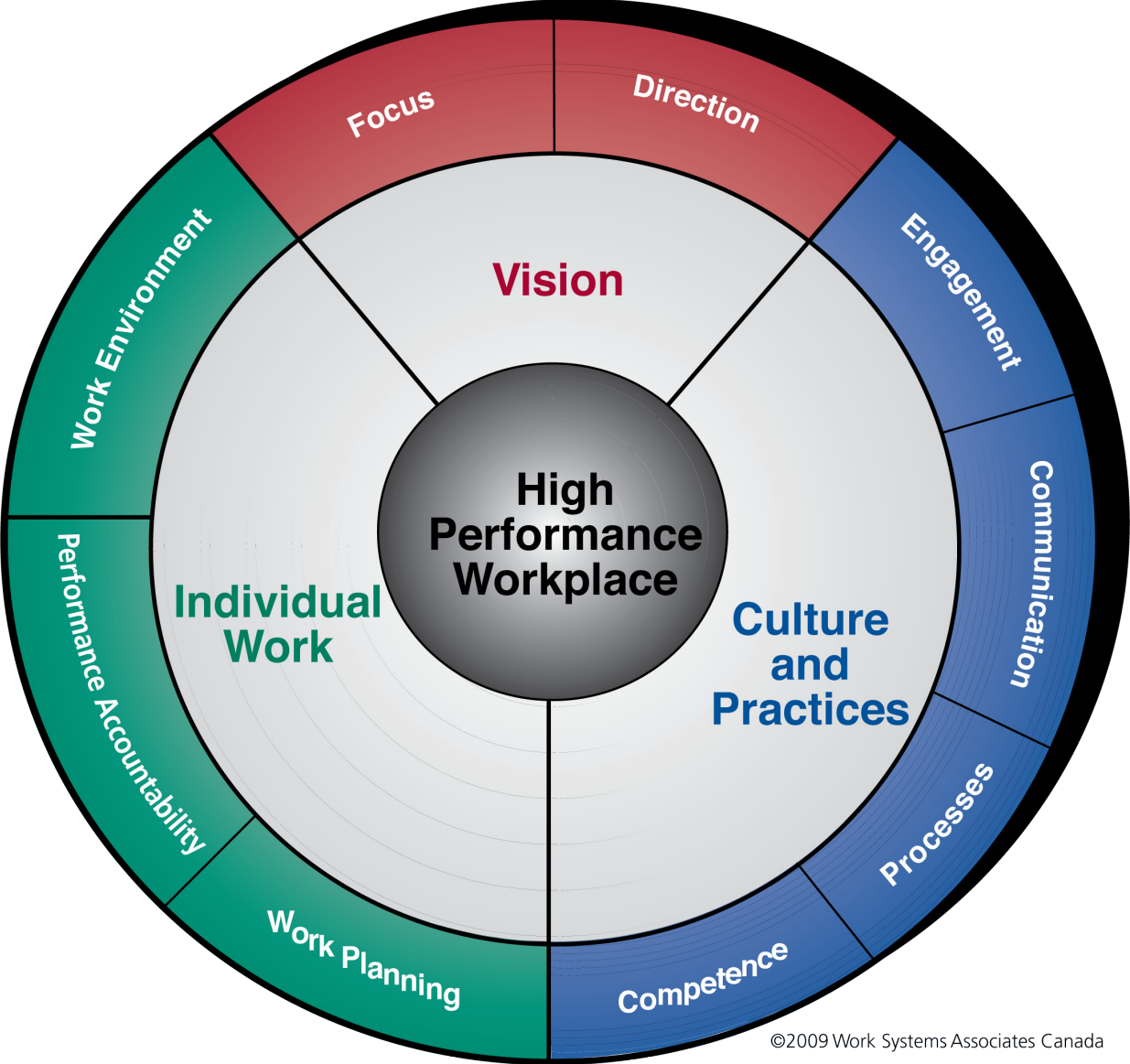


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# XYZ Organizational Diagnostic Report

An executive tool that make it much easier for executives to measure, monitor, diagnose and create **High Performance Organizations!**

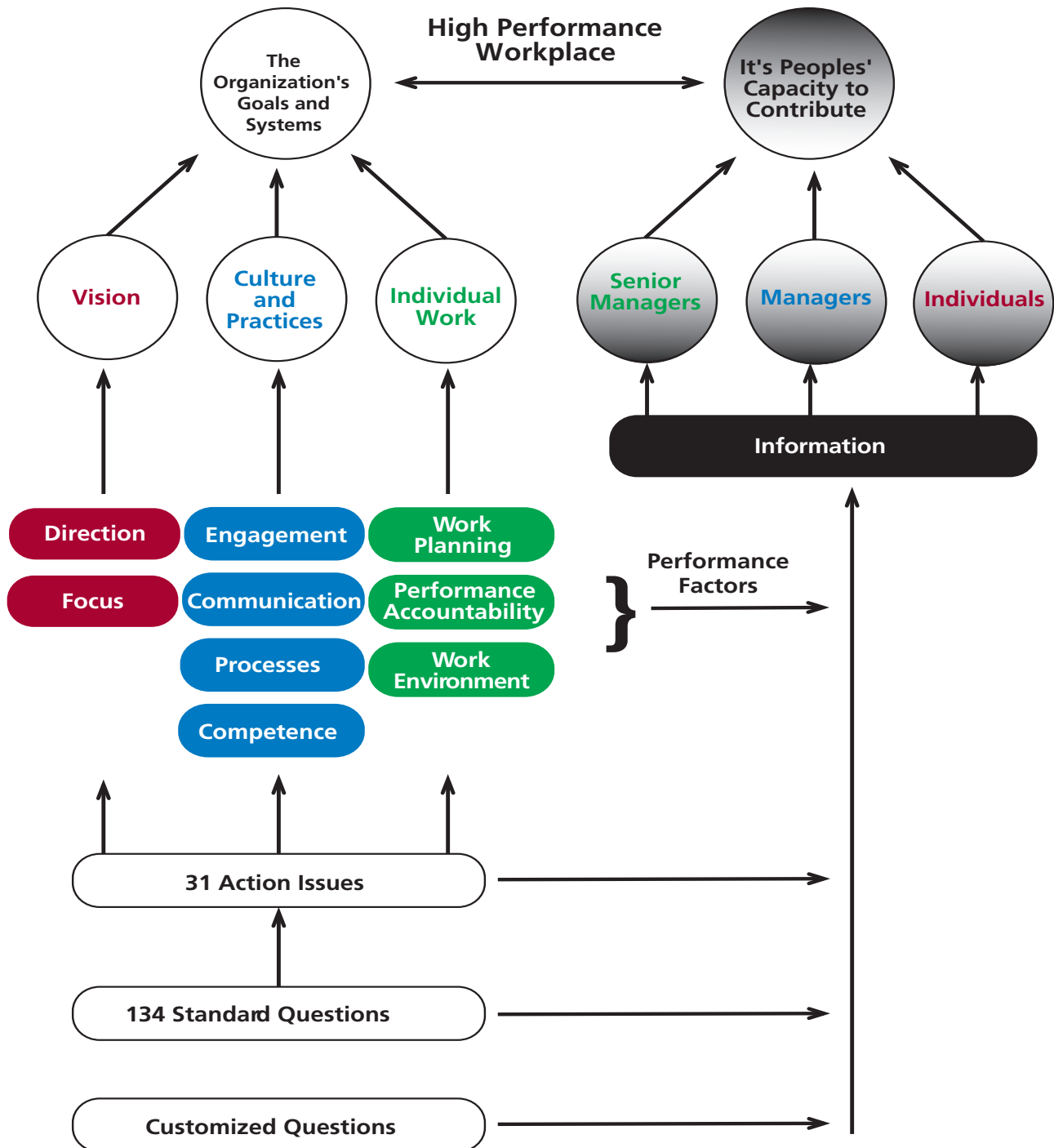


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## Structure of the Gathered Data

The ODS Structure provides feedback with a summary of the 9 performance factors (with a grey background). Each performance factor is broken down with a separate page for each of the 31 action items. Each action item shows overall performance and performance as perceived by Senior Managers and as experienced by Managers and individuals (non-managers).



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# How To Read This Report

The ODS helps organizations understand and improve the human side of their organization. Based on years of research it measures 31 Action Issues that affect the performance of your employees.

A variety of questions are used to establish the performance of each action issue. The text boxes below show you how to read this report.

85% of companies score below a score of "100"

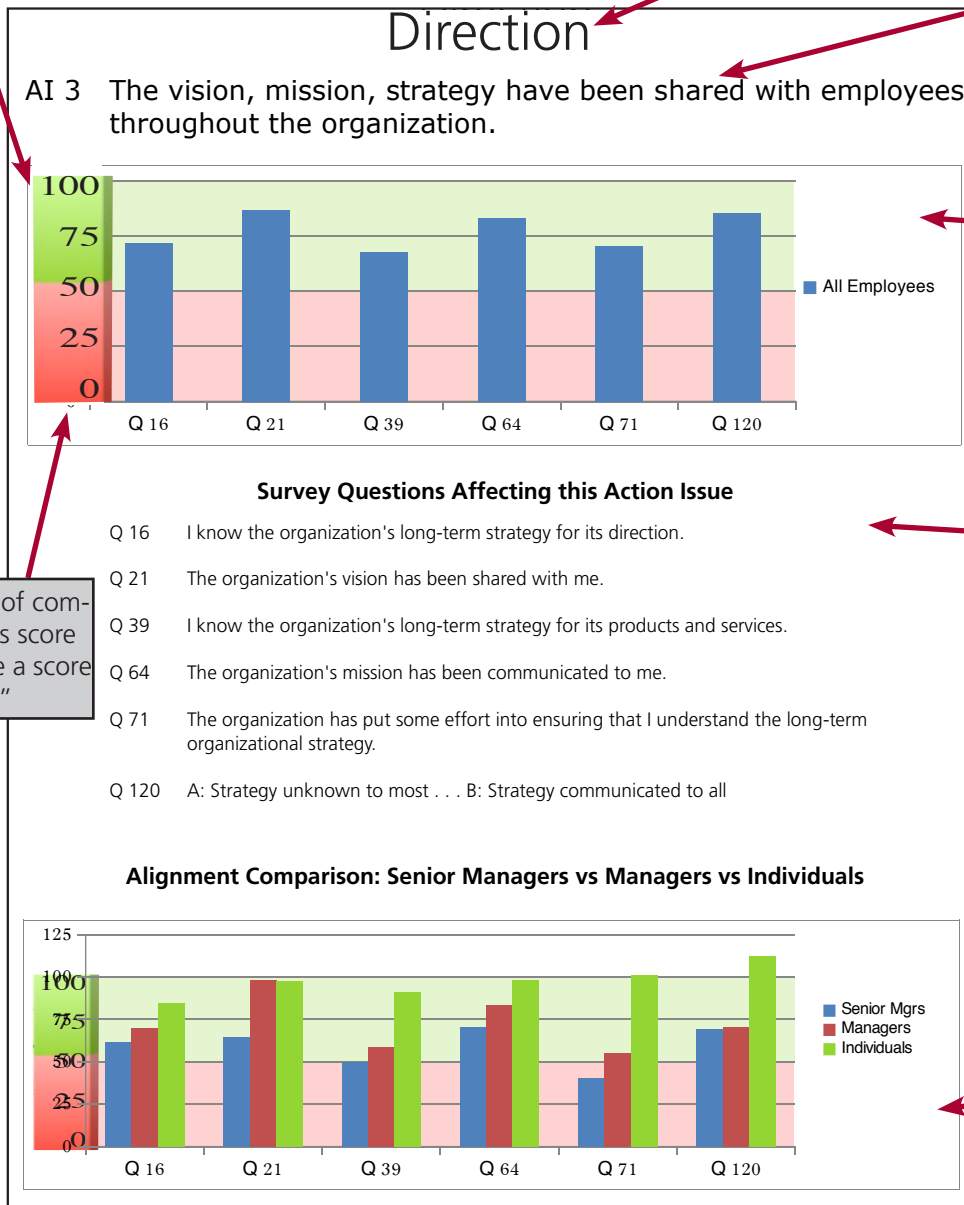
Each category being evaluated is identified at the top of each page

Each of the 31 Action Issues has a page dedicated to providing the scores related to that issue.

The top chart shows the average scores for all survey's received. The scores are the average of the three groups so Senior Managers as a group have the same sway as Individuals or Managers.

The survey questions used to measure performance of the action issue. Questions are placed randomly throughout the survey to get a comprehensive view of each respondent.

The bottom chart shows how the action issues are viewed at different levels within the organization. Gaps are the key things to look for. As a rule of thumb a 25-percentile gap is considered significant.



85% of companies score above a score of "0"

# Background on the Science Behind the WSA Organizational Diagnostic System

## How Was the ODS Developed?

The origins of the current ODS began when Work Systems recognized that developing management skills and providing assistance with management styles was important, but insufficient for the creation of a high performance workforce. This led to a fundamental question: “What are the characteristics of a high performance work environment or work force and what does an organization have to do to create one?”

Based on this unanswered question WSA undertook a multi-year research and development effort that eventually become the ODS.

After developing the initial conceptual model WSA asked a number of clients to participate in validating the model and the core performance issues that were termed “elements”. As a consequence, a revised model, that more appropriately aligned with the core “People Factors” affecting performance, was developed.

The pool of companies for this validation was compiled from four lists: Fortune 500; Business Week 500; Forbes 500 and Inc. Magazine. The list was developed in a comparative way until we had the top 100 performing companies.

Over 40 companies participated and formed the basis of a validated set of questions, a database for comparison, and the average of the database.

To create the benchmark of top performing companies WSA analyzed the results and found there were four companies who scored higher than all of the others.

These four companies are quite diverse. One was in the men’s retail clothing industry. The second company was a computer software company in the Northeast U.S. The third company was an industrial company that manufactured and distributed fork lift trucks in the Midwest. The fourth company was a high-tech company, with a large operation in Canada. These four companies ranged widely in size, industry, and geographic location, indicating the lack of any inherent cultural bias in the ODS based on size, industry, location etc.

## “People Factors” Validated to Affect Business Performance

To validate the performance of these four companies we examined them care-

fully and found that in every case these companies were indeed considered to be benchmark competitors in their respective marketplace. They received the highest ratings in terms of the way the employees felt about the firm; in terms of how competitors viewed them; and in terms of their overall growth and financial performance. These four companies created our initial overall benchmark profile.

The first generation ODS represents the accumulated research of nine years, the participation of more than 140 organizations and data from more than 20,000 individuals. Since then it has continued to be refined and polished.

When companies increase the performance of these key elements, WSA has consistently observed improvements in bottom-line ability to compete within the marketplace.

As companies acquire hard measures for these soft human elements, they are able to more effectively focus and develop improvements in these key areas.

Comparison Between Diagnostic and Evaluative Tools	
<b>Diagnostic: “How to Fix It”</b> <ul style="list-style-type: none"><li>• Objective</li><li>• Factual</li><li>• Helpful</li><li>• Future focused</li><li>• Seeks areas to leverage improvements</li></ul>	<b>Evaluative “Who to Blame”</b> <ul style="list-style-type: none"><li>• Subjective</li><li>• Judgemental</li><li>• Punitive</li><li>• Past focused</li><li>• Seeks areas for fault finding</li></ul>

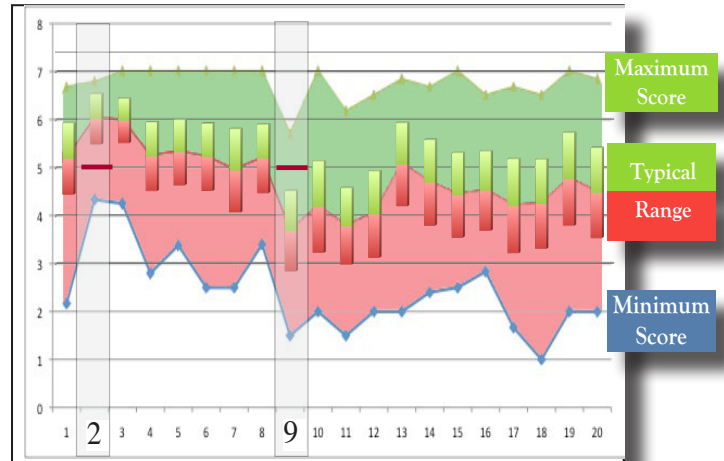


# Making the Human Side of the Organization Understandable

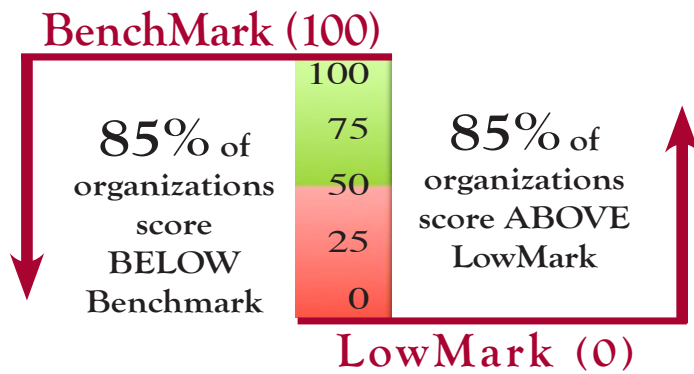
## Meaningful Survey Results

Many years of research and statistical analysis went into creating a reference database so we can understand the Normal Range in which companies typically score on each survey question. Some questions naturally get high scores others naturally get much lower scores.

The chart on the right shows the significant difference in the organizational scores for a sample of survey questions. Our research identifies a different Normal Range in for each question. The ODS system neutralizes these differences and provides a simple way of displaying the data so that a meaningful discussion can occur about comparisons with other organizations in the database and differences between levels in your organization. The real value of the ODS is in the conversations that take place between executives based on data rather than opinion: leading to aligned thinking and action.



The differences in company responses to questions - hi, low, and median scores (Line charts) plus Normal Response Range (bars). Extremes and norms differ for each question.

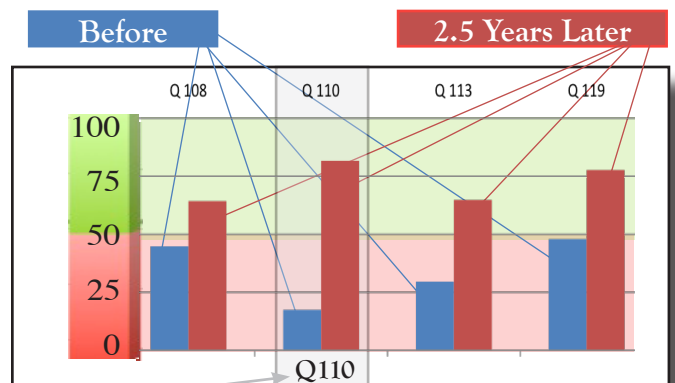


## What the Measures Mean

For each question WSA provides organizations with a simple way to compare themselves to how they are doing compared to other organizations already in the database. Now the data is displayed on a simple "Benchmark Scale" (A score of 100 means performance is better than 85% of all companies). The scale starts at a "LowMark" (a score of "0" means performance is lower then 85% of all companies). This allows the important information to be seen at a glance.

## Identify Current Strengths and Track Improvements

The chart to the right shows a clear need for improvement (the blue bars) and substantial progress after 2.5 years of development effort (the red bars). The ODS provides a simple report format to compare where an organization excels, where it needs to develop or where improvement has occurred.



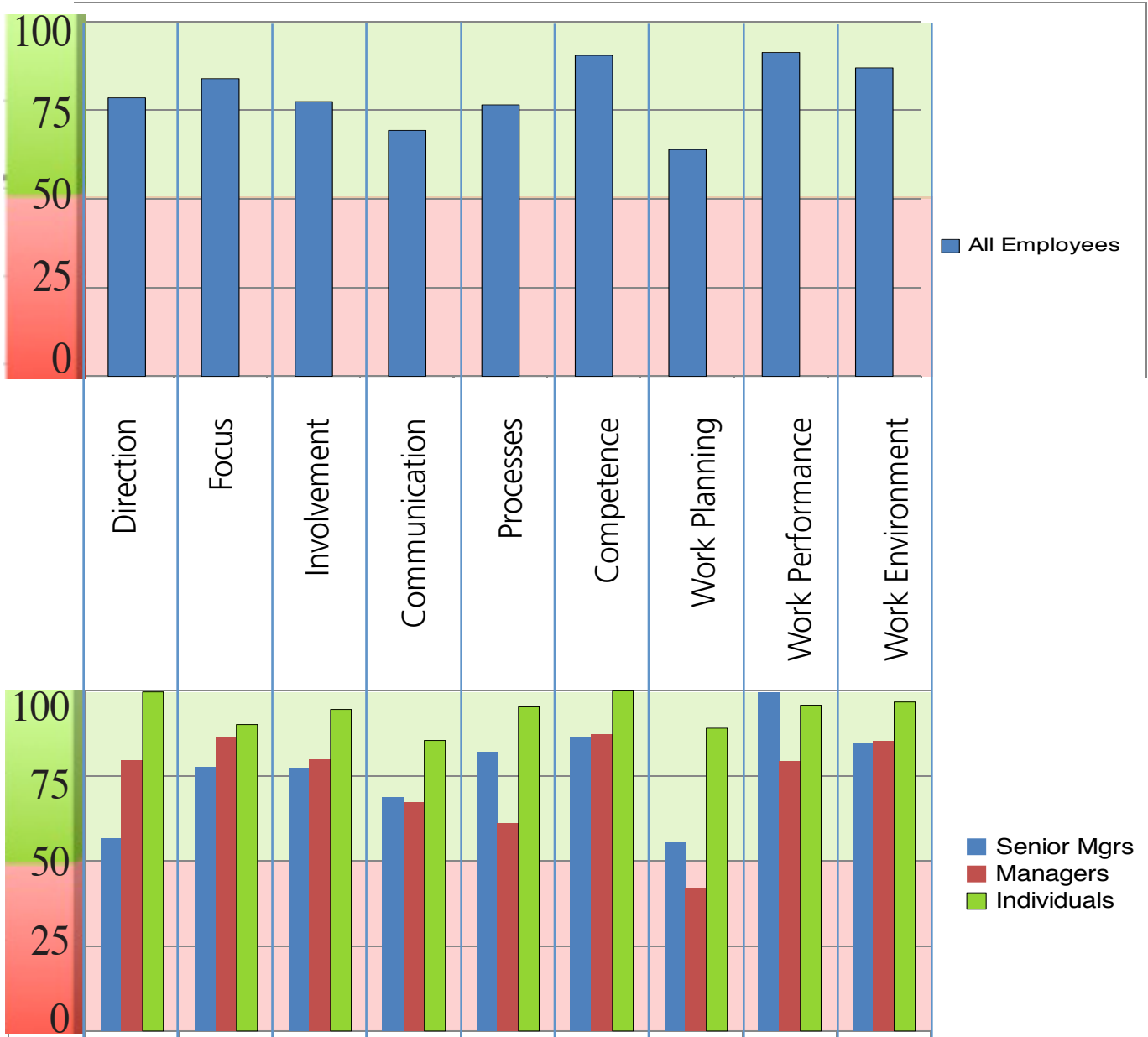
Before and after measurements show improvement over 2.5 years (actual results from client data).

EXAMPLE: Q110 asks about having a "Short term vs Long term view". The change demonstrated is a dramatic shift of the company to a more planful work style.

## SUMMARY: XYZ Organizational Diagnostic Report

The following chart shows the overall current state of XYZ.

These are the summary scores for the nine overall factors that affect workplace performance. The top chart is overall scores. The bottom compares the perspectives of Senior Managers with Managers and Individuals.



### Alignment Measures - show how the issues are viewed at different levels in the organization.

The above sets of three bars show the alignment between the Senior Managers, Managers and Individuals for each of the 9 key performance areas. Misalignment is a potential source of organizational friction - either trying to fix something that is not broken or ignoring an issue that needs attention.

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# Summary Notes & Comments



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# Understanding the Difference Between Questions provided to Senior Managers vs Managers vs Individuals

The survey questions provided to the Senior Managers was quite different than that answered by Managers and Individuals. Managers and Individuals described how they experienced the organization. Senior Managers received questions that were not about “their experience” but as an assessment of how they assessed the overall organizational health. This provides Senior Managers with an ability to contrast their view of the organization vs how it is for Managers and Individuals.

## Example

Senior Manager Question # 5

**Performance standards are clear for employees**

Manager Question # 5

**My performance standards as a manager are clear**

Individual Question # 5

**My performance standards are clear**

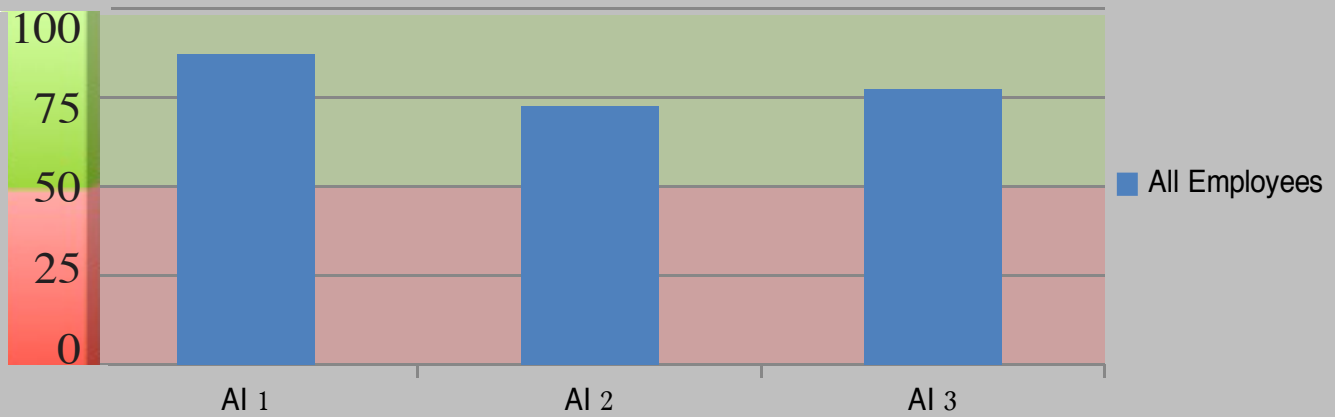
## Questions Used in This Report

The report lists the questions given to individuals.

The senior manger questions are provided in an Appendix on Page 72 so readers can reference them to better understand the question Senior Managers answered.

