



ORGANIZATIONAL ALIGNMENT INDEX

FEEDBACK REPORT

PREPARED FOR

Your Organization

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Overview: Purpose of Tool

How effective is our process for thinking about business issues and aligning and executing strategies to drive growth?

The OAI is a tool that allows you to assess your organization's effectiveness by identifying key issues so that you can then align and execute strategies that drive improvement and growth. The assessment's results help you determine whether or not your firm has developed and implemented strategies and processes that will insure its long-term viability, competitiveness and success. It offers insight into key stakeholder (management, employees, and others) perceptions of the company operations and practices across various levels of the organization. It helps to focus the areas that your management team may use to build business and leadership capability.

Dimensions: What is Measured

The Organizational Alignment Index summary provides a concise synopsis of survey assessment results . The report summarizes your organization's strategic thinking and planning capabilities on eight critical dimensions.

The **8 different dimensions** are listed below:

<i>Challenging Assumptions:</i>	Having an open mind, willing to challenge accepted beliefs and raise new concerns.
<i>Vital Few:</i>	Focusing on the vital few issues versus tackling everything. Analyzing and concluding effectively enhances clarity, directs focus and promotes balance.
<i>Facts v. Opinions:</i>	Using facts to make decisions and reaching meaningful, valid conclusions; opinions and conjecture do not provide accurate support.
<i>Scope:</i>	Determining the appropriate "scope of analysis" to address the right issues within your control.
<i>Linkage:</i>	Connecting ideas both upstream and downstream allows for systematic thinking; what's up front informs what is to follow.
<i>Process:</i>	A structured approach that employs a common language for identifying business issues .
<i>Assessment:</i>	Routinely assessing internal and external issues that lead to conclusions and implications for action.
<i>Planning:</i>	Creating strategies, measures and developing initiatives that will successfully address overarching

Overview Rating Scale

The following pages provide a summary of employee responses to the Organizational Alignment Index. The survey statements were rated on a scale, which required a response from among five categories:

1 = Strongly Disagree 2 = Disagree 3 = Somewhat Agree 4 = Agree 5 = Strongly Agree

The statement or dimension averages are based on a 5-point scale, with “5” being the highest possible average and “1” being the lowest average.

Averages are calculated for the following:

- **Dimension/Section**
- **Scoring Statement Questions**

Please note the following term definitions:

- **Range** The scale used to place calculated averages.
- **Top Box** The percentage of “5” (Strongly Agree) responses.

Participation Summary

The participation summary provides a concise breakdown of responses. The charts below summarize the numbers and percentages of participation segmented by specific groupings.

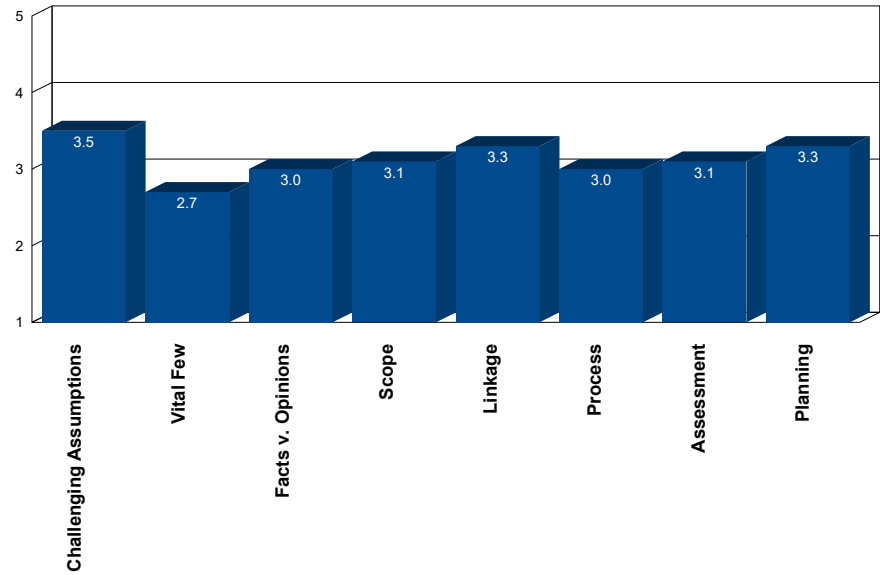
Assessment Information

Assessment Name	Surveys Distributed	Surveys Completed
Organizational Alignment Index	31	30

