JOHN MATTONE'S
THE 5 CULTURES OF
CULTURE ASSESSMENT (5CCA)

Hadi Clinic

Results by:

Tenure
Position Type
Overall

Date:

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What is Culture?

Your organization's culture represents the collective character, values, thoughts, emotions, beliefs and behaviors of your leaders and individual contributors.
Your organization's culture is a product of such factors as its' history and how your leaders and individual contributors ascribe meaning and value to it as well as leadership style (legacy and current) which is then reflected in the creation and implementation of your organization's values, vision, mission, purpose, strategy, structure and roles. Ultimately, your overall culture and the relative "health and vibrancy" of your overall culture is comprised of *5 Cultures* (see below). This Report identifies the "strength and vibrancy" of your overall culture based on the "strength and vibrancy" of your *5 Cultures.*

Why is Culture Important?

Your organization's *current and future operating success* is tied to the "health and vibrancy" and overall "maturity" of your culture. Regardless of your unique transformation challenge (e.g., the need to be more innovative, collaborative, global, more responsive, more efficient, execute better, become more customer-focused, or even integrate or merge with another organization, etc.), your culture and how strong and vibrant it is, will determine if you succeed or fail.

Definitions

Capability Culture "Can Do"

To what extent does your organization develop the inner-core (i.e., values, character, thoughts, beliefs, emotional make-up) and outer core competencies and skills of employees and leaders at all levels? Is there a passion and diligence displayed on the part of the senior leadership team to equip leaders and individual contributors with the skills required for individual and organizational effectiveness now and into the future: skills that increase people's learning agility, change/transformation agility, and people agility? To what extent is your organization creating a culture of "can do", in which people truly believe they have the skills and capabilities required to be successful and help the organization be successful?

Commitment Culture "Will Do"

To what extent is your organization's vision, mission and purpose one that excites and motivates leaders and employees? To what extent is authority and responsibility delegated to those who have the most up-to-date information and best information to make the best decision? To what extent do people truly believe that they can impact the business in a positive way and add value to customers and society? Are people motivated, passionate and inspired to do great things for the organization? To what extent is there a reasonable risk-taking culture in place in which people believe they can take risks and failure is seen as an opportunity to grow and become better?

Alignment Culture "Must Do"

To what extent is there a clear vision and strategy for the organization? To what extent do different parts of the organization and different levels share the same vision for the organization? To what extent is cooperation and consensus possible when different parts of the organization and different levels work together? To what extent are leaders visionary and possess a long-term view? To what extent has the vision, mission and strategy been translated into a structure with key roles identified so that everyone knows their role and the link between their contributions and the contributions of the whole? To what extent are people so "connected and aligned" with the vision, they feel they "must" execute at a high level?

Individual Performance Culture

To what extent is there a culture of individual excellence and execution? To what extent are leaders and employees truly "role models"? To what extent does everyone "walk the talk"? Does everyone operate with strong character and values? Are they effective leaders in how they go about their work? Are employees effective in how they go about their work? Are leaders and individual contributors open to receiving feedback from others—including customers? Are leaders and individual contributors actually listening to feedback and making needed adjustments?

Team Performance Culture

To what extent is there a team and collaborative approach to getting things done in our organization? To what extent is there real involvement by everyone in helping shape the organization's vision, mission, purpose, strategy, structure, roles and key responsibilities associated with those roles? To what extent do we have a cooperative, non-siloed approach to getting work done? To what extent is there a passion and inclination when conflicts and disagreements occur, to work hard to achieve win/win solutions?

Report Contents

A **Summary Results for the 5 Cultures and Overall**

This section averages all item ratings within each *Culture Dimension* and *Overall* by *Tenure* and *Position Type*.

B **Item Results**

This section displays graphical and numerical data for each of the 40 items by *Tenure* and *Position Type*.

C **Highest and Lowest Rated Items**

This section displays overall results for the 5 highest rated items and 5 lowest rated items.

Report Interpretive Guidelines

4.0 to 5.0: *Culture is "Strong" and "Vibrant"; Score Average Compares Favorably with Companies scoring in Top 25th Quartile on Dimension/Item*

3.0 to 3.99: *Culture is "moderately strong" but improvement is needed; Score Average Compares with Companies Scoring in 2nd Quartile on Dimension/Item*

2.0 to 2.99: *Culture has some strengths but mostly weaknesses; Score Average Compares with Companies Scoring in 3rd Quartile on Dimension/Item*

0 to 1.99: *Culture is mostly weak and numerous areas need improvement; Score Average Compares with Companies in 4th Quartile on Dimension/Item*

Total Response

The numbers below represent the number of completed surveys submitted by each demographic by the deadline. Please note that these numbers do not necessarily reflect the number of responses received on each item as some individuals may not have given feedback on every item. These figures only represent completed, submitted assessments.
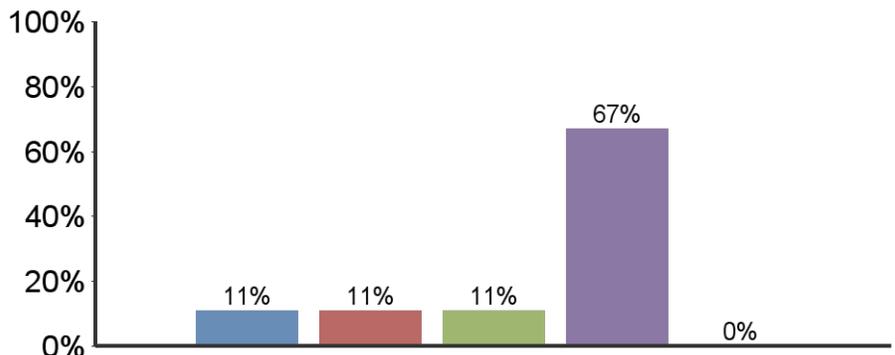
Tenure

Less Than 1 Year	0
1 to 2 Years	0
2 to 5 Years	1
5 to 10 Years	1
Over 10 Years	7
Total	9
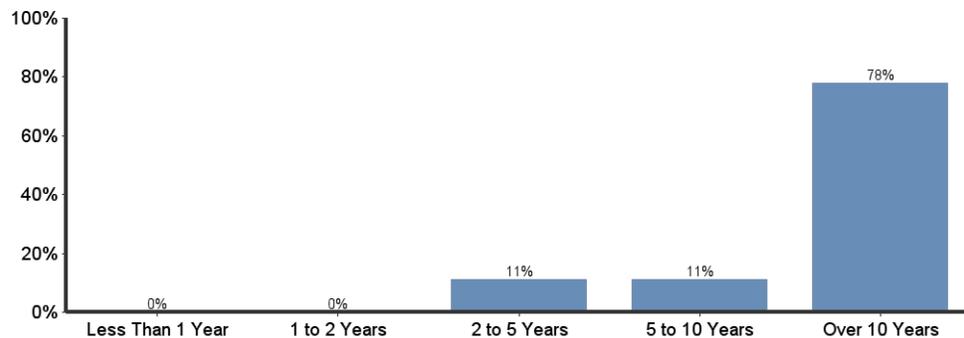
Position Type

Vice President/SVP/C-Level	1
Director	1
Manager	1
Supervisor/Team Leader	6
Individual Contributor	0
Total	9

Dimension Summary

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	**2**	**3**	**4**	**5**

Favorable #
Unfavorable #
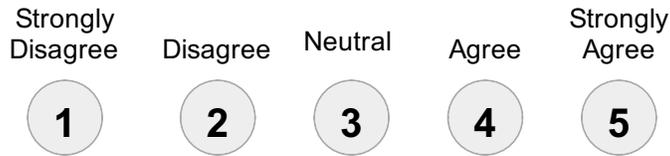
Overall Company Avg — 3.92 — 8

Capability "Can Do" Culture — Tenure

	Score	Favorable #
Less Than 1 Year		
1 to 2 Years		
2 to 5 Years	4.50	1
5 to 10 Years	3.67	1
Over 10 Years	3.86	6

Capability "Can Do" Culture — Position Type

	Score	Favorable #
Vice President/SVP/C-Level	3.33	1
Director	3.83	1
Manager	4.00	1
Supervisor/Team Leader	4.03	5
Individual Contributor	0.00	

A: Summary Results for the 5 Cultures and Overall

Dimension Summary

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

Favorable #
Unfavorable #

Overall Company Avg	3.80	6 / 1

Commitment "Will Do" Culture — Tenure

		Favorable/Unfavorable
Less Than 1 Year		
1 to 2 Years		
2 to 5 Years	4.75	1
5 to 10 Years	3.00	
Over 10 Years	3.77	5 / 1

Commitment "Will Do" Culture — Position Type

		Favorable
Vice President/SVP/C-Level	3.75	1
Director	4.13	1
Manager	2.88	1
Supervisor/Team Leader	3.93	4
Individual Contributor	0.00	

A: Summary Results for the 5 Cultures and Overall

Dimension Summary

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	**2**	**3**	**4**	**5**

Favorable #
Unfavorable #

Overall Company Avg	4.04	8

Alignment "Must Do" Culture — Tenure

Less Than 1 Year		
1 to 2 Years		
2 to 5 Years	4.80	1
5 to 10 Years	4.40	1
Over 10 Years	3.85	6

Alignment "Must Do" Culture — Position Type

Vice President/SVP/C-Level	3.40	1
Director	4.10	1
Manager	3.60	1
Supervisor/Team Leader	4.24	5
Individual Contributor	0.00	

A: Summary Results for the 5 Cultures and Overall

Dimension Summary

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	**2**	**3**	**4**	**5**

Favorable #
Unfavorable #

Overall Company Avg	3.91		7 / 1

Individual Performance Culture — Tenure

Tenure	Score	Favorable/Unfavorable
Less Than 1 Year		
1 to 2 Years		
2 to 5 Years	4.50	1
5 to 10 Years	4.00	1
Over 10 Years	3.79	5 / 1

Individual Performance Culture — Position Type

Position Type	Score	Favorable/Unfavorable
Vice President/SVP/C-Level	2.50	1
Director	3.75	1
Manager	4.00	1
Supervisor/Team Leader	4.20	5
Individual Contributor	0.00	

A: Summary Results for the 5 Cultures and Overall

Dimension Summary

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	**2**	**3**	**4**	**5**

Favorable #
Unfavorable #

Overall Company Avg	3.98	8

Team Performance Culture — Tenure

		Favorable #
Less Than 1 Year		
1 to 2 Years		
2 to 5 Years	4.75	1
5 to 10 Years	4.25	1
Over 10 Years	3.81	6

Team Performance Culture — Position Type

		Favorable #
Vice President/SVP/C-Level	3.13	1
Director	4.00	1
Manager	3.75	1
Supervisor/Team Leader	4.20	5
Individual Contributor	0.00	

A: Summary Results for the 5 Cultures and Overall

Capability "Can Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	2	3	4	5	Avg

Favorable %
Unfavorable %
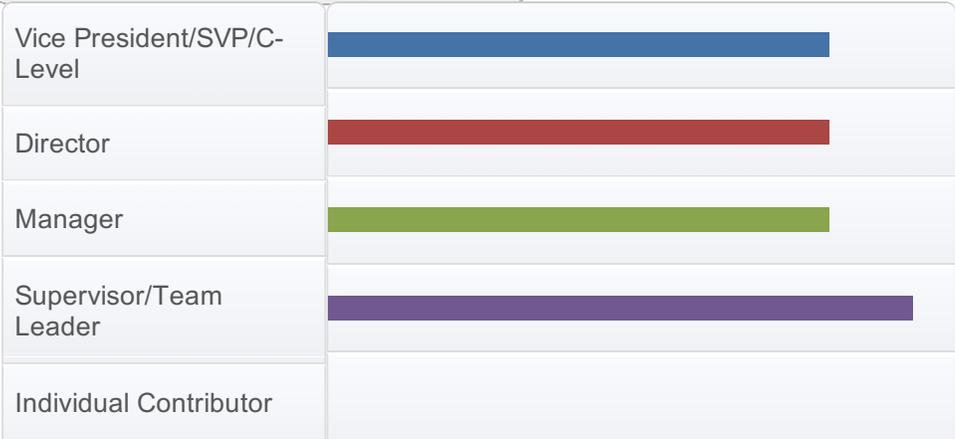
Overall Company		4.44	100 / 0

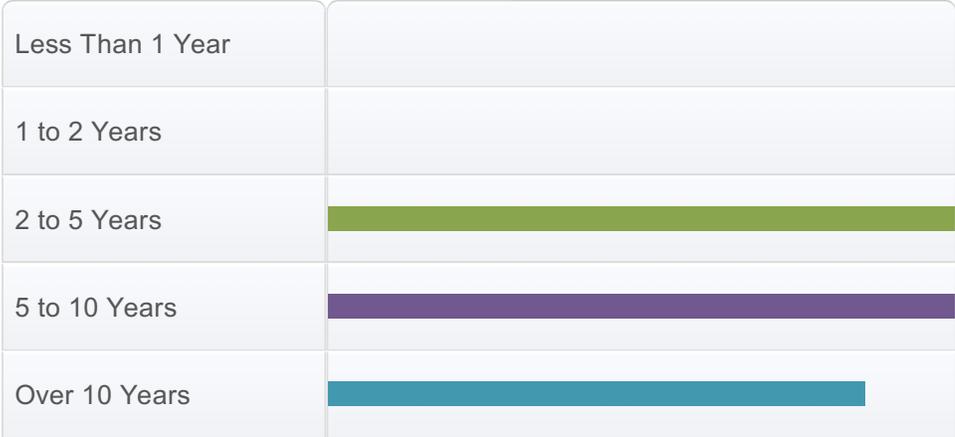## Leadership bench strength is strong and getting better

Tenure
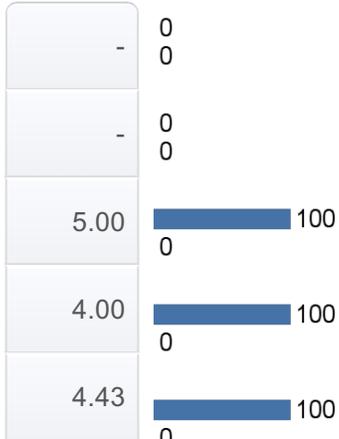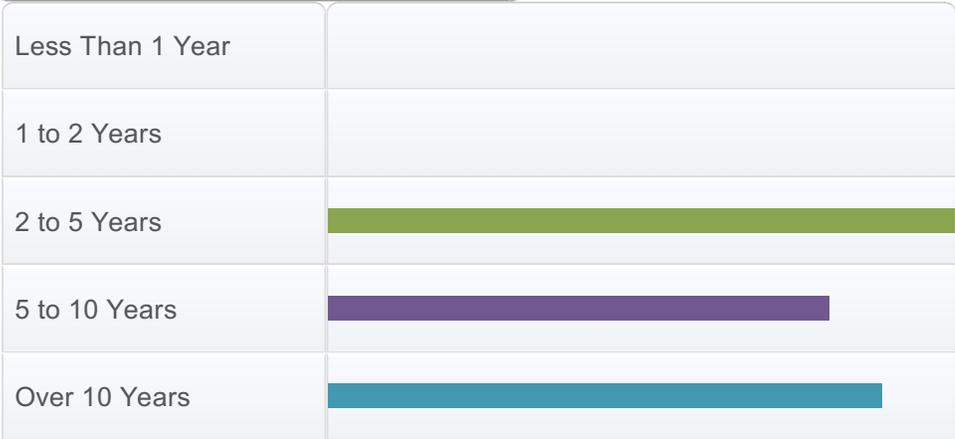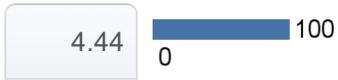
		Avg	Fav/Unfav
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		4.43	100 / 0

Position Type

		Avg	Fav/Unfav
Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.67	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Capability "Can Do" Culture

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
1	2	3	4	5	Avg	Favorable % Unfavorable %

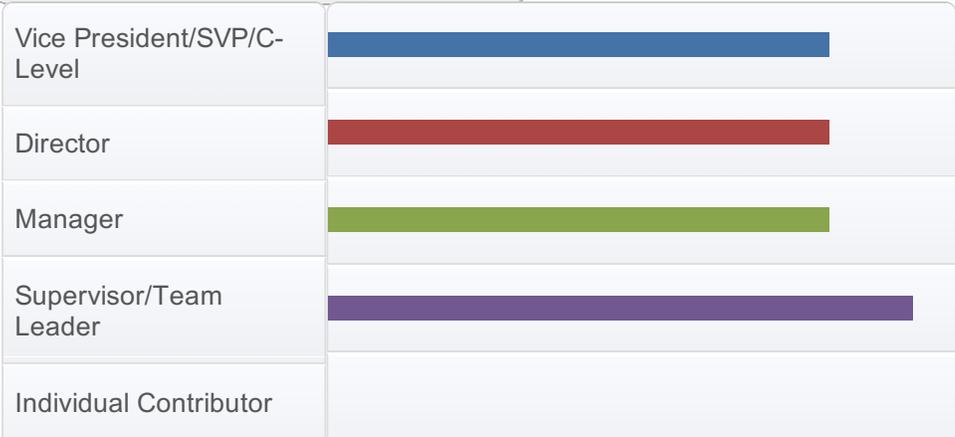|		Avg	Fav/Unfav
Overall Company		4.44	100 / 0

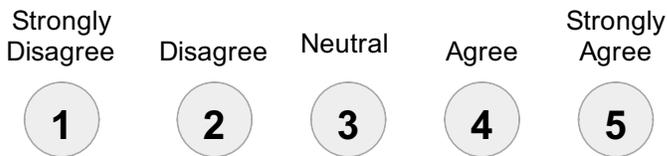**We invest in building the competencies and skills of our leaders and individual contributors**
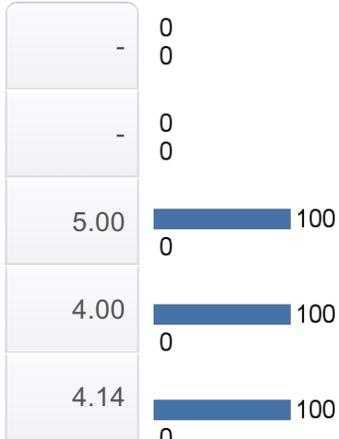
Tenure

		Avg	Fav/Unfav
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		5.00	100 / 0
Over 10 Years		4.29	100 / 0

Position Type

		Avg	Fav/Unfav
Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.67	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Capability "Can Do" Culture

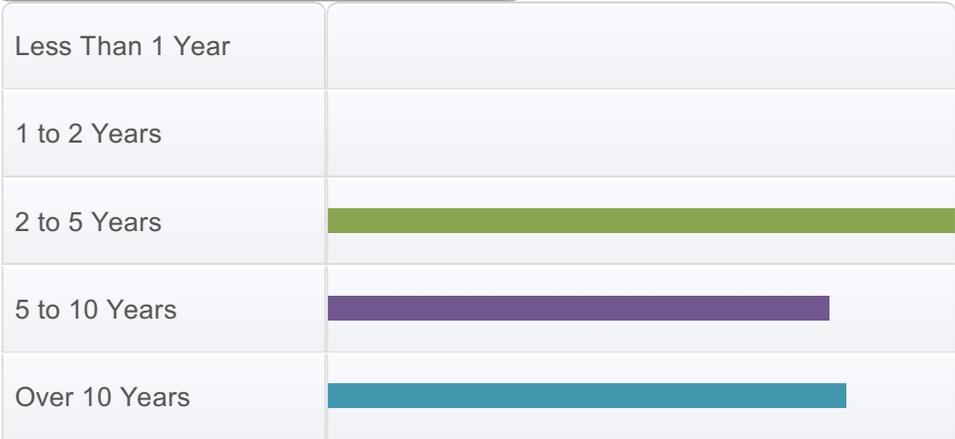|	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