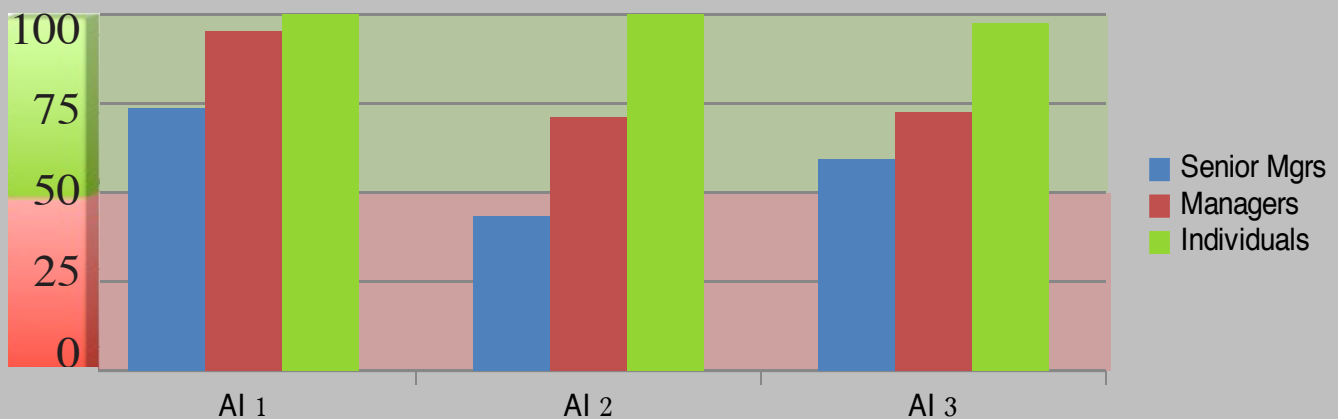
# Direction (Summary)

## Summary of the "Direction" Action Issues



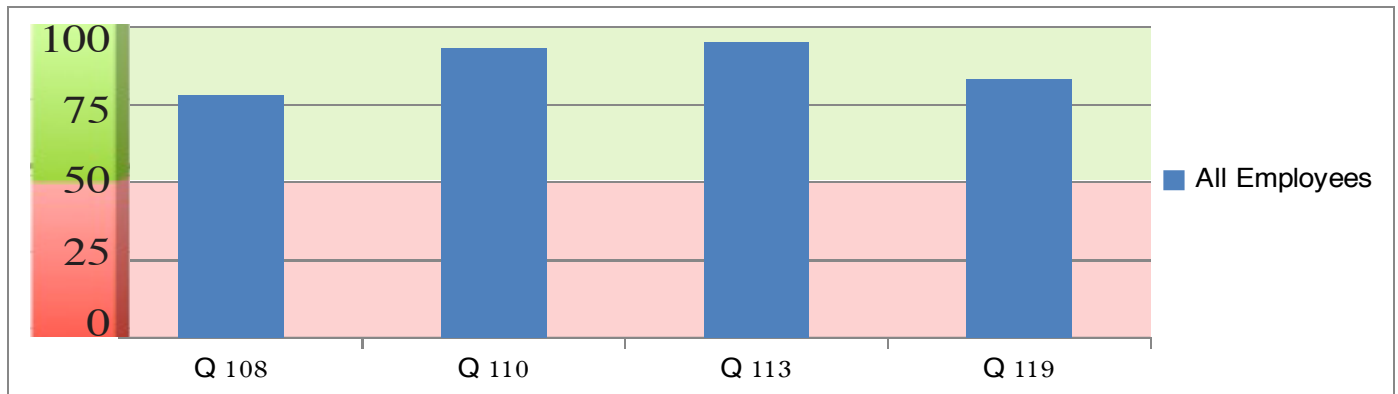
- AI 1 Employees believe that senior leadership manages the organization purposefully.
- AI 2 Senior leadership has set a clear vision, mission, strategy for the organization.
- AI 3 The vision, mission, strategy have been shared with employees throughout the organization.

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Direction (AI-1)

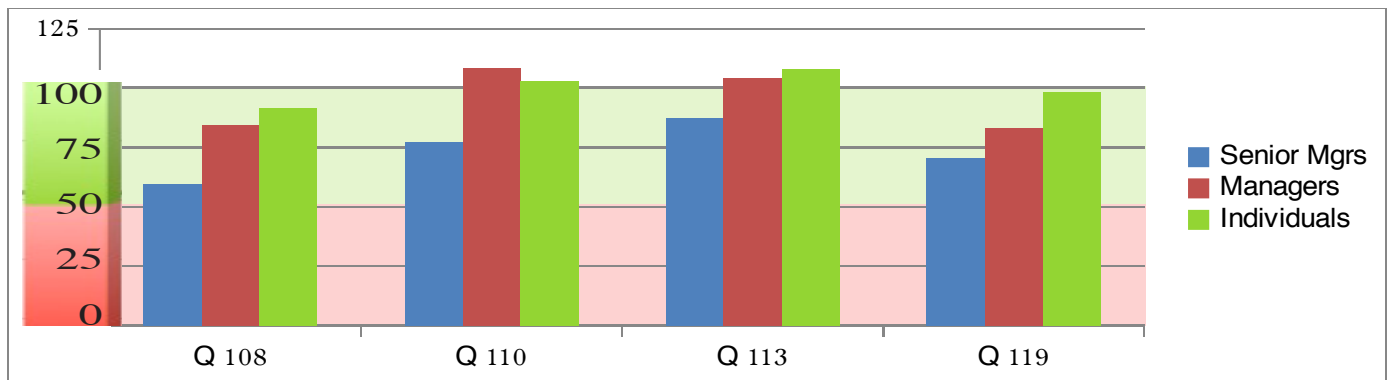
AI 1 Employees believe that senior leadership manages the organization purposefully.



## Survey Questions Affecting this Action Issue

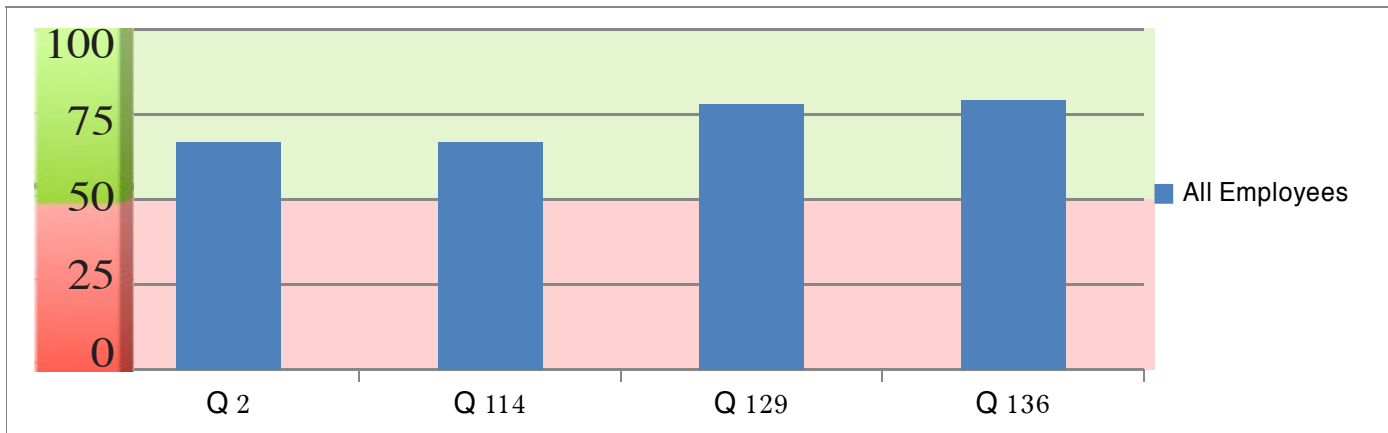
- Q 108 A: Reactive . . . B: Planful
- Q 110 A: Short term view . . . B: Long term view
- Q 113 A: Reactive. . . B: Proactive
- Q 119 A: Crisis driven . . . B: Driven by plans

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Direction (AI-2)

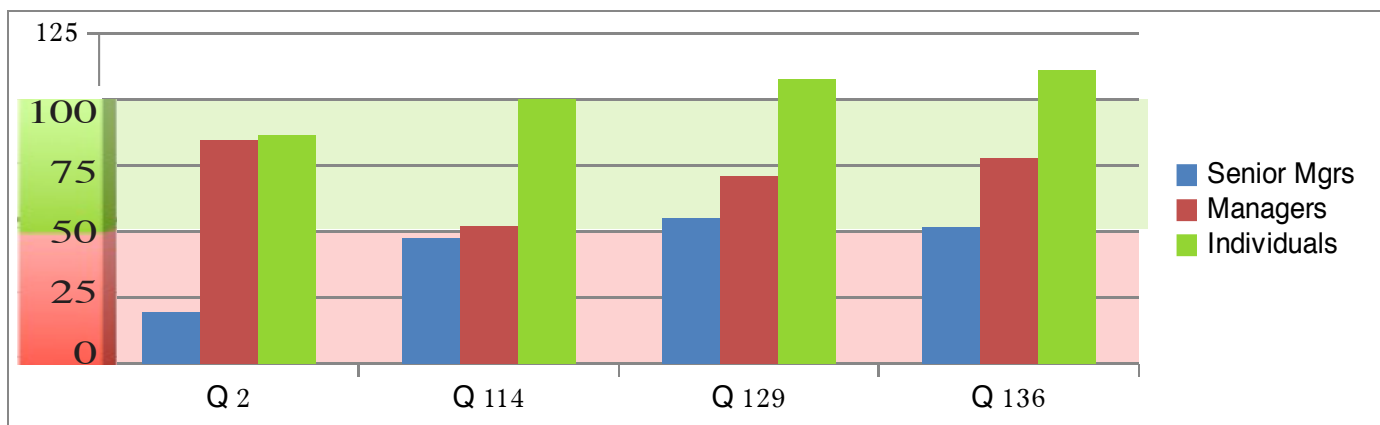
AI 2 Senior leadership has set a clear vision, mission, strategy for the organization.



**Survey Questions Affecting this Action Issue**

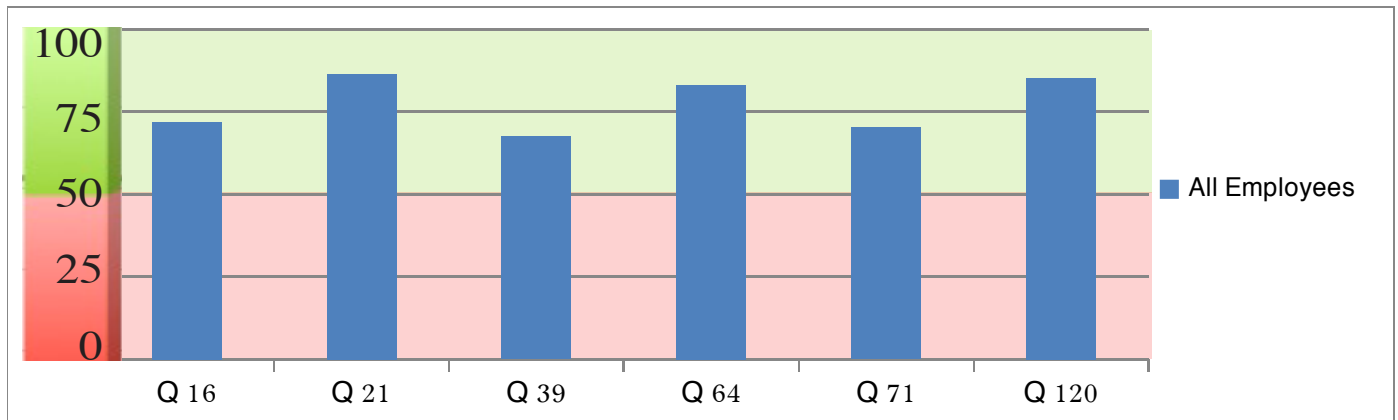
- Q 2 I am confident that the senior leadership has a clear picture of where they are driving the organization.
- Q 114 A: Unclear mission . . . B: Defined mission
- Q 129 A: Unclear strategy . . . B: Clear strategy
- Q 136 A: Unclear vision . . . B: Clear vision

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Direction (AI-3)

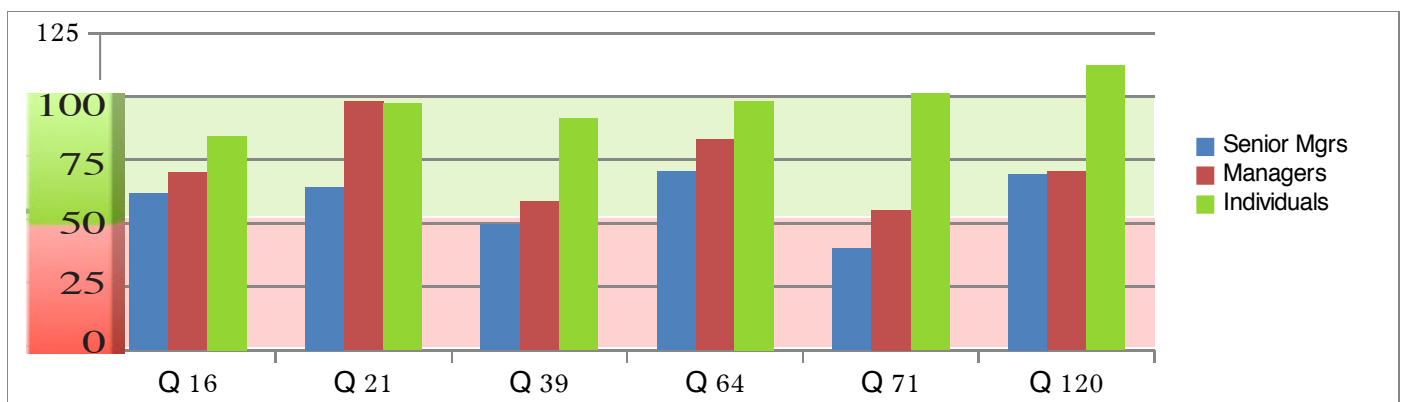
AI 3 The vision, mission, strategy have been shared with employees throughout the organization.



## Survey Questions Affecting this Action Issue

- Q 16 I know the organization's long-term strategy for its direction.
- Q 21 The organization's vision has been shared with me.
- Q 39 I know the organization's long-term strategy for its products and services.
- Q 64 The organization's mission has been communicated to me.
- Q 71 The organization has put some effort into ensuring that I understand the long-term organizational strategy.
- Q 120 A: Strategy unknown to most . . . B: Strategy communicated to all

## Alignment Comparison: Senior Managers vs Managers vs Individuals



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# Direction Observations and Comments

## **AI 1 Employees believe that senior leadership manages the organization purposefully.**

Employees look to their managers for clear leadership that is focused on the future and employees need to believe this is a role their company leadership takes seriously. This is especially so in difficult times when markets are turbulent and established ways of doing business under threat. The action issue measures the ability of a company to be planful and proactive. The higher the score the more confidence employees have. This level of confidence becomes important when change is needed.

- The results for XYZ are excellent. With all four questions receiving high ratings

## **AI 2 Senior leadership has set a clear vision, mission, strategy for the organization.**

Most company leaders are clear about the direction they are moving the company they lead. This action issue is about the communication of that information. A carefully thought through vision that is not clearly communicated to the workforce will result in a lower score for this question.

- For XYZ the answer by senior managers to Q 2 is worthy of discussion
- Also the results highlight outstanding scores for all items by the Individuals.

## **AI 3 The vision, mission, strategy have been shared with employees throughout the organization.**

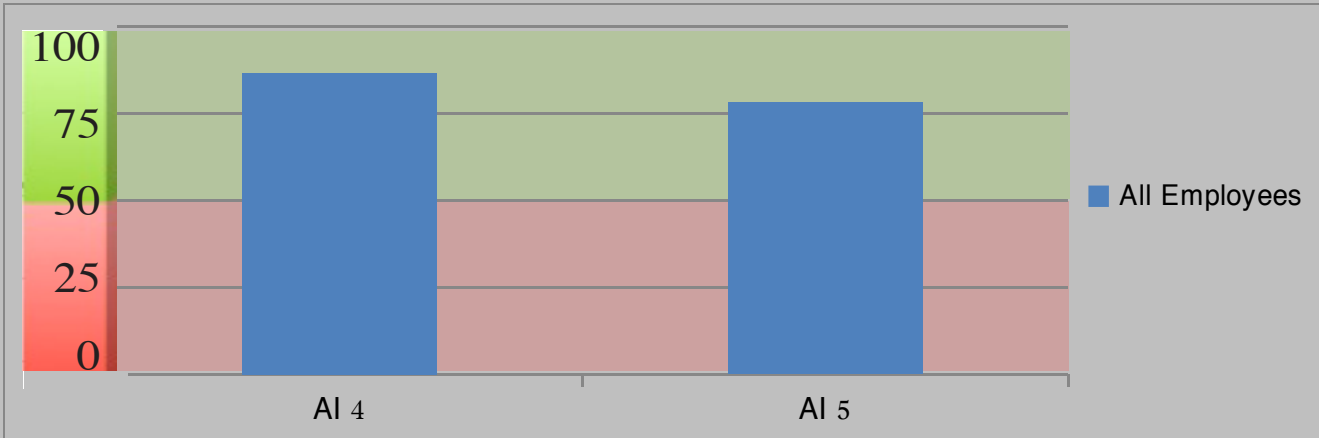
This action issue reinforces #2 above. It is important for leaders to provide a simplified explanation of their plans for a company to the employees responsible for helping carry the plan into effect. This is a measure of communication of XYZ's strategy. The challenge for leaders is to ensure the message is simple enough to be understandable and inspiring without being too complex or detailed.

- Here XYZ is clearly succeeding with individuals but not being as effective with managers and senior managers have concerns.
- The benchmark scores for individuals mean that something is working.



# Focus (Summary)

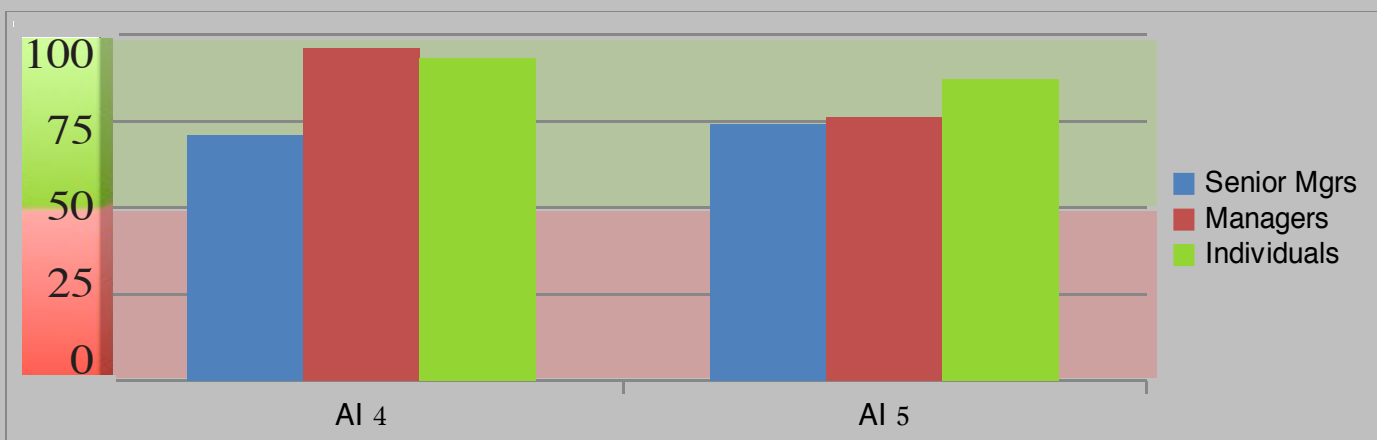
## Summary of the "Focus" Action Issues



AI 4 The organization is sensitive to its markets and customers.

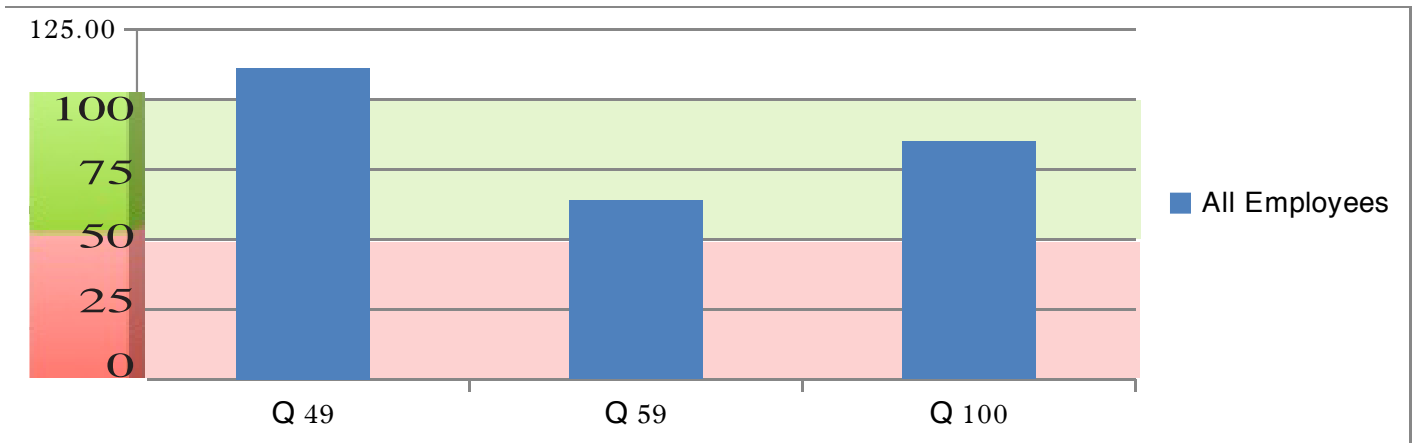
AI 5 High standards of excellence are set for the organization and its people.

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Focus (AI-4)

AI 4 The organization is sensitive to its markets and customers.



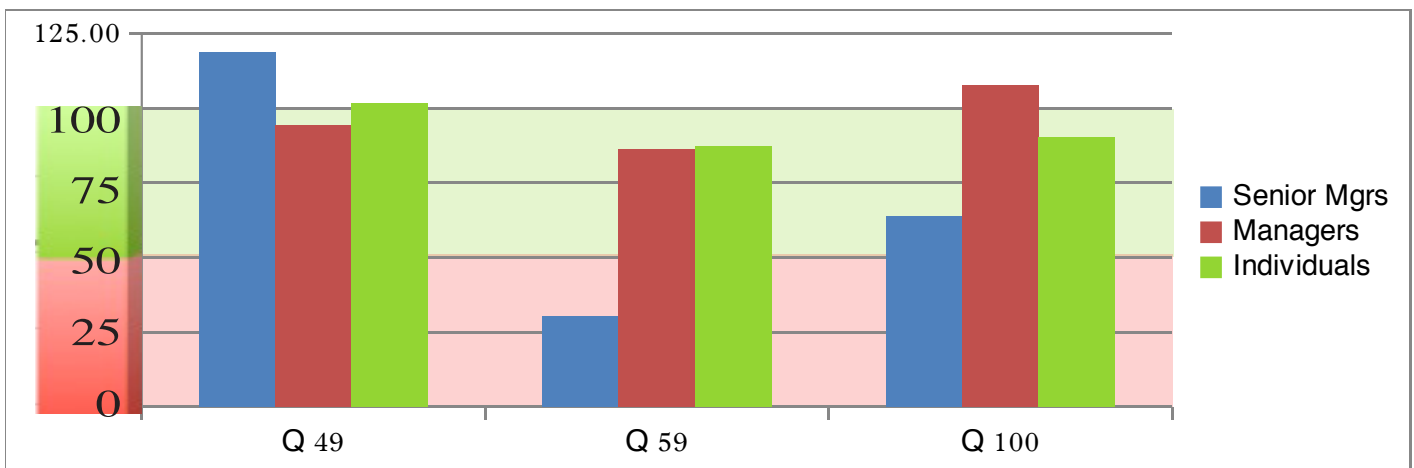
## Survey Questions Affecting this Action Issue

Q 49 I believe that the organization is sensitive to the needs/requirements of its customers.

Q 59 I believe that the organization understands the needs/requirements of its marketplace.

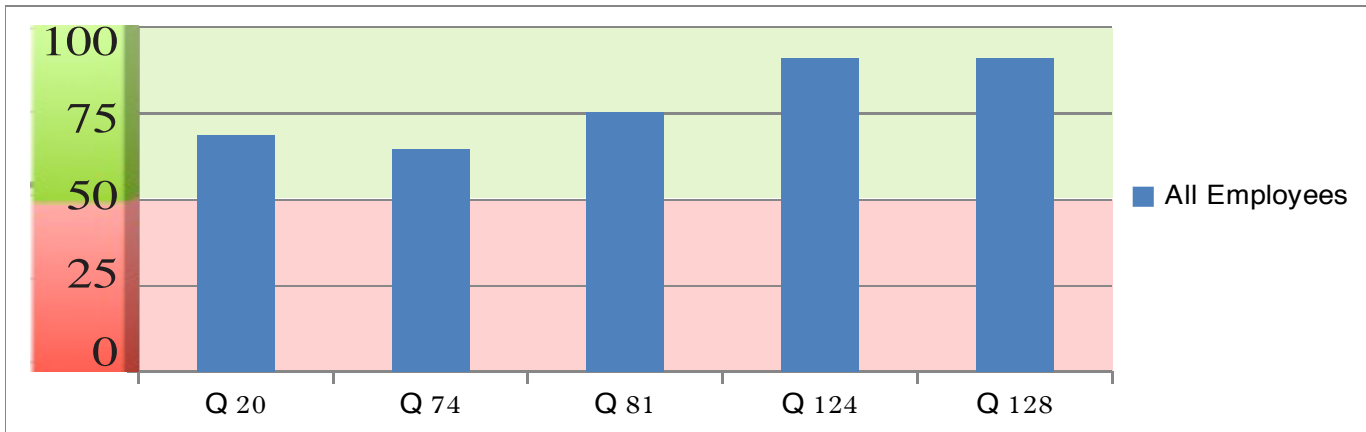
Q 100 A: Emphasis on products/technology . . . B: Emphasis on customers

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Focus (AI-5)

AI 5 High standards of excellence are set for the organization and its people.



## Survey Questions Affecting this Action Issue

Q 20 My manager will not accept mediocre work from me.

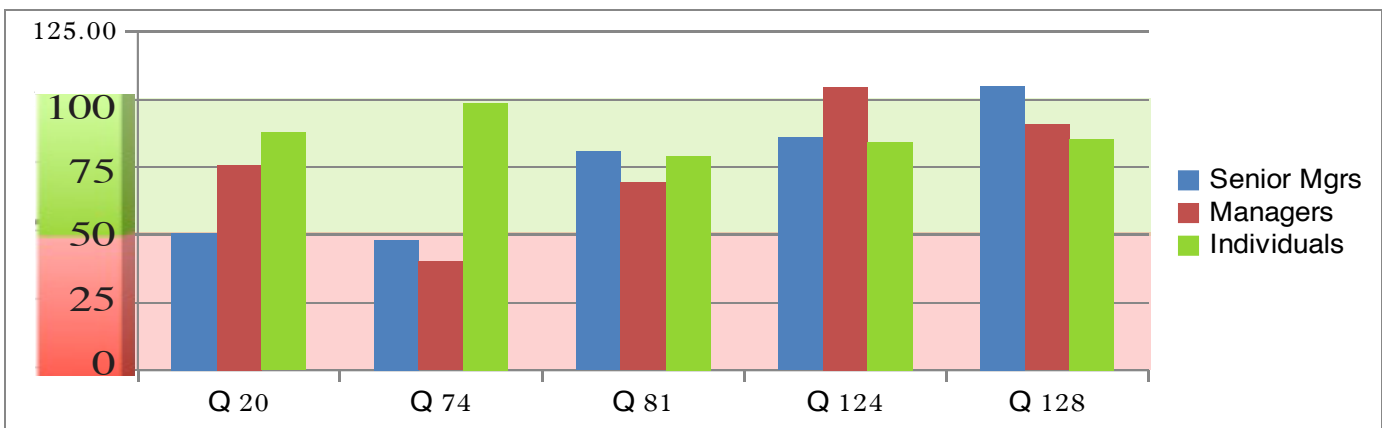
Q 74 I know the 5-7 factors that are critical to my success in my job.

Q 81 I am expected to strive for high standards of excellence.

Q 124 A: Mediocrity . . . B: Quality

Q128 A: Average or low standards . . . B: High standards

## Alignment Comparison: Senior Managers vs Managers vs Individuals



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# Focus Observations and Comments

## **AI 4 The organization is sensitive to its market and customers.**

Customer and market sensitivity is vital to being in tune with any changes in a company's environment. The closer the company can be attuned to any shifts in its customers the quicker it can adjust to the changing needs of the marketplace.