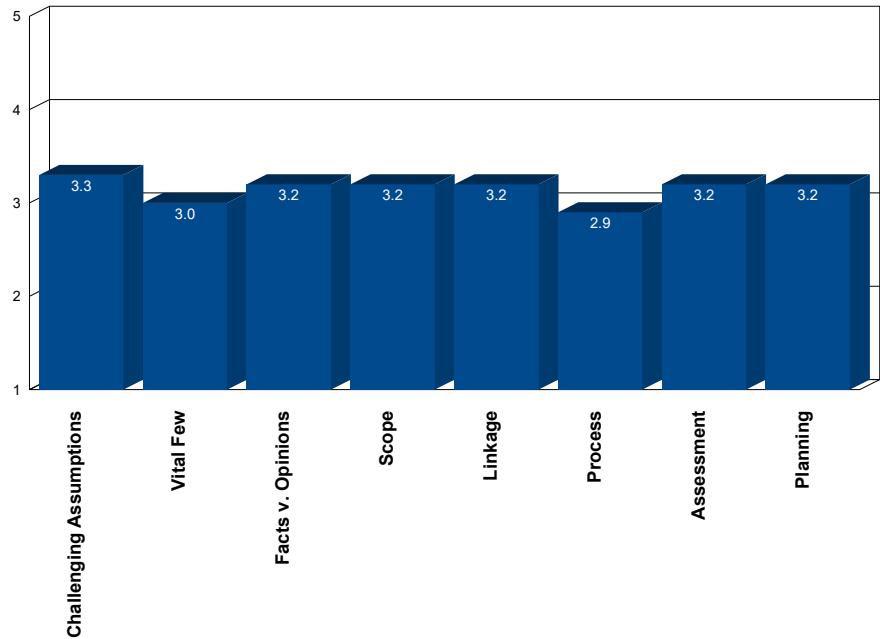
Dimension/Section Summary/Normative Data

Strategic Thinking Capabilities		
	Company Average	Normative Data
Challenging Assumptions	3.5	3.3
Vital Few	2.7	3.0
Facts v. Opinions	3.0	3.2
Scope	3.1	3.2
Linkage	3.3	3.2
Process	3.0	2.9
Assessment	3.1	3.2
Planning	3.3	3.2
Effectiveness	0.0	

Dimension/Section Summary Averages



Norms



Individual Question Analysis, Averages & Top Box Scores

Dimension: CHALLENGING ASSUMPTIONS

Section Average / Normative Data Average: 3.5 / 3.3

Having an open mind, willing to challenge accepted beliefs and raise new concerns.

Question		Strongly Disagree Strongly Agree					AVERAGE	NORMATIVE
		1	2	3	4	5		
1. We are open to new ways to explore our previously held beliefs.	SCORE	3	7	16	71	3	3.6	
	NORM	1.9	18.4	36.1	36.1	7.1		3.3
2. We have a willingness to challenge existing assumptions.	SCORE	3	3	36	48	10	3.6	
	NORM	2.3	21.1	36.8	32	7.9		3.2
3. Our organization encourages us to express any and all of our views, even if we disagree with top management.	SCORE	3	10	23	61	3	3.5	
	NORM	2.6	23.3	33.5	34.6	5.6		3.2
4. We challenge existing assumptions as a mechanism for identifying new business opportunities.	SCORE	0	23	39	39	0	3.2	
	NORM	3	23.3	37.6	33.8	2.3		3.1

Dimension: VITAL FEW

Section Average / Normative Data Average: 2.7 / 3.0

Focus on the vital few issues versus tackling everything. Analyzing and concluding effectively enhances clarity, directs focus and promotes balance.

