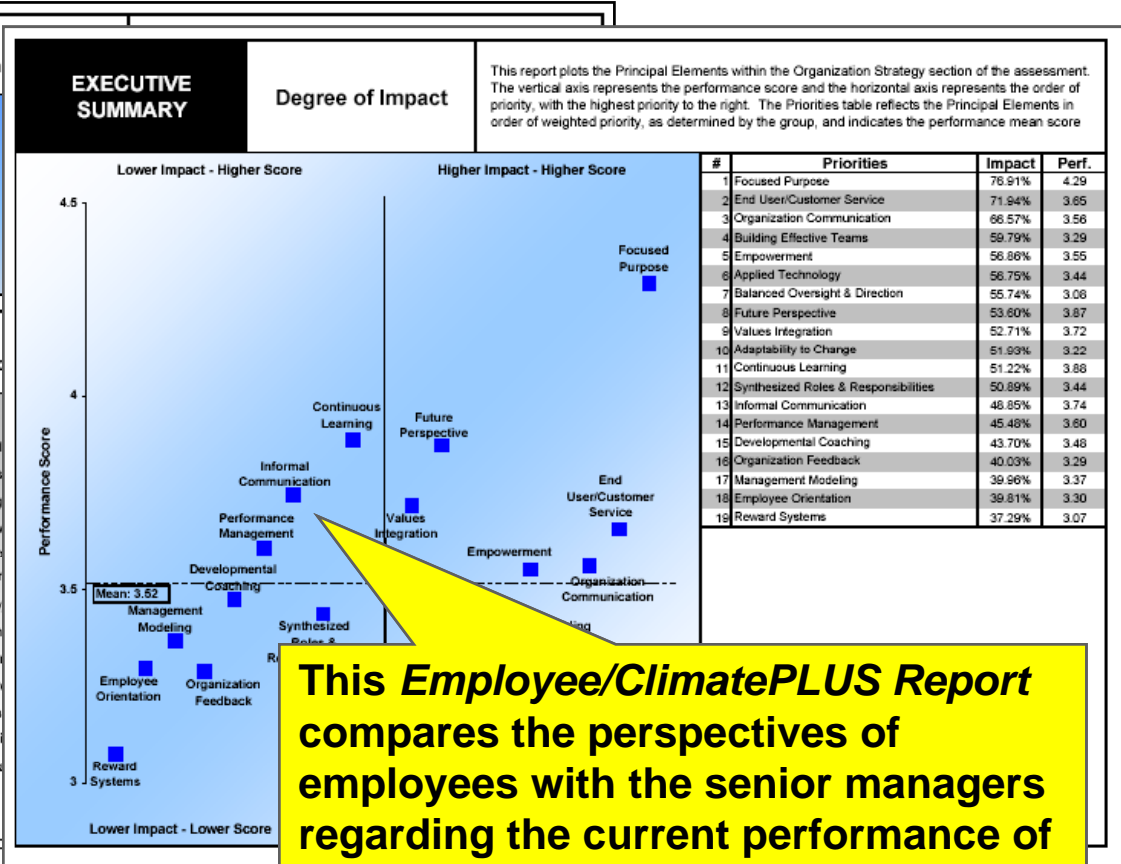
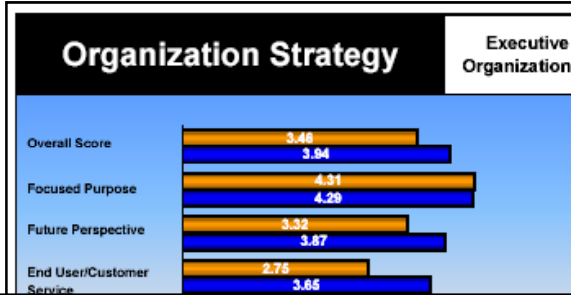
These are the "Red Zone" items: Perceived by senior managers as being both *High Impact* and *Low Performance*.