- The issue for the senior managers is the answer to Q59 which has a large gap between the other two groups. Why would make a good discussion.

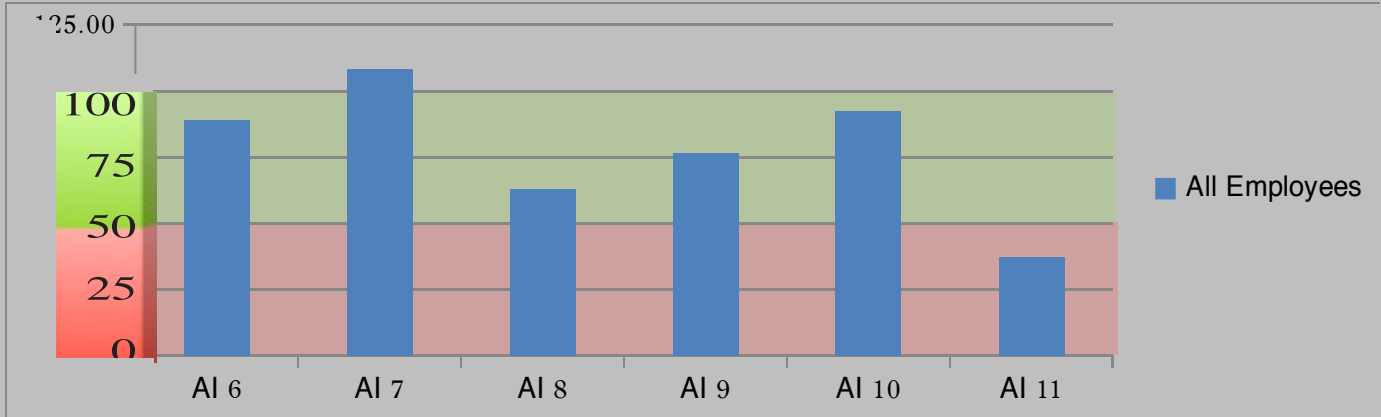
## **AI 5 High standards of excellence are set for the organization and its people.**

Leaders of companies set expectations for the company's performance and by doing so effectively set standards for the company's workforce.

- Judging by the scores XYZ invests a lot of energy in ensuring the goals set are challenging.
- The results are commendable again a conversation about the result for Q20 would be valuable for the senior team.

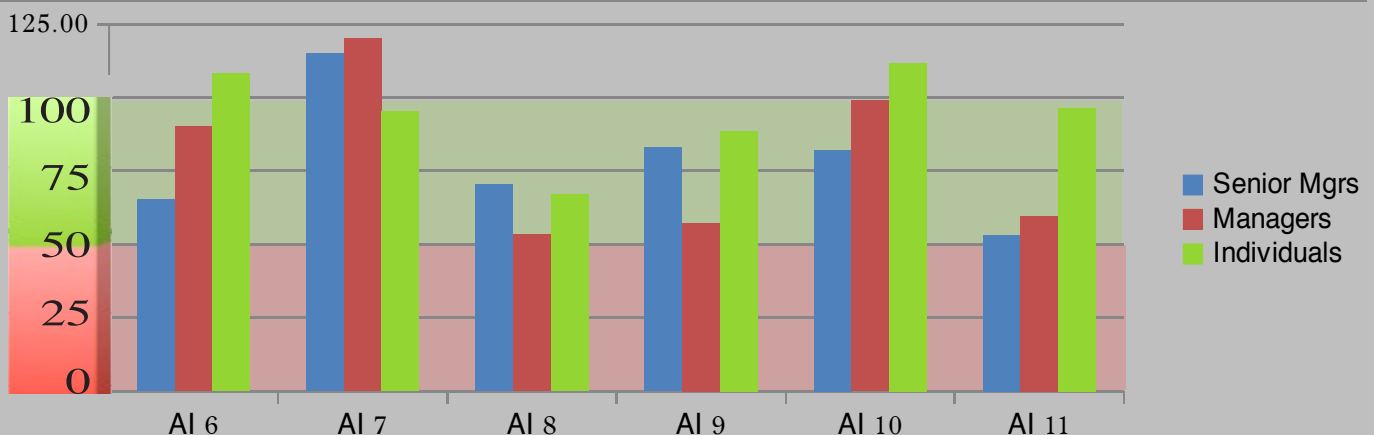
# Engagement (Summary)

## Summary of "Engagement" Action Issues



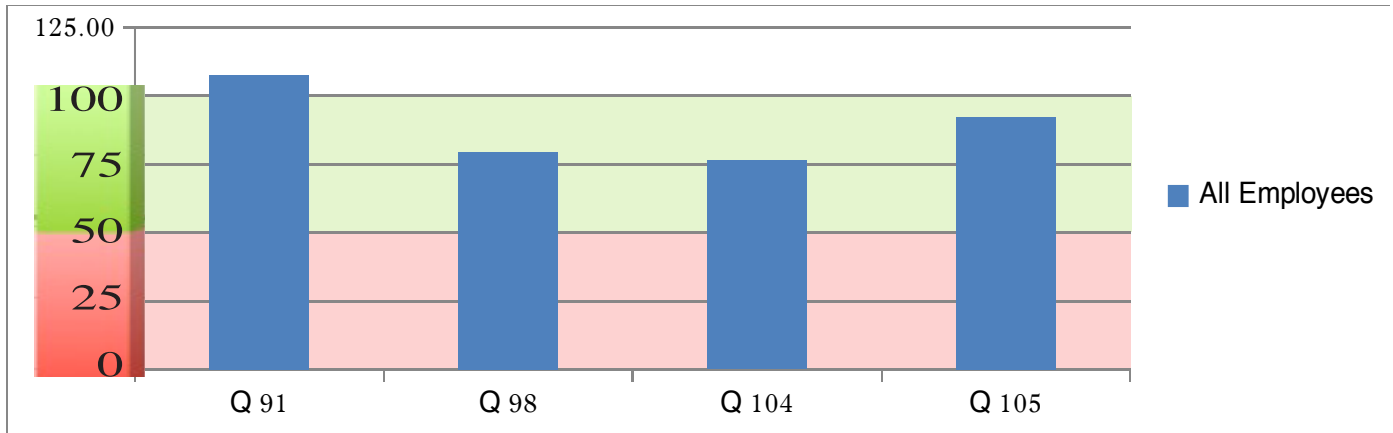
- AI 6 Employees feel that the organization encourages their involvement and merits their commitment.
- AI 7 The organization encourages innovation and change.
- AI 8 People feel responsible for their work.
- AI 9 Employees are involved and committed.
- AI 10 People are given the authority to do their jobs.
- AI 11 Employees are held accountable for their results.

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Engagement (AI-6)

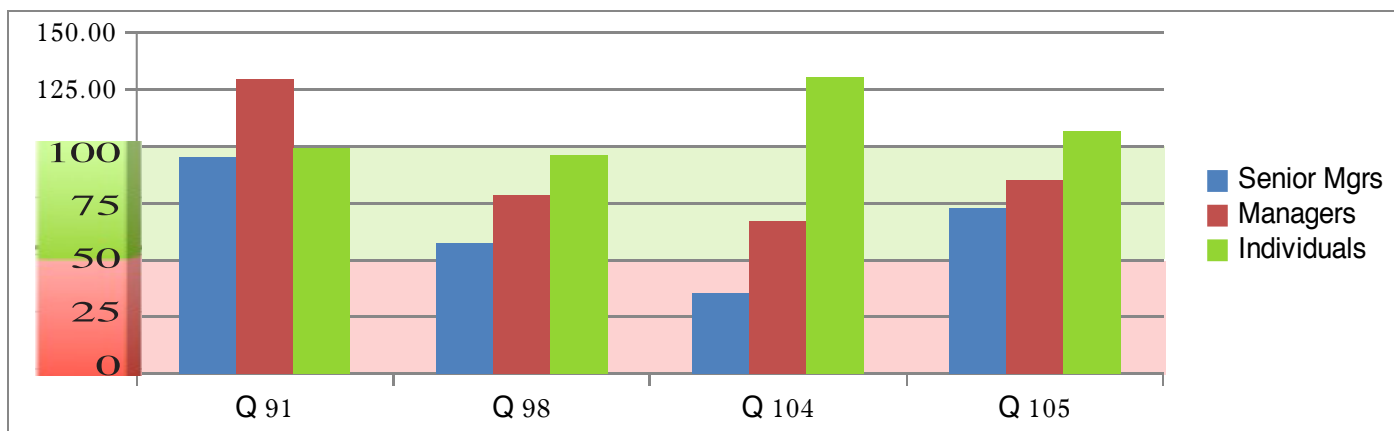
AI 6 Employees feel that the organization encourages their involvement and merits their commitment.



## Survey Questions Affecting this Action Issue

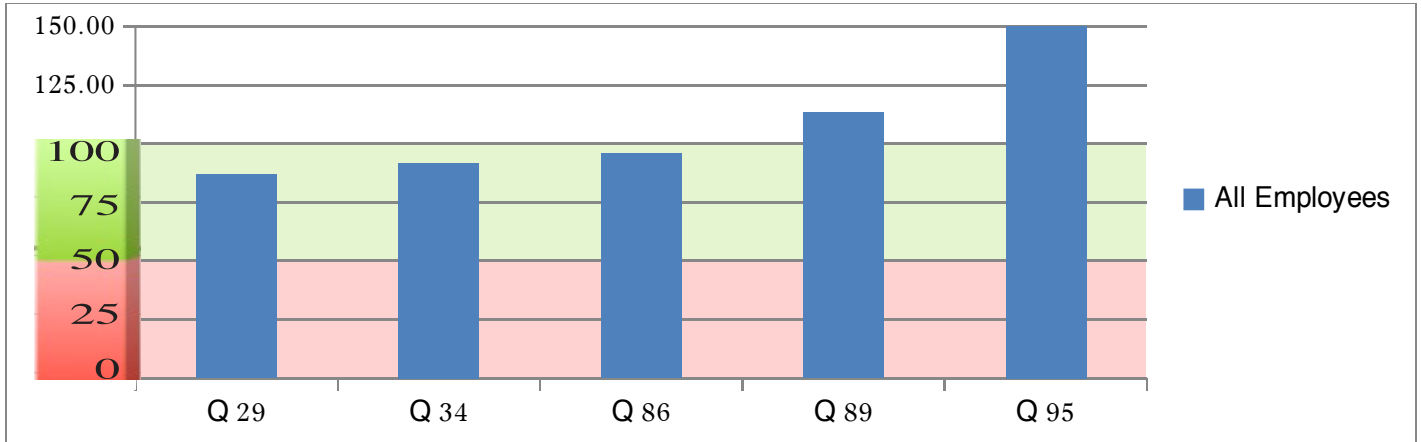
- Q 91 A: Wary . . . B: Trusting
- Q 98 A: Exclusive (few people involved) . . . B: Participative (everyone is involved)
- Q 104 A: Centralized decision-making . . . B: Shared decision-making
- Q 105 A: Unfair . . . B: Fair

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Engagement (AI-7)

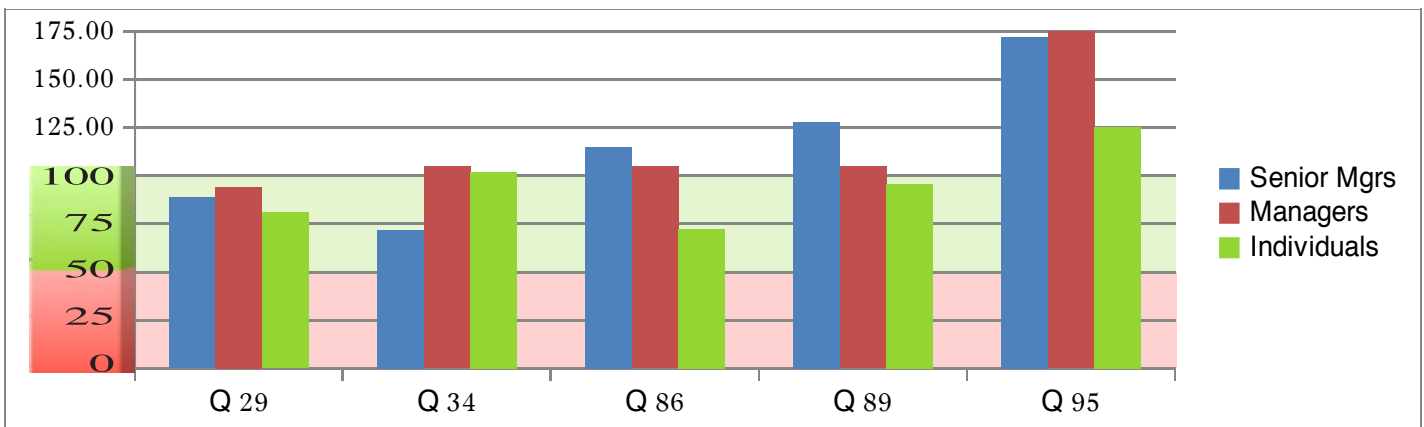
AI 7 The organization encourages innovation and change.



## Survey Questions Affecting this Action Issue

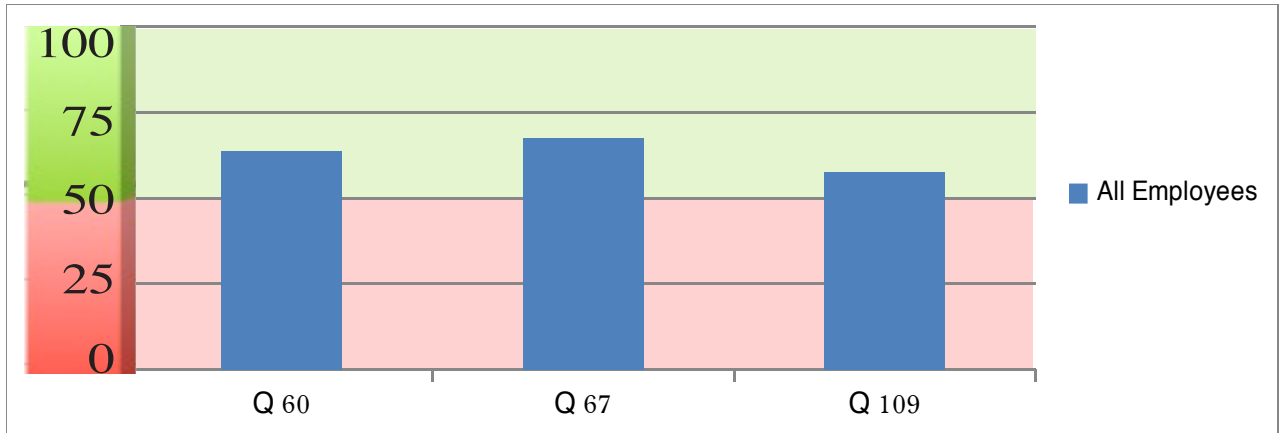
- Q 29 I am encouraged to take risks in getting my job done if I think they make good business sense.
- Q 34 I believe that management will support my decisions (even if I don't have the authority) provided they believe I am acting in the best interests of the organization.
- Q 86 A: Discourages risk-taking . . . B: Encourage risk-taking
- Q 89 A: Culture hinders the organization . . . B: Culture helps organization
- Q 95 A: Conservative . . . B: Innovative

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Engagement (AI-8)

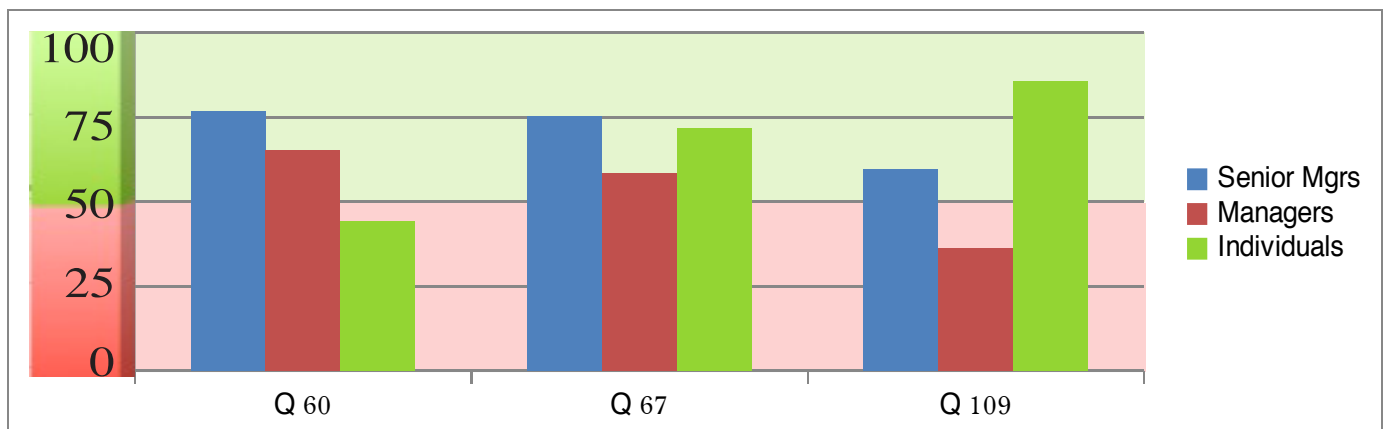
AI 8 People feel responsible for their work.



## Survey Questions Affecting this Action Issue

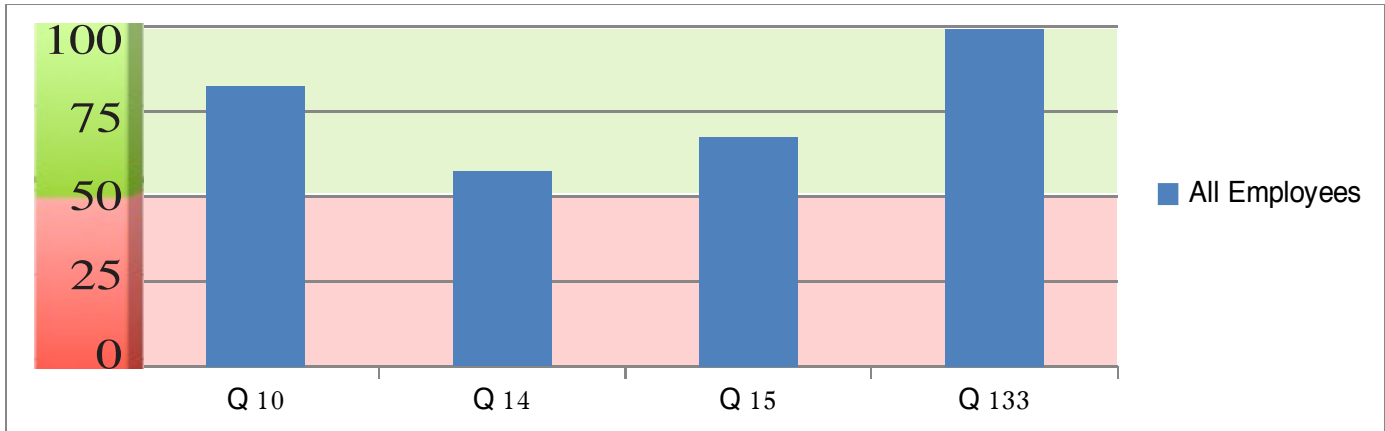
- Q 60 I feel personally responsible for getting my job done , even if I am not provided with all the resources required.
- Q 67 I am held responsible for the results expected from my job.
- Q 109 A: Employees do not accept responsibility . . . B: Employees accept responsibility

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Engagement (AI-9)

AI 9 Employees are involved and committed.



## Survey Questions Addressing this Action Issue

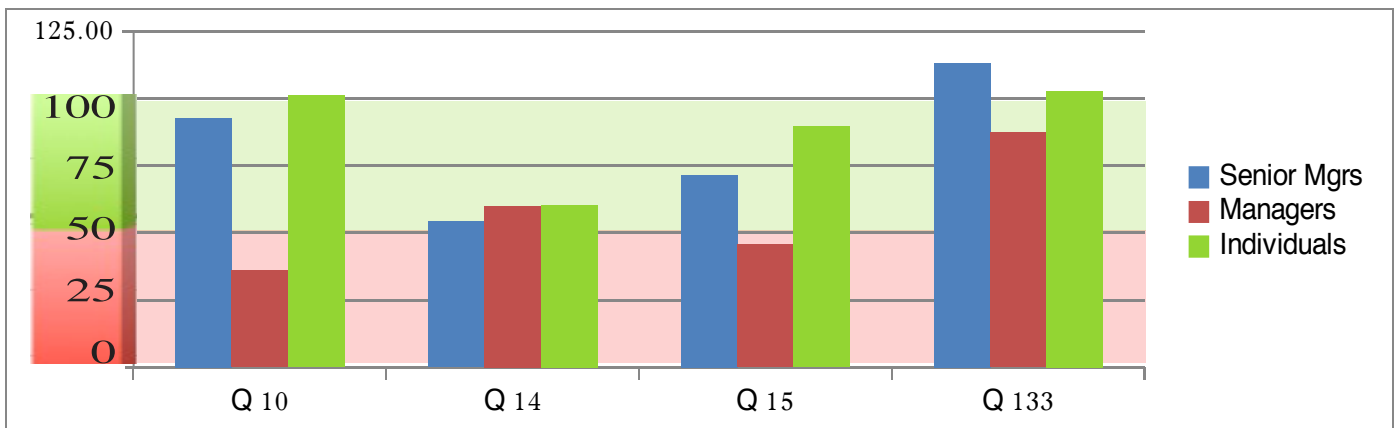
Q 10 I am excited about my work.

Q 14 I have a strong desire to achieve results in my job.

Q 15 I enjoy my work.

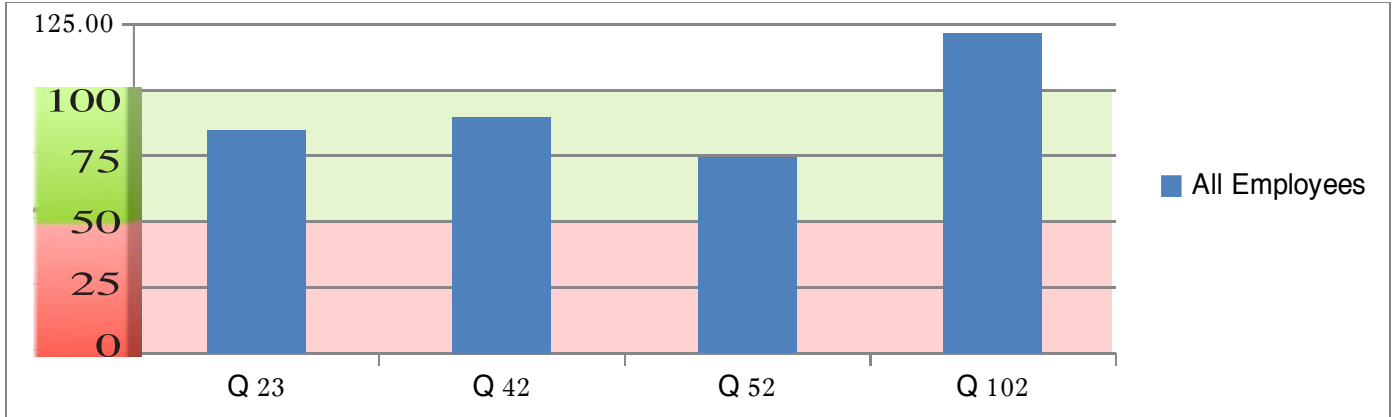
Q 133 A: Employees relatively uncommitted . . . B: Strong commitment by employees

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Engagement (AI-10)

AI 10 People are given the authority to do their jobs.



## Survey Questions Affecting this Action Issue

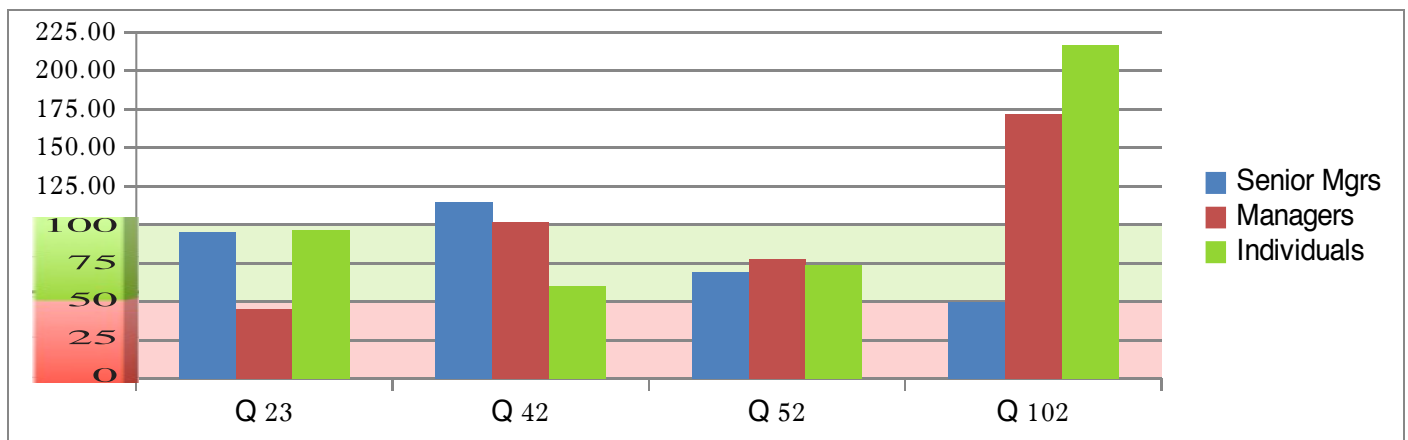
Q 23 I have the authority to make the decisions I need to get the job done.

Q 42 I have the autonomy (freedom) to act as I need to in getting my job done.

Q 52 I have the necessary authority to do my job.