Overall Company		4.22	100 0
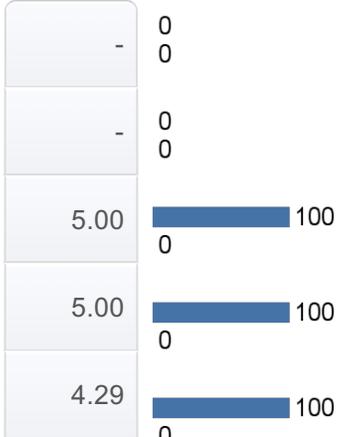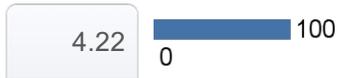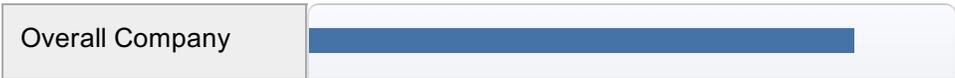
> Our competitive advantage as an organization comes directly from the continuous investment we make in people development
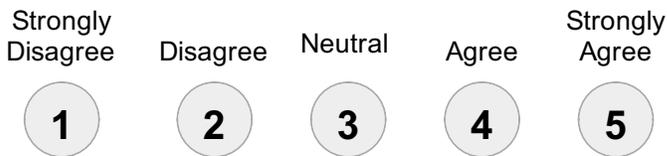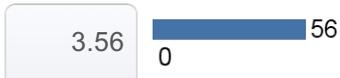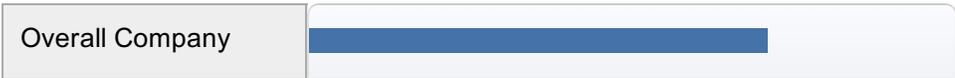
Tenure

Less Than 1 Year		-	0 0
1 to 2 Years		-	0 0
2 to 5 Years		5.00	100 0
5 to 10 Years		4.00	100 0
Over 10 Years		4.14	100 0

Position Type

Vice President/SVP/C-Level		4.00	100 0
Director		4.00	100 0
Manager		4.00	100 0
Supervisor/Team Leader		4.33	100 0
Individual Contributor		-	0 0

B: Item Results

Capability "Can Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

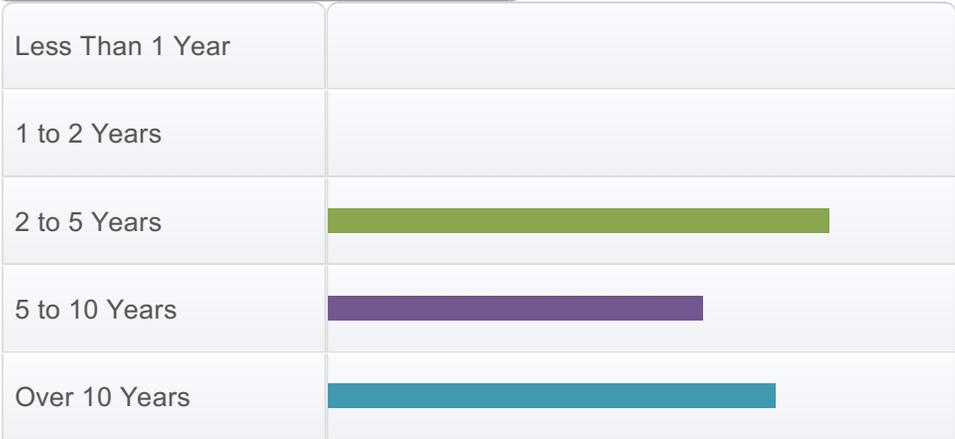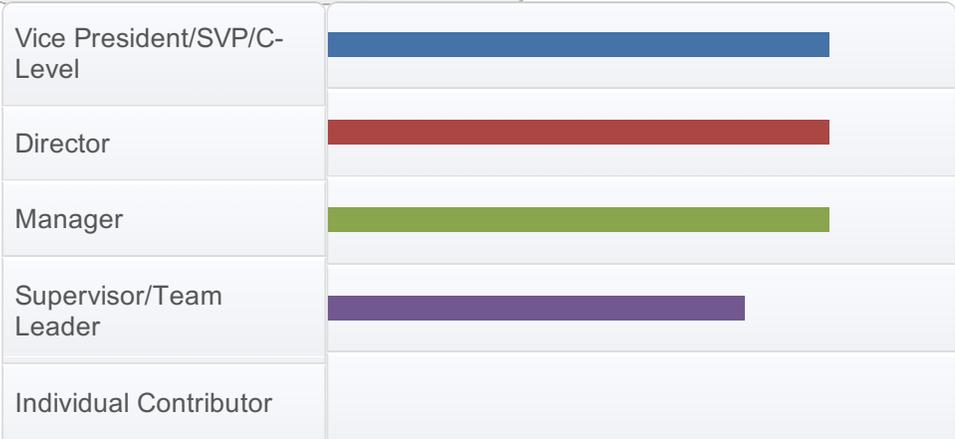| Overall Company		3.56	56
			0

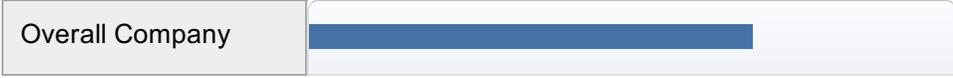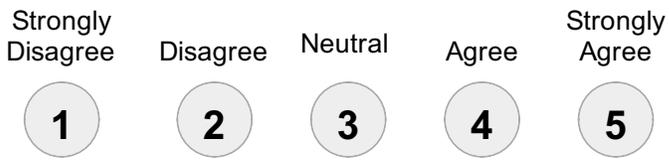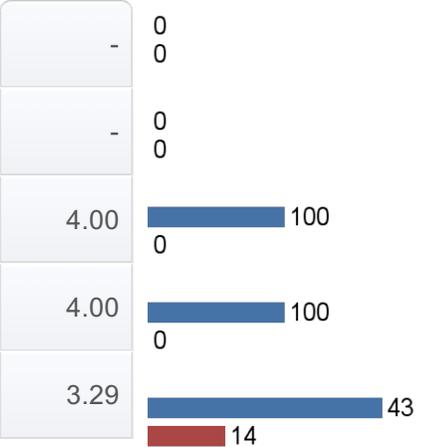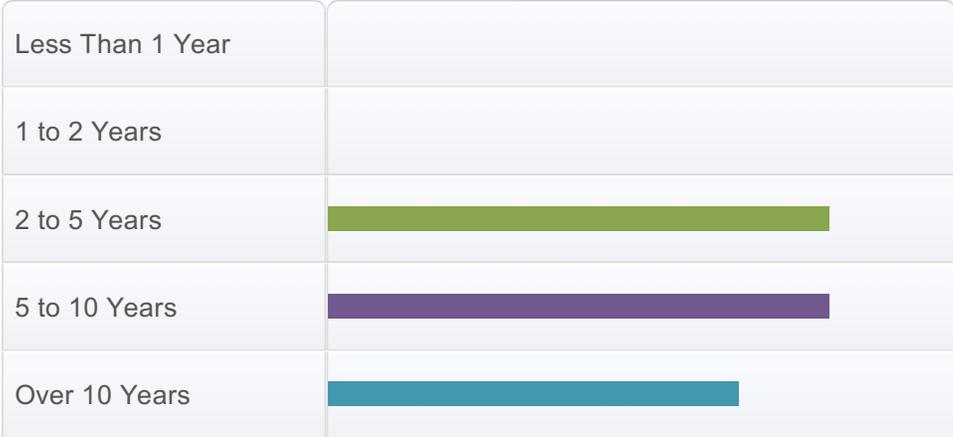## Our people are "change agile" (i.e., open to and embrace change)

Tenure

Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		4.00	100 / 0
5 to 10 Years		3.00	0 / 0
Over 10 Years		3.57	57 / 0

Position Type

Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		3.33	33 / 0
Individual Contributor		-	0 / 0

B: Item Results

Capability "Can Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Avg	
	1	**2**	**3**	**4**	**5**		▬ Favorable % ▬ Unfavorable %

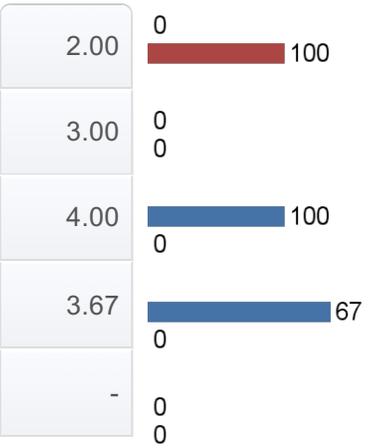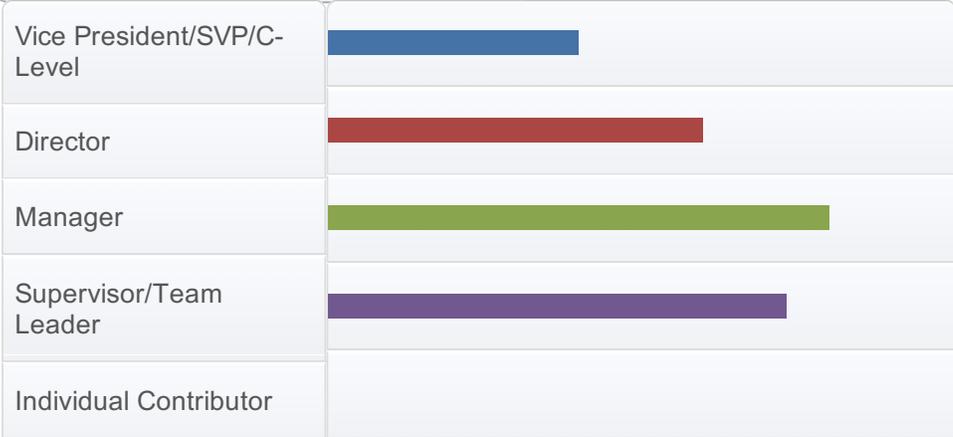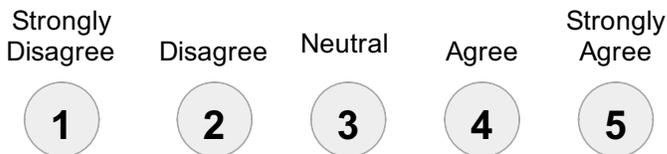| Overall Company		3.44	56 / 11
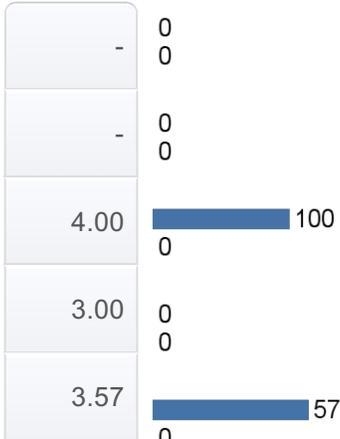
Our people are "learning agile" (i.e., hungry to learn)

Tenure

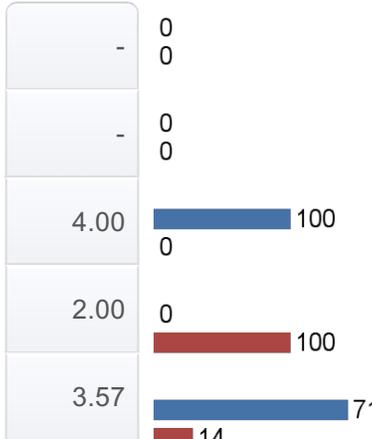|		Avg	Fav / Unfav
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		4.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.29	43 / 14

Position Type

		Avg	Fav / Unfav
Vice President/SVP/C-Level		2.00	0 / 100
Director		3.00	0 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		3.67	67 / 0
Individual Contributor		-	0 / 0

B: Item Results

Capability "Can Do" Culture

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Avg
1	**2**	**3**	**4**	**5**	

Favorable %
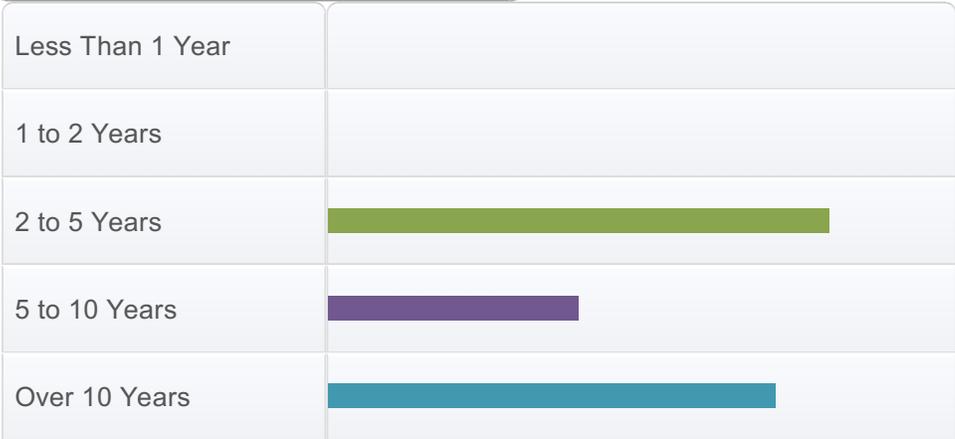Unfavorable %

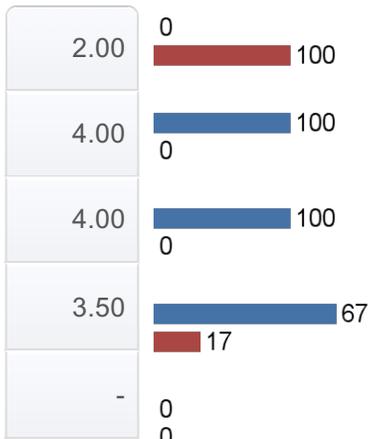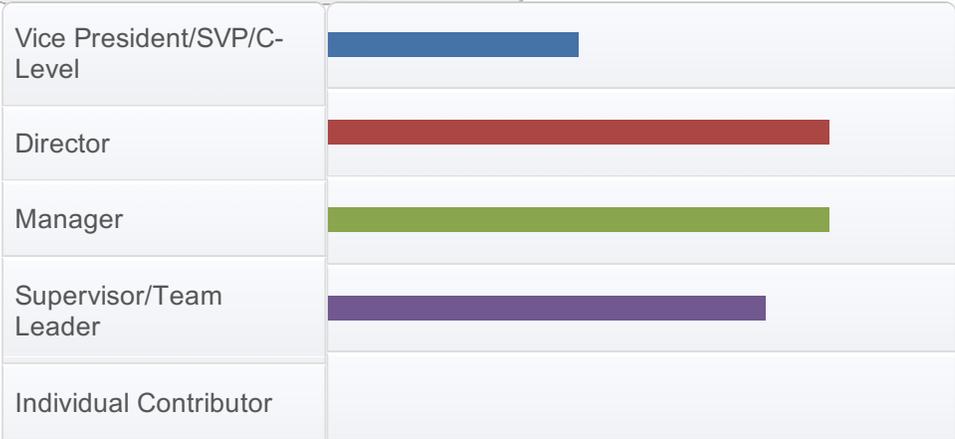|		Avg		
Overall Company		3.44	67	22

Our people are "people agile" (i.e., build rapport, trust and credibility with others representing different levels and other constituent groups inside and outside the organization)
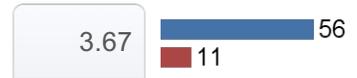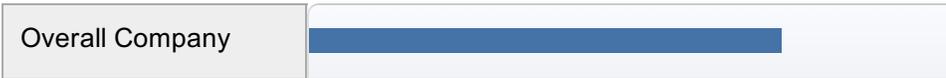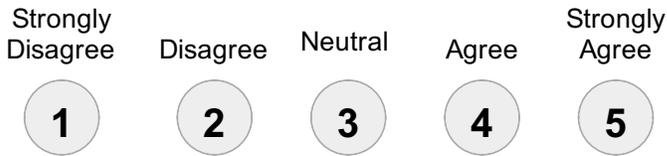
Tenure

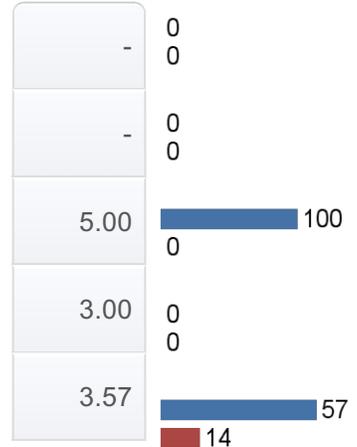|			Favorable %	Unfavorable %
Less Than 1 Year		-	0	0
1 to 2 Years		-	0	0
2 to 5 Years		4.00	100	0
5 to 10 Years		2.00	0	100
Over 10 Years		3.57	71	14

Position Type

			Favorable %	Unfavorable %
Vice President/SVP/C-Level		2.00	0	100
Director		4.00	100	0
Manager		4.00	100	0
Supervisor/Team Leader		3.50	67	17
Individual Contributor		-	0	0

B: Item Results

Commitment "Will Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

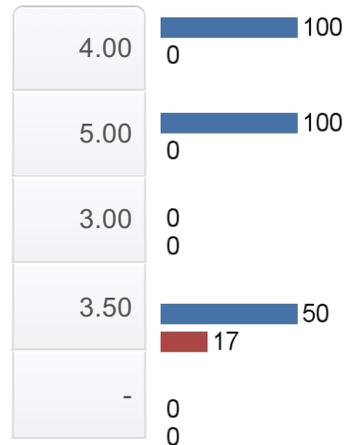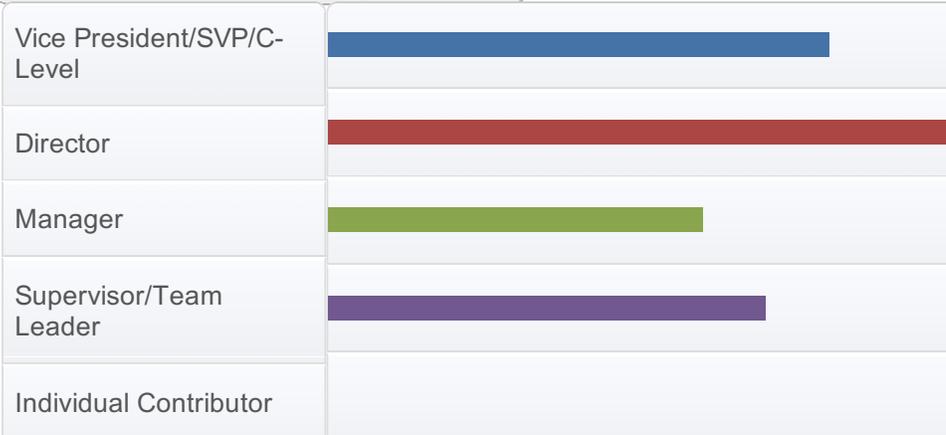| Overall Company		3.67	56 / 11

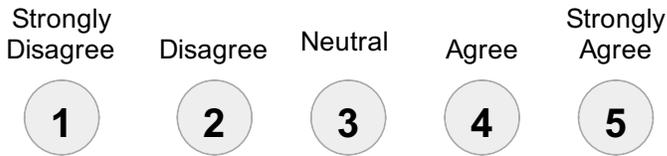**Decisions are made at the level where the best and most accurate information exists**

Tenure

		Avg	Fav / Unfav
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		3.00	0 / 0
Over 10 Years		3.57	57 / 14

Position Type

		Avg	Fav / Unfav
Vice President/SVP/C-Level		4.00	100 / 0
Director		5.00	100 / 0
Manager		3.00	0 / 0
Supervisor/Team Leader		3.50	50 / 17
Individual Contributor		-	0 / 0

B: Item Results

Commitment "Will Do" Culture

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
1	**2**	**3**	**4**	**5**	**Avg**	Favorable % Unfavorable %