Management Report: The Frequency Section

Organization Culture		Detail Results						This section of the report demonstrates the dispersion of responses for all participants for Values & Beliefs, Leadership, Human Resource Systems, and Organization Character.					
Values Credibility (cont.)		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
	DK	1	2	3	4	5	6						
74. Our values and beliefs are reinforced in all internal communication.	0%	40%	20%	20%	20%	0%	0%	0%	2.20	1.30	Executives:	2.24	1.13
75. The daily experiences of our employees are consistent with the direction set forth in our values and beliefs.	0%	20%	40%	40%	0%	0%	0%	0%	2.20	0.84	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
76. Cynicism is virtually absent in our company.	0%	20%	40%	40%	0%	0%	0%	0%	2.20	0.84			
Values & Beliefs													
Management Modeling		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
	DK	1	2	3	4	5	6						
77. Our managers' always behave in a manner that is consistent with our values and beliefs.	0%	20%	60%	20%	0%	0%	0%	0%	2.00	0.71	Executives:	2.20	1.08
78. At our company, employees have confidence in our senior leadership.	0%	40%	20%	40%	0%	0%	0%	0%	2.00	1.00			
79. Our company's senior leaders are honest.	0%	40%	0%	20%	40%	0%	0%	0%	2.60	1.52			
Empowerment		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
	DK	1	2	3	4	5	6						
80. Our managers know when to personally manage projects and when to let their staff have the authority and control.	0%	40%	0%	0%	20%	20%	20%	40%	3.40	2.30	Executives:	3.23	1.96
81. Employee involvement is always encouraged.	40%	40%	0%	0%	0%	20%	0%	20%	2.33	2.31			
82. At our company, authority to make decisions is given to the lowest appropriate level.	0%	20%	0%	20%	20%	0%	0%	0%	3.60	1.67			
Coaching		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
	DK	1	2	3	4	5	6						
83. At our company, delegation is viewed as a tool to develop and motivate our employees.	0%	20%	0%	0%	0%	0%	0%	0%	0%	0%			
84. When coaching employees, our managers understand the importance of maintaining the employee's self-esteem.	0%	20%	0%	0%	0%	0%	0%	0%	0%	0%			
85. Our managers always show appreciation to employees for good performance.	0%	20%	0%	20%	0%	40%	20%	60%	4.00	2.00			

The *Frequency Report* shows the distribution of response among the senior team for each of the 117 best practices statements. This section also includes a Standard Deviation.

Employee/ClimatePLUS Report: Employee Perspectives



This Employee/ClimatePLUS Report compares the perspectives of employees with the senior managers regarding the current performance of 19 best practice disciplines.

Employees also also rank the importance of these disciplines.

Values & Beliefs

Values Integration	FREQUENCY OF RESPONSE	Positive Scores						Execu	Emplo
		DK	1	2	3	4	5		
Our organization has carefully articulated our core values and beliefs.	Executive	5%	0%	9%	18%	23%	36%	9%	45%
	Employee	6%	2%	6%	17%	35%	23%	12%	35%
All our internal communications reinforce our values and beliefs.	Executive	5%	5%	36%	27%	14%	14%	0%	14%
	Employee	5%	9%	12%	25%	32%	14%	4%	18%
Our employees understand the critical importance of achieving the standards established in our values and beliefs.	Executive	9%	0%	23%	23%	36%	9%	0%	9%
	Employee	6%	6%	15%	18%	32%	16%	6%	23%