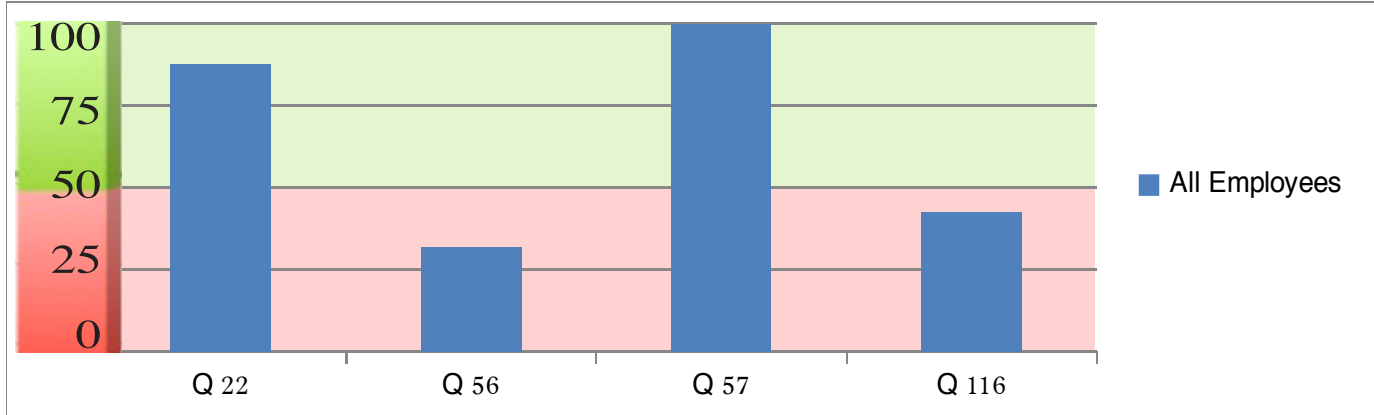
Q 102 A: Authority held by few . . . B: Authority delegated to many

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Engagement (AI-11)

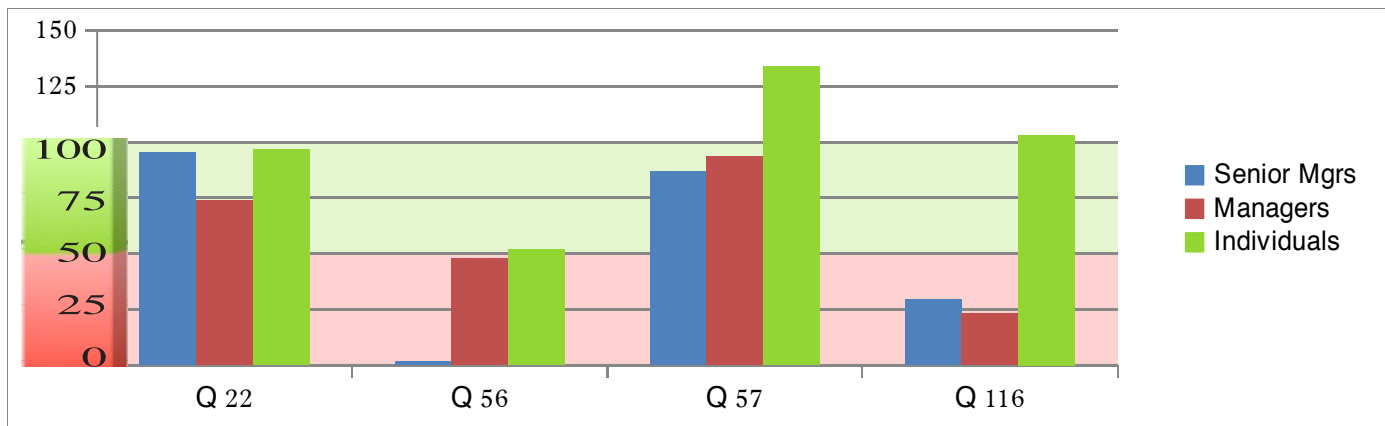
AI 11 Employees are held accountable for their results.



## Survey Questions Addressing this Action Issue

- Q 22 There will be a significant difference in my raise depending on how I perform in the organization.
- Q 56 I am held accountable for the results of work that is delegated to me.
- Q 57 I receive clear feedback about my job performance.
- Q 116 A: People not held accountable . . . B: People held accountable

## Alignment Comparison: Senior Managers vs Managers vs Individuals



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# Involvement Observations and Comments

## **AI 6: Employees feel that the organization encourages their involvement and merits their commitment.**

- The significant question for discussion is the result for Q104 where the senior team perceive and managers report centralized decision making whereas the individuals offer an above benchmark result.

## **AI 7: The organization encourages innovation and change.**

This action issue and the five that follow judge the involvement of the company's employees in the work of the company.

- Here XYZ excels. The answers to Q29 and Q34 show how valuable the culture that has been created is in making the workforce able to take risks in relative security.

## **AI 8: People feel responsible for their work.**

Companies strive to make their employees feel responsible for the work they perform. This action issue measures the level of accountability each employee feels for the work they are entrusted to perform.

- At XYZ there are good results for the questions.
- A point for discussion is why the managers give a low score to Q109.

## **AI 9: Employees are involved and committed.**

Today's workforce is more mobile than in previous generations and building commitment in employees has become more important. This action issue measures the how the company develops an employees' connection and attachment to the company. A higher score shows that the company has engendered a sense allegiance in employees. A lower score indicates employees see the company as a means to a pay cheque and could be less loyal.

## **AI 10: People are given the authority to do their jobs.**

Empowering employees is difficult to do well. There is a need for balance enabling employees to use their initiative requires carefully thought out guidelines.

- At XYZ there is evidence that the managers feel empowered to take action (Q42) but are not sure they can make decisions (Q23) a paradox that will offer a good discussion topic for senior managers

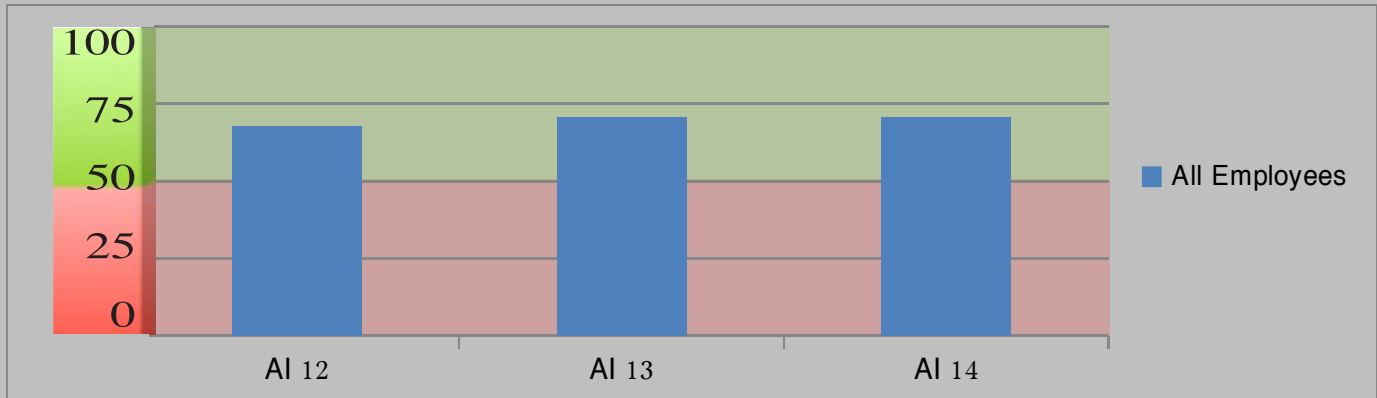
## **AI 11: Employees are held accountable for their results.**

Accountability is important in showing how purposefully supervisors perform their task

- In this area two questions are worth discussion. The results for Q56 and the score for Q116 are interesting. Both suggest that senior managers are less satisfied with the accountability from their managers.

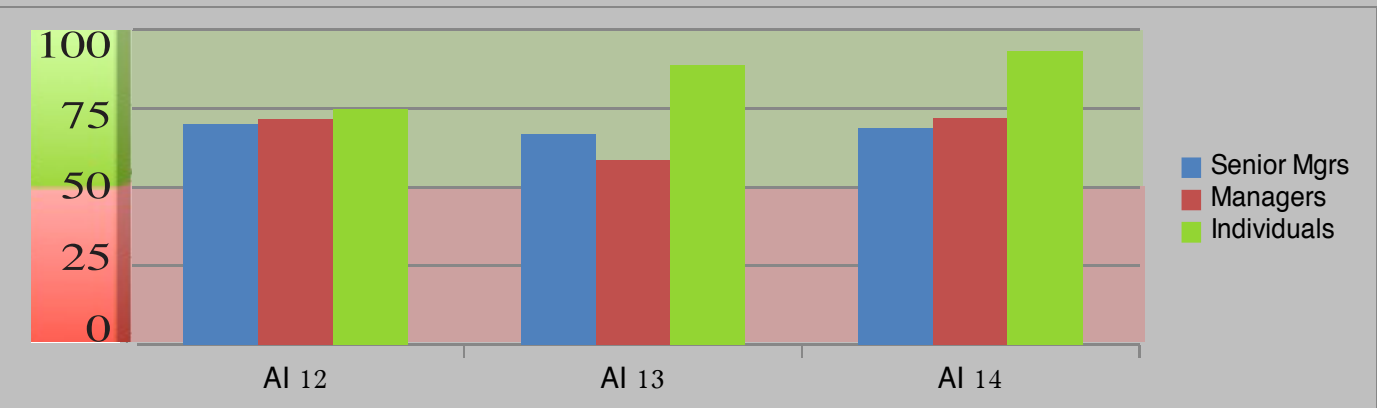
# Communication (Summary)

## Summary of the "Communication" Action Issues



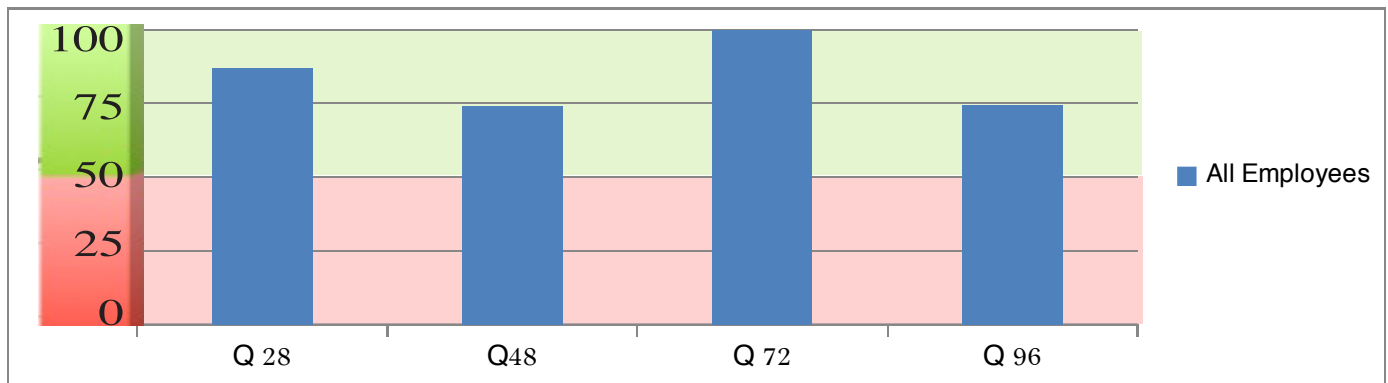
- AI 12 Employees and their managers communicate effectively.
- AI 13 The right information is shared with those who need to have it.
- AI 14 Vertical and horizontal communications are open and unfiltered.

### Alignment Comparison: Senior Managers vs Managers vs Individuals



# Communication (AI-12)

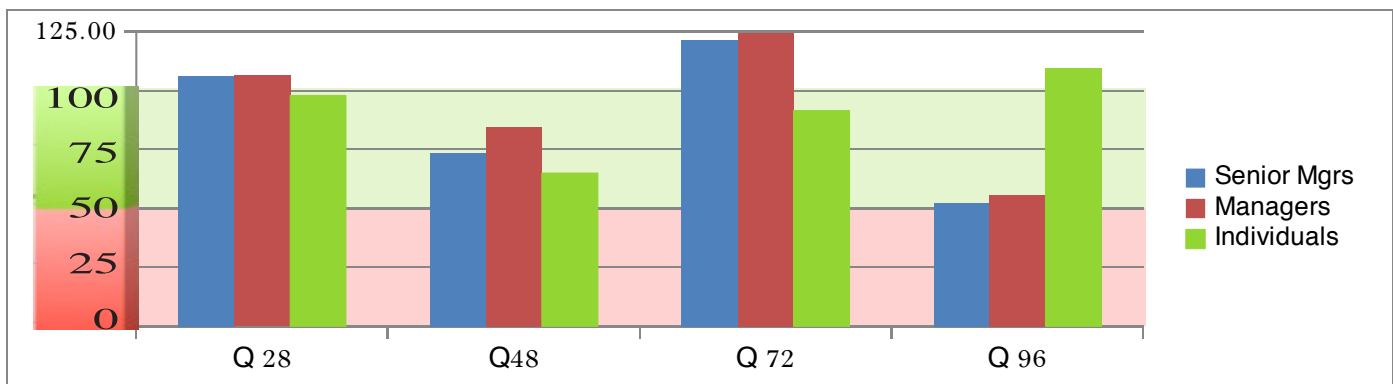
AI 12 Employees and their managers communicate effectively.



## Survey Questions Addressing this Action Issue

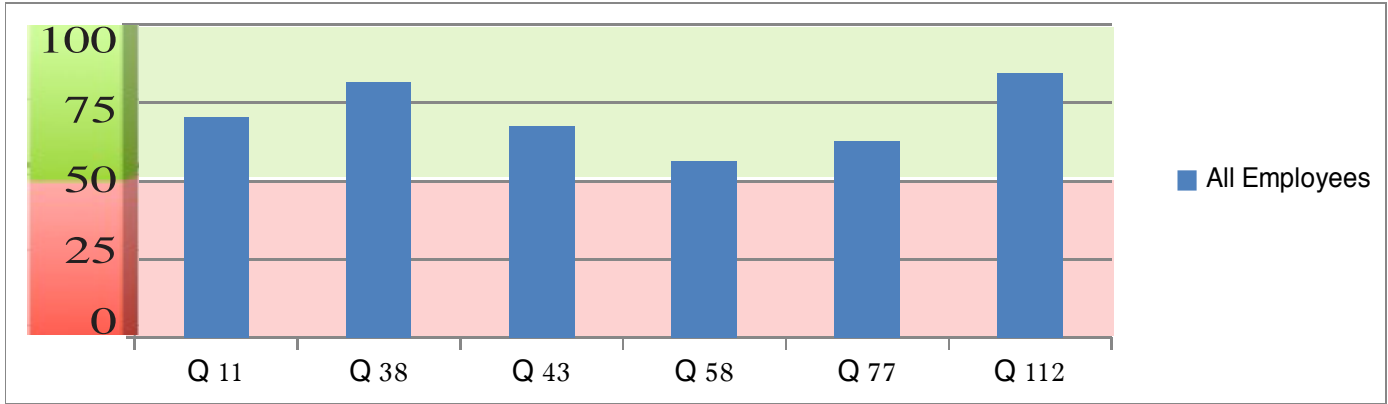
- Q 28 If I have concerns about the future of my job or the organization, I believe I can ask my manager directly for feedback and I will get straight answers
- Q 48 I know where I stand with my manager.
- Q 72 I can go to my manager for coaching when I need it.
- Q 96 A: One-way communication . . . B: Two-way communication

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Communication (AI-13)

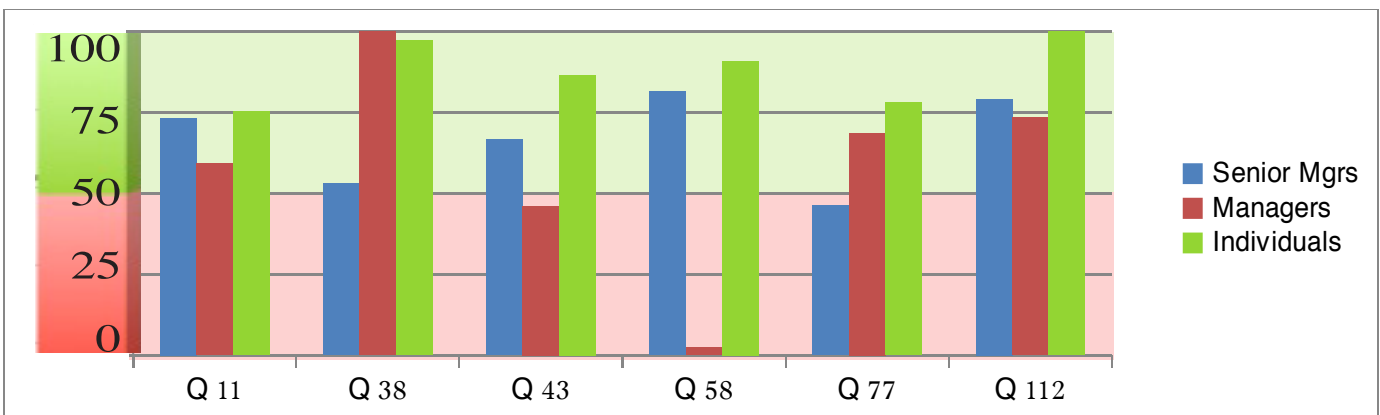
AI 13 The right information is shared with those who need to have it.



## Survey Questions Addressing this Action Issue

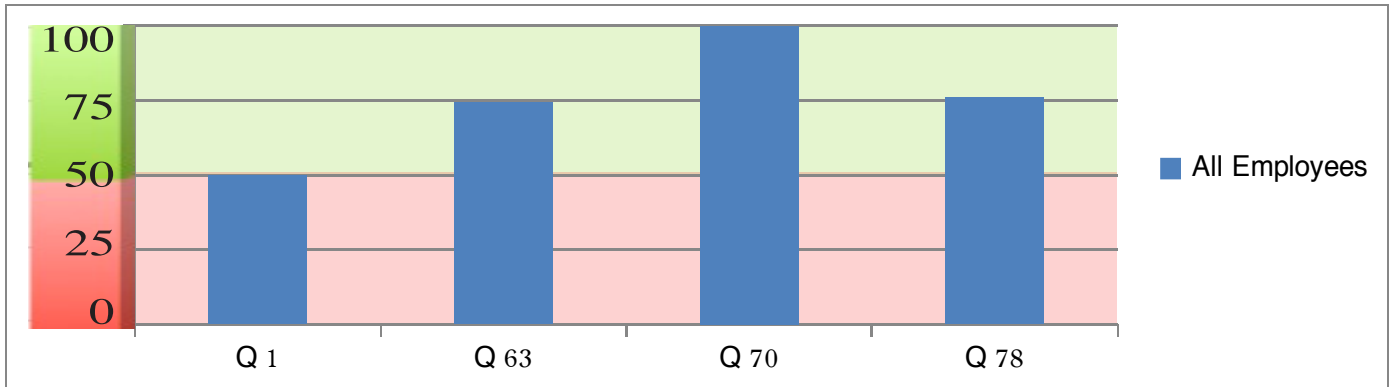
- Q 11 I receive the information I need to do my job.
- Q 38 When I should be involved in an organizational decision I am usually involved in the process.
- Q 43 Decisions related to my work are made without unnecessary delay.
- Q 58 I am included in meetings when the topic is related to my work.
- Q 77 When work is delegated to me, my manager takes the time to review the expectations clearly.
- Q 112 A: Withhold information . . . B: Share information

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Communication (AI-14)

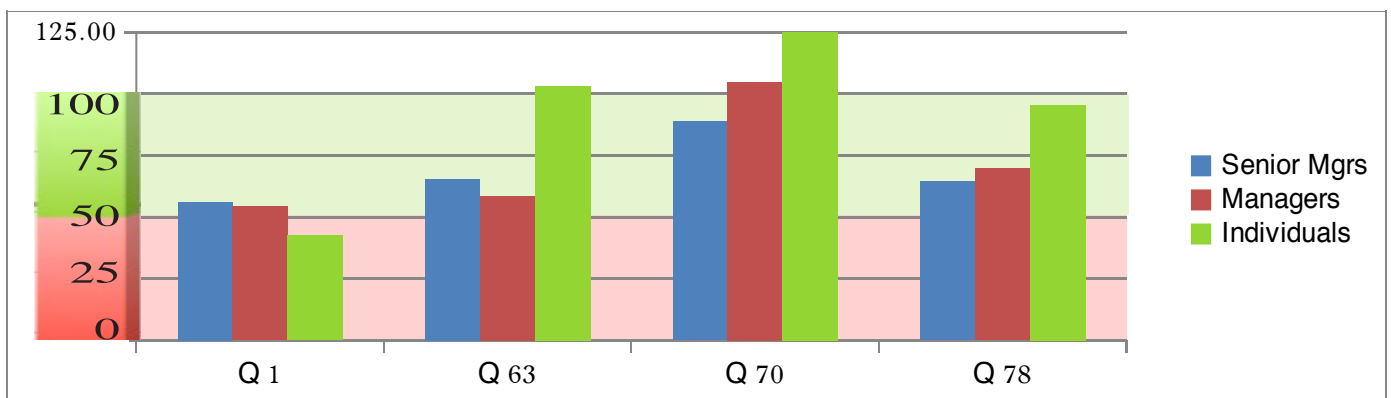
AI 14 Vertical and horizontal communications are open and unfiltered.



## Survey Questions Addressing this Action Issue

- Q 1 Communications are informal across levels in the organization.
- Q 63 Communications are good "across" departments and functions.
- Q 70 The upward flow of information from me to higher levels in the organization is open.
- Q 78 The downward flow of information to me is open.

## Alignment Comparison: Senior Managers vs Managers vs Individuals



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# Communication Observations and Comments

## **AI: 12: Employees and their managers communicate effectively.**

Another important action issue for ensuring the right message is shared with the right people.

- Here XYZ have very high scores showing that communication across levels is very good.

## **AI: 13: The right information is shared with those who need to have it.**

Communications breakdowns are a regular feature of organizational life which cost many millions of dollars in waste. A high score here recognizes the importance of the information rather than the quantity.

- The scores for individuals across this section are outstanding.
- For discussion it would be informative to dialogue about the difference between manager's answers to Q38, a benchmark score, and Q58 (barely above zero)

## **AI 14: Vertical and horizontal communications are open and unfiltered.**

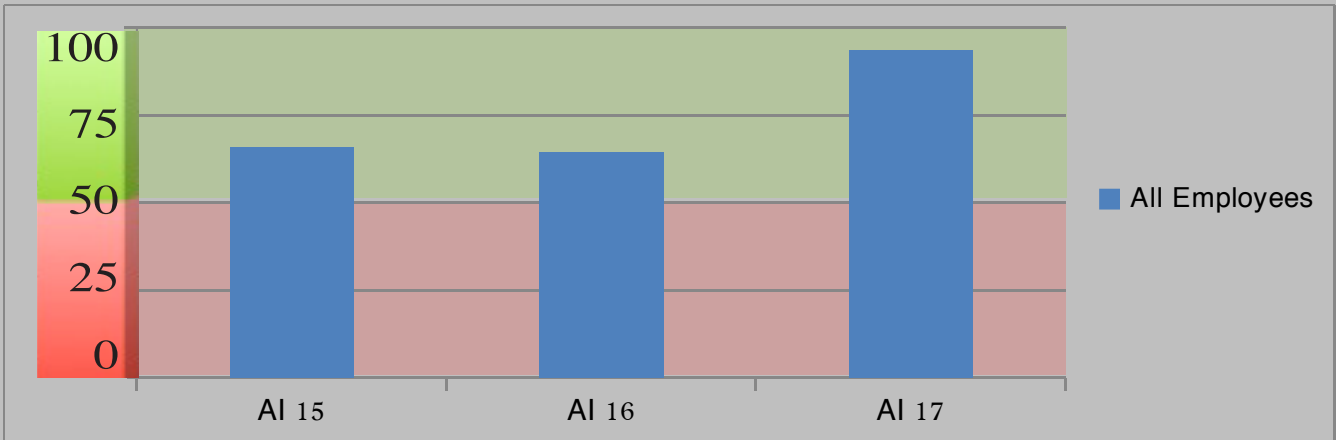
Managers often refer to "silos" where information is carefully guarded and not readily made available. This is a key action issue where a high score demonstrates employees are able to get information needed to be effective. It provides feedback on how information moves between departments as well as up and down the company.

- For XYZ the results are mixed. Informality scores lower than one would expect and upward flow seems to be better than downward. WSA normally sees these results reversed.



# Processes (Summary)

## Summary of the "Processes" Action Issues

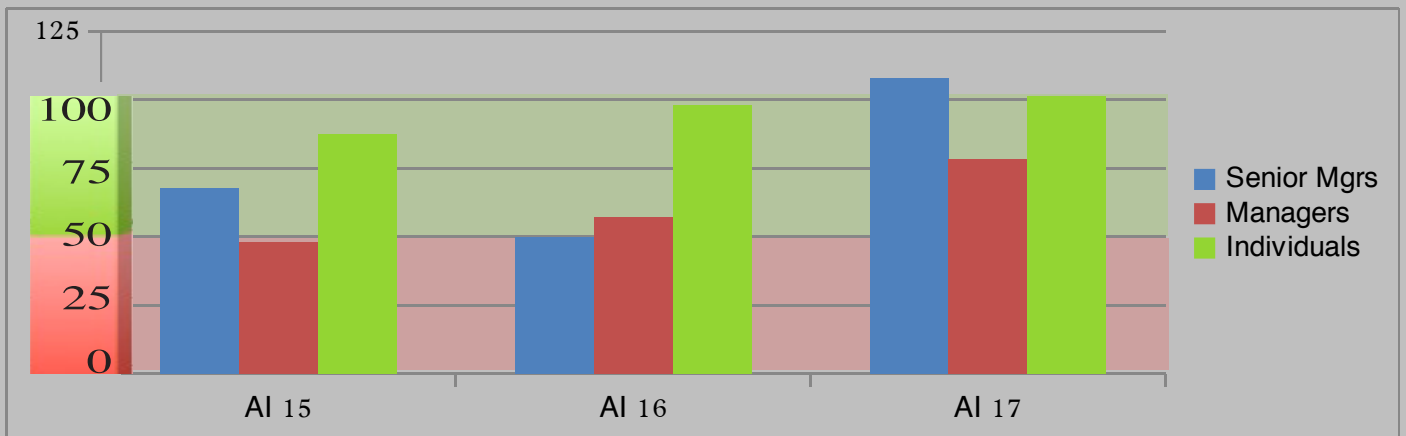


AI 15 The organization has a clear structure, policies and procedures to carry out its work.

AI 16 Priorities are set and maintained; work is not carried out haphazardly.

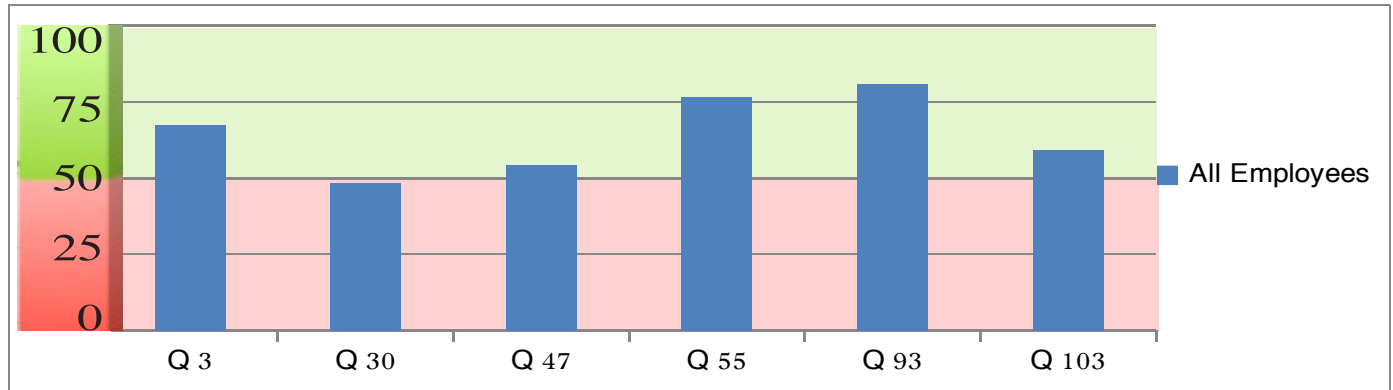
AI 17 The organization provides adequate resources, budgets, and business tools.