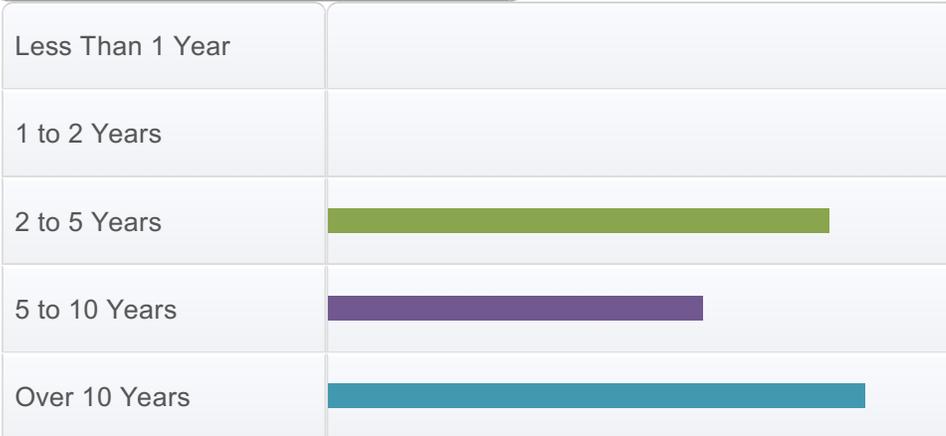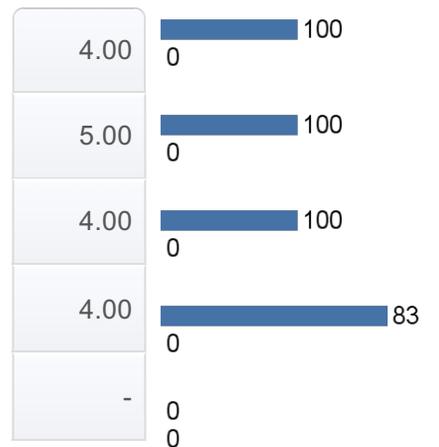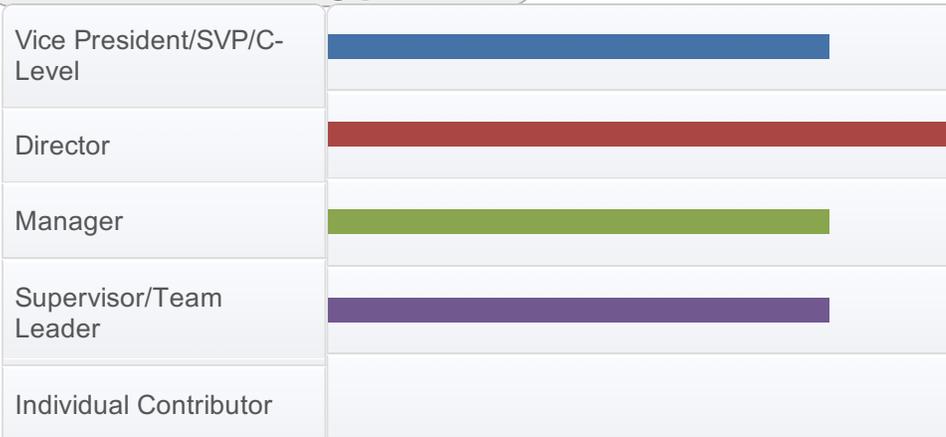| Overall Company		4.11	89 0
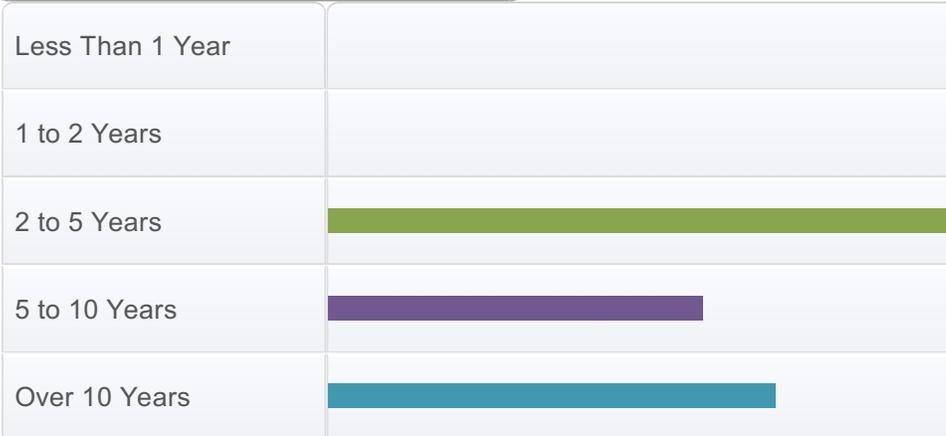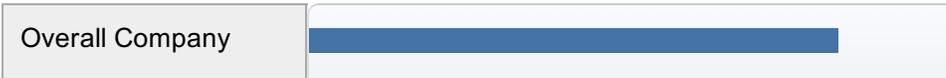
> There is a widespread "belief" by our people that they can have a positive impact on the organization and the value it brings to the customer and society
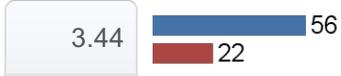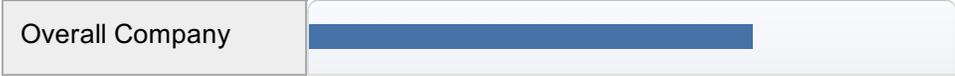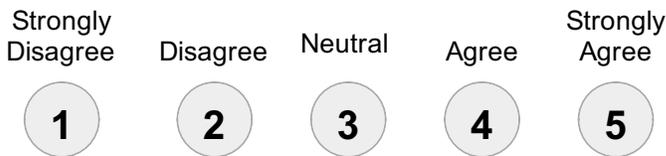
Tenure
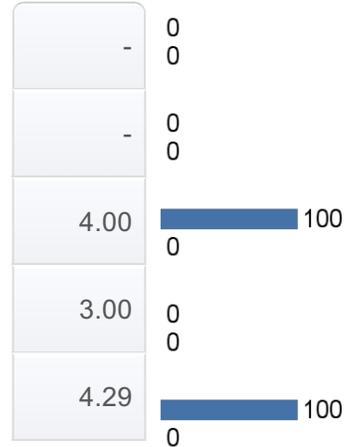
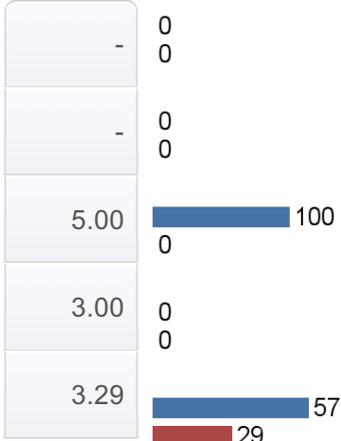|			
Less Than 1 Year		-	0 0
1 to 2 Years		-	0 0
2 to 5 Years		4.00	100 0
5 to 10 Years		3.00	0 0
Over 10 Years		4.29	100 0

Position Type

Vice President/SVP/C-Level		4.00	100 0
Director		5.00	100 0
Manager		4.00	100 0
Supervisor/Team Leader		4.00	83 0
Individual Contributor		-	0 0

B: Item Results

Commitment "Will Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

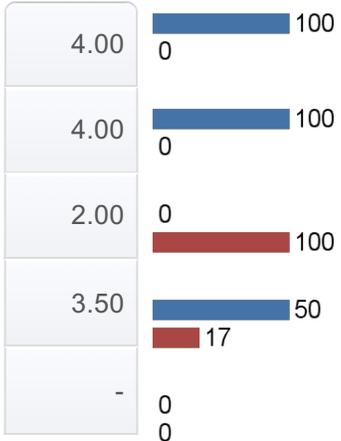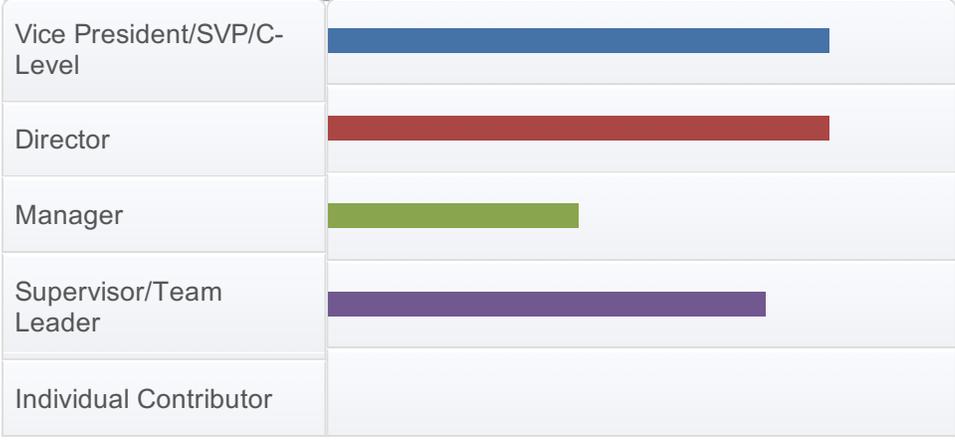| Overall Company		3.44	56 / 22

Authority is delegated so that people can act independently

Tenure

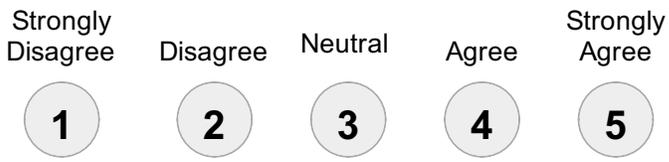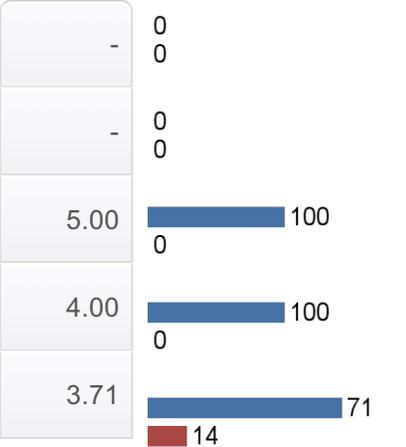|		Avg	Favorable / Unfavorable
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		3.00	0 / 0
Over 10 Years		3.29	57 / 29

Position Type

		Avg	Favorable / Unfavorable
Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		2.00	0 / 100
Supervisor/Team Leader		3.50	50 / 17
Individual Contributor		-	0 / 0

B: Item Results

Commitment "Will Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

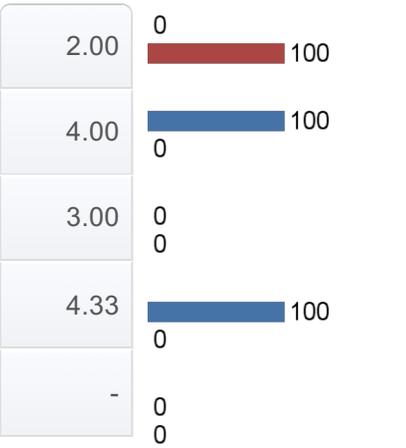| Overall Company		3.89	78
			11

Most of our people are engaged in the work they do

Tenure

Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.71	71 / 14

Position Type

Vice President/SVP/C-Level		2.00	0 / 100
Director		4.00	100 / 0
Manager		3.00	0 / 0
Supervisor/Team Leader		4.33	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Commitment "Will Do" Culture

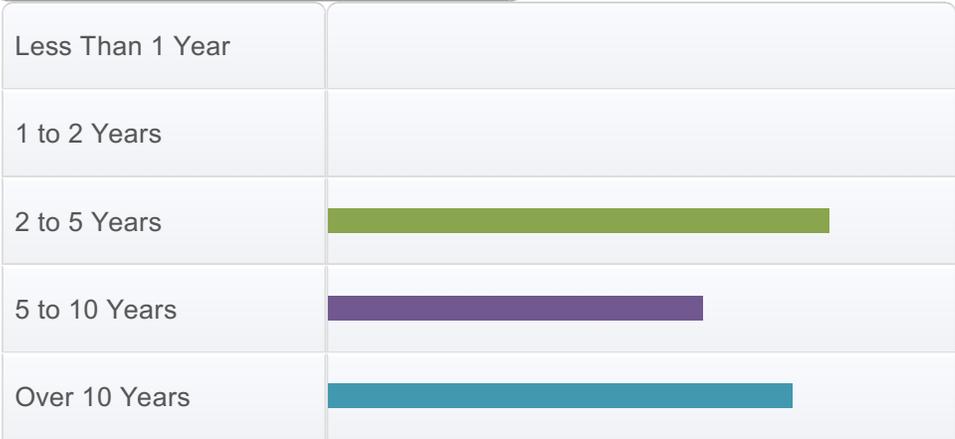| Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Avg	
1	**2**	**3**	**4**	**5**	**Avg**	Favorable % / Unfavorable %

Overall Company		3.67	67 / 0
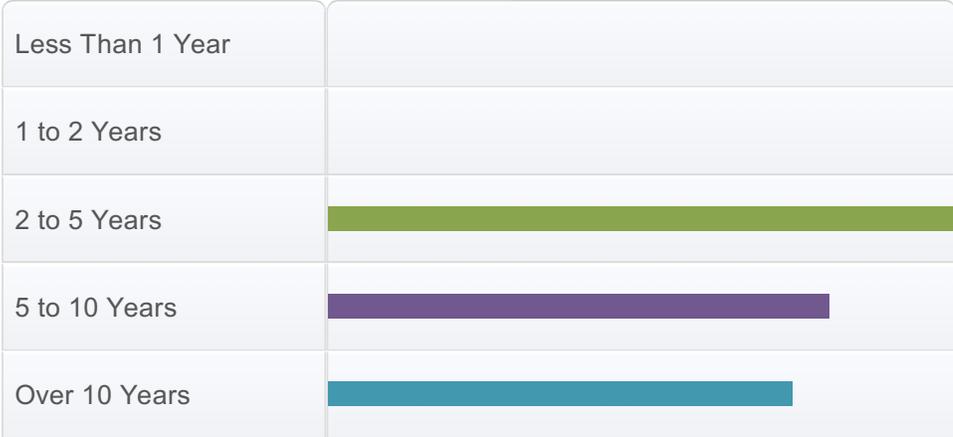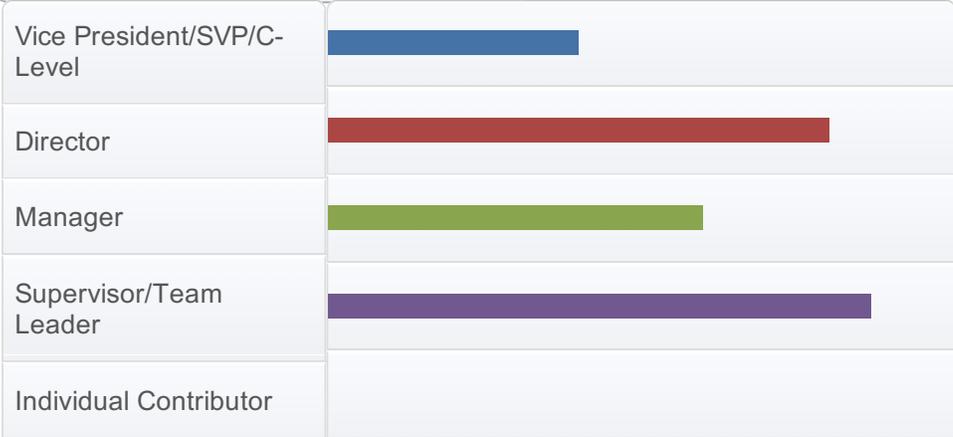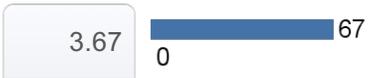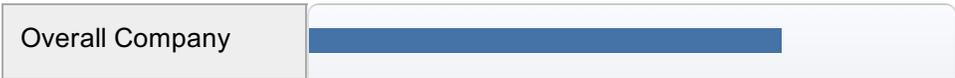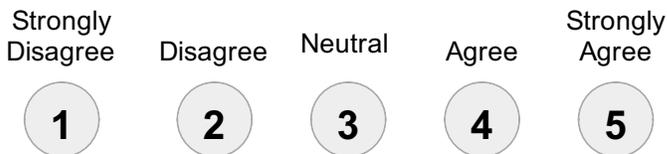
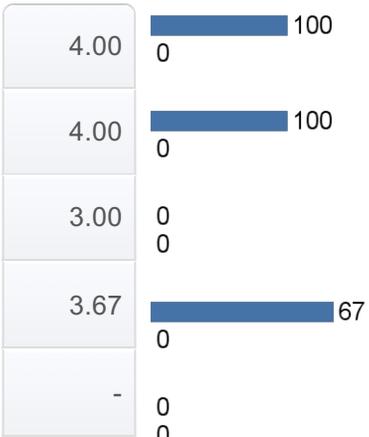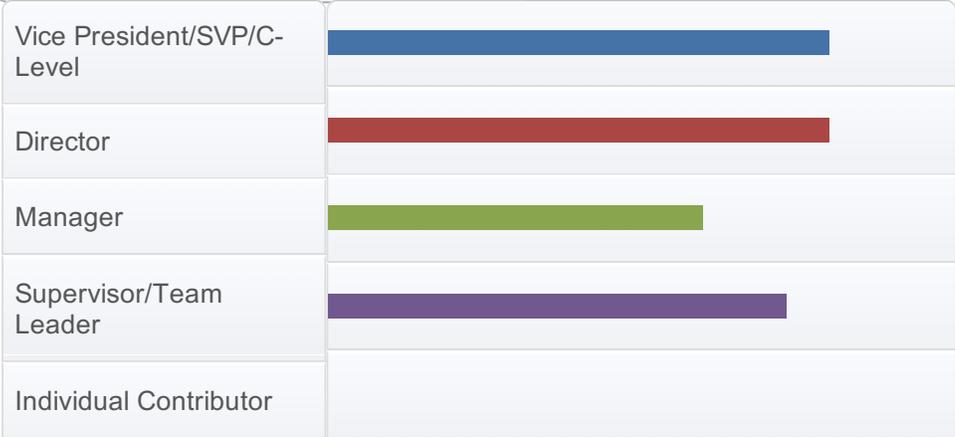**People are generally able to access information when needed so they can effectively do their work**

Tenure

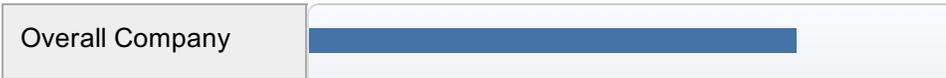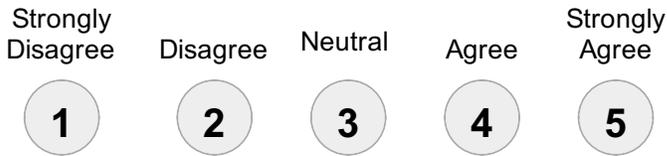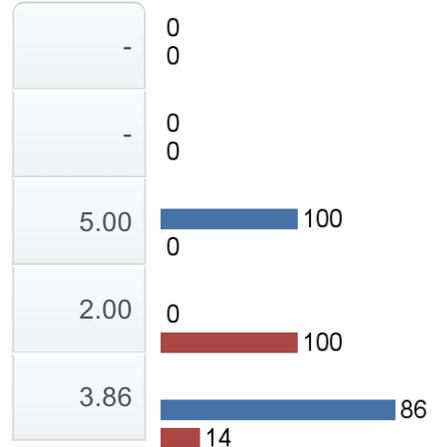| Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		4.00	100 / 0
5 to 10 Years		3.00	0 / 0
Over 10 Years		3.71	71 / 0