The CEO Report

Organization Strategy		1.3 Internal Assessment							This section of the report compares participant perceptions of the organization.		
		FREQUENCY OF RESPONSE							Positive Scores	Mean	Stddev.
1.3.1 Finance (cont.)		DK	1	2	3	4	5	6			
Our company has identified the key financial indicators that will be used to measure progress against our strategic intent.	CEO	0%	0%	0%	0%	100%	0%	0%	0%	2.88	--
	Executives	0%	50%	0%	25%	0%	25%	0%	1.94	1.27	
Our financial plan contains sufficient flexibility so we can quickly adapt to economic or environmental disruptions.	CEO	0%	0%	0%	0%	100%	0%	0%			
	Executives	0%	25%	50%	0%	25%	0%	0%			
Our company utilizes an "if/Then" scenario-building exercise when formulating our strategic plan.	CEO	0%	100%	0%	0%	0%	0%	0%			
	Executives	0%	50%	25%	25%	0%	0%	0%			
1.3.2 Research & Development		FREQUENCY OF RESPONSE							Positive Scores	Mean	Stddev.
		DK	1	2	3	4	5	6			
Our company allocates the necessary resources to support a successful research and development process.	CEO	0%	0%	0%	100%	0%	0%	0%	0%	4.33	--
	Executives	0%	25%	0%	0%	25%	25%	25%	50%	3.58	1.83
Our research and development process is innovative and creative.	CEO	0%	0%	0%	0%	0%	100%	0%	100%		
	Executives	0%	0%	0%	50%	25%	0%	25%	25%		
Our research and development process incorporates the feedback from all appropriate departments.	CEO	0%	0%	0%	0%	0%	100%	0%	100%		
	Executives	0%	50%	0%	0%	25%	25%	0%	25%		
1.3.3 Production		FREQUENCY OF RESPONSE							Positive Scores	Mean	Stddev.
		DK	1	2	3	4	5	6			
Our company effectively coordinates individuals and departments during the production phase of our products or services.	CEO	0%	0%	0%	0%	0%	100%	0%	100%	5.00	--
	Executives	0%	50%	0%	25%	25%	0%	0%	0%	3.00	1.87
Our strategic partners consistently fulfill their commitments relating to product or service production.	CEO	100%	0%						0%		
	Executives	75%	0%	2					0%		
Our product or service production process is cost efficient.	CEO										
	Executives										
Our product or service production process is flexible, fast, and responsive.	CEO										
	Executives										
1.3.4 Marketing		FREQUENCY OF RESPONSE							Positive Scores	Mean	Stddev.
		DK	1	2	3	4	5	6			
Our company effectively coordinates individuals and departments to ensure successful marketing of our products or services.	CEO									5.3	--
	Executives									4.8	1.61
Our company has a clearly defined marketing plan.	CEO	0%	0%	0%	100%	0%	0%	0%	0%		
	Executives	0%	75%	25%	0%	0%	0%	0%	0%		

The *Frequency Report* compares the CEO (or most senior executive) responses to his/her direct reports for each of the 117 best practices statements.

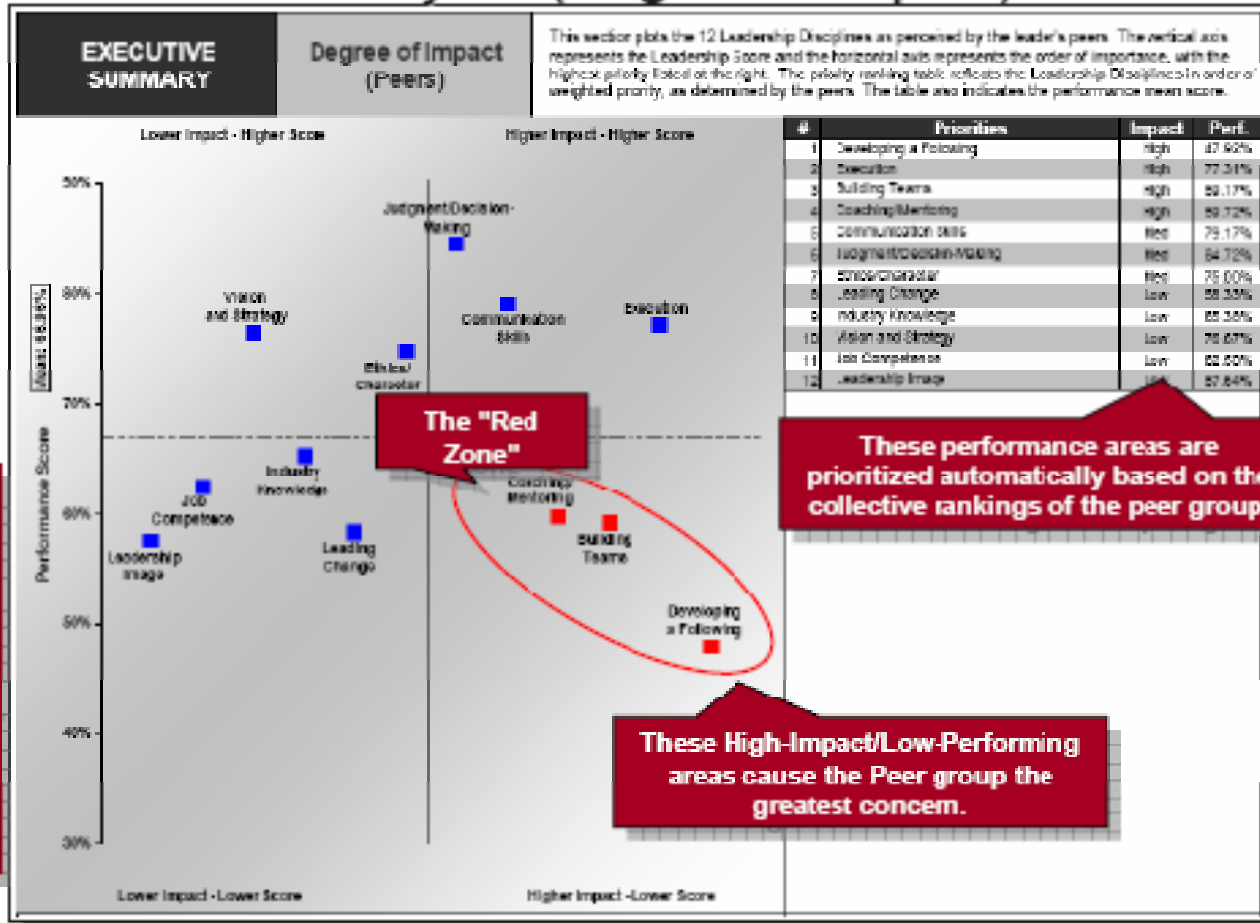
DK = Don't Know/Not Applicable
 1 = Strongly Disagree
 2 = Disagree
 3 = Somewhat Disagree