Question		Strongly Disagree Strongly Agree					AVERAGE	NORMATIVE
		1	2	3	4	5		
5. We thoroughly understand the issues we need to address before we make decisions on goals/strategies and plans.	SCORE	3	36	36	26	0	2.8	
	NORM	3.4	32.7	36.8	22.9	4.1		2.9
6. We identify critical issues and prioritize them effectively.	SCORE	3	39	45	13	0	2.7	
	NORM	4.5	28.2	38.3	27.1	1.9		2.9
7. We know how to streamline from many to the few key issues.	SCORE	10	42	36	10	3	2.5	
	NORM	7.2	33.9	40.4	16.6	1.6		2.7
8. We prioritize our efforts on the appropriate business issues that will create clear direction.	SCORE	3	42	42	10	3	2.7	
	NORM	4.9	31.6	38	22.6	3		2.9

Dimension: FACTS v. OPINIONS

Section Average / Normative Data Average: 3.0 / 3.2

Use facts to make decisions and reach meaningful, valid conclusions; opinions and conjecture do not provide accurate support.

Question		Strongly Disagree Strongly Agree					AVERAGE	NORMATIVE
		1	2	3	4	5		
9. In our analysis of information, we are effective in discriminating between fact and opinion.	SCORE	16	13	48	16	7	2.8	
	NORM	6.4	21.4	33.8	33.5	4.9		3.1
10. Recommendations are based on facts.	SCORE	10	13	45	23	7	3.0	
	NORM	5.3	19.5	39.1	30.8	4.9		3.1
11. We avoid conjecture by employing facts when making decisions.	SCORE	7	16	52	19	7	3.0	
	NORM	3	19.2	48.9	23.7	4.9		3.1

Dimension: SCOPE

Section Average / Normative Data Average: 3.1 / 3.2

Determine the appropriate "scope of analysis" to address the right issues within your control.

Question		Strongly Disagree Strongly Agree					AVERAGE	NORMATIVE
		1	2	3	4	5		
12. We are able to clearly and consistently define our most significant business issues in 1 - 2 sentences.	SCORE	13	26	36	26	0	2.7	
	NORM	6.8	31.2	33.8	25.6	1.9		2.8
13. We know where to direct our efforts when we begin talking about important issues.	SCORE	7	19	39	32	3	3.1	
	NORM	2.6	21.1	41	33.1	1.5		3.1
14. Our managers and supervisors are able to see the "big picture," even in the midst of day-to-day tasks and problems.	SCORE	3	23	39	32	3	3.1	
	NORM	4.5	18	39.5	35	2.3		3.1
15. We are aware of the scale (organization, function, team) of the issues we are addressing.	SCORE	3	26	45	19	7	3.0	
	NORM	1.1	21.1	41.7	33.5	2.3		3.1
16. We consistently address business issues that are within our control.	SCORE	3	10	42	39	7	3.4	
	NORM	1.9	13.5	41.4	37.6	5.6		3.3

Dimension: LINKAGE

Section Average / Normative Data Average: 3.3 / 3.2

Connecting ideas both upstream and downstream allows for systematic thinking; what's up front informs what is to follow.