Position Type

Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		3.00	0 / 0
Supervisor/Team Leader		3.67	67 / 0
Individual Contributor		-	0 / 0

B: Item Results

Commitment "Will Do" Culture

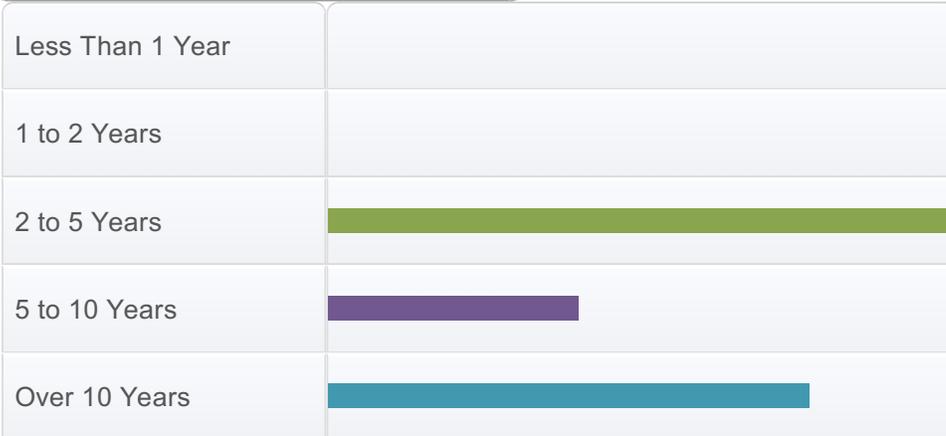| Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
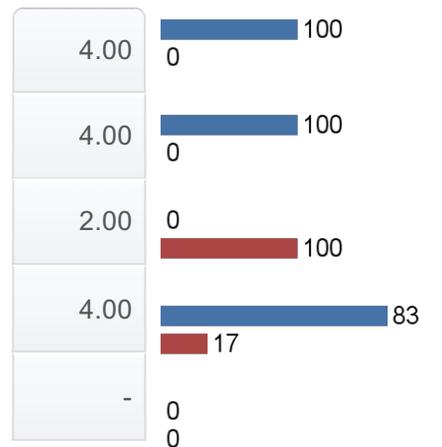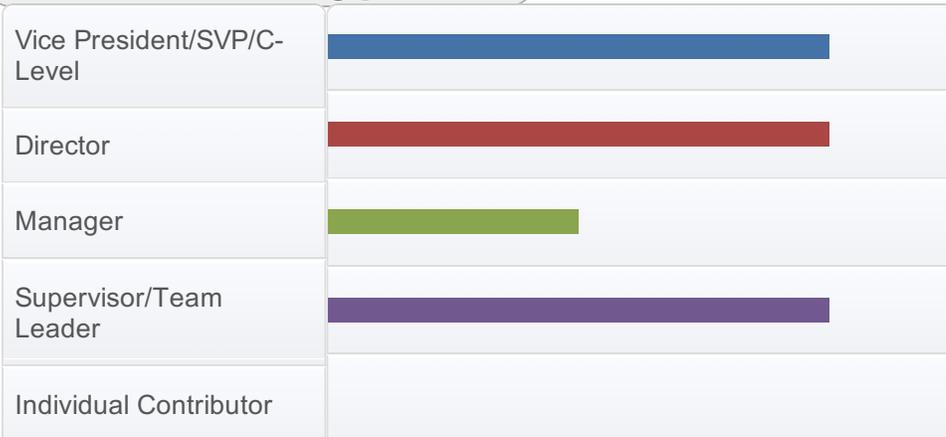Unfavorable %

Overall Company		3.78	78 / 22
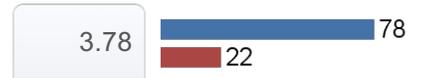
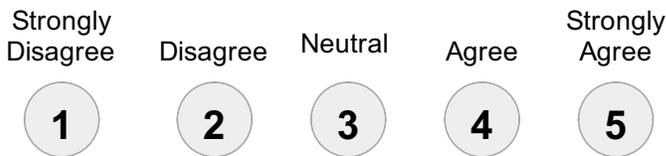There is a widely held "belief" that failure is truly an opportunity for learning and growth
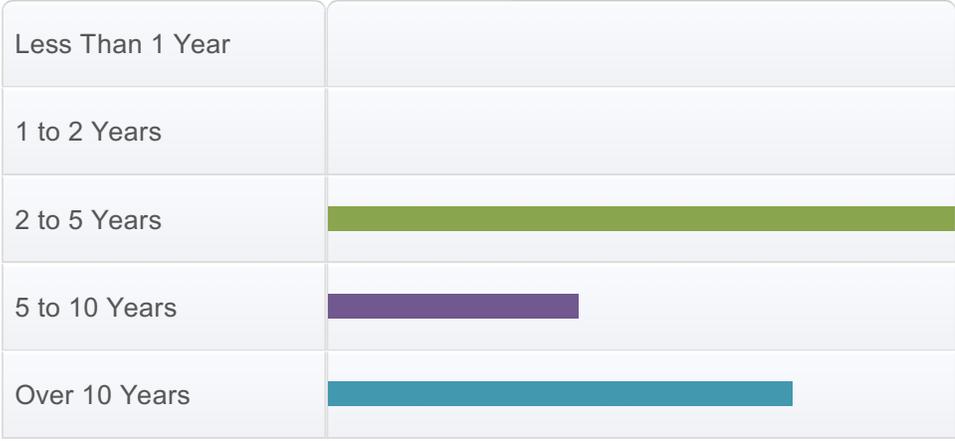
Tenure

		Avg	Favorable/Unfavorable %
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		2.00	0 / 100
Over 10 Years		3.86	86 / 14

Position Type

		Avg	Favorable/Unfavorable %
Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		2.00	0 / 100
Supervisor/Team Leader		4.00	83 / 17
Individual Contributor		-	0 / 0

B: Item Results

Commitment "Will Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	1	**2**	**3**	**4**	**5**	**Avg**	Favorable % Unfavorable %

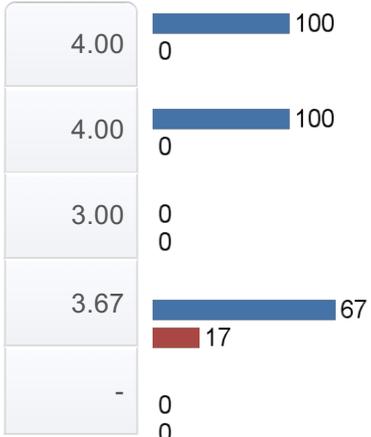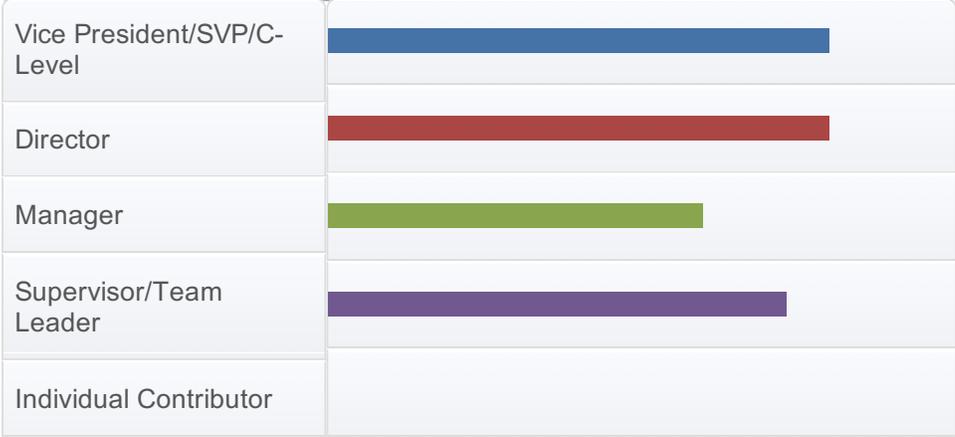|		Avg	Favorable / Unfavorable
Overall Company		3.67	67 / 11
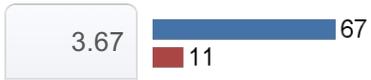
> Being "innovative" and taking reasonable risks are encouraged and in most cases rewarded

Tenure
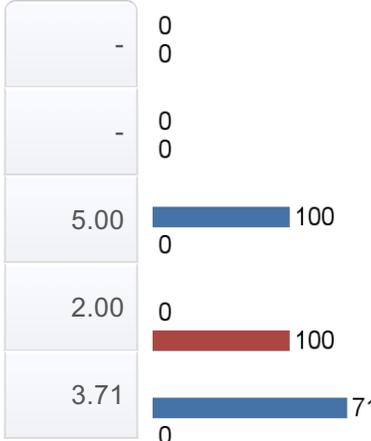
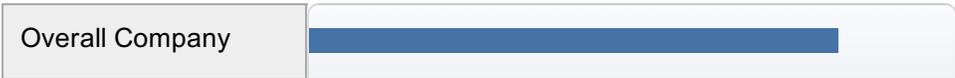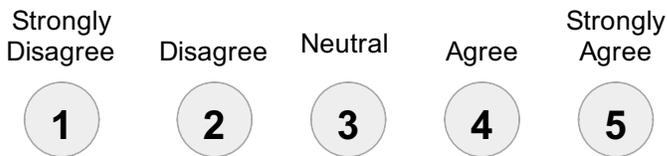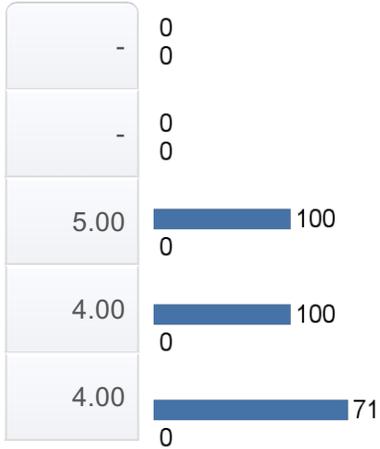|		Avg	Favorable / Unfavorable
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		2.00	0 / 100
Over 10 Years		3.71	71 / 0

Position Type

		Avg	Favorable / Unfavorable
Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		3.00	0 / 0
Supervisor/Team Leader		3.67	67 / 17
Individual Contributor		-	0 / 0

B: Item Results

Commitment "Will Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

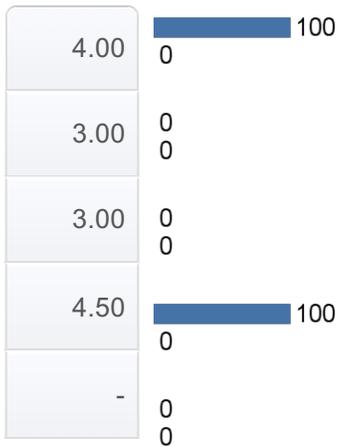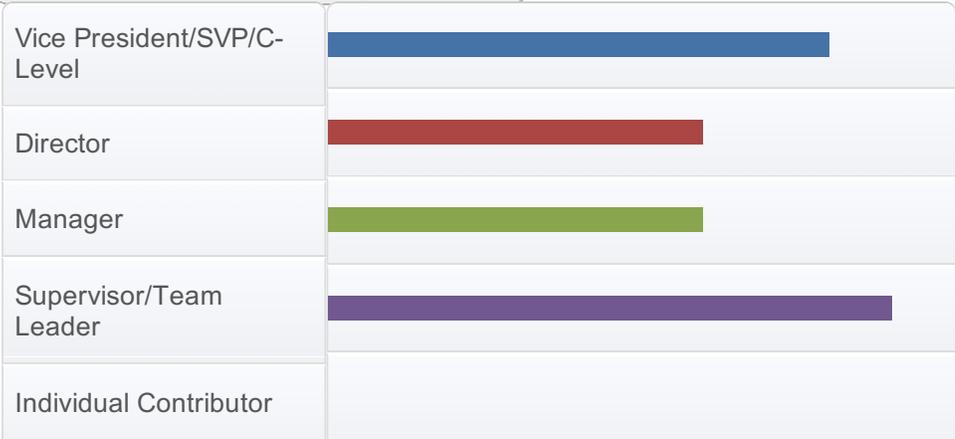| Overall Company		4.11	78 / 0
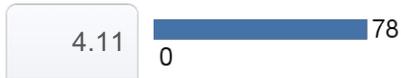
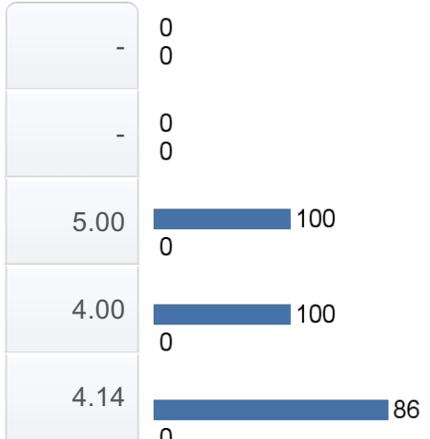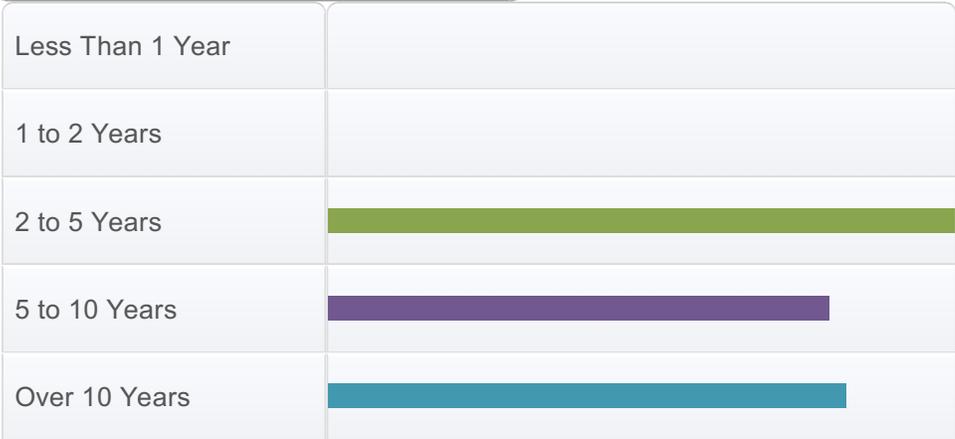## Our vision creates passion and excitement for our employees

Tenure

Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		4.00	71 / 0

Position Type

Vice President/SVP/C-Level		4.00	100 / 0
Director		3.00	0 / 0
Manager		3.00	0 / 0
Supervisor/Team Leader		4.50	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Alignment "Must Do" Culture

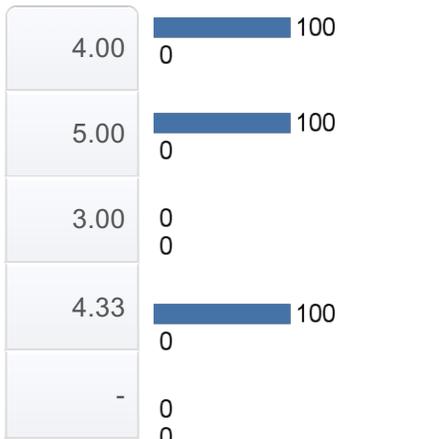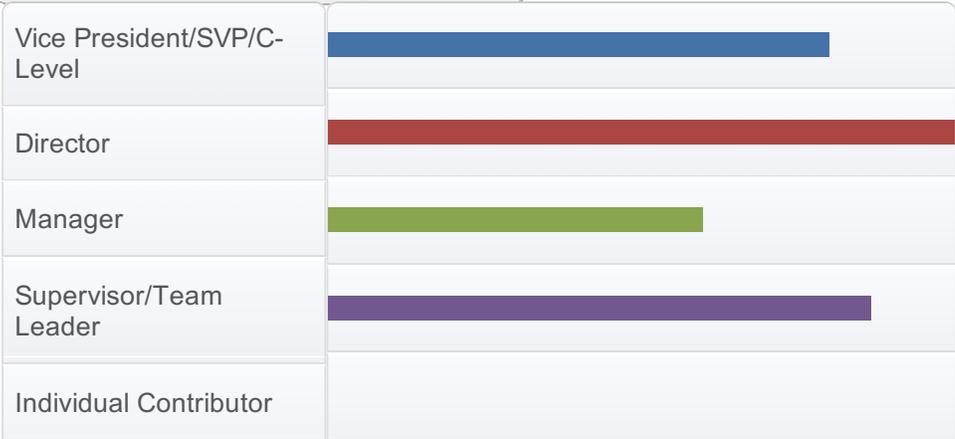|	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	1	**2**	**3**	**4**	**5**	**Avg**	Favorable % / Unfavorable %

Overall Company		4.22	89 / 0

People's work is organized so they understand how their job links to the vision and mission of the organization

Tenure

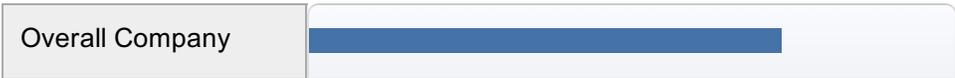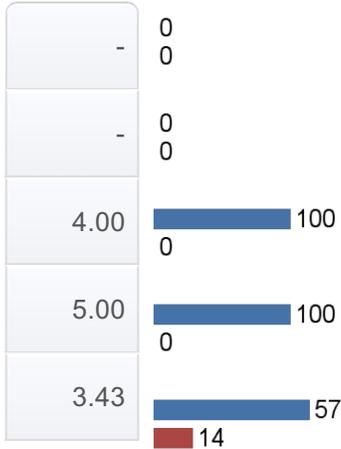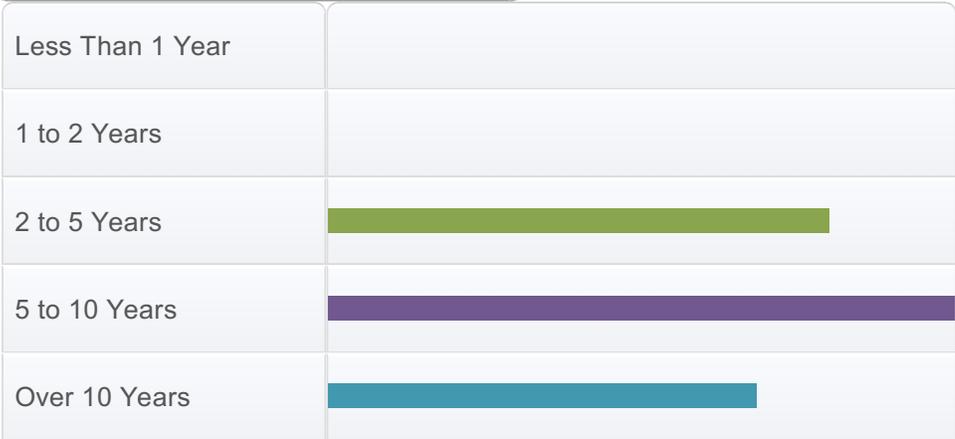| Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		4.14	86 / 0

Position Type

Vice President/SVP/C-Level		4.00	100 / 0
Director		5.00	100 / 0
Manager		3.00	0 / 0
Supervisor/Team Leader		4.33	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Alignment "Must Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