QUADLEAD Leadership Performance 360° Model™

1.0 Leadership Competence <i>What a leader does</i>	2.0 Leadership Character <i>Who a leader is</i>
1.1 Vision & Strategy	2.1 Leadership Image
1.2 Job Competence	2.2 Developing a Following
1.3 Industry Knowledge	2.3 Judgment/Decision-Making
1.4 Communication Skills	2.4 Personal Ethics
1.5 Leading Change	2.5 Coaching/Mentoring
1.6 Execution	2.6 Building Teams



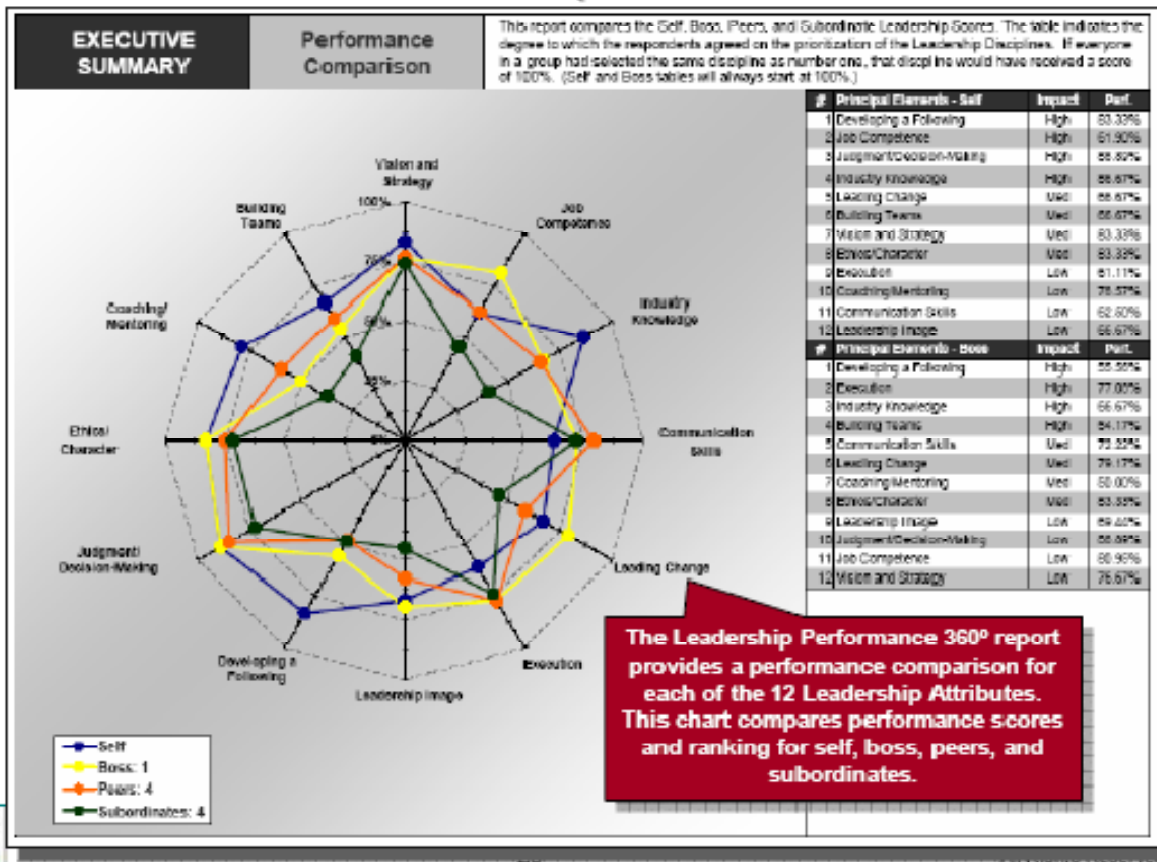
The Matrix Analysis (Degree of Impact)