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Processes (AI-15)

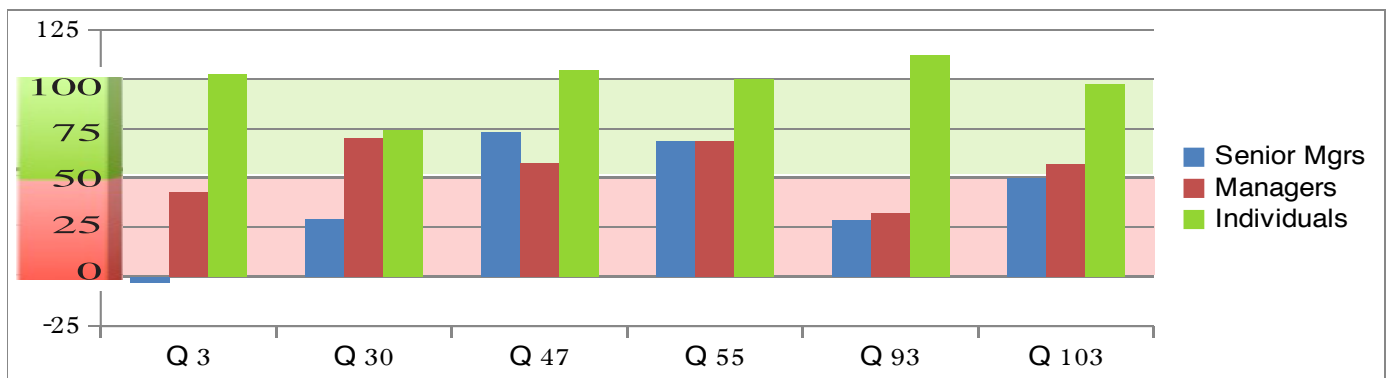
AI 15 The organization has a clear structure, policies and procedures to carry out its work.



## Survey Questions Addressing this Action Issue

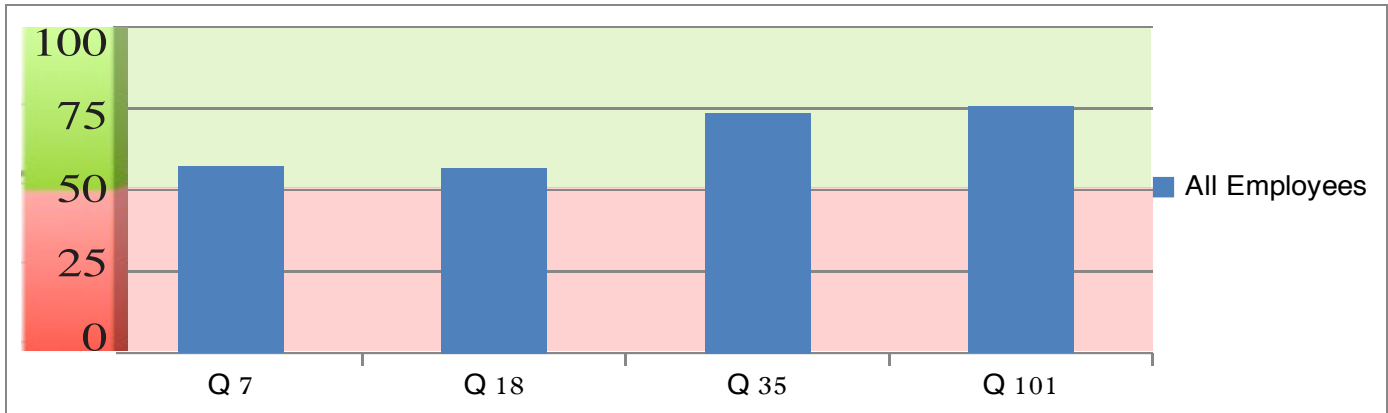
- Q 3 I know what the organizational procedures are for my work.
- Q 30 The formal structure of the organization is clear to me.
- Q 47 I know how to process decisions through the "official" organizational channels.
- Q 55 Organizational procedures help me make sure that the right information flows to the right people.
- Q 93 A: Inadequate internal systems . . . B: Good internal systems
- Q 103 A: Weak control systems . . . B: Strong control systems

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Processes (AI-16)

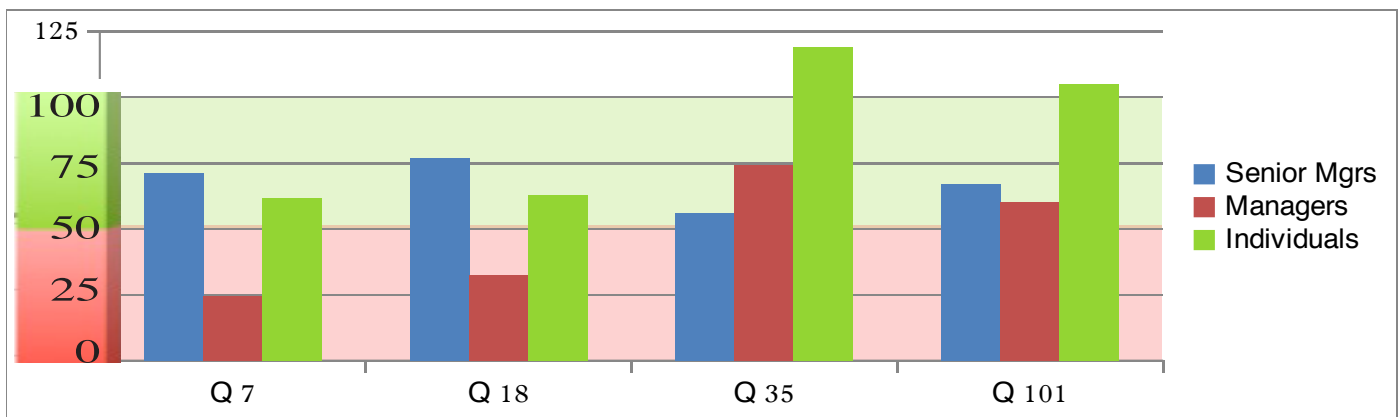
AI 16 Priorities are set and maintained; work is not carried out haphazardly.



## Survey Questions Addressing this Action Issue

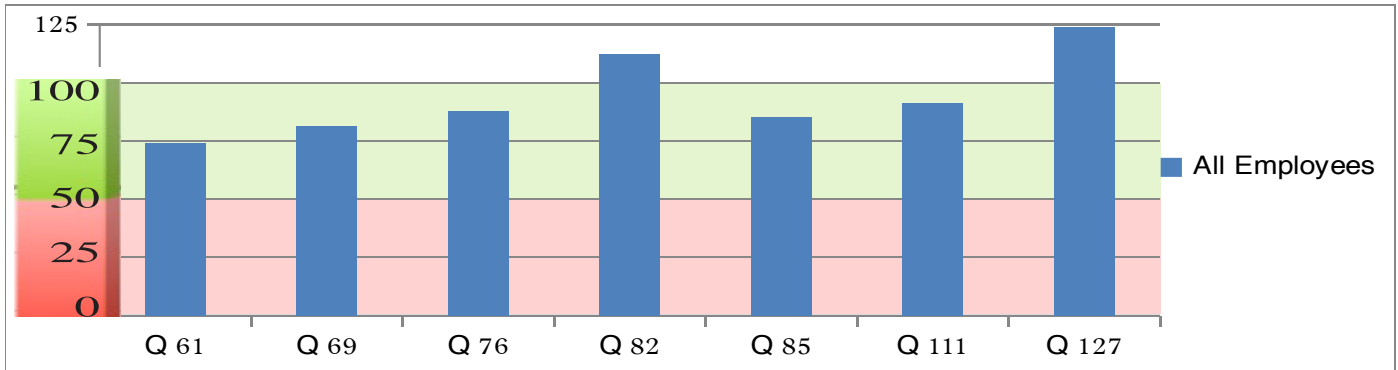
- Q 7 I am able to handle the day-to-day interruptions and still get my job done.
- Q 18 I am able to look at the different demands placed on me and sort out which ones are really important.
- Q 35 I am able to focus enough time and energy on urgent items without causing the longer-term or more important projects to slip.
- Q 101 A: Unclear priorities . . . B: Clear priorities

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Processes (AI-17)

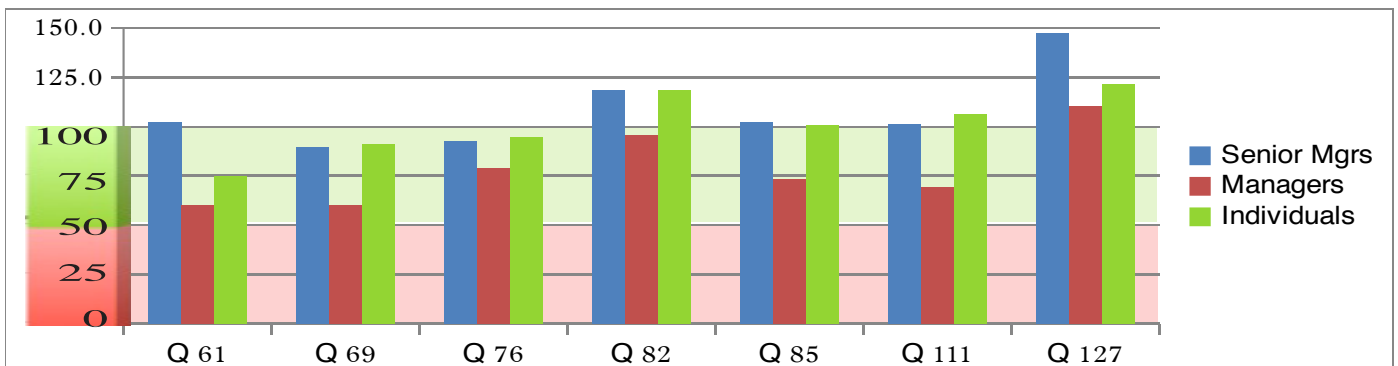
AI 17 The organization provides adequate resources, budgets, and business tools.



## Survey Questions Addressing this Action Issue

- Q 61 I am given the resources needed to accomplish work that is delegated to me.
- Q 69 I am given the organizational support (resources) needed to accomplish my action plans.
- Q 76 My budget is adequate to get my job done.
- Q 82 If I identify additional business tools that I need, they are provided for me.
- Q 85 I am provided with adequate business tools to get my job done.
- Q 111 A: Inadequate resources . . . B: Resources provided
- Q 127 A: Inadequate budgets . . . B: Adequate budgets

## Alignment Comparison: Senior Managers vs Managers vs Individuals



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# Processes Observations and Comments

**AI 15: The organization has a clear structure, policies and procedures to carry out its work.**

This action issue measures how easy the company is to navigate for getting decisions made and finding out who is responsible.

- For XYZ the growth over the past twelve months has been putting a strain on both people and procedures. The senior team feel that procedures are not well understood (Q3) and this is reinforced by the low score they give for Q93. Both are issues that the company is addressing.

**AI 16: Priorities are set and maintained; work is not carried out haphazardly.**

This action issue measures the planfulness of work done by employees. It means employees know how, and when, to alert their supervisors and have a clear set of goals for each work session.

- In XYZ the manager's scores for both Q7 and Q 18 need discussion. However, the individuals offer very high scores throughout.

**AI 17: The organization provides adequate resources, budgets, and business tools.**

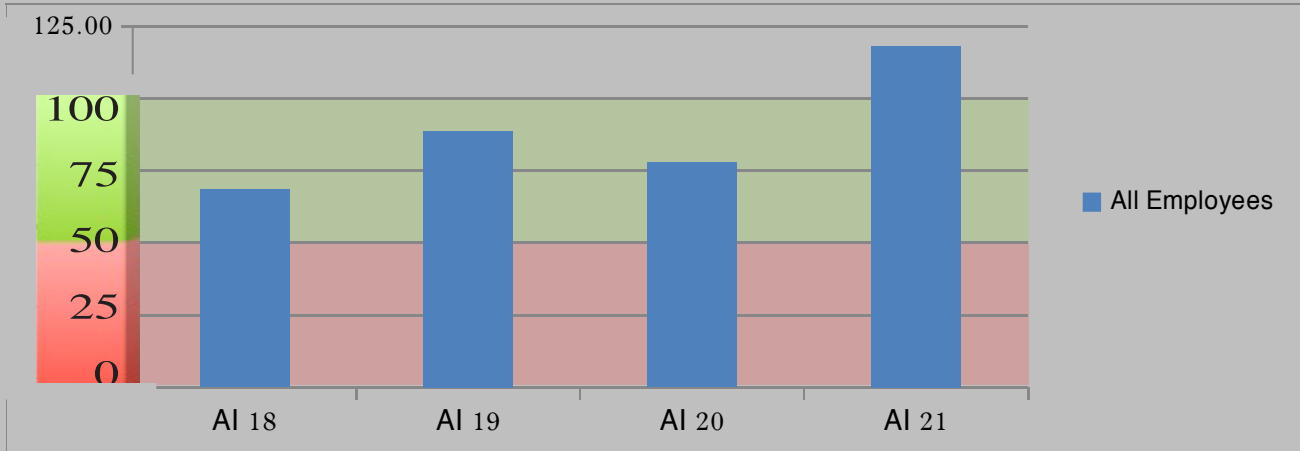
This speaks to the wherewithal to get the work done as effectively as possible. It implies that clear processes exist as do adequate supervisor level controlled budgets for getting any needed resources to effectively do the work.

- XYZ scores highly though the gaps between the managers and the other two groups warrant a discussion. The score for Q82 is remarkably and shows that the company is well resourced for business tools.



# Competence (Summary)

## Summary of the "Competence" Action Issues



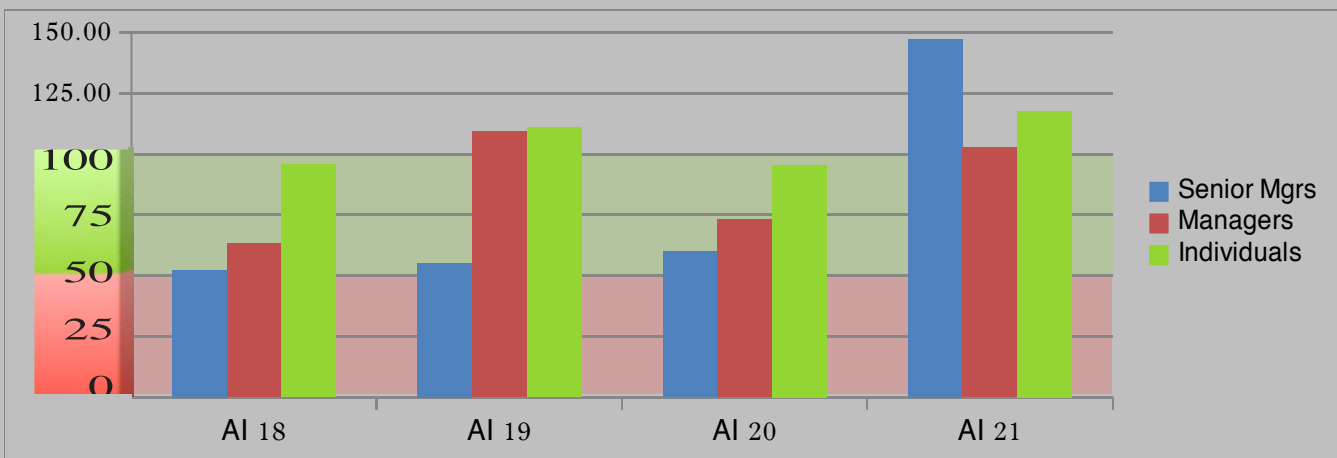
AI 18 The organization seeks and hires good quality employees.

AI 19 Work assignments challenge employees and utilize their skills well.

AI 20 Appropriate training is provided for employees.

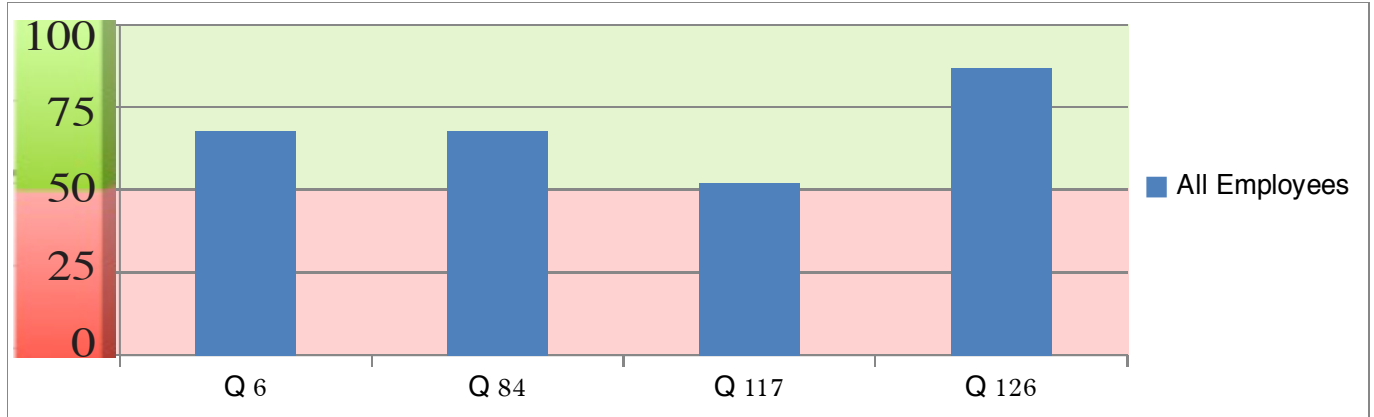
AI 21 Career opportunities are good within the organization.

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Competence (AI-18)

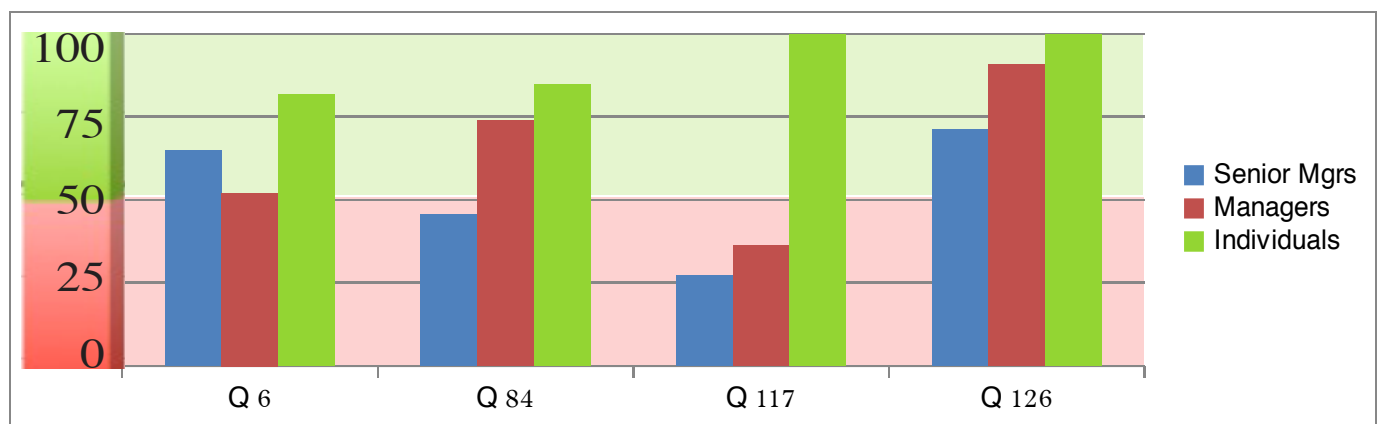
AI 18 The organization seeks and hires good quality employees.



## Survey Questions Addressing this Action Issue

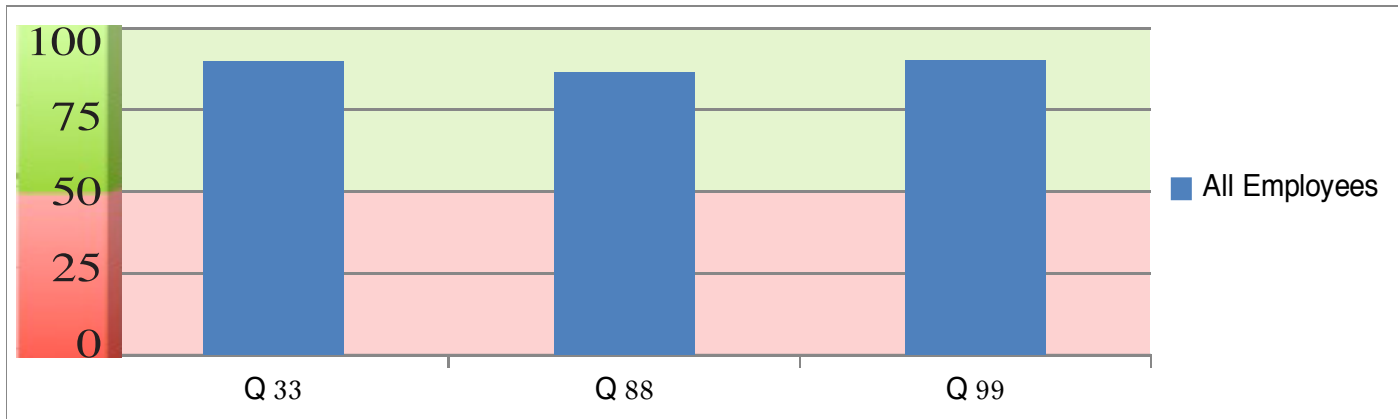
- Q 6 My job interview as a new hire was carefully organized.
- Q 84 Our organization truly looks for the best person for the job.
- Q 117 A: Casual hiring procedures . . . B: Careful hiring procedures
- Q 126 A: Hire average people . . . B: Hire good people

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Competence (AI-19)

AI 19 Work assignments challenge employees and utilize their skills well.



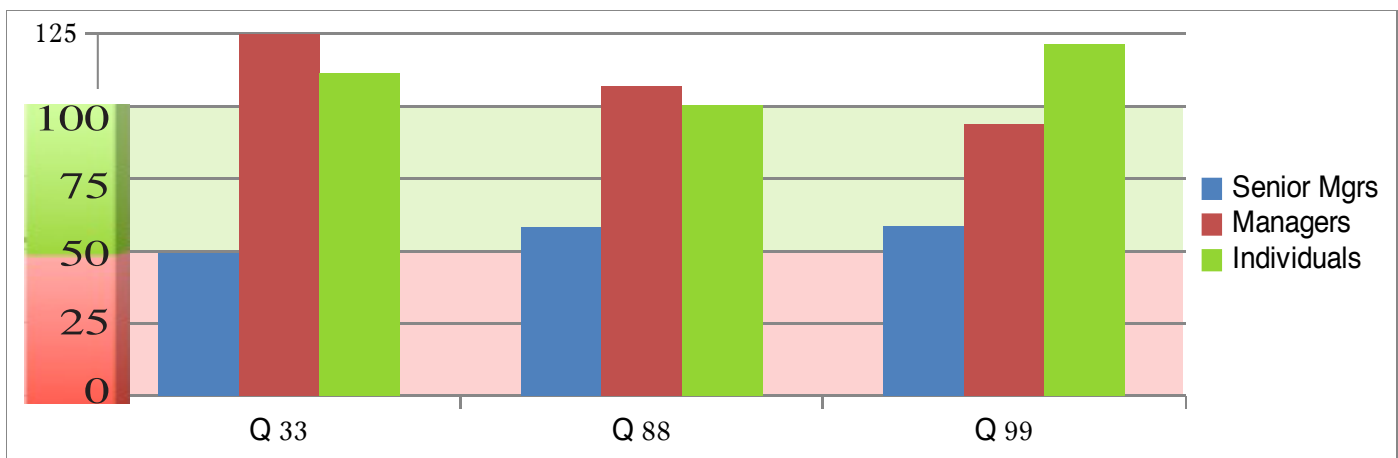
## Survey Questions Addressing this Action Issue

Q 33 My work assignments make the best use of my skills.

Q 88 A: Not challenging . . . B: Challenging

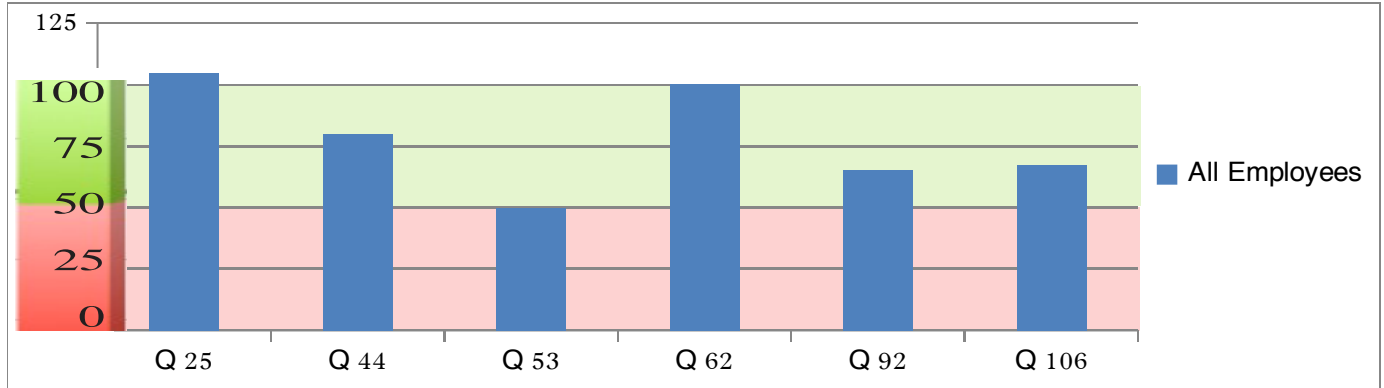
Q 99 A: Assignments not matched to skills . . . B: Assignments matched to skills

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Competence (AI-20)

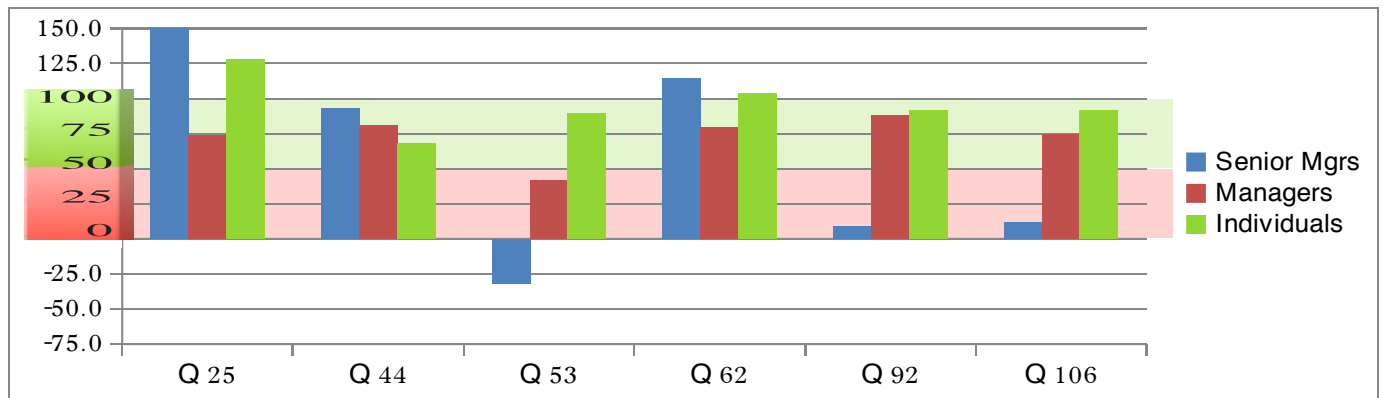
AI 20 Appropriate training is provided for employees.