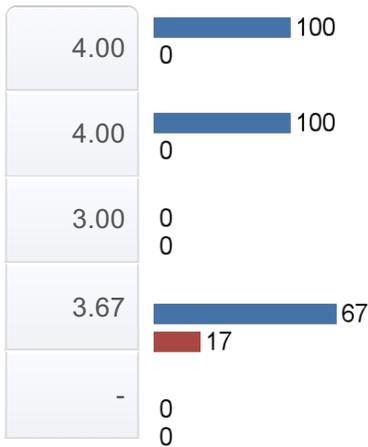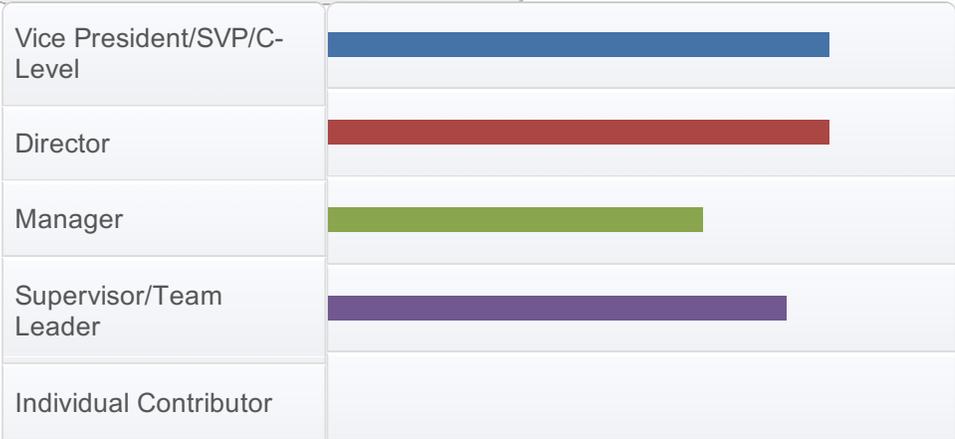| Overall Company		3.67	67
			11

It is generally easy for people to reach concensus even on difficult issues

Tenure

Less Than 1 Year		-	0
			0
1 to 2 Years		-	0
			0
2 to 5 Years		4.00	100
			0
5 to 10 Years		5.00	100
			0
Over 10 Years		3.43	57
			14

Position Type

Vice President/SVP/C-Level		4.00	100
			0
Director		4.00	100
			0
Manager		3.00	0
			0
Supervisor/Team Leader		3.67	67
			17
Individual Contributor		-	0
			0

B: Item Results

Alignment "Must Do" Culture

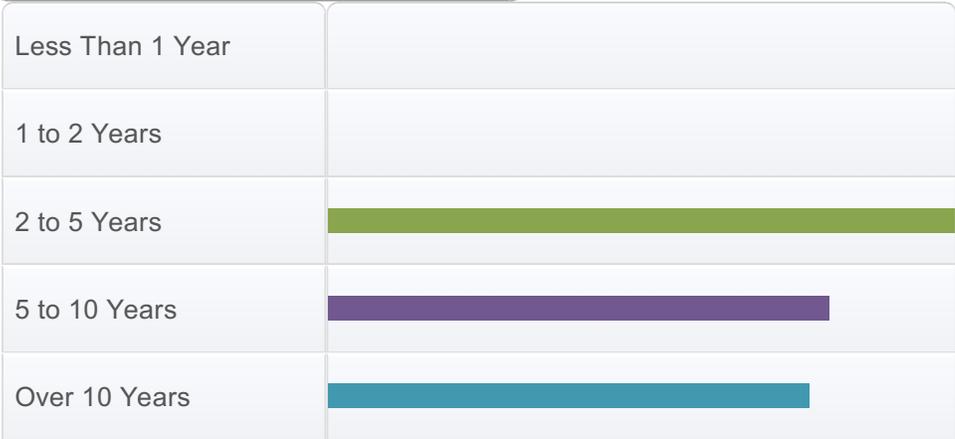|	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

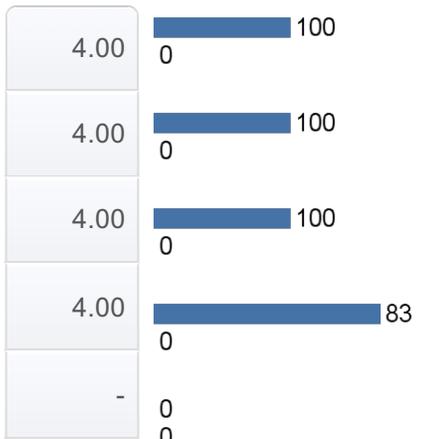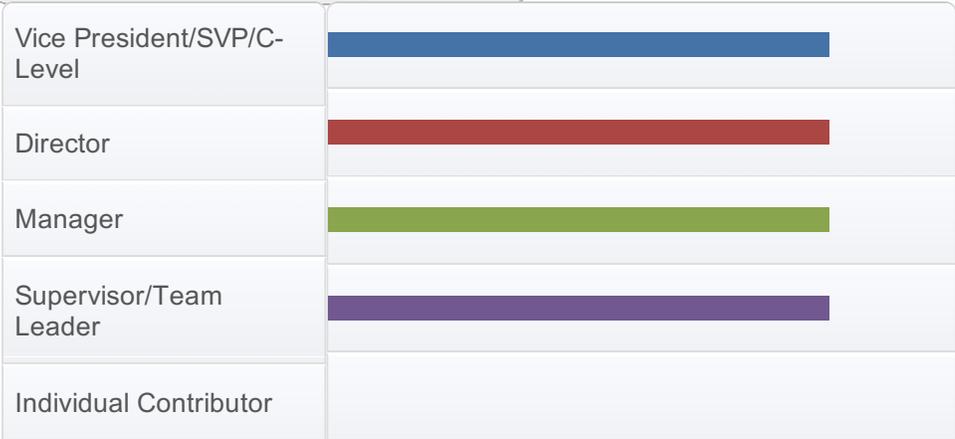| Overall Company		4.00	89 / 0
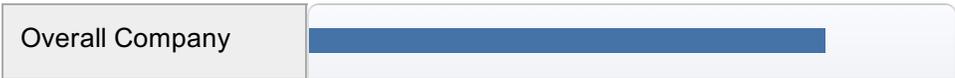
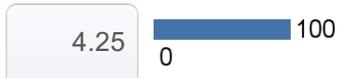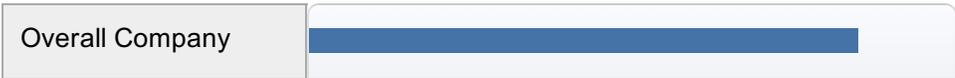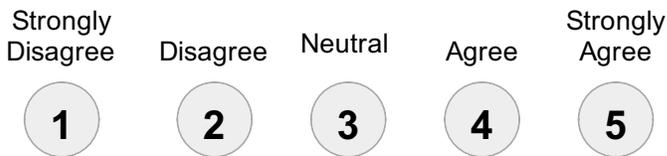**It is generally easy to coordinate projects across different parts of the organization (i.e., we are not siloed)**
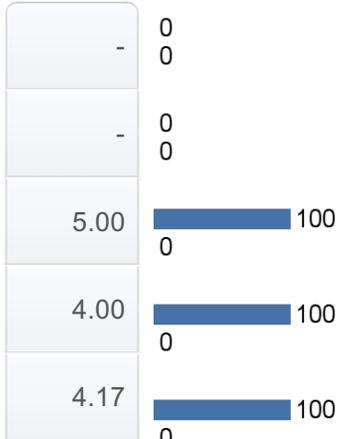
Tenure

Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.86	86 / 0

Position Type

Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.00	83 / 0
Individual Contributor		-	0 / 0

B: Item Results

Alignment "Must Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Avg	Favorable % / Unfavorable %
	1	2	3	4	5		

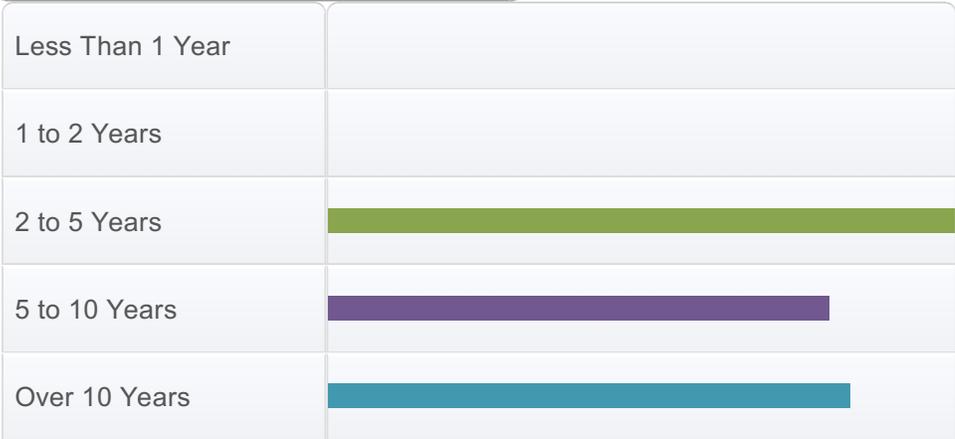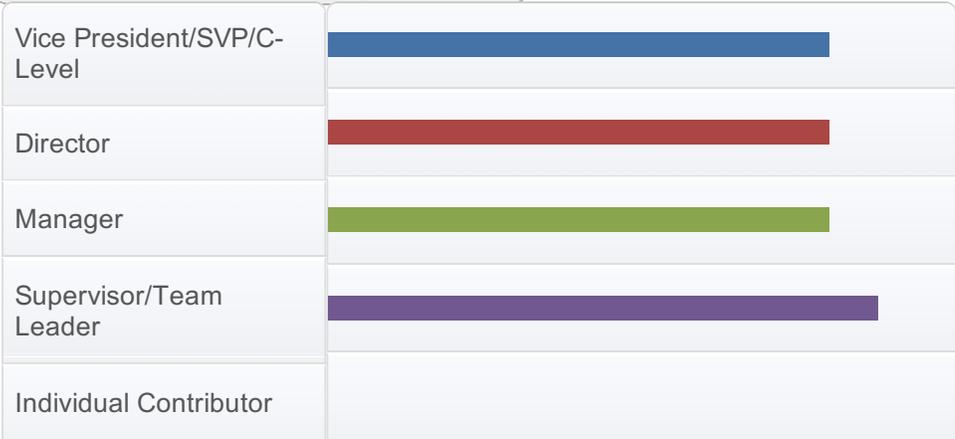|		Avg	
Overall Company		4.25	100 / 0
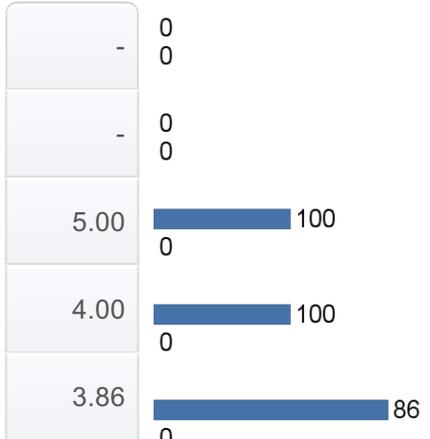
With respect to different levels in the organization, there is generally a lot of alignment in goals

Tenure

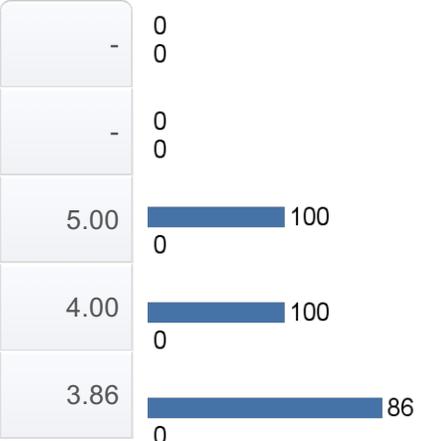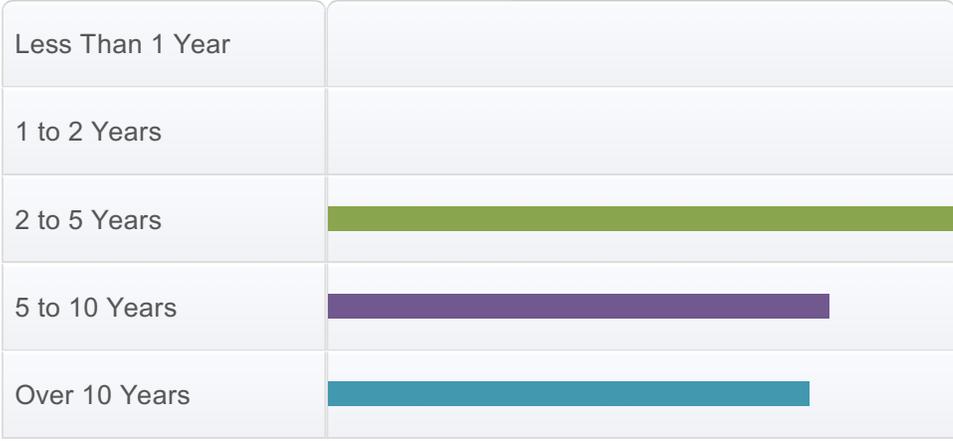|		Avg	
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		4.17	100 / 0

Position Type

		Avg	
Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.40	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Alignment "Must Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
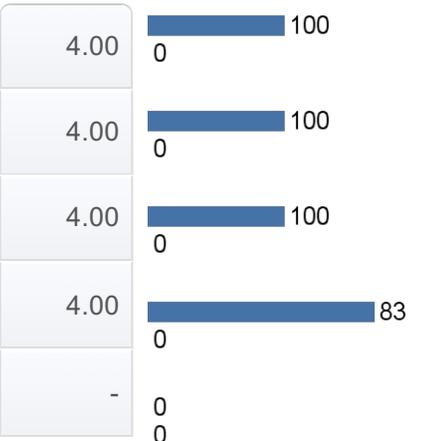Unfavorable %
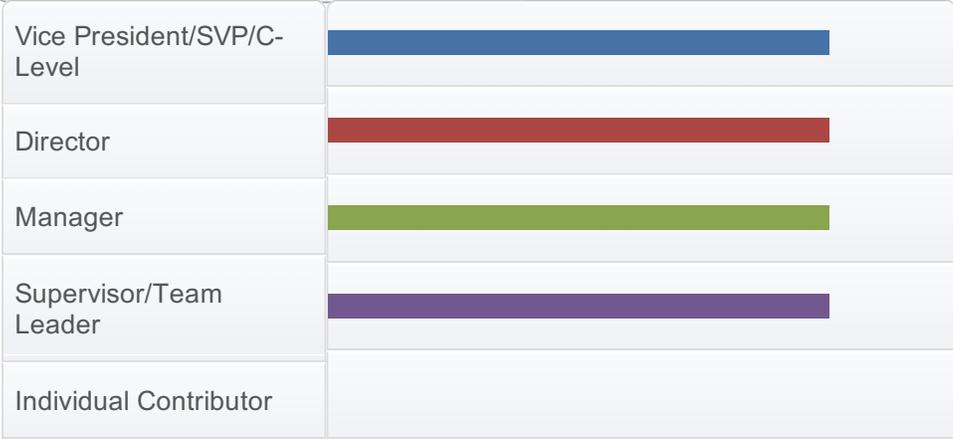
Overall Company		4.00	89 / 0

With respect to our vision and purpose, generally people see them as "long-term" in nature

Tenure

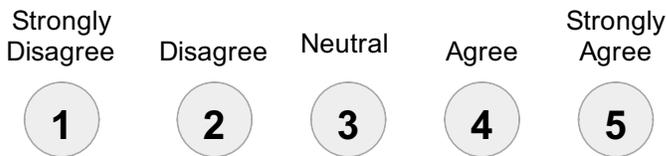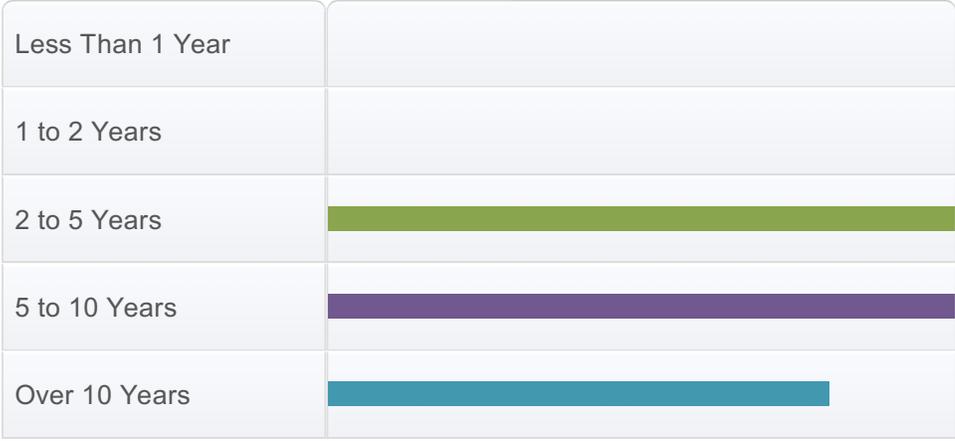| Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.86	86 / 0

Position Type

Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.00	83 / 0
Individual Contributor		-	0 / 0

B: Item Results

Alignment "Must Do" Culture

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
1	**2**	**3**	**4**	**5**	**Avg**	Favorable % / Unfavorable %

		Avg	Favorable %
Overall Company		4.22	89 / 0
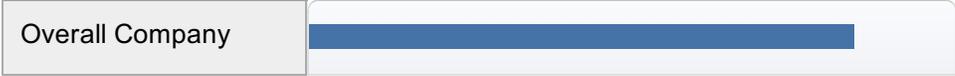
Our strategy is clear

Tenure
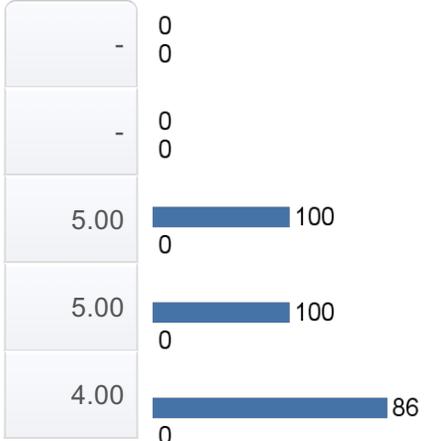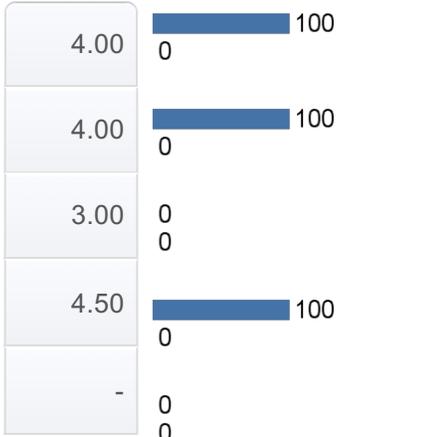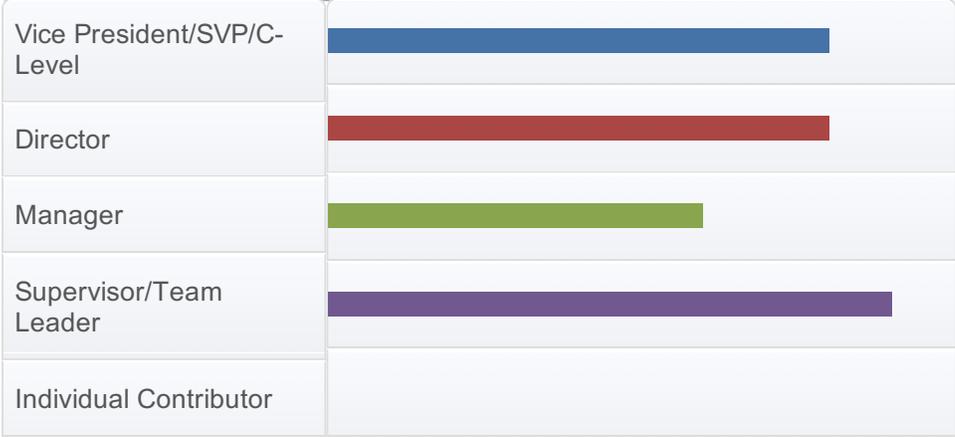
		Avg	Favorable %
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		5.00	100 / 0
Over 10 Years		4.00	86 / 0