QuadLEAD

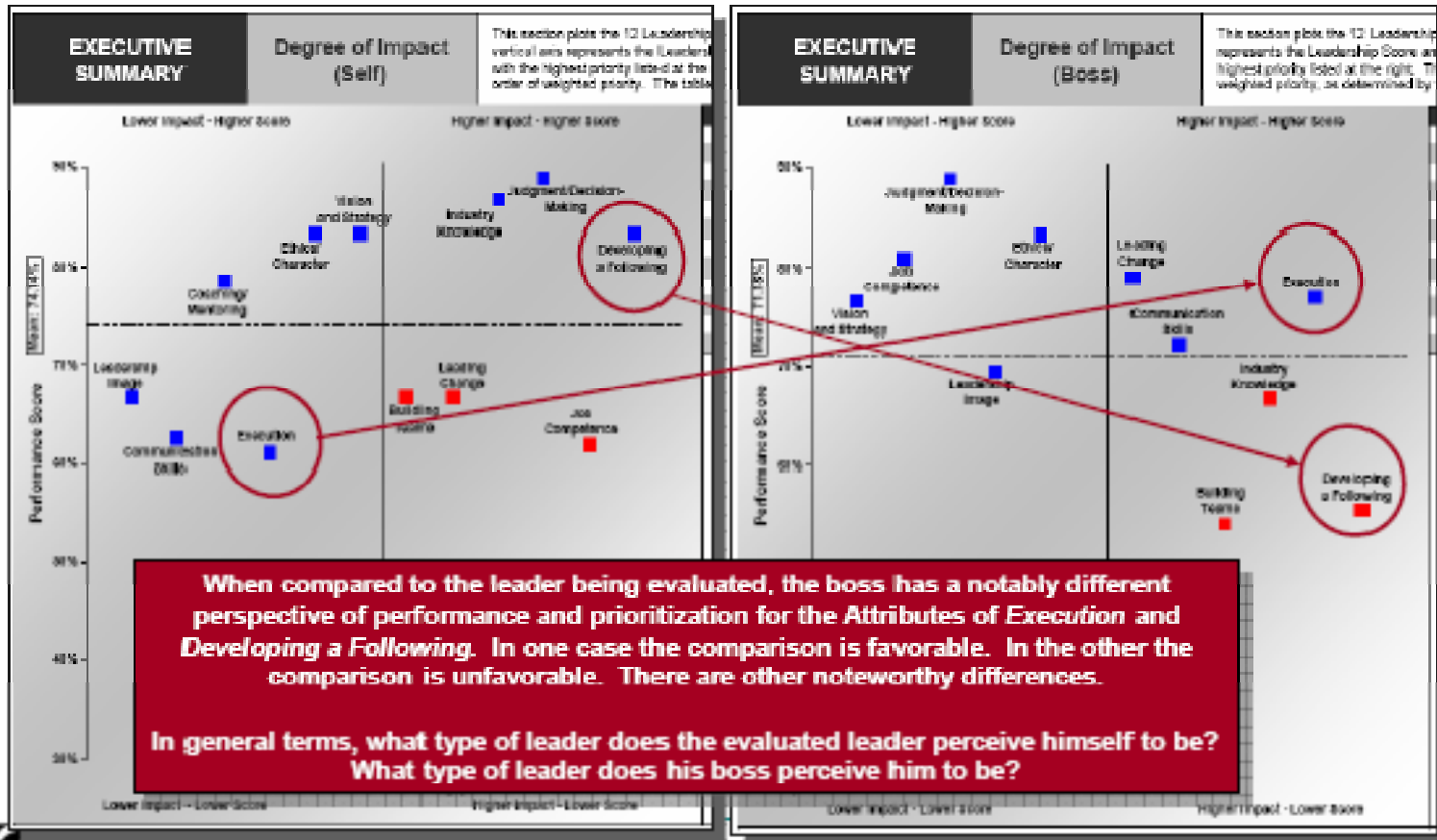
Low to High Impact

The Performance Comparison Chart



QUADLEAD Report Interpretation – Matrix Analysis

Self and Boss Perception Comparison



Sample Performance Improvement Worksheet (cont.)

Compare the evaluated leader with the skills of the higher performing leaders.

How do your results compare to these best practices?

My staff does not feel that I take the time to consider their development. Peers and subordinates have indicated that I tend to manage or control projects that could be effectively handled by my staff. Questions have been raised about whether I genuinely care about my staff.

(Optional) What are some of the recommendations you learned on this subject from reading the Leadership Chapter in "Mastering Strategy"?

- *Be more aware of "The Ten Fatal Flaws" that derail leaders, such as being abrasive or intimidating.*
- *Apply the Situational Leadership approach. Give direct reports more authority and latitude when they demonstrate competence.*
- *Use the "Achievement Potential Matrix" to better understand how to deal with varying staff attitudes and aptitudes.*

Your copy of "Mastering Strategy" contains leadership information you may find useful.

Identify the specific Action Items for improvement, when they will be implemented, and how progress will be measured.

What is your plan for improvement in this area?

Action Item	By When	How will you measure success?
<i>Conduct private meetings with staff to gain more specific feedback</i>	<i>2/05</i>	<i>10% overall improvement in my LPI for next 360 assessment.</i>
<i>Outline development plans for each staff member</i>	<i>5/05</i>	<i>Individual progress against plans; regular status meetings.</i>