Question		Strongly Disagree Strongly Agree					AVERAGE	NORMATIVE
		1	2	%3	%4	%5		
17. We leverage our internal strengths when making decisions about our business strategies.	SCORE	0	3	52	45	0	3.4	
	NORM	1.1	15.4	41	38.7	3.8		3.3
18. Project plans link to strategies and have clear accountabilities.	SCORE	0	19	55	26	0	3.1	
	NORM	6.4	29.7	36.5	24.8	2.3		2.9
19. Our company's core strategies are based on a careful review of our strengths, weaknesses, opportunities, and challenges.	SCORE	0	10	48	36	7	3.4	
	NORM	3.8	24.4	35.3	30.1	6		3.1
20. Our organization is aligned to the strategies that we are pursuing.	SCORE	3	13	26	55	3	3.4	
	NORM	4.5	20.3	40.2	31.2	3.8		3.1
21. Our organization consistently delivers on our commitments to each other, our organization, and all of our stakeholders.	SCORE	0	23	58	19	0	3.0	
	NORM	3.4	27.4	40.2	22.9	5.3		3.0

Dimension: PROCESS

Section Average / Normative Data Average: 3.0 / 2.9

A structured approach that employs a common language for identifying business issues.

Question		Strongly Disagree Strongly Agree					AVERAGE	NORMATIVE
		1	2	3	4	5		
22. We use one business language with terms that are clear and simple to grasp.	SCORE	0	19	29	39	13	3.5	
	NORM	3.8	20.3	35	35.3	5.3		3.2
23. We use a common approach throughout the organization to drive change.	SCORE	3	42	32	23	0	2.7	
	NORM	9.8	35.3	36.1	17.3	1.1		2.6
24. Our organization has a consistent process for agreeing on deliverables and accountability.	SCORE	7	29	36	23	7	2.9	
	NORM	7.5	41	30.5	18.8	1.5		2.7
25. We consistently utilize a process for analyzing and prioritizing issues throughout all levels of the organization.	SCORE	3	39	39	19	0	2.7	
	NORM	9.8	43.6	32.7	12.4	1.1		2.5

Dimension: ASSESSMENT

Section Average / Normative Data Average: 3.1 / 3.2

Routinely assessing internal and external issues that lead to conclusions and implications for action.

Question		Strongly Disagree Strongly Agree					AVERAGE	NORMATIVE
		1	2	3	4	5		
26. We use a set of tools for data collection and organization.	SCORE	3	7	52	29	10	3.4	
	NORM	6	25.2	35	29.3	4.1		3.0
27. We are able to articulate our competitive advantage(s) in the marketplace.	SCORE	3	23	39	36	0	3.1	
	NORM	4.5	22.6	32.7	34.6	5.6		3.1
28. Our company can clearly describe what makes us better than or different from our competitors.	SCORE	3	26	45	23	3	3.0	
	NORM	4.1	21.4	30.5	34.2	9.4		3.2
29. Our company has a process in place to assess our company's strengths and weaknesses that is conducted on a regular basis.	SCORE	10	42	26	19	3	2.6	
	NORM	9	34.6	38	14.7	3.4		2.7
30. Our organization reviews our performance against deliverables and accountabilities on a regular basis.	SCORE	0	13	48	32	7	3.3	
	NORM	1.1	17.7	33.1	37.6	10.2		3.4

Dimension: PLANNING

Section Average / Normative Data Average: 3.3 / 3.2

Creating strategies, measures and developing initiatives that will successfully address overarching business issues.