Position Type

		Avg	Favorable %
Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		3.00	0 / 0
Supervisor/Team Leader		4.50	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Alignment "Must Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	1	**2**	**3**	**4**	**5**	**Avg**	Favorable % / Unfavorable %

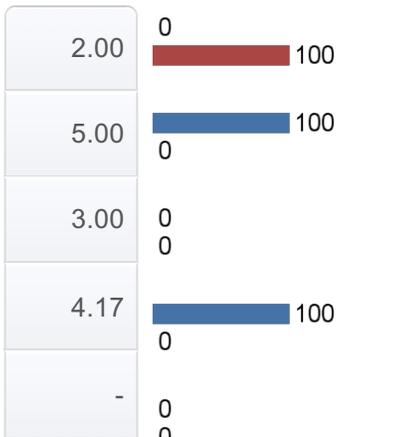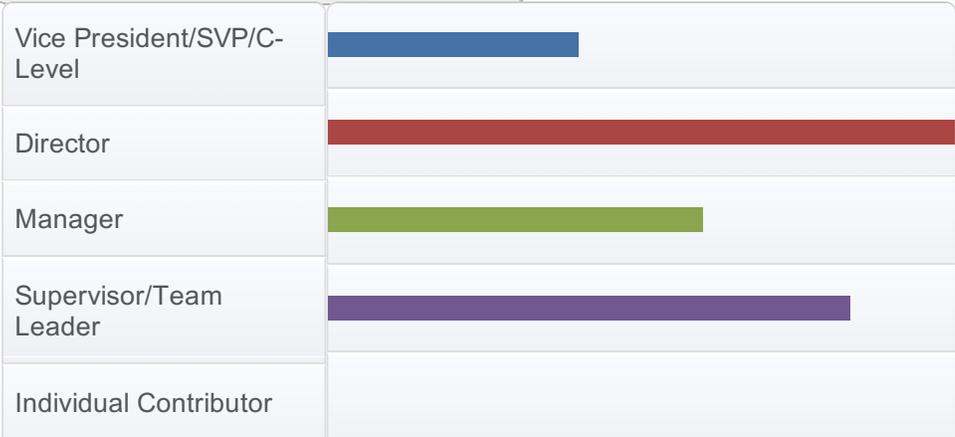|		Avg	Favorable %	Unfavorable %
Overall Company		3.89	78	11
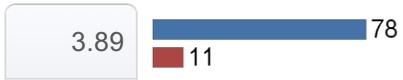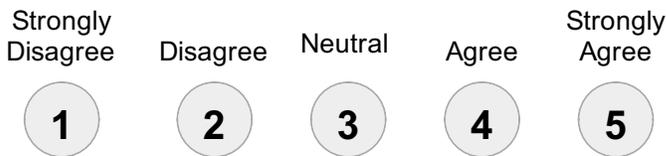
Leaders set goals that stretch individuals and teams but are fair

Tenure
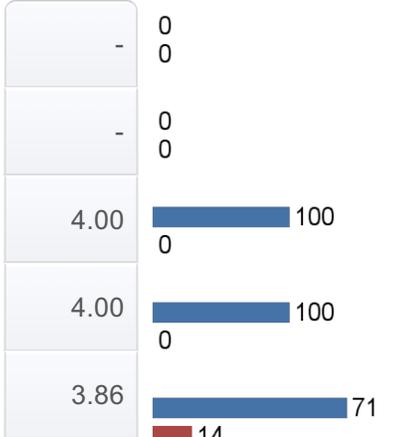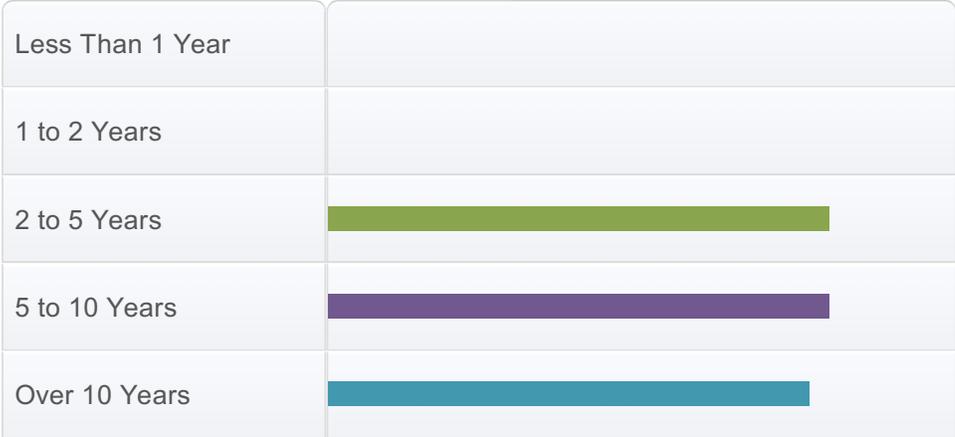
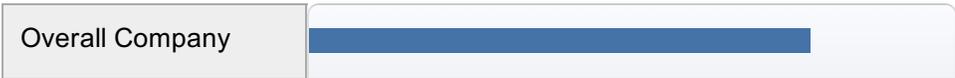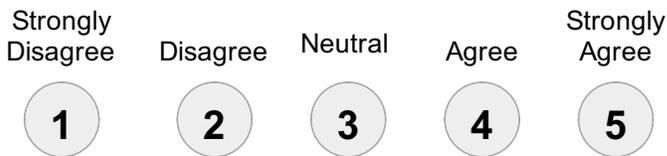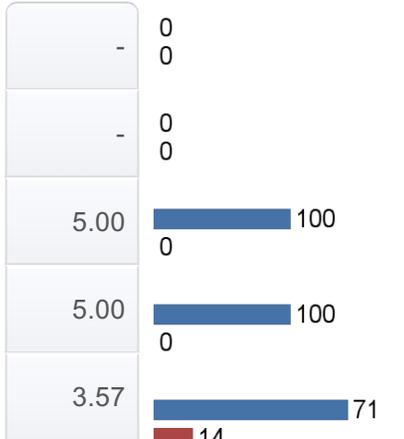|		Avg	Favorable %	Unfavorable %
Less Than 1 Year		-	0	0
1 to 2 Years		-	0	0
2 to 5 Years		4.00	100	0
5 to 10 Years		4.00	100	0
Over 10 Years		3.86	71	14

Position Type

		Avg	Favorable %	Unfavorable %
Vice President/SVP/C-Level		2.00	0	100
Director		5.00	100	0
Manager		3.00	0	0
Supervisor/Team Leader		4.17	100	0
Individual Contributor		-	0	0

B: Item Results

Alignment "Must Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	1	**2**	**3**	**4**	**5**	**Avg**	Favorable % / Unfavorable %

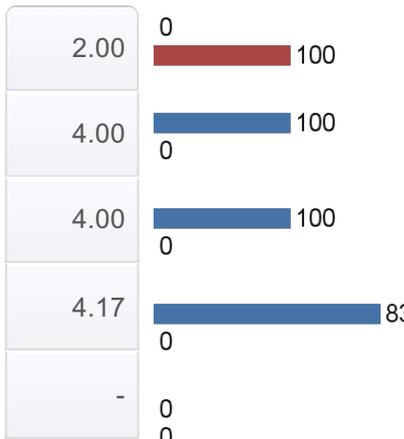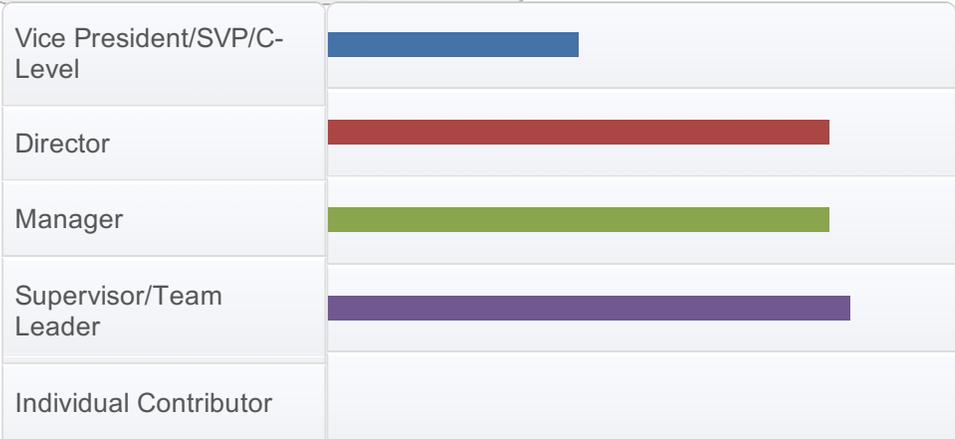| Overall Company		3.89	78 / 11
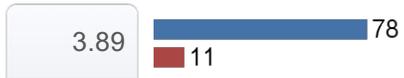
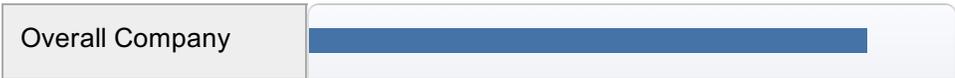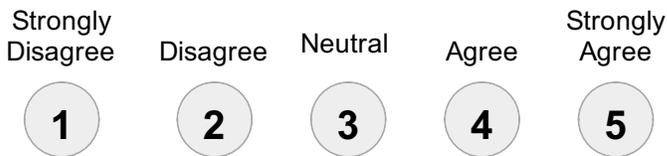## There is a passion and diligence to measure progress against goals

Tenure
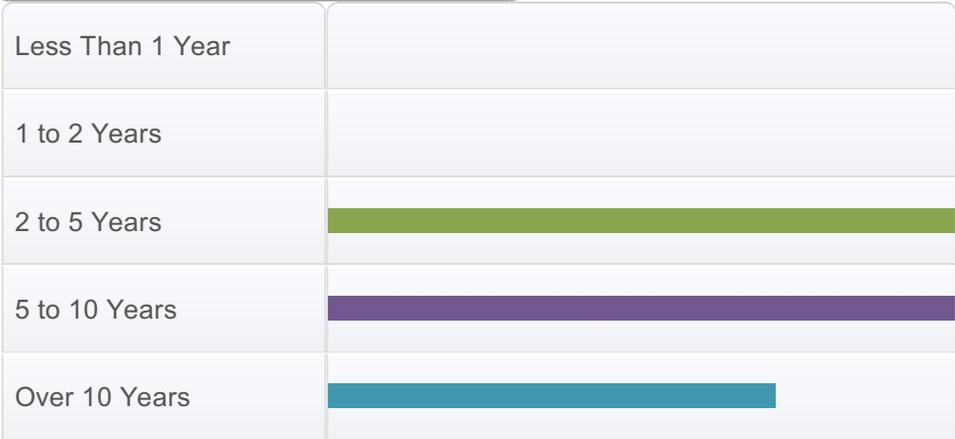
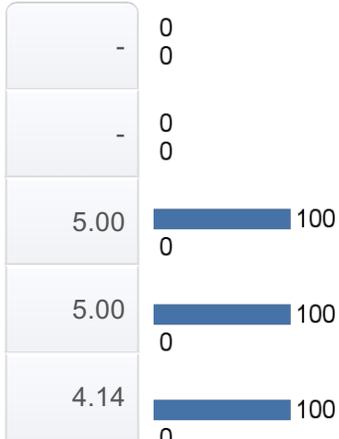|		Avg	Fav/Unfav
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		5.00	100 / 0
Over 10 Years		3.57	71 / 14

Position Type

		Avg	Fav/Unfav
Vice President/SVP/C-Level		2.00	0 / 100
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.17	83 / 0
Individual Contributor		-	0 / 0

B: Item Results

Alignment "Must Do" Culture

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

Overall Company		4.33	100 0
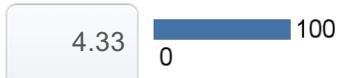
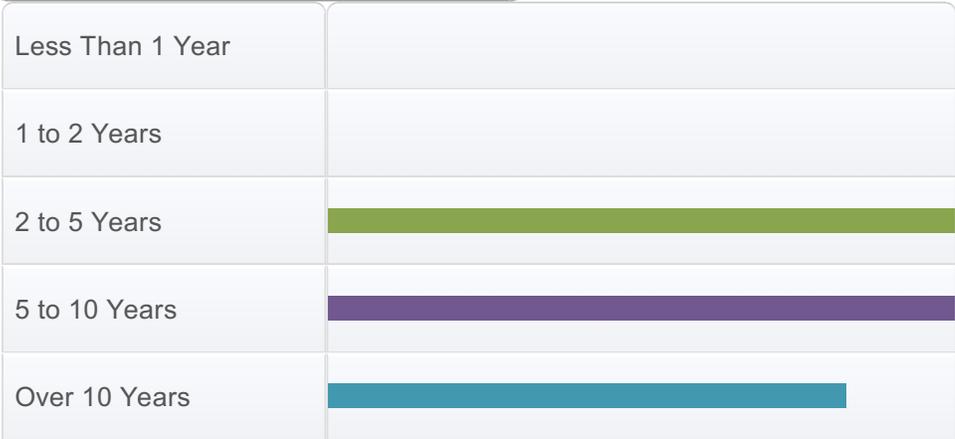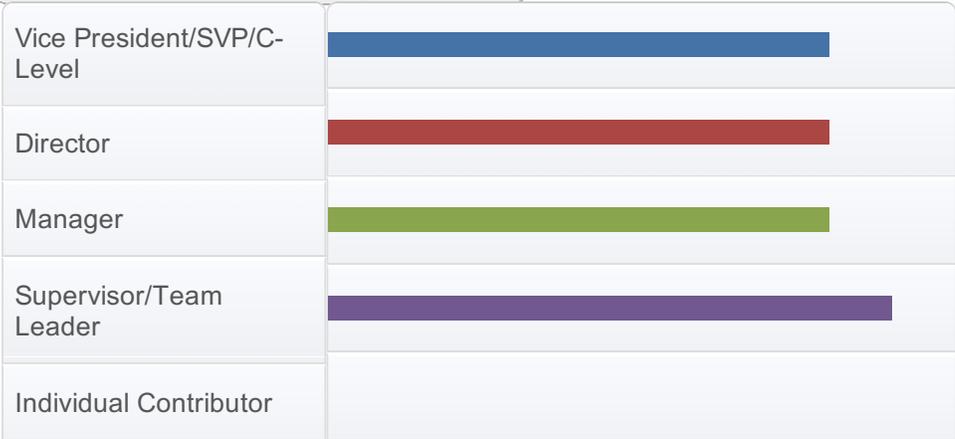### There is a clear "shared vision" as to what our organization must become

Tenure

Less Than 1 Year		-	0 0
1 to 2 Years		-	0 0
2 to 5 Years		5.00	100 0
5 to 10 Years		5.00	100 0
Over 10 Years		4.14	100 0

Position Type

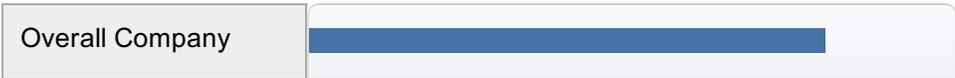| Vice President/SVP/C-Level		4.00	100 0
Director		4.00	100 0
Manager		4.00	100 0
Supervisor/Team Leader		4.50	100 0
Individual Contributor		-	0 0

B: Item Results

Alignment "Must Do" Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Avg
	1	**2**	**3**	**4**	**5**	

Favorable %
Unfavorable %
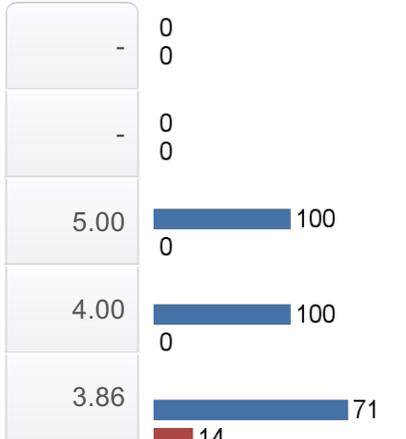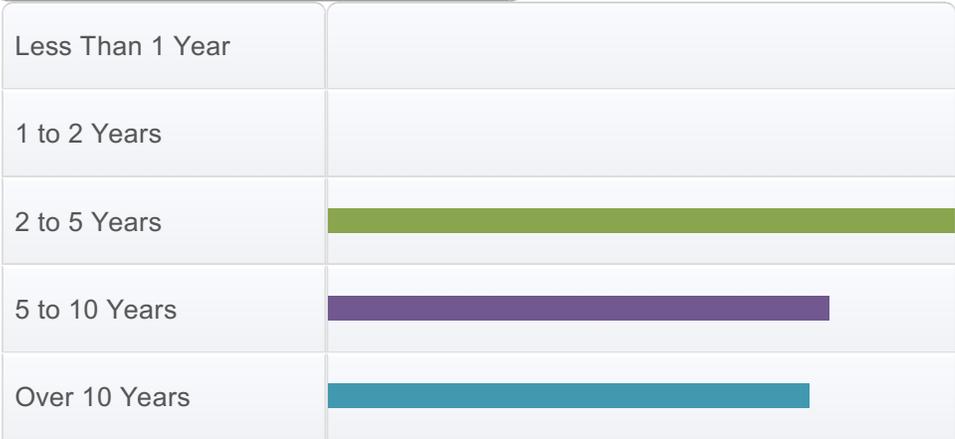
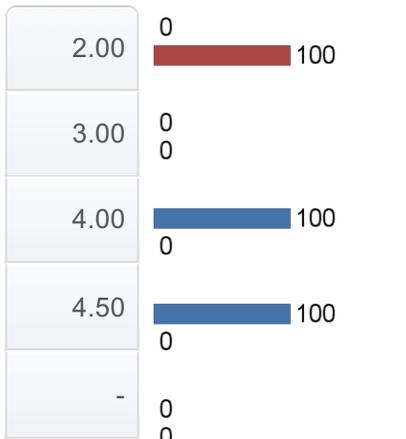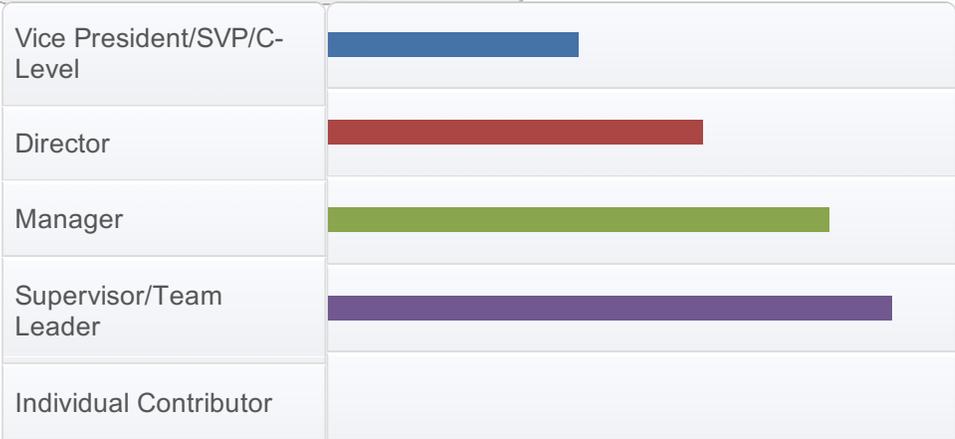| Overall Company		4.00	78
			11