<i>Attend Situational Leadership Course</i>	<i>8/05</i>	<i>Successful completion of program.</i>



Action Planning Report



Management Validation & Action Planning

Key Objectives	Resource Allocation	Ownership	Milestones	Due Date	Measurements
Building Effective Teams					
Select top performing managers as mentors	Training & Development Group	Jane Thomason - Director of Training & Development <jthomason@linear.com>	Send e-mail to regional VPs to nominate mentors	10/04/2001	Substantial increase in Leadership 360 results on the part of the candidates Favorable response from candidate staff interviews Successful completion of action items on candidate personal development plan
			Mentor candidate nominations due	10/12/2001	
			Mentors selected	10/19/2001	
Mentor managers to attend teambuilding train-the-trainers classes	External Training Company	Greg Hanson - Mgr of Training & Development	Select training company	10/02/2001	Same as above
			Develop training schedule	10/11/2001	
			Create course enrollment system	10/15/2001	
			Teambuilding course commences	10/30/2001	
Determine candidates for mentor program (to be paired with trained mentors)	Internal Resources	Ted Crane - Manager Human Resources <tcrane@linear.com>	Regional VP's to select candidates for program	10/09/2001	Same as above
			Candidate nominees due	10/16/2001	
			Schedule mentor/candidate	10/31/2001	
Establish process to be used to effectiveness				10/16/2001	Same as above
				10/23/2001	
				10/31/2001	
Customer					
Build profile				10/02/2001	30% increase in cross-sell products
				10/05/2001	
Conduct res				10/02/2001	75% of better favorable response to new product offerings
				10/09/2001	
				10/26/2001	
				10/30/2001	
			recommendations		