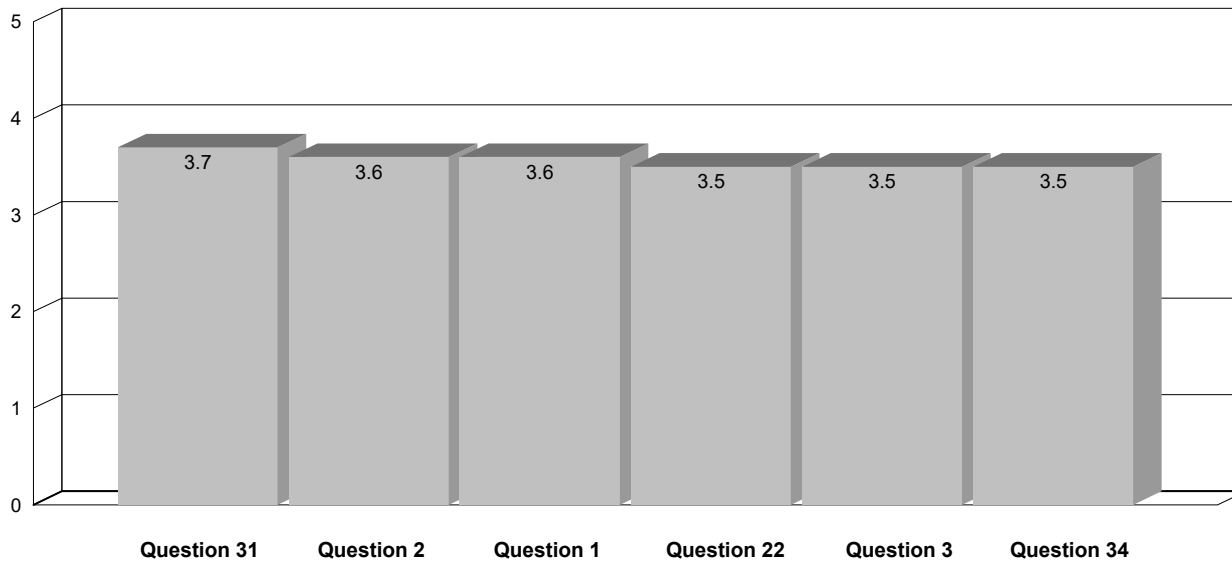
Question		Strongly Disagree Strongly Agree					AVERAGE	NORMATIVE
		1	2	3	4	5		
31. Our company has established measurable goals and targets, as well as timelines for us to realistically expect results.	SCORE	0	10	26	52	13	3.7	
	NORM	2.3	12.4	30.5	43.6	10.9		3.5
32. Our company has a process to ensure that every team has well-developed goals, objectives and timelines that document their purpose, actions and results.	SCORE	3	10	45	39	3	3.3	
	NORM	3.8	18	34.2	36.5	6.8		3.2
33. Our strategies are clear choices that are based upon thorough analyses and insights.	SCORE	0	13	45	36	3	3.3	
	NORM	2.6	22.9	43.2	26.7	3.4		3.1
34. We are able to clearly articulate the strategic choices we need to make to support our goals.	SCORE	0	10	39	48	3	3.5	
	NORM	3.8	20.7	37.6	33.5	3		3.1
35. Our organization's current strategies give us a clear advantage over the competition.	SCORE	0	13	74	13	0	3.0	
	NORM	9	27.4	43.2	16.9	2.6		2.8

Ranked Averages of Individual Scoring Questions

Highest Average Scoring Questions

Average	Question
3.7	31. Our company has established measurable goals and targets, as well as timelines for us to realistically expect results.
3.6	2. We have a willingness to challenge existing assumptions.
3.6	1. We are open to new ways that explore our previously held beliefs.
3.5	22. We use one business language with terms that are clear and simple to grasp.
3.5	3. Our organization encourages us to express any and all of our views, even if we disagree with top management.
3.5	34. We are able to clearly articulate the strategic choices we need to make to support our goals.

Top 6 Highest Scoring Questions



Ranked Averages of Individual Scoring Questions

Lowest Average Scoring Questions

Average	Question
2.5	7. We know how to streamline from many to the few key issues.
2.6	29. Our company has a process in place to assess our company's strengths and weaknesses that is conducted on a regular basis.
2.7	8. We prioritize our efforts on the appropriate business issues that will create clear direction.
2.7	6. We identify critical issues and prioritize them effectively.
2.7	12. We are able to clearly and consistently define our most significant business issues in 1 - 2 sentences.
2.7	23. We use a common approach throughout the organization to drive change.
2.7	25. We consistently utilize a process for analyzing and prioritizing issues throughout all levels of the organization.

Top 7 Lowest Scoring Questions