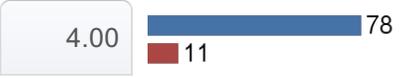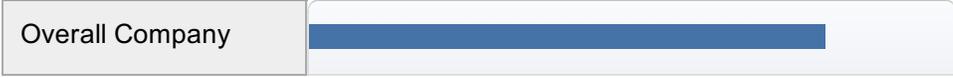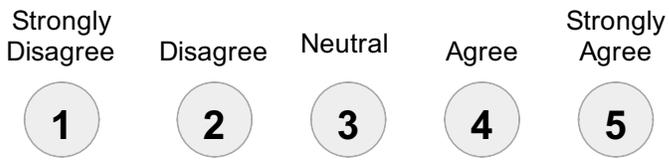## Leaders are visionary (i.e., they possess more of long-term view)

Tenure

Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.86	71 / 14

Position Type

Vice President/SVP/C-Level		2.00	0 / 100
Director		3.00	0 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.50	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Individual Performance Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	1	2	3	4	5	Avg	Favorable % / Unfavorable %

Overall Company		4.00	78 / 11

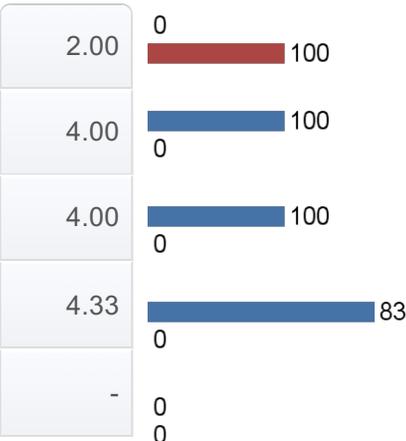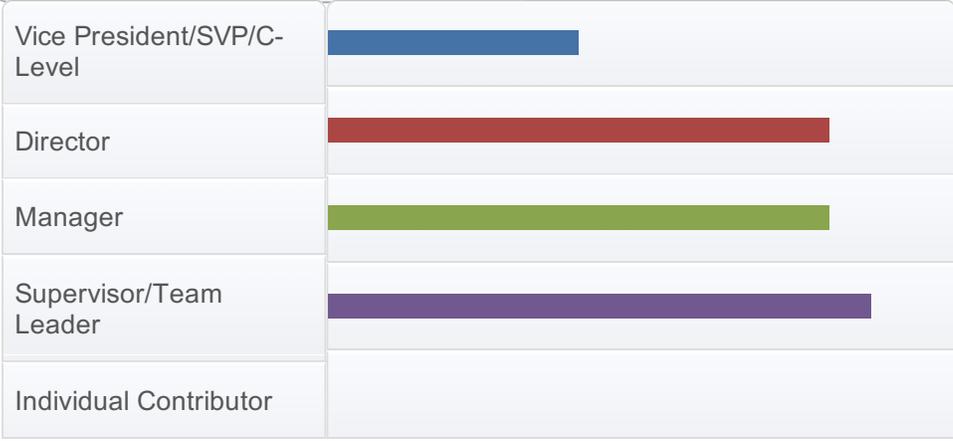## Leaders and managers are "role models"

Tenure
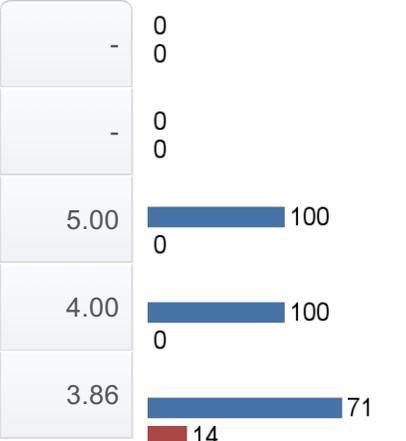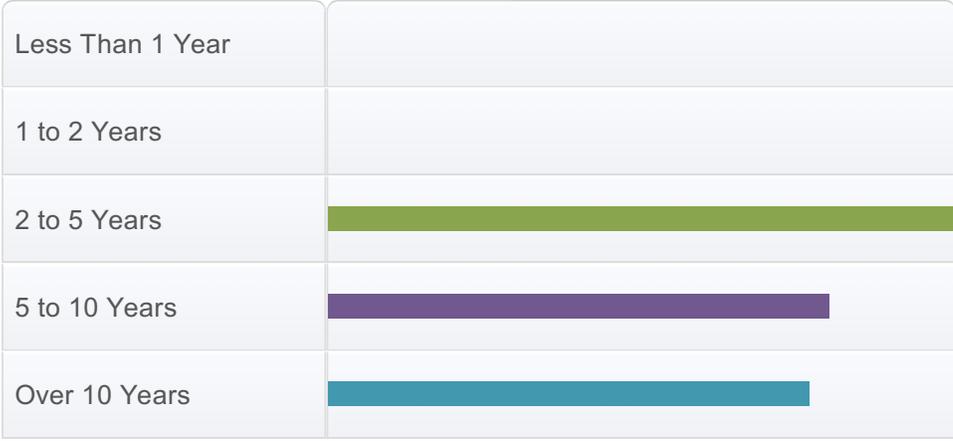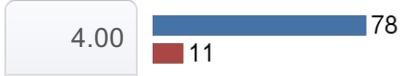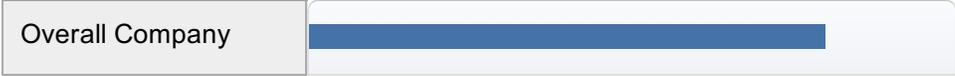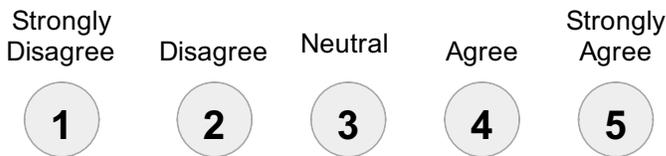
		Avg	Favorable % / Unfavorable %
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.86	71 / 14

Position Type

		Avg	Favorable % / Unfavorable %
Vice President/SVP/C-Level		2.00	0 / 100
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.33	83 / 0
Individual Contributor		-	0 / 0

B: Item Results

Individual Performance Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	1	**2**	**3**	**4**	**5**	**Avg**	Favorable % / Unfavorable %

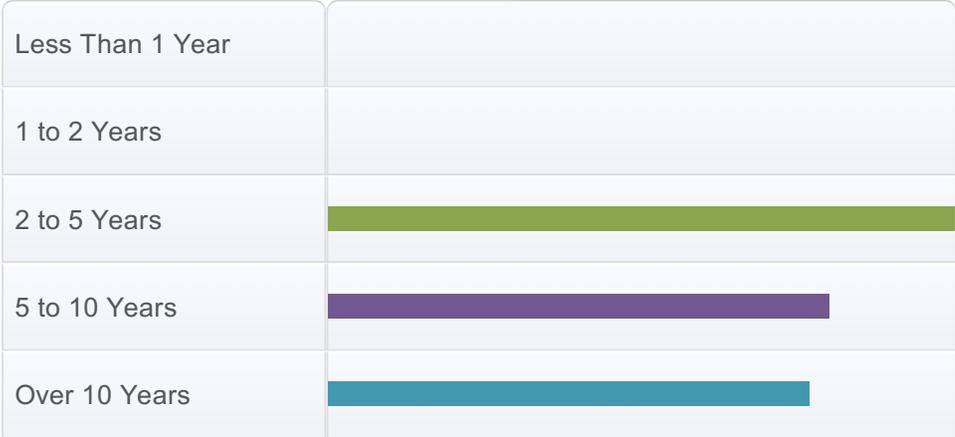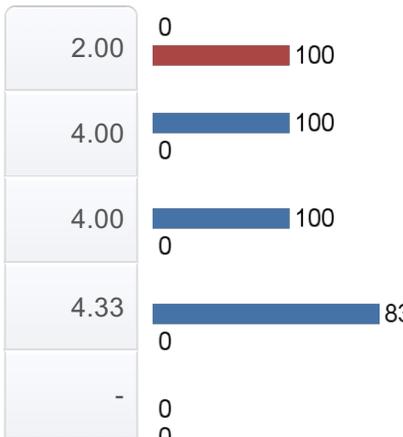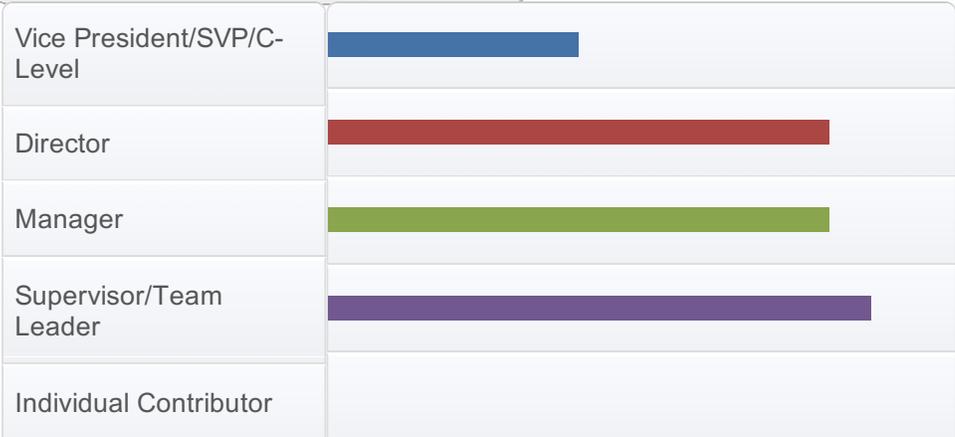| Overall Company		4.00	78 / 11

> Leaders and managers are strong in their "inner-core" (i.e., strong character, values, positive thinkers, good emotional make up, etc.)

Tenure
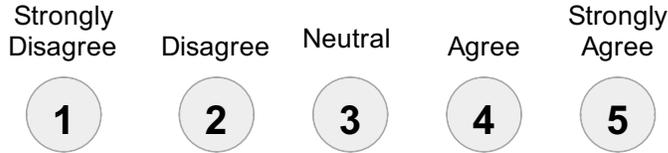
		Avg	Fav % / Unfav %
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.86	71 / 14

Position Type

		Avg	Fav % / Unfav %
Vice President/SVP/C-Level		2.00	0 / 100
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.33	83 / 0
Individual Contributor		-	0 / 0

B: Item Results

Individual Performance Culture

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Avg
1	2	3	4	5	

Favorable %
Unfavorable %

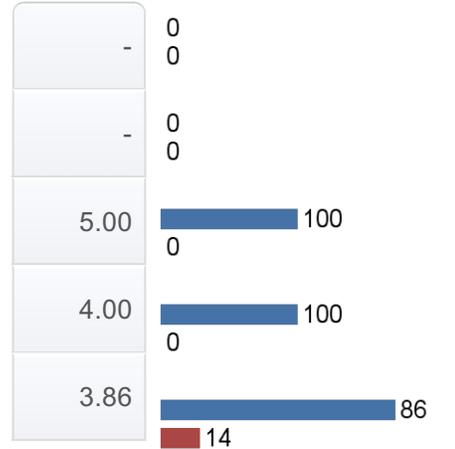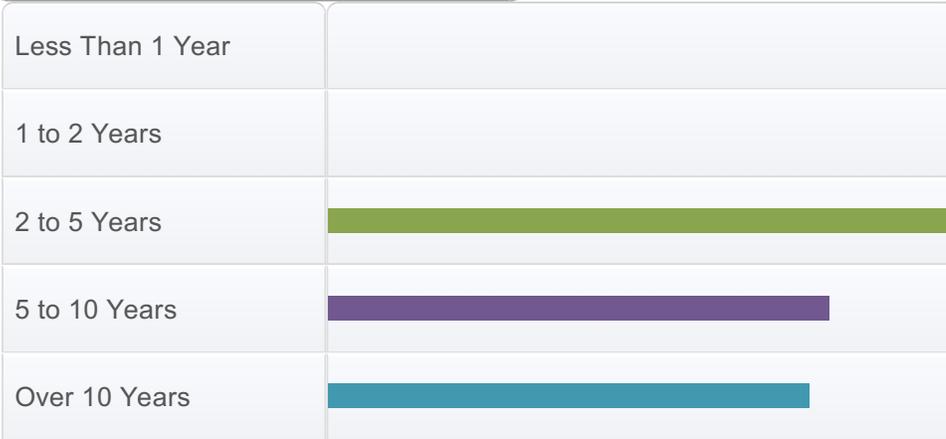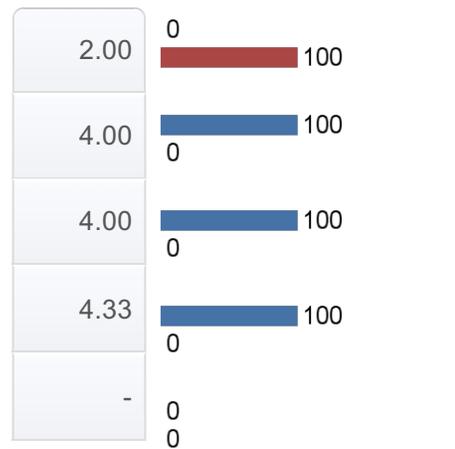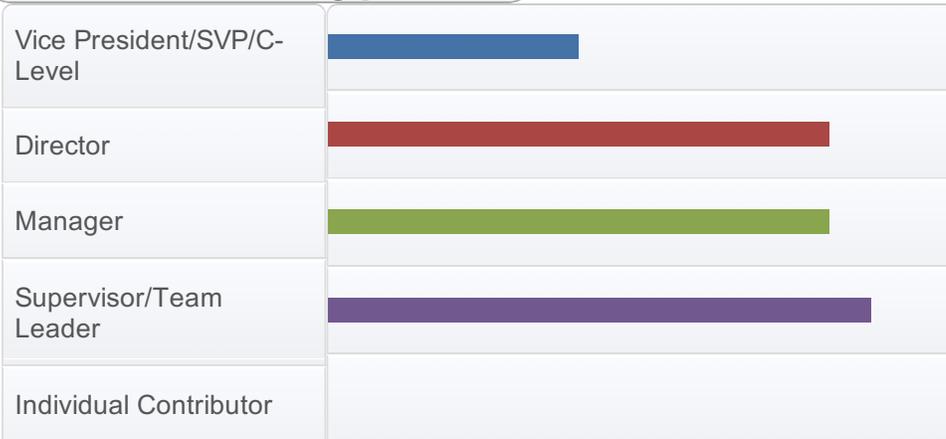|		Avg	Fav/Unfav
Overall Company		4.00	89 / 11
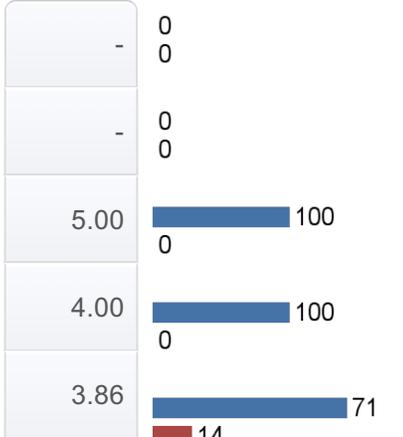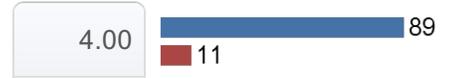
The values espoused by all our leaders are clear, compelling and meaningful so they govern the behavior in support of our mission
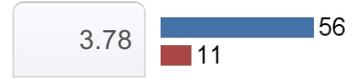
Tenure
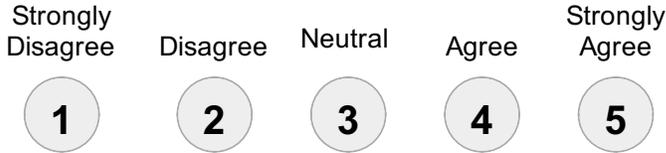
		Avg	Fav/Unfav
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.86	86 / 14

Position Type

		Avg	Fav/Unfav
Vice President/SVP/C-Level		2.00	0 / 100
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.33	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Individual Performance Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

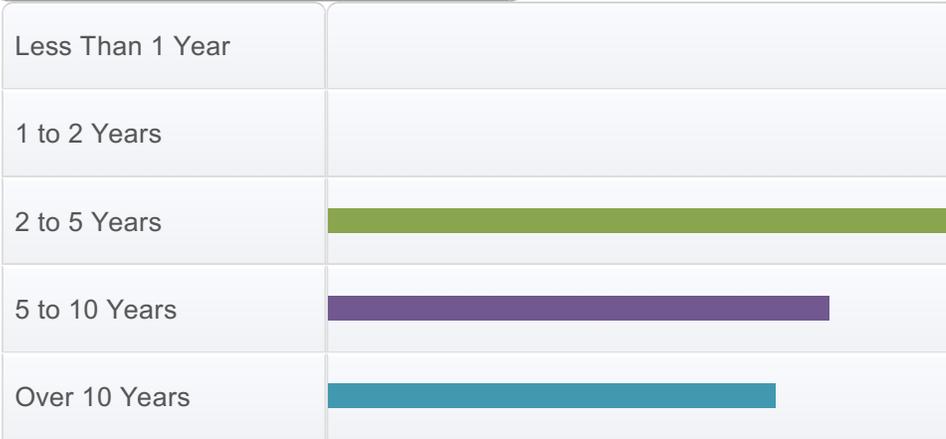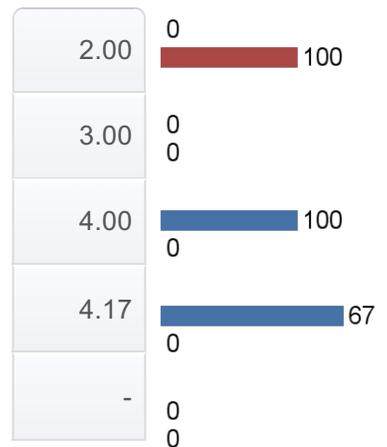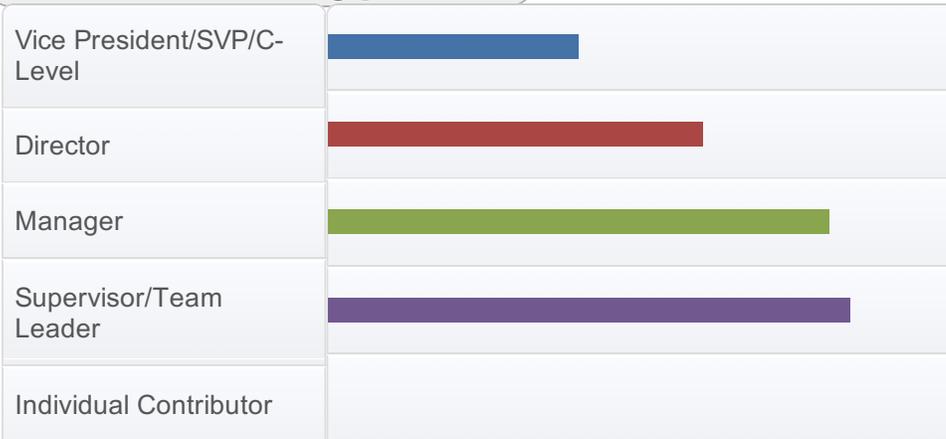| Overall Company		3.78	56 / 11

Leaders and managers are strong in their "outer-core" (i.e., they are effective critical thinkers, they execute, they are decisive, they are decision-makers, they are driven, they are great with people, etc.)
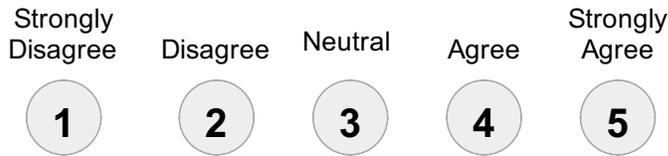
Tenure

		Avg	Favorable / Unfavorable
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.57	43 / 14

Position Type

		Avg	Favorable / Unfavorable
Vice President/SVP/C-Level		2.00	0 / 100
Director		3.00	0 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.17	67 / 0
Individual Contributor		-	0 / 0