## Survey Questions Addressing this Action Issue

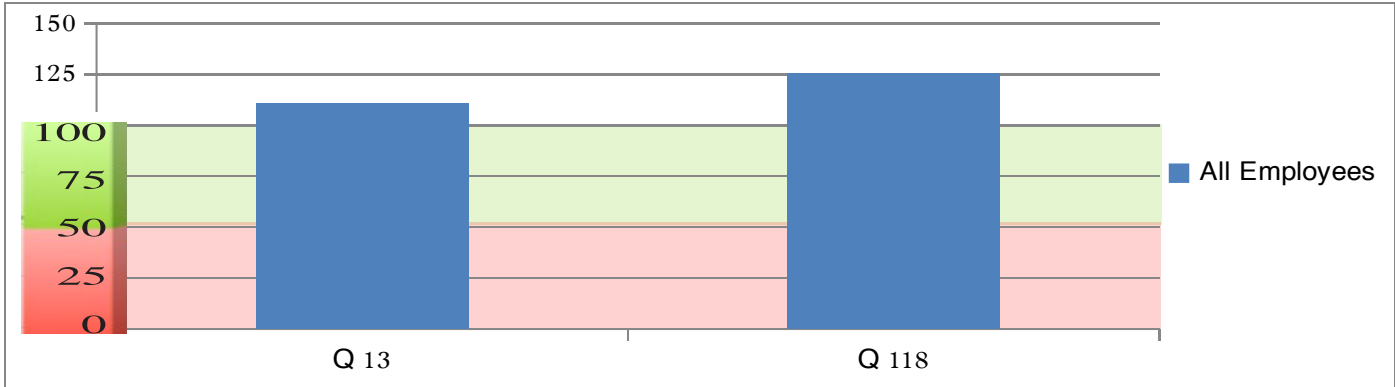
- Q 25 The organization provides me with opportunities to prepare/train for future career opportunities through in-house courses.
- Q 44 I receive adequate training in how to do my job through informal training.
- Q 53 I receive adequate training in how to do my jobs through in-house courses.
- Q 62 The organization invests in developing my talents and abilities (training, external seminars, tuition reimbursement, etc.).
- Q 92 A: Informal on-the-job training . . . B: Formal training programs
- Q 106 A: Inadequate training provided . . . B: Adequate training provided

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Competence (AI-21)

AI 21 Career opportunities are good within the organization.

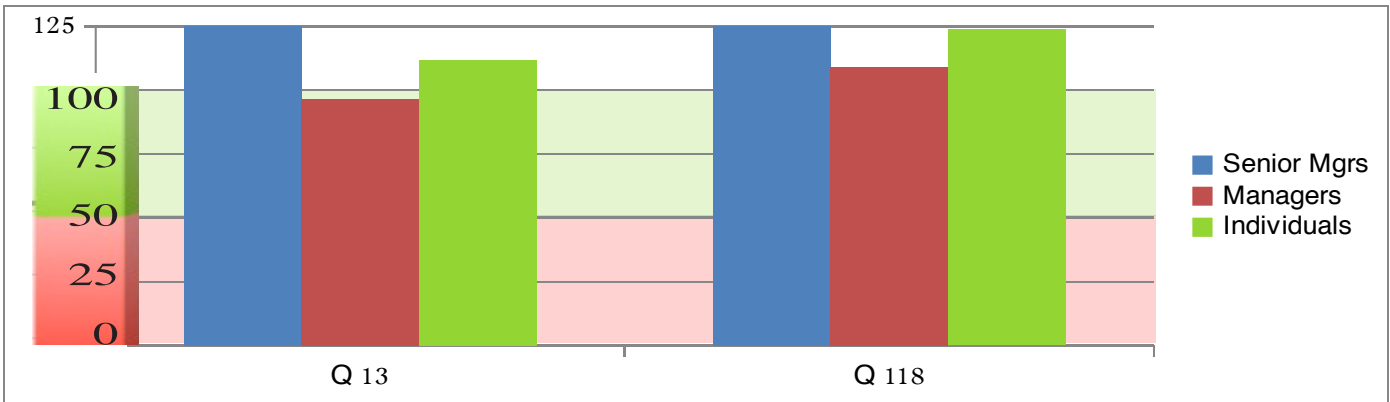


## Survey Questions Addressing this Action Issue

Q 13 I have good long-term career potential in this organization.

Q 118 A: Career stagnation . . . B: Career opportunities

## Alignment Comparison: Senior Managers vs Managers vs Individuals



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# Competence Observations and Comments

## **AI 18 The organization seeks and hires good quality employees.**

The quality of an organizations' hiring process over time has a large cumulative effect on their effectiveness. This action issues explores how the employees experience the hiring process.

- For XYZ who have been hiring a lot of people lately this is a critical subject.
- The scores for the individuals again are all very high – tempered but both sets of managers whose scores show they feel there is still more to be done in this area.

## **AI 19 Work assignments challenge employees and utilize their skills well.**

This action issue explore the “fit” of an employees skill set with the work they are given to do. The measure speaks to the effectiveness of the supervision in their ability to fit the round pegs in the round holes.

- Both individuals and managers score this highly. Senior managers are more reticent in their answers

## **AI 20 Appropriate training is provided for employees.**

This action issue examines the effectiveness of the company's employee training both formally and informally. On the job training is still the most widely used form of job training and used exclusively by many companies. This has a potential danger as it means the bad work habits can be passed on. Good on the job training can rapidly assimilate new employees and quickly make them valuable contributors.

- For XYZ there are some paradoxes in this action issue. Q53 for senior managers is in direct contrast to Q25. The company obviously has a generous training policy for off site courses but it appears an area foe further discussion at the senior level

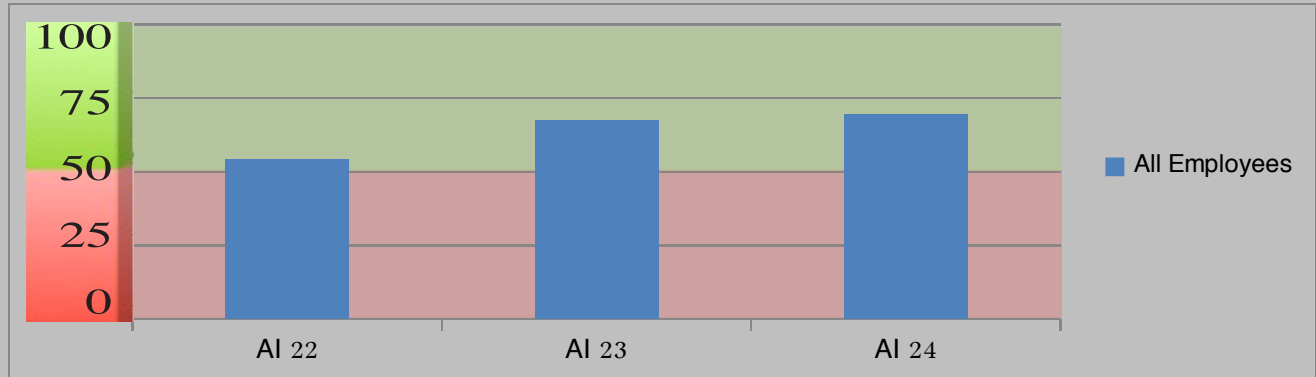
## **AI 21 Career opportunities are good within the organization.**

This action issues seeks to give insight to the company's approach to developing employees and the employee's sense of their potential in the organization. This is a key issue when companies decide to embark on a radical change. The people who feel the have a career ahead of them can be the company's best change catalysts and model and new behaviours needed.

- The XYZ scores for all questions reflect a sound company that people clearly are proud to work for.

# Work Planning (Summary)

## Summary of the "Work Planning" Action Issues

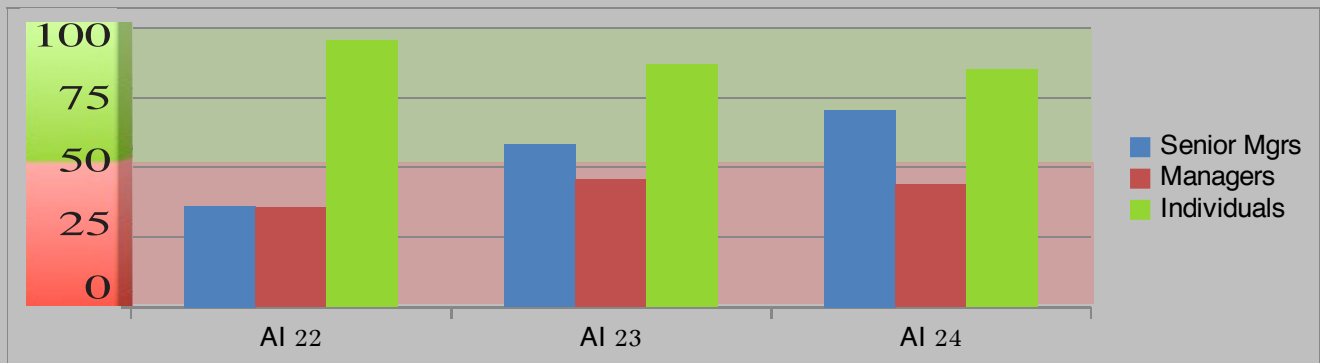


AI 22 Roles and responsibilities are clearly defined throughout the organization.

AI 23 Work standards and objectives are established and monitored.

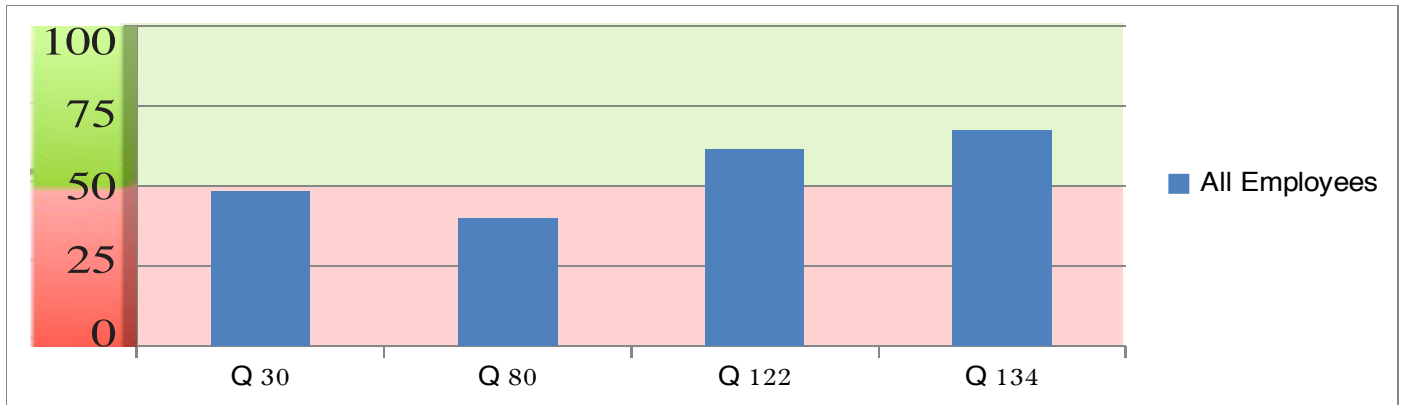
AI 24 Action plans are established and carried out.

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Work Planning (AI-22)

AI 22 Roles and responsibilities are clearly defined throughout the organization.



## Survey Questions Addressing this Action Issue

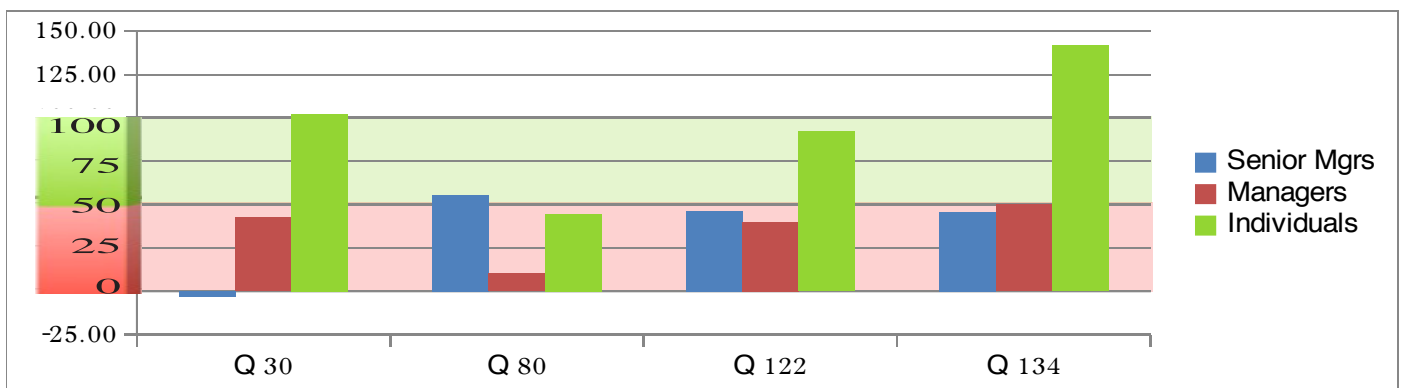
Q 30 The formal structure of the organization is clear to me.

Q 80 I understand my job responsibilities.

Q 122 A: Unclear job responsibilities . . . B: Clear job responsibilities

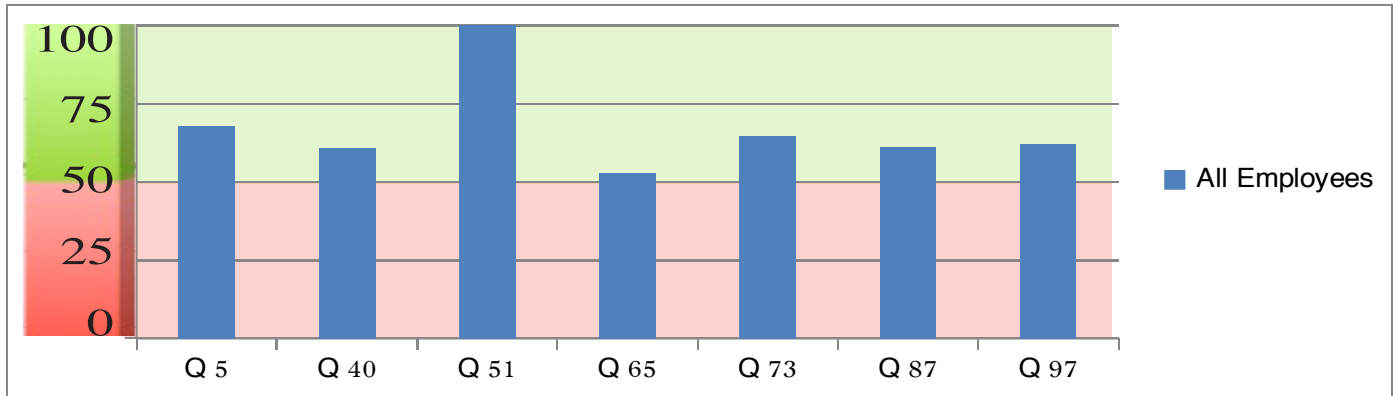
Q 134 A: Unclear roles for people . . . B: Defined roles for people

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Work Planning (AI-23)

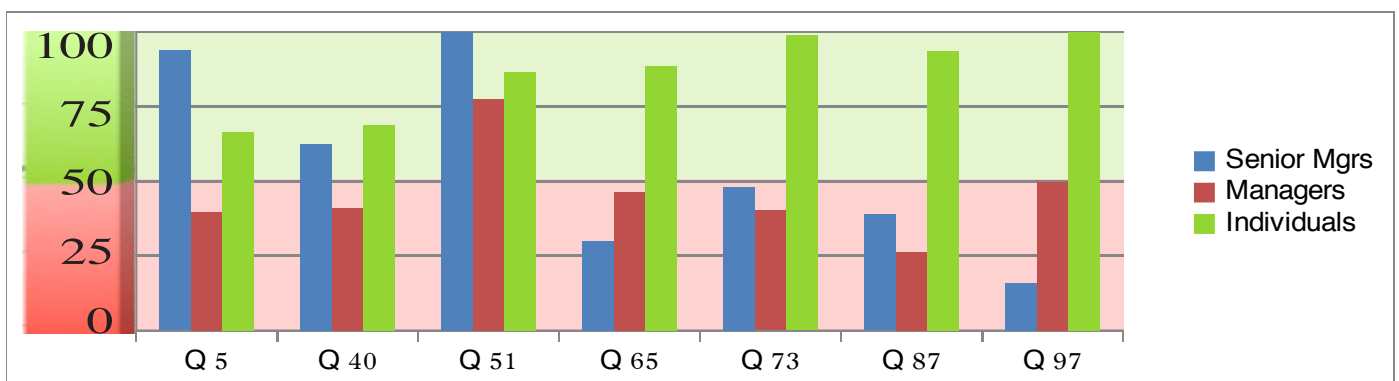
AI 23 Work standards and objectives are established and monitored.



## Survey Questions Addressing this Action Issue

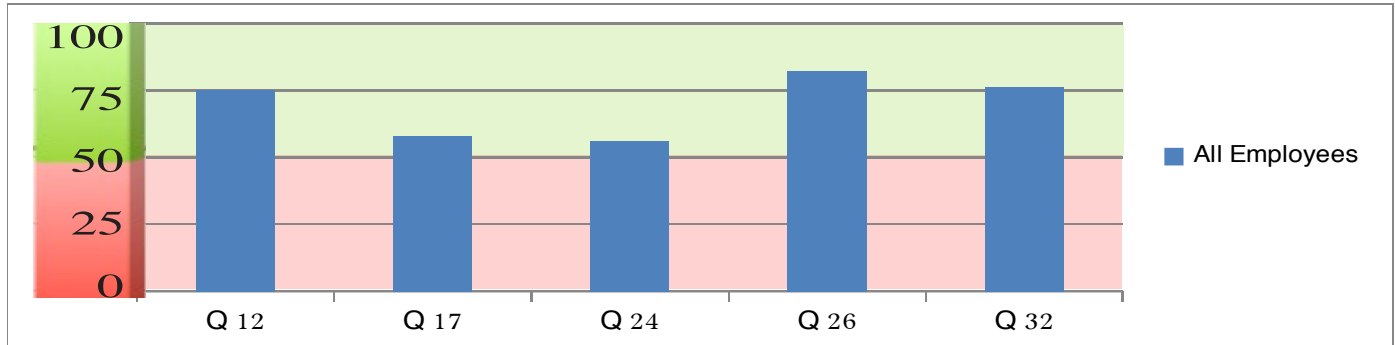
- Q 5 My performance standards are clear.
- Q 40 I have specific, measurable "work objectives" for my job.
- Q 51 My performance standards are challenging, yet achievable.
- Q 65 I have measurable standards for the key factors critical to my success.
- Q 73 I know the 5-7 factors that are critical to my success in my job.
- Q 87 A: Results monitored sporadically . . . B: Results monitored regularly
- Q 97 A: Individual objectives not measurable . . . B: Measurable objectives for people

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Work Planning (AI-24)

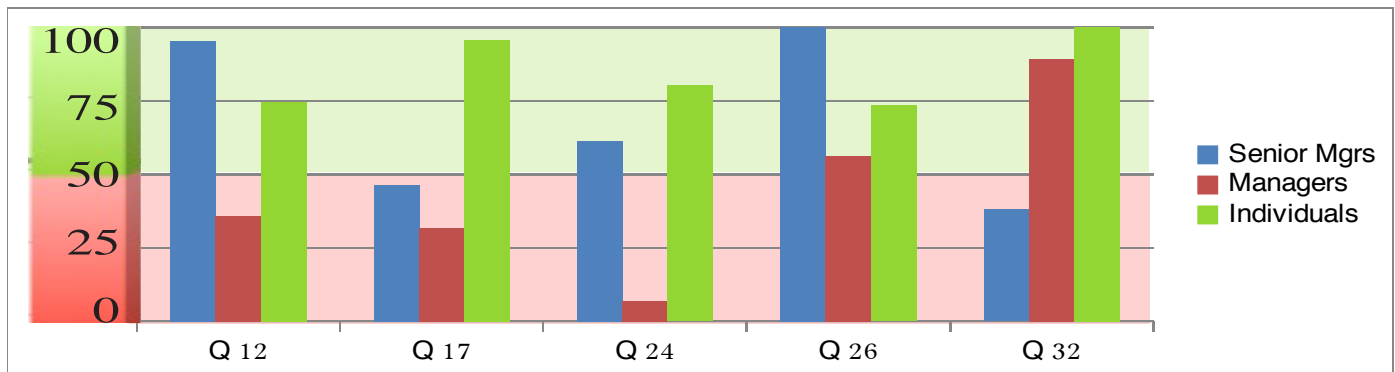
AI 24 Action plans are established and carried out.



## Survey Questions Addressing this Action Issue

- Q 12 I plan sufficient time to accomplish the key tasks that will make the difference in my job.
- Q 17 My action plans have been shared with others who have some accountability in achieving them.
- Q 24 My action plans specify what is to be done, how it will be done, who will do it, and by when it will be done.
- Q 26 I manage my time well
- Q 32 I have a detailed action plan for each of my work objectives.

## Alignment Comparison: Senior Managers vs Managers vs Individuals



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# Work Planning Observations and Comments

## **AI 22 Roles and responsibilities are clearly defined throughout the organization.**

Understanding individual roles and responsibilities in a company leads to clarity of purpose and minimizing confusion resulting in fewer organizational "turf wars".

- Although XYZ has put effort into clarifying roles senior managers are clearly less happy with the formal structure (Q30)
- Possibly of greater concern is the answer managers give to Q80. This subject needs to be further examined.

## **AI 23 Work standards and objectives are established and monitored.**

What gets measured gets managed is an old management axiom. If people know what is expected of them and have achievable goals they will be more successful than those who are not clear on what is expected of them.

- For XYZ the results are mixed. Again managers score lower than expected. Q5 and Q40 both need discussion. Similarly discussion would be helpful on how the senior teams response to Q97 which implies objectives that are not measurable.

## **AI 24 Action plans are established and carried out.**

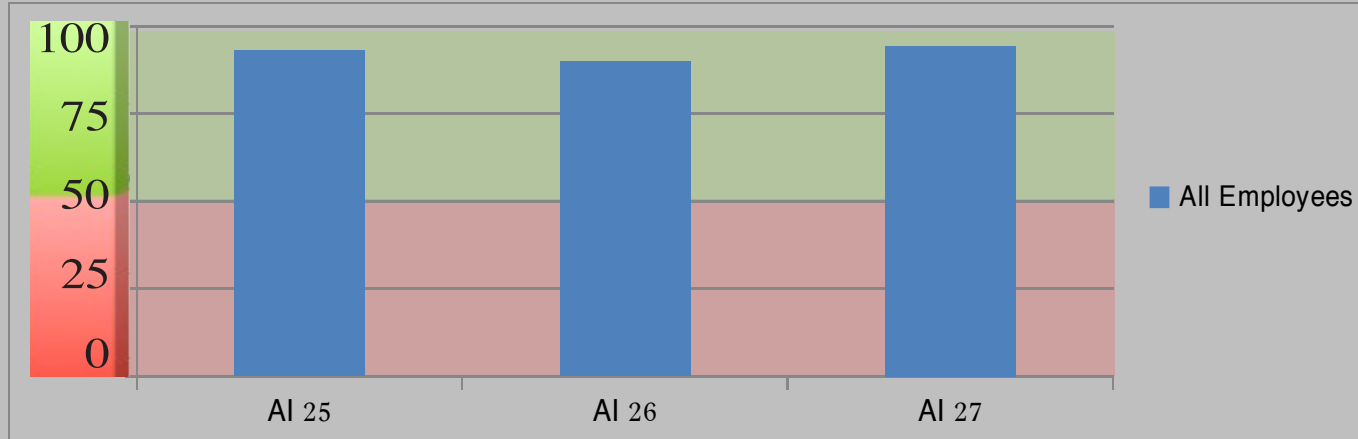
Linked to the above this action issue probes the nature of planning at the working level. The success of an enterprise can be directly linked to the work performed by everyone within the enterprise.

- XYZ individuals answer this set of questions suggests a planful workforce with clear goals linked to the organizations overall goals. However the manager's low score for Q24 should be discussed



# Performance Accountability (Summary)

## Summary of "Performance Accountability" Action Issues

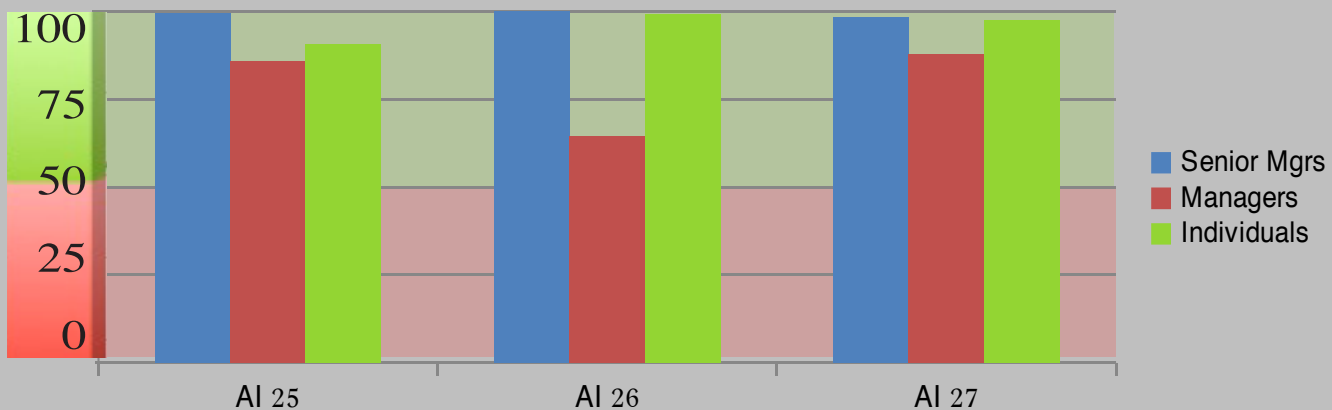


AI 25 The organization recognizes good work performance.

AI 26 The organization rewards good work performance.

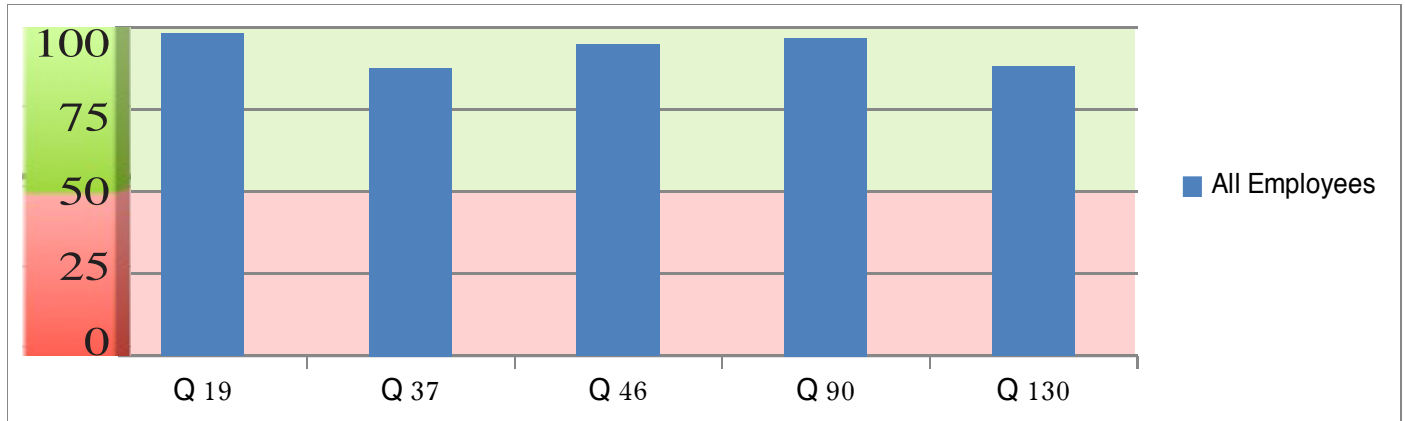
AI 27 Employees receive constructive, job-related feedback.

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Performance Accountability (AI-25)

AI 25 The organization recognizes good work performance.



## Survey Questions Addressing this Action Issue

Q 19 I am praised when I do a good job.