The Validation and Action-Planning sessions immediately produces this *Action Planning Report* at the conclusion of the strategic planning session.

This report includes Key Objectives, Milestones and Due Dates, Resource Allocation, Ownership, and Measurements.

Client Tracking

When you click on the **Assessment Status** link, you will see a list of your current clients. Simply click on the client assessment you would like to track and the following information will be displayed.

Profile Current Clients Logout

User Name	Email	Date Added	Date Submitted
User List for the following access code - V5TMB010103			
Anderson, William A	ba@tmb.com	11/10/2004	
Rissett, Marshall Rissett	mb@tmb.com	11/7/2004	
Craig, Chris	co@tmb.com	11/8/2004	
HARDCASTLE, ADAM A	AA@TMB.COM		11/8/2004 3:32:00 AM
Sano, Irwin R	is@tmb.com		
Taniewska-Elliott, Caroline S	ce@tmb.com		
Yindrick, Michele M	my@tmb.com	11/8/2004	11/8/2004 11:12:00 AM
User List for the following access code - V5TMB010105			
Ryan, Michele	michale@trissystemsperformance.com	11/9/2004	
User List for the following access code - V5TMB010106			
		11/8/2004	11/8/2004 2:46:00 PM
		11/8/2004	11/8/2004 5:35:00 PM
		11/8/2004	11/8/2004 6:01:00 PM
Daca, Timothy			
BARNUM, BARBARA A	ba@tmb.com		11/8/2004 3:56:00 PM
Bosman, Eric P	eb@tmb.com		11/8/2004 10:24:00 AM
Clerk, David R	dc@tmb.com	11/9/2004	11/8/2004 6:00:00 PM
Downey, David M	dd@tmb.com	11/8/2004	11/8/2004 3:18:00 PM
duarte, iaime d		11/9/2004	11/9/2004 4:38:00 PM
Gardner, Dan L	dg@tmb.com	11/8/2004	11/8/2004 11:46:00 AM
HERNANDEZ, ANGEL A		11/8/2004	
HORN, JOHN P		11/8/2004	11/8/2004 12:47:00 PM
KAVANAGH, ORLA M	OK@TMB.COM	11/8/2004	11/8/2004 1:50:00 PM
lescano, Cynthia n	cl@tmb.com	11/8/2004	11/11/2004 12:58:00 PM
Linett, Joseph		11/11/2004	11/11/2004 12:55:00 PM
Olivas, Mona Y	mo@tmb.com	11/10/2004	11/10/2004 12:21:00 PM

Mr. Anderson, Ms. Blissett, and Mr. Craig have started the assessment, but have not completed it.

Respondents are grouped according to their respective Access Codes.

These people have finished and transmitted their assessments.



Testimonials

“Virtual CEO [QUADRED] is the most effective strategic planning tool we have ever used. It opened dialogue and created a unified approach among our management team.”

Jim Mullen, SVP & COO, Tillamook Cheese

“In our latest project for a national healthcare firm, we competed against several other much larger firms. Virtual CEO [QUADRED] helped us differentiate our services and win the engagement.”

Lynn Marie Hoopingarner

President, Profitable Solutions Institute, Inc.

Applications for Tools

- Strategic Planning
- Organization Readiness
- Management and Employee Alignment
- Continuous Learning
- Process Improvement
- M&A Analysis
- Executive Development and Education
- New Executives Desiring A Baseline Assessment

Contact

- Alphonso Spence
 - President, Trinity Corporation
 - Certified QUADRED Solutions Provider
 - 937.271.1297
 - www.trinity-corporation.com
 - alphonso@trinity-corporation.com