B: Item Results

Individual Performance Culture

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	**2**	**3**	**4**	**5**

Avg

Favorable %
Unfavorable %
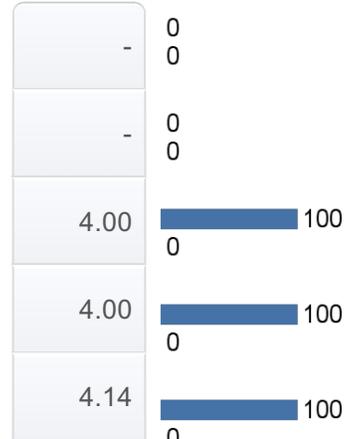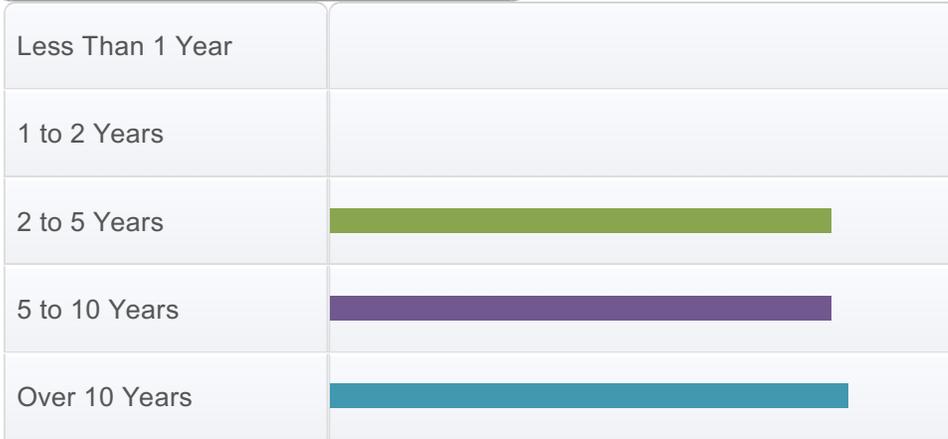
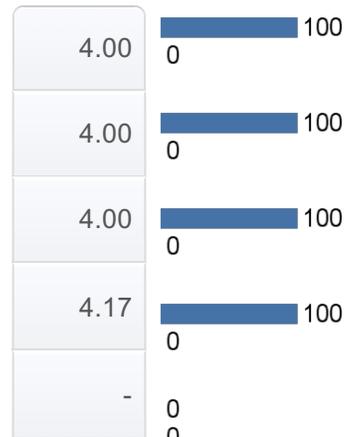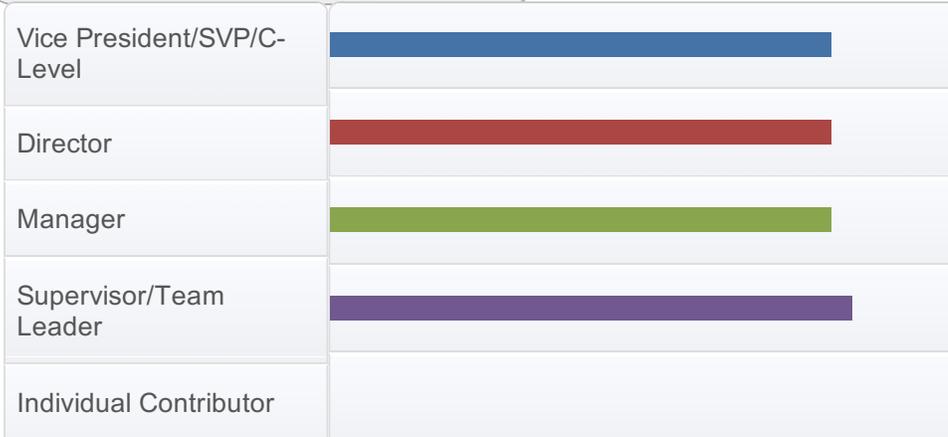| Overall Company		4.11	100 / 0
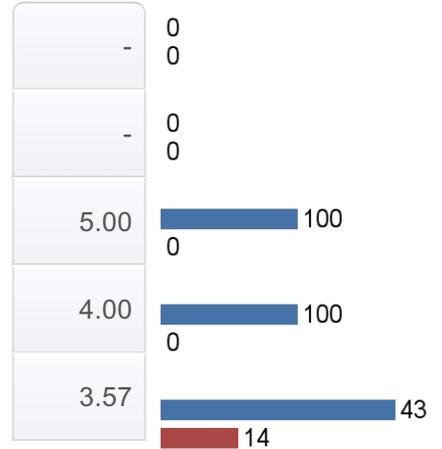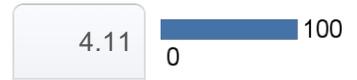
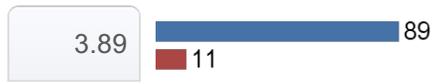> Leaders and employees are open to feedback from customers and they "act" on this feedback

Tenure

		Avg	Fav/Unfav
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		4.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		4.14	100 / 0

Position Type

		Avg	Fav/Unfav
Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.17	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Individual Performance Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	1	**2**	**3**	**4**	**5**	**Avg**	Favorable % Unfavorable %

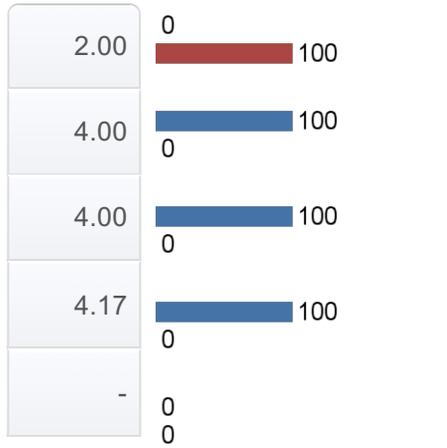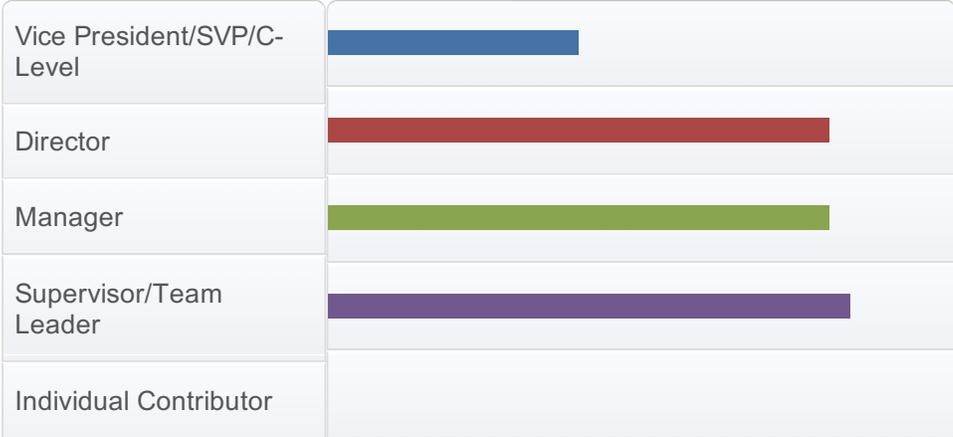| Overall Company		3.89	89
			11
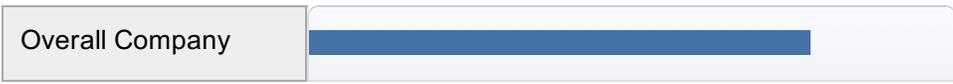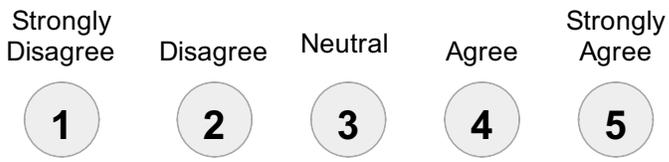
Customer input directly influences our decisions

Tenure
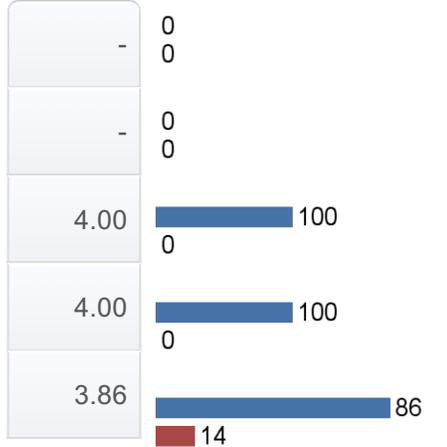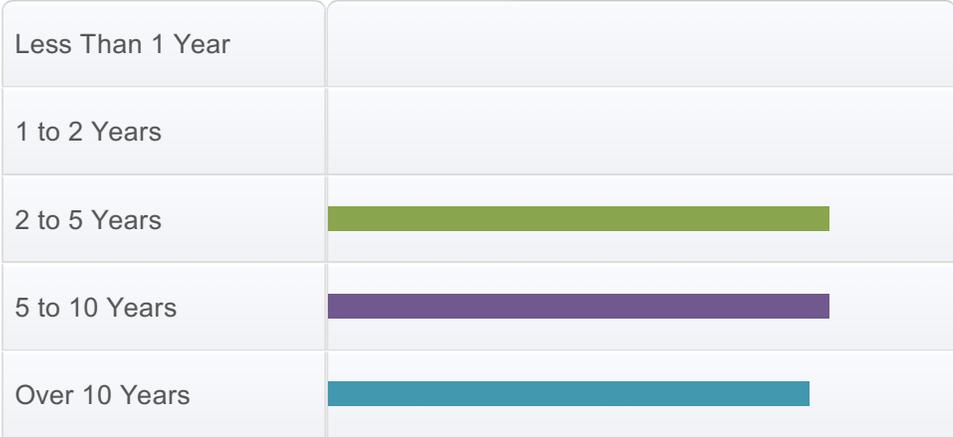
		Avg	Fav/Unfav
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		4.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.86	86 / 14

Position Type

		Avg	Fav/Unfav
Vice President/SVP/C-Level		2.00	0 / 100
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.17	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Individual Performance Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

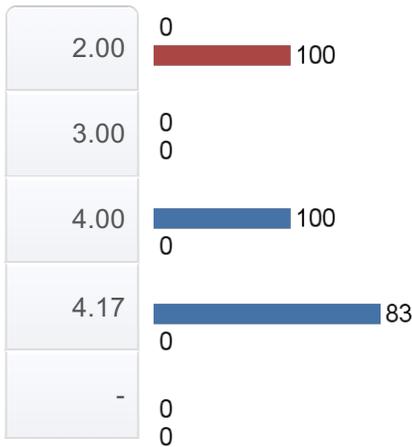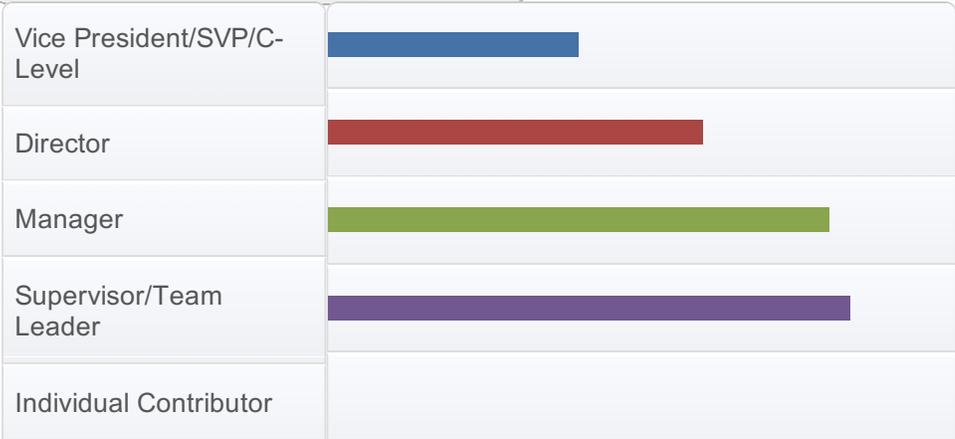| Overall Company		3.78	67	11
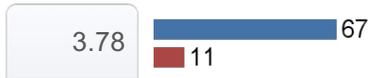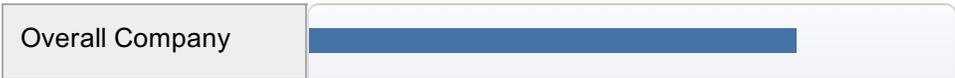
All employees possess a deep understanding of customer wants and desires

Tenure

		Avg	Favorable %	Unfavorable %
Less Than 1 Year		-	0	0
1 to 2 Years		-	0	0
2 to 5 Years		4.00	100	0
5 to 10 Years		4.00	100	0
Over 10 Years		3.71	57	14

Position Type

		Avg	Favorable %	Unfavorable %
Vice President/SVP/C-Level		2.00	0	100
Director		3.00	0	0
Manager		4.00	100	0
Supervisor/Team Leader		4.17	83	0
Individual Contributor		-	0	0

B: Item Results

Individual Performance Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	1	**2**	**3**	**4**	**5**	**Avg**	Favorable % / Unfavorable %

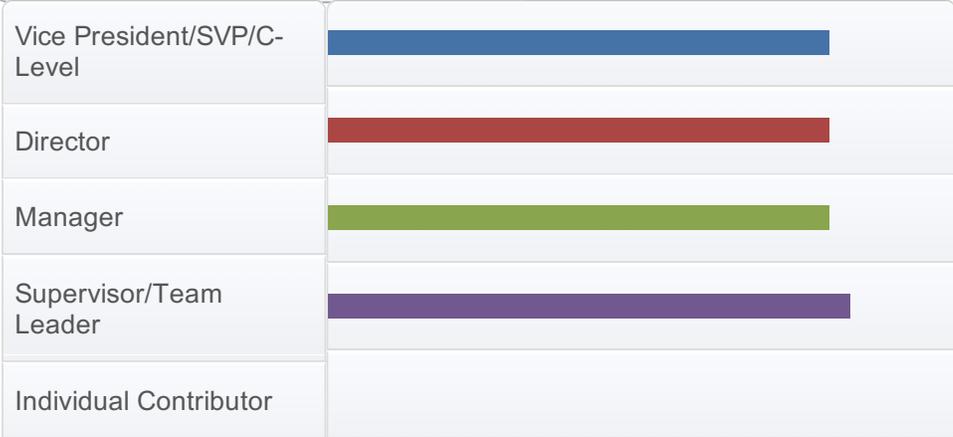| Overall Company		4.11	100 / 0
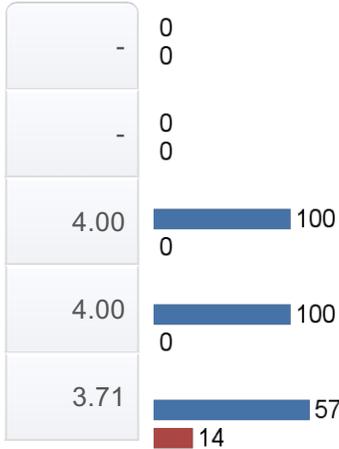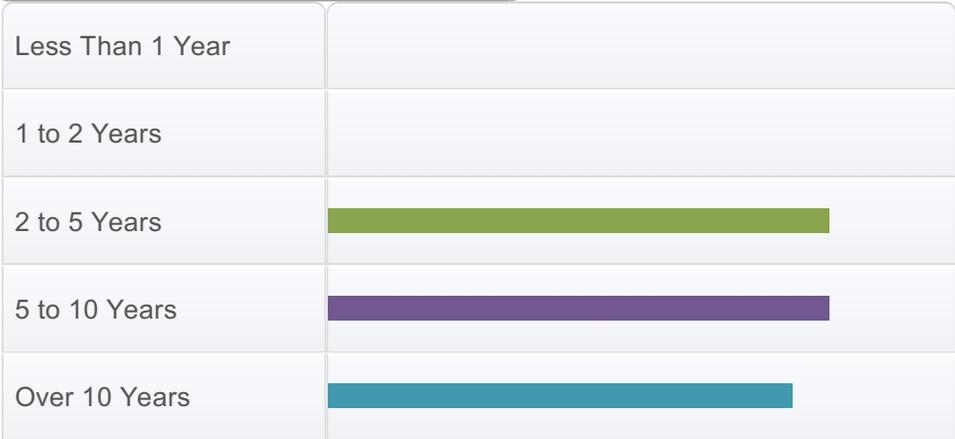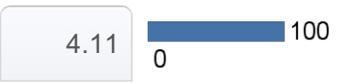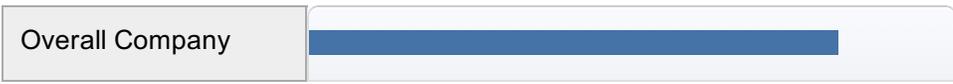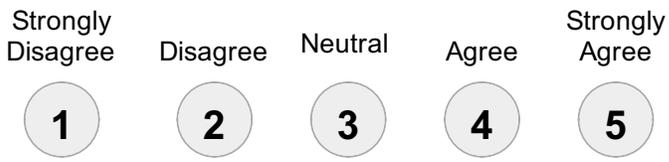
We encourage direct contact with customers by our people

Tenure
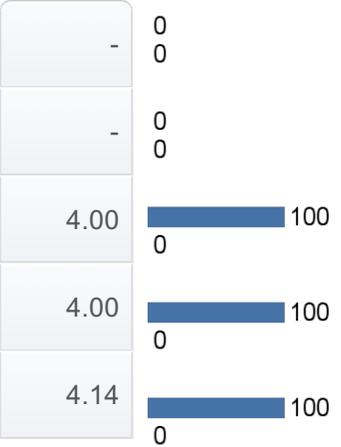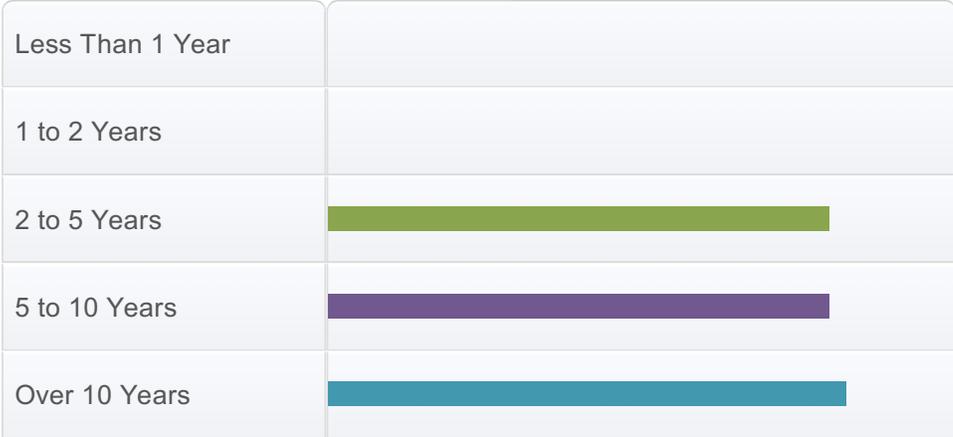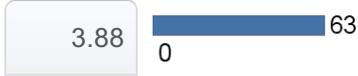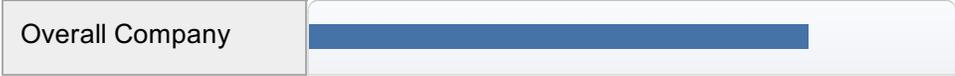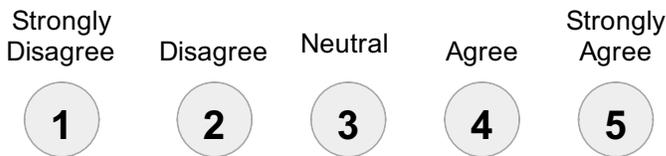
		Avg	Fav/Unfav
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		4.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		4.14	100 / 0

Position Type

		Avg	Fav/Unfav
Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.17	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Team Performance Culture