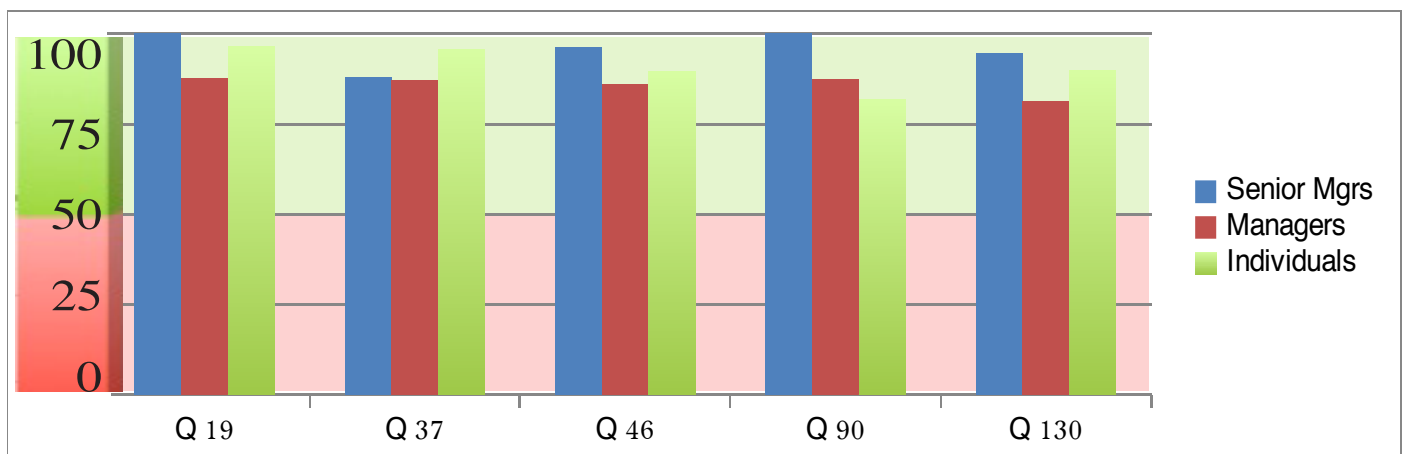
Q 37 The organization provides me with many informal rewards for performance (praise, memos, compensatory time, etc.).

Q 46 I am recognized for my performance.

Q 90 A: Feedback largely negative . . . B: Feedback largely positive

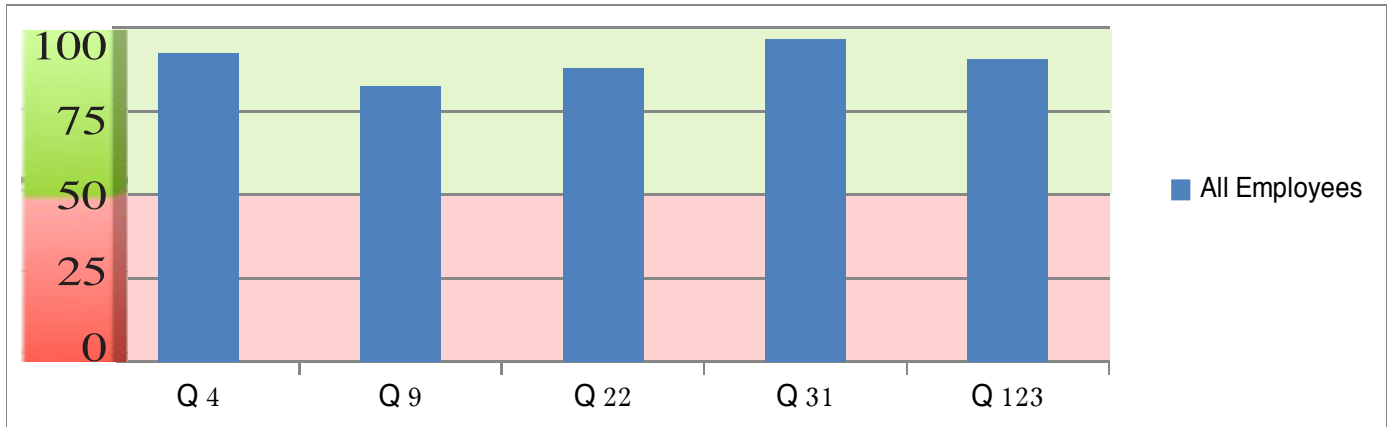
Q 130 A: Little/no recognition . . . B: High recognition

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Performance Accountability (AI-26)

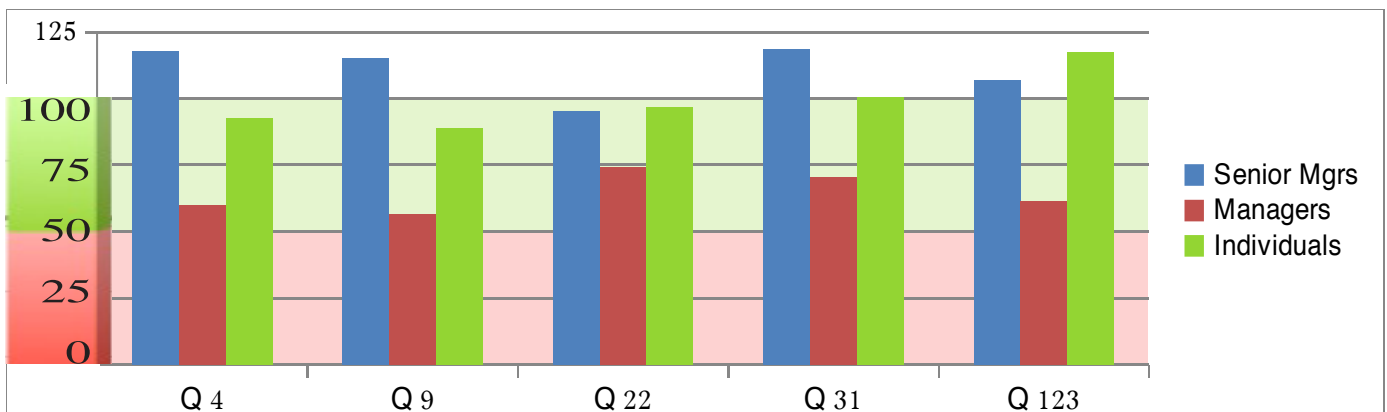
AI 26 The organization rewards good work performance.



## Survey Questions Addressing this Action Issue

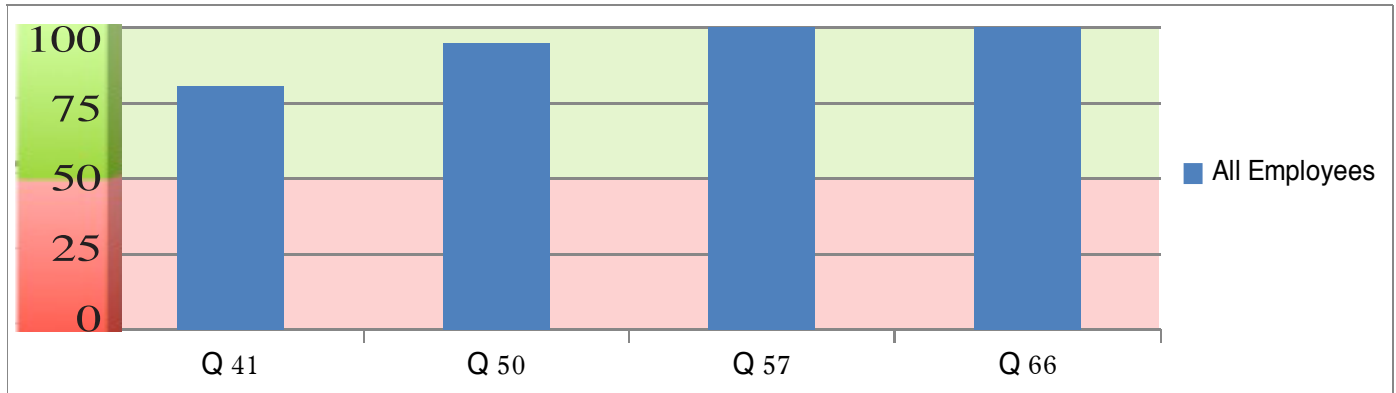
- Q 4 The organization rewards me for my efforts.
- Q 9 I will be rewarded if I perform well.
- Q 22 There will be a significant difference in my raise depending on how I perform in the organization.
- Q 31 The organization rewards me for my accomplishments.
- Q 123 A: Rewards based on longevity . . . B: Rewards based on performance

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Performance Accountability (AI-27)

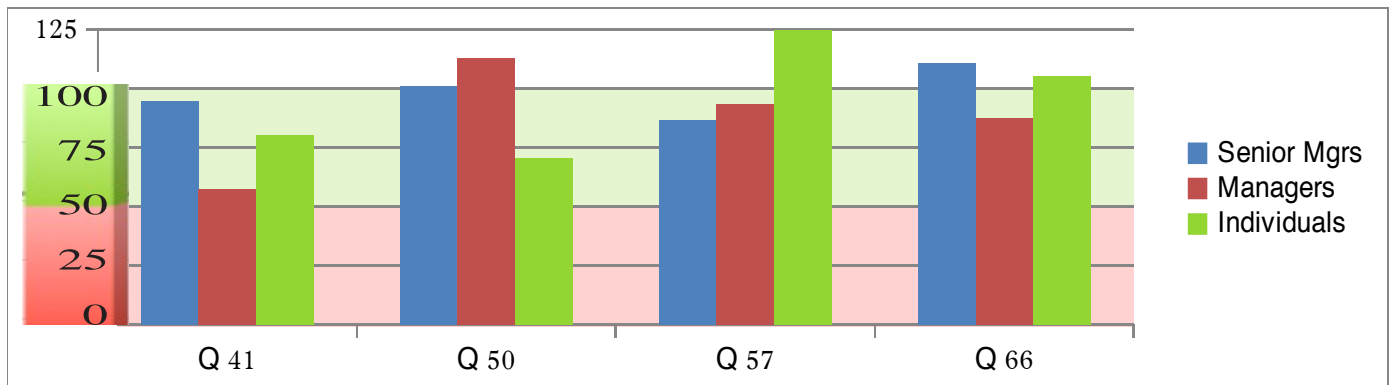
AI 27 Employees receive constructive, job-related feedback.



## Survey Questions Addressing this Action Issue

- Q 41 Achievement is recognised in performance appraisal reviews.
- Q 50 I receive constructive feedback when I do not meet job expectations.
- Q 57 I receive clear feedback about my job performance.
- Q 66 I receive informal feedback regarding how I am doing in my job.

## Alignment Comparison: Senior Managers vs Managers vs Individuals



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# Performance Accountability Observations and Comments

## **AI 25 The organization recognizes good work performance.**

Recognition for good work is a known motivator for all employees. In some situations recognition can be more prized by employees than rewards. This action issue seeks to measure how effective the company is at recognizing good day to day performance. The employee of the month schemes are designed to achieve this but often it is the informal recognition that is as effective a motivator as the formal scheme.

- The XYZ scores are high and demonstrate why the company has been so successful

## **AI 26 The organization rewards good work performance.**

Rewards can be a tangible component of recognition. These can be formal or informal and are all designed to motivate employees to continue to seek high standards in their work.

- For this survey the results are good for the senior team and the individuals but the managers again lag. The largest gap is in Q123 but all the managers scores are over the 50th percentile so there is no crisis here.

## **AI 27 Employees receive constructive, job-related feedback.**

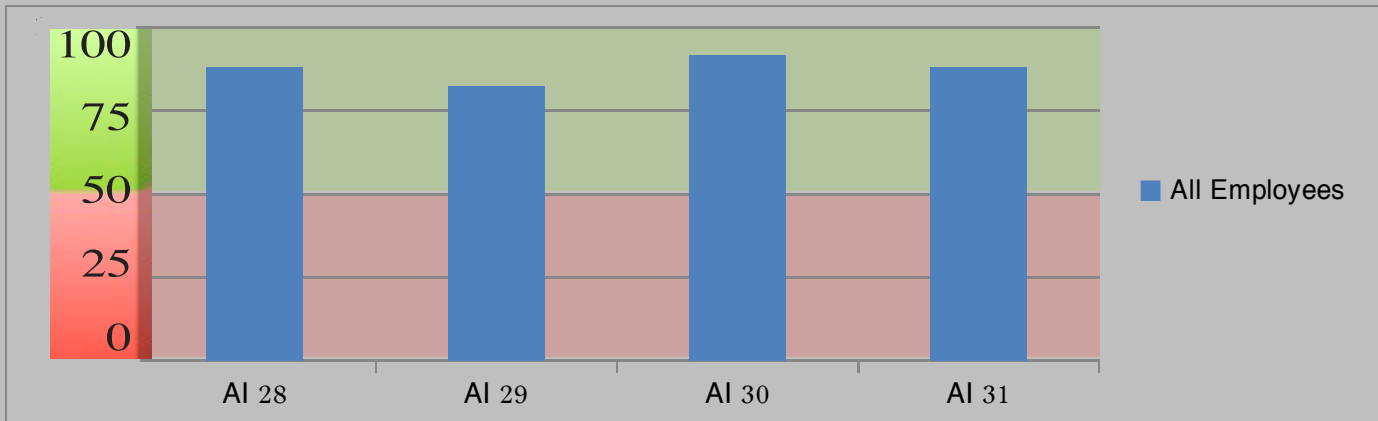
Managers often find giving feedback to employees difficult. The issue looks at their effectiveness in this area. Employees who receive helpful feed back often make improvements and perform better.

- The XYZ appraisal system clearly is effective and this is true both formally and informally. The alignment between all three levels relating to informal feedback is noteworthy.



# Work Environment (Summary)

## Summary of the "Work Environment" Action Issues



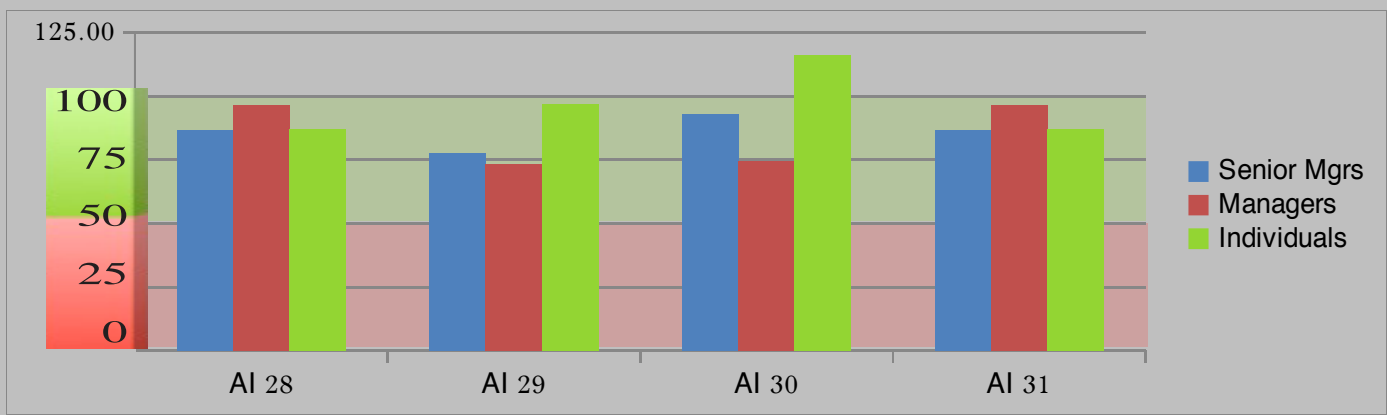
AI 28 The organization is concerned about its employees and treats them with respect.

AI 29 The organization pays attention to the physical and psychological health of its employees

AI 30 The compensation package is competitive and fairly administered.

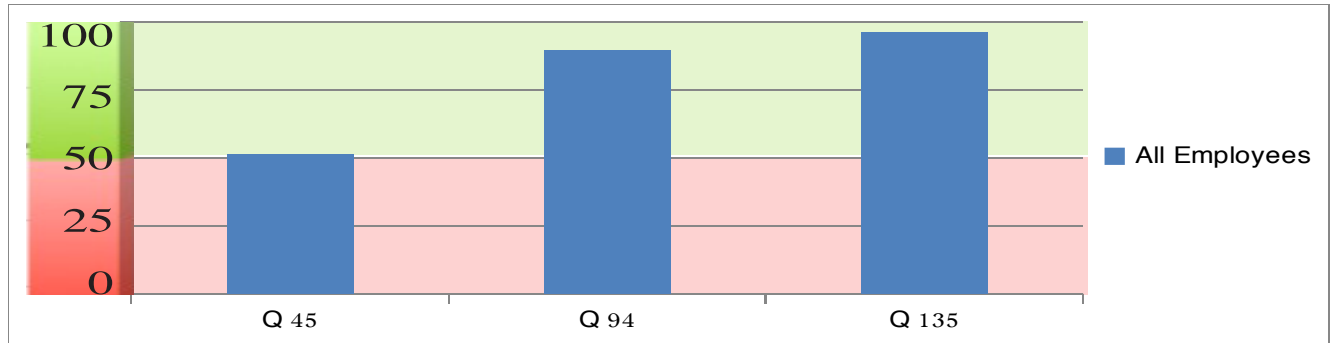
AI 31 Employees feel secure in their jobs.

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Work Environment (AI-28)

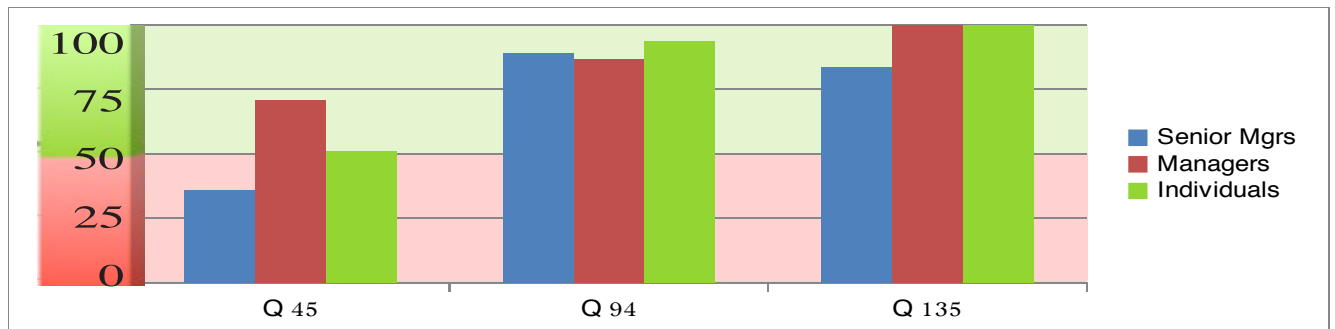
AI 28 The organization is concerned about its employees and treats them with respect.



## Survey Questions Addressing this Action Issue

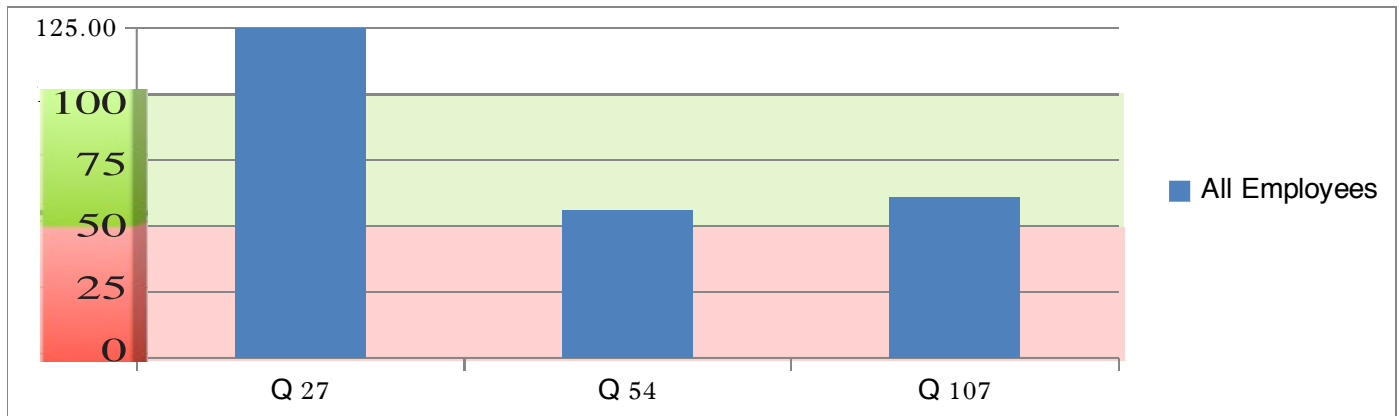
- Q 45 If I had a difficult personal situation that was interfering with my ability to do my work, the organization would be supportive but made it clear I must get my work done.
- Q 94 A: Little concern for people . . . B: Care about people
- Q 135 A: Lack of individual respect. . . B: Respect for individuals

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Work Environment (AI-29)

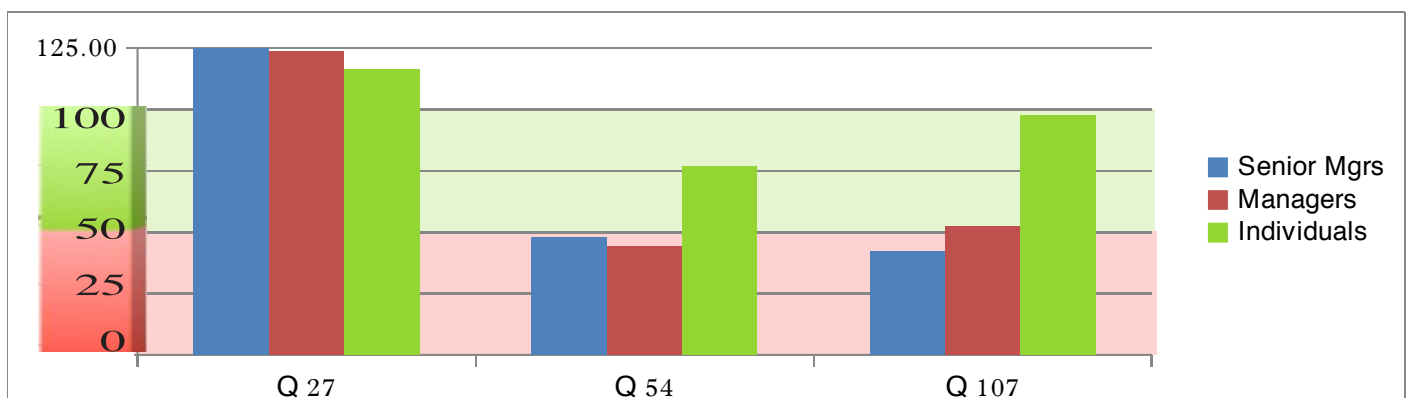
AI 29 The organization pays attention to the physical and psychological health of its employees



## Survey Questions Addressing this Action Issue

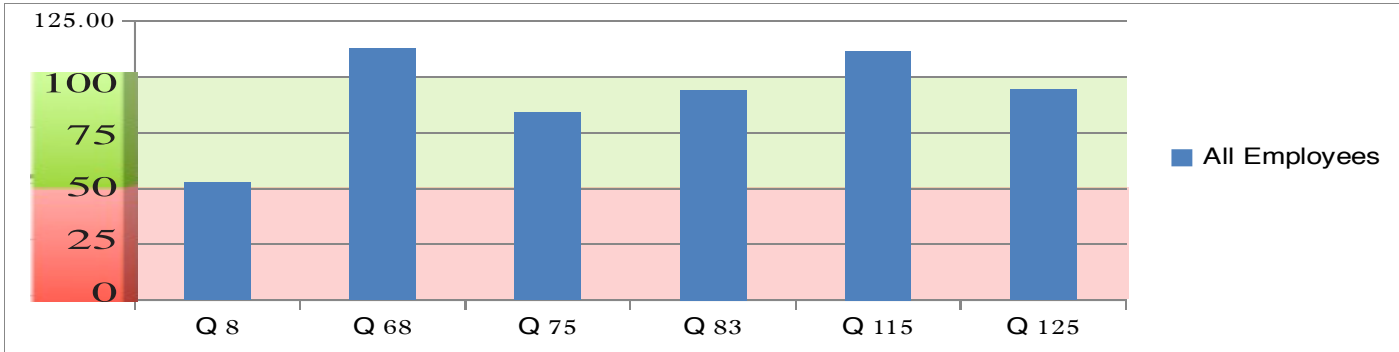
- Q 27 The organization truly cares about the quality of my physical health.
- Q 54 I do not feel constantly anxious or "stressed out" by excessive job pressures.
- Q 107 A: High stress environment . . . B: Moderate stress environment

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Work Environment (AI-30)

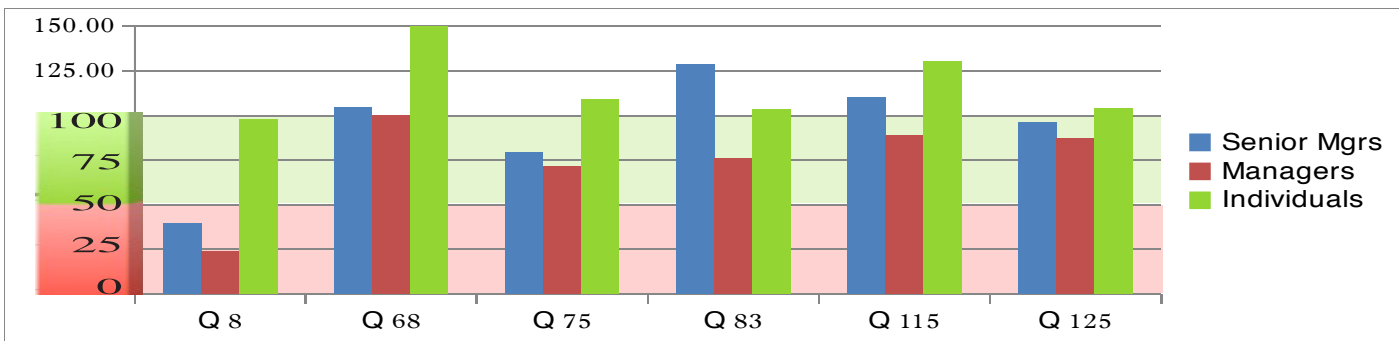
AI 30 The compensation package is competitive and fairly administered.



## Survey Questions Addressing this Action Issue

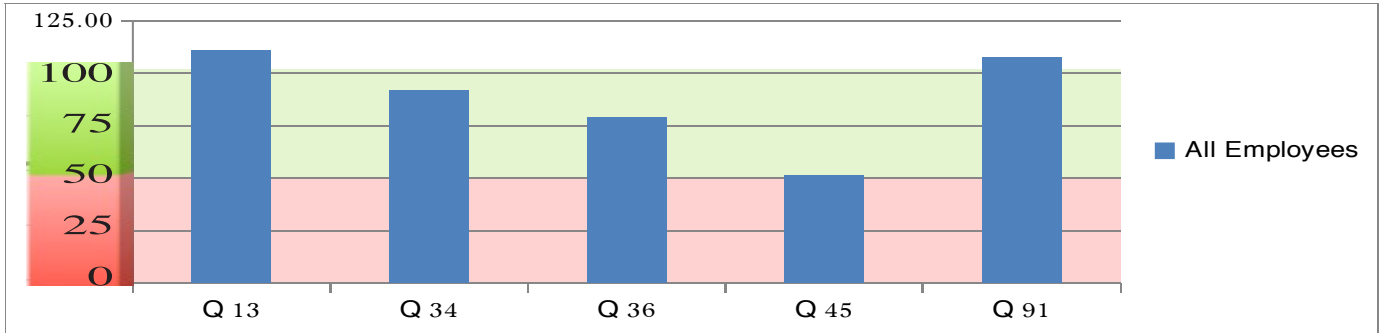
- Q 8 Salary policies are administered consistently across the organization.
- Q 68 Bonuses and incentive programs are fair.
- Q 75 I am paid at least as well as I would be in other organizations for the same type and level of work.
- Q 83 My salary is fair for the work I do.
- Q 115 A: Inadequate benefits . . . B: Good benefits
- Q 125 A: Compensation is not fair . . . B: Compensation is fair

## Alignment Comparison: Senior Managers vs Managers vs Individuals



# Work Environment (AI-31)

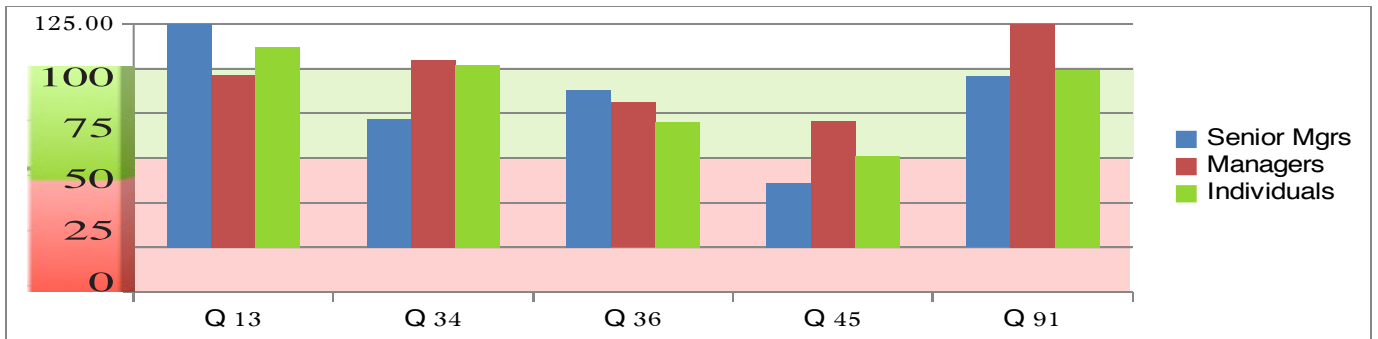
## AI 31 Employees feel secure in their jobs.



### Survey Questions Addressing this Action Issue

- Q 13 I have good long-term career potential in this organization.
- Q 34 I believe that management will support my decisions (even if I don't have the authority) provided they believe I am acting in the best interests of the organization.
- Q 36 I know my job is secure. I don't worry about being laid off or the organization going out of business.
- Q 45 If I had a difficult personal situation that was interfering with my ability to do my work, the organization would be supportive but made it clear I must get my work done.
- Q 91 A: Wary . . . B: Trusting

### Alignment Comparison: Senior Managers vs Managers vs Individuals



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# Work Environment Observations and Comments

## **AI 28 The organization is concerned about its employees and treats them with respect.**

Respect, like trust, is an attribute that has to be earned by the organization's managers. This action issue probes the employees for the attitude they perceive in the managers of the organization and whether they feel respected. A high score leads to the development of trust in the management and is invaluable when a significant change in how an organization functions is contemplated.

- For XYZ where the company clearly has a supportive culture the results are very good. A question for the senior team is the low score they gave Q45

## **AI 29 The organization pays attention to the physical and psychological health of its employees.**

This action issue probes how the respect discussed above is manifested in the way in which management treats employees.

- The outstanding score for Q27 shows the true effort the company has put into ensuring its employees are well cared for. Perhaps a sign of the difficulties managers have face throughout this survey is the score for Q54 which is endorsed by the senior team.

## **AI 30 The compensation package is competitive and fairly administered.**

This action issues probes the employees' attitude to their pay levels and how the levels are managed. Employees discuss compensation more often than managers imagine and quickly seize on what they perceive as inequities in how comparable jobs are compensated.

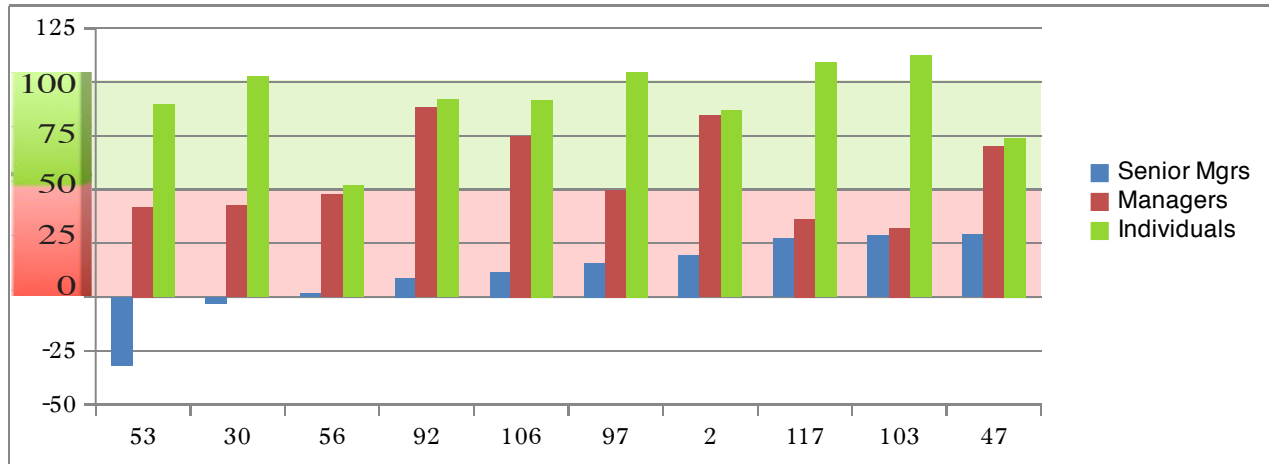
- The results show that XYZ employees are comfortable with the pay they receive but they are less content with the even-handedness of its administration (Q8). However bonus scored highly as does salary comparison (Q68& 83)

## **AI 31 Employees feel secure in their jobs.**

Job security is a key concern for all employees. Sometimes, paradoxically, those with too much job security do not perform as well as one might expect. On the other hand, those with little job security can become less effective because they are constantly concerned about being laid off.

- For XYZ the scores are at benchmark and aligned across the three levels. Q13 speaks to the company's policy of developing internal candidates and makes retaining talented young people much easier. This data provides a fitting end to a report on an excellent company.

# Top Senior Manager Issues: #s 1 - 10



53 Employees receive adequate training in how to do their jobs through in-house courses.

30 The formal structure of the organization is clear to people.

56 Employees are held accountable for the results of work that is delegated to them.

92 A: Informal on-the-job training . . . B: Formal training programs

106 A: Inadequate training provided . . . B: Adequate training provided

97 A: Individual objectives not measurable . . . B: Measurable objectives for people

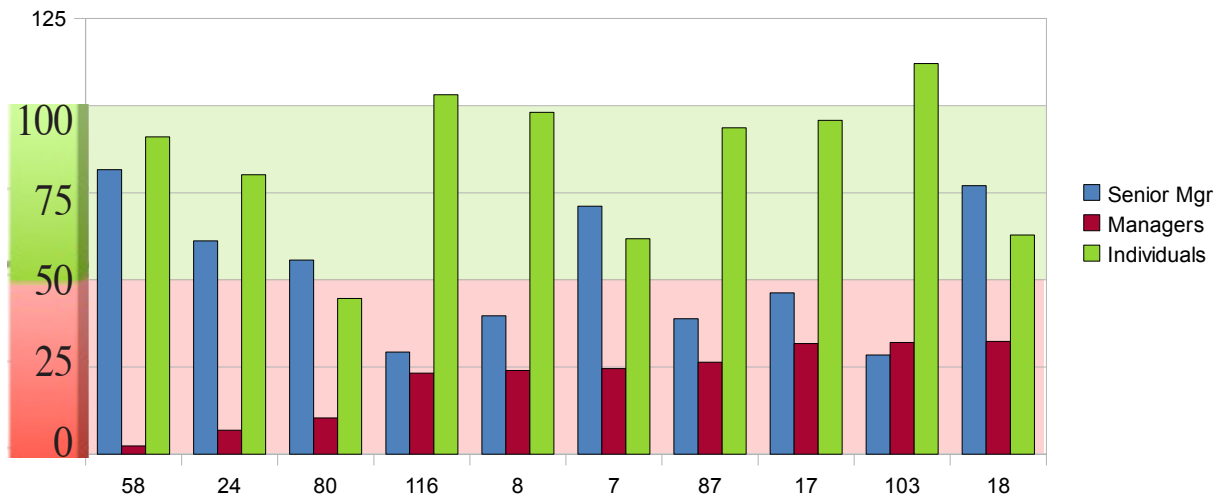
2 The senior leadership has a clear picture of where we are driving the organization.

117 A: Casual hiring procedures . . . B: Careful hiring procedures

103 A: Weak control systems . . . B: Strong control systems

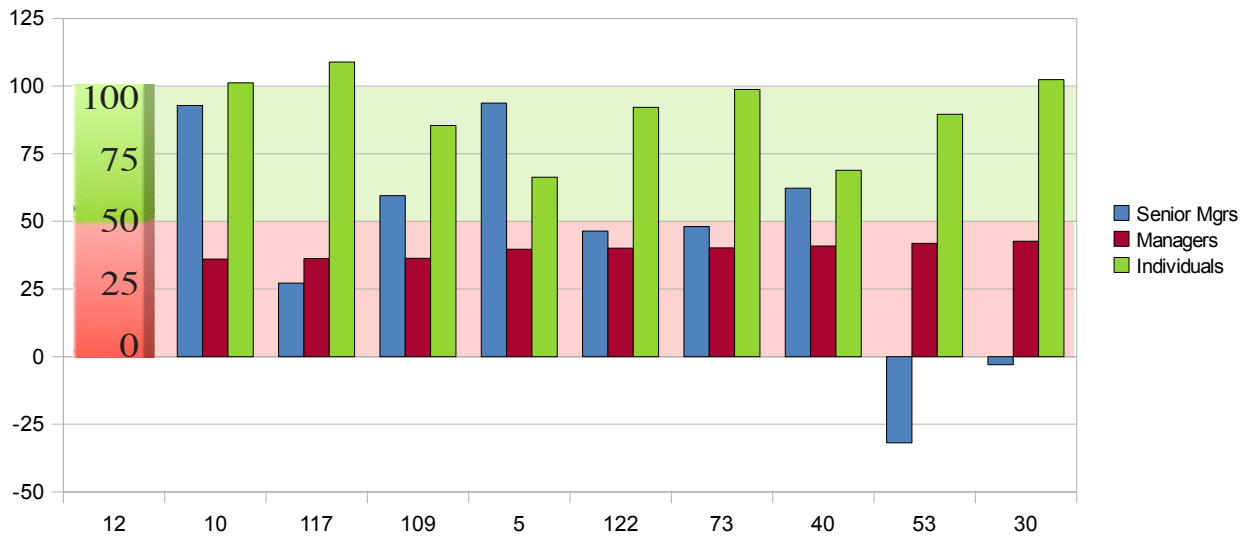
47 Employees know how to process decisions through the "official" organizational channels.

# Top Manager Issues: #s 1 - 10



- 58 I am included in meetings when the topic is related to my work.
- 24 My action plans specify what is to be done, how it will be done, who will do it, and by when it will be done.
- 80 I understand my job responsibilities.
- 116 A: People not held accountable . . . B: People held accountable
- 8 Salary policies are administered consistently across the organization.
- 7 I am able to handle the day-to-day interruptions and still get my job done.
- 87 A: Results monitored sporadically . . . B: Results monitored regularly
- 17 My action plans have been shared with others who have some accountability in achieving them.
- 103 A: Weak control systems . . . B: Strong control systems
- 18 I am able to look at the different demands placed on me and sort out which ones are really important.

# Top Manager Issues: #s 11 - 20



12 I plan sufficient time to accomplish the key tasks that will make the difference in my job.

10 I am excited about my work.

117 A: Casual hiring procedures . . . B: Careful hiring procedures

109 A: Employees do not accept responsibility . . . B: Employees accept responsibility

5 My performance standards are clear.

122 A: Unclear job responsibilities . . . B: Clear job responsibilities

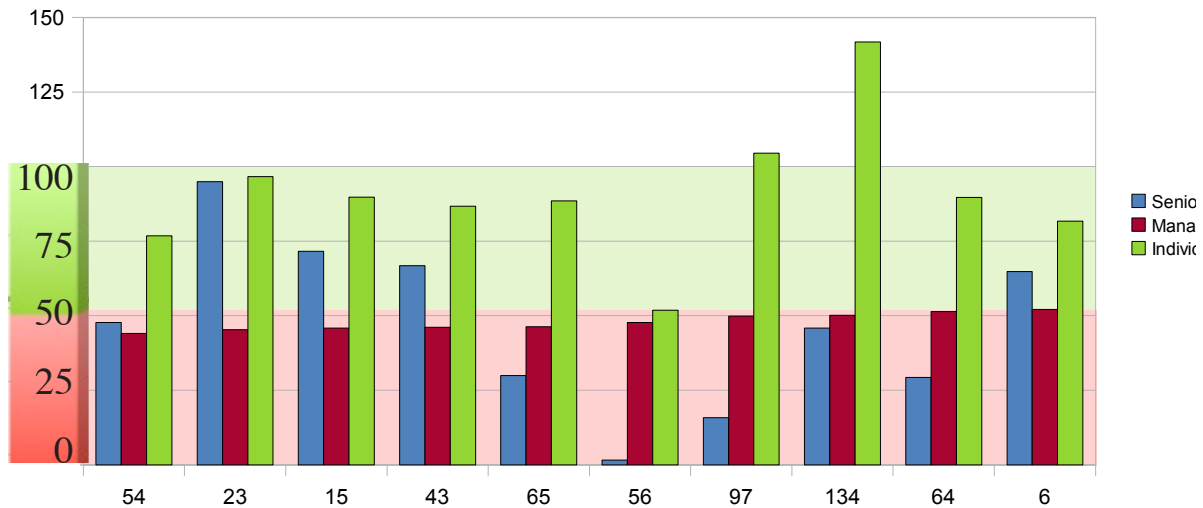
73 I know the 5-7 factors that are critical to my success in my job.

40 I have specific, measurable "work objectives" for my job.

53 I receive adequate training in how to do my jobs through in-house courses.

30 The formal structure of the organization is clear to me.

## Top Manager Issues: #s 21 - 30



54 I do not feel constantly anxious or "stressed out" by excessive job pressures.

23 I have the authority to make the decisions I need to get the job done.

15 I enjoy my work.

43 Decisions related to my work are made without unnecessary delay.

65 I have measurable standards for the key factors critical to my success.

56 I am held accountable for the results of work that is delegated to me.

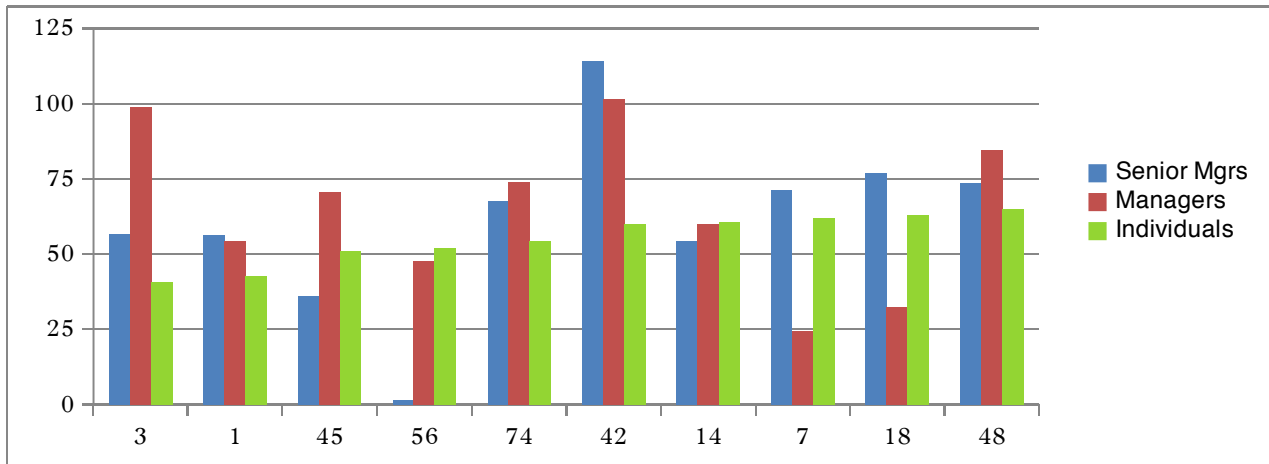
97 A: Individual objectives not measurable . . . B: Measurable objectives for people

134 A: Unclear roles for people . . . B: Defined roles for people

64 The organization's mission has been communicated to me.

6 My job interview as a new hire was carefully organized.

# Top INDIVIDUAL Issues: #s 1 - 10



- 3 I know what the organizational procedures are for my work.
- 1 Communications are informal across levels in the organization.
- 45 If I had a difficult personal situation that was interfering with my ability to do my work, the organization would be supportive but made it clear I must get my work done.
- 56 I am held accountable for the results of work that is delegated to me.
- 74 I genuinely put forth my best effort to achieve the organization's standards of excellence.
- 42 I have the autonomy (freedom) to act as I need to in getting my job done.
- 14 I have a strong desire to achieve results in my job.
- 7 I am able to handle the day-to-day interruptions and still get my job done.
- 18 I am able to look at the different demands placed on me and sort out which ones are really important.
- 48 I know where I stand with my manager.

# XYZ Custom questions

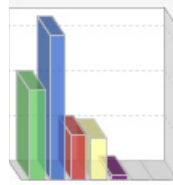
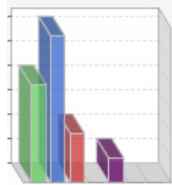
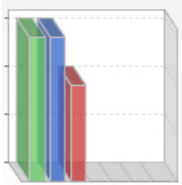
**Sr. Managers**

**Managers**

**Individuals**

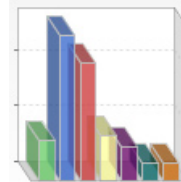
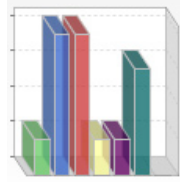
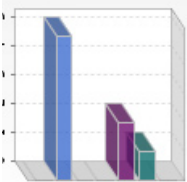
**Legend**

140. The company's emphasis on diversification is exciting.

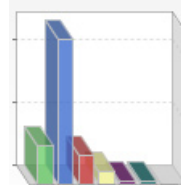
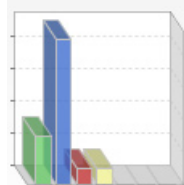
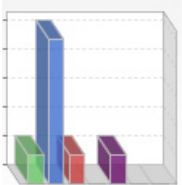


Most Certainly True	Green
True	Blue
Probably True	Red
Neither True or False	Yellow
Probably False	Purple
False	Teal
Most Certainly False	Brown

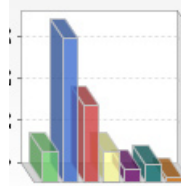
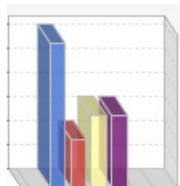
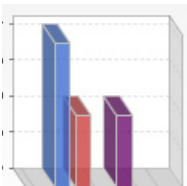
141. The co-operation between divisions is strong.



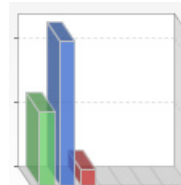
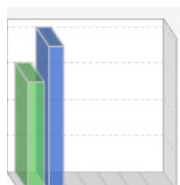
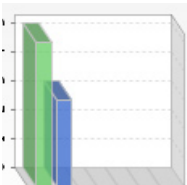
142. I am encouraged to look for ways to improve the work I do.



143. I am given accurate feedback about my work.



144. I believe the ability of the company to adapt is important.



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# Appendix

## Senior Manager Questions List (1 - 23)

The survey provided to the Senior Managers was quite different than that answered by Managers and Individuals. Managers and Individuals described how they experienced the organization. Senior Managers answered not regarding “their experience” but as an assessment of the overall organizational health. This provides Senior Managers with a perspective of their view of the organization vs how it is for Managers and Individuals.

The following list shows how the questions were asked of Senior Managers.

- 1 Communications are informal across levels in the organization.
- 2 The senior leadership has a clear picture of where we are driving the organization.
- 3 Organizational procedures are clearly stated and communicated to employees.
- 4 The organization rewards employees for their efforts.
- 5 Performance standards are clear for employees.
- 6 Job interviews for new hires are carefully organized.
- 7 Employees are generally able to handle day-to-day interruptions and still get their jobs done.
- 8 Salary policies are administered consistently across the organization.
- 9 Employees will be rewarded if they perform well.
- 10 Employees are excited about their work.
- 11 Employees receive the information they need to do their jobs.
- 12 Employees plan sufficient time to accomplish the key tasks that will make the difference in their job.
- 13 Employees have good long-term career potential in this organization.
- 14 Employees have a strong desire to achieve results in their jobs.
- 15 Employees enjoy their work.
- 16 The employees know the organization’s long-term strategy for its direction.
- 17 Action plans are shared with others in the organization who have some accountability in achieving them.
- 18 Employees are able to look at the different demands placed on them and sort out which ones are really important.
- 19 Employees are recognized - praised - when they do a good job.
- 20 Mediocrity is not accepted by senior management in the organization.
- 21 The organization’s vision has been shared with the employees
- 22 There will be a significant difference in an employee’s raise depending on how they perform.
- 23 People have the authority to make the decisions they need to get their job done.

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## Senior Manager Questions List (24 - 49)

- 24 Employees at all levels create action plans that specify what is to be done, how it will be done, who will do it, and by whom it will be done.
- 25 The organization provides employees with opportunities to prepare/train for future career opportunities through in-house courses.
- 26 Employees manage their time well.
- 27 The organization truly cares about the quality of the physical health of its employees.
- 28 If employee have concerns about the future of their job or the organization, they can ask their manager directly for feedback and will get straight answers.
- 29 Employees are encouraged to take risks in getting their job done if they think they make good business sense.
- 30 The formal structure of the organization is clear to people.
- 31 The organization rewards employees for their accomplishments.
- 32 Employees have detailed action plans for each of their work objectives.
- 33 The work assignments given to employees generally make the best use of their skills.
- 34 Senior management will support decisions made by employees (even if they don't have the authority) provided they are acting in the best interests of the organization.
- 35 Employees are able to focus enough time and energy on urgent items without causing the longer-term or more important projects to slip.
- 36 Employees know that their jobs are secure. They don't worry about being laid off or the organization going out of business.
- 37 The organization provides its people with many informal rewards for performance (praise, memos, compensatory time, etc.).
- 38 When employees should be involved in an organizational decision they are usually involved in the process.
- 39 Employees know the organization's long-term strategy for its products and services.
- 40 Employees have specific, measurable "work objectives" for their jobs.
- 41 Achievement is recognized in performance appraisal reviews.
- 42 Employees generally have autonomy (freedom) to act as they need to in getting their job done.
- 43 Decisions related to peoples' work are made without unnecessary delay.
- 44 Employees receive adequate training in how to do their jobs through informal training.
- 45 If an employee had a difficult personal situation that was interfering with his/her ability to work, the organization would be supportive but made it clear that the work must get done.
- 46 Employees are recognized for their performance.
- 47 Employees know how to process decisions through the "official" organizational channels.
- 48 People know where they stand with their managers.
- 49 The organization is sensitive to the needs/requirements of its customers.

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## Senior Manager Questions List (50 - 79)

- 50 Employees receive constructive feedback when they do not meet job expectations.
- 51 Performance standards for employees are challenging, but achievable.
- 52 People have the necessary authority to do their jobs.
- 53 Employees receive adequate training in how to do their jobs through in-house courses.
- 54 Employees do not feel constantly anxious or “stressed out” by excessive job pressures.
- 55 Organizational procedures help employees make sure that the right information flows to the right people.
- 56 Employees are held accountable for the results of work that is delegated to them.
- 57 Employees receive clear feedback about their performance.
- 58 Employees are included in meetings when the topic is related to their work.
- 59 The organization understands the needs/requirements of its marketplace.
- 60 Employees feel personally responsible for getting their jobs done, even if they are not provided with all the resources required.
- 61 Employees are generally given the resources needed to accomplish work that is delegated to them.
- 62 The organization invests in developing the talents and abilities of its people (training, external seminars, tuition reimbursement, etc.).
- 63 Communications are good “across” departments and functions.
- 64 The organization’s mission has been communicated to employees at all levels.
- 65 Employees have measurable standards for the key factors critical to their success.
- 66 Employees receive informal feedback regarding how they are doing in their jobs.
- 67 Employees are held responsible for the results expected from their jobs.
- 68 Bonuses and incentive programs are fair.
- 69 Our employees are given the organizational support (resources) needed to accomplish their action plans.
- 70 The upward flow of information from subordinates to higher levels in the organization is open.
- 71 The organization has put some effort into ensuring that all employees understand the long-term organizational strategy.
- 72 Employees can go to their manager for coaching when they need it.
- 73 Employees know the 5-7 factors that are critical to their success in their jobs.
- 74 Our employees genuinely put forth their best effort to achieve the organizations’ standards of excellence.
- 75 Our people are paid at least as well as they would be in other organizations for the same type and level or work.
- 76 The budgets given to employees are adequate to get the job done.
- 77 When work is delegated to people, their manager generally takes the time to review the expectations clearly.
- 78 The downward flow of information in the organization is open.
- 79 Employees are given accurate information about the quality of their work so they can make needed changes.

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## Senior Manager Questions List (84 - 85, Notes on 80 - 85)

- 80 Our people understand their job responsibilities.
- 81 Our employees are expected to strive for high standards of excellence.
- 82 If our people identify additional business tools that they need, they are generally provided for.
- 83 Salaries are fair for the work that our employees do.
- 84 Our organization truly looks for the best person for the job.
- 85 Our employees are provided with adequate business tools to get their jobs done.

NOTE: Questions 86 to 136 were asked the same way for Senior Managers, Managers and Individuals





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## The WSA Range of Support Systems For Revitalizing Organizational Performance Include:

- **Transformation Architecture** - Get your strategic objectives integrated into a comprehensive transformation game plan that accelerates their achievement of your business goals.
- **Organizational Diagnostics** - Accurately measure the human side of your organization and understand how these factors that affect overall performance. Also learn what would help or hinder any effort to make change.
- **Leadership Development** - Develop you senior team; shifting from a transactional focus into transformational leaders.
- **Structured Coaching** - A training methodology that blends the achievement of business strategies with just-in-time competence development. An event based skill development in teams responsible to solving real business problems that align with the company's strategies.
- **Strategic Planning** - Facilitated executive planning workshops that create strategy as well as a transformation architecture that achieves fast results.
- **Continuous Improvement Implementations**: A comprehensive system to make continuous improvement an embedded "norm" within an organization's culture
- **Your Transformation Partners** - Clients find WSA services provide a strong partnership for achieving rapid and substantial organizational transformation. Our services leverage your abilities and take the headache and frustration out of achieving change.

### Transforming by Performing

Achieving substantial improvements in organizational performance can be amazingly simple when you have precise measures to know what to focus on and utilize an approach properly designed to achieve those changes. The transformation strategies utilized by WSA focus on utilizing projects that drive real performance improvements. These improvement are achieved by your employees utilizing just-in-time developed skills that we provide so your staff are able to apply well developed transformational disciplines in addressing the project / challenge being faced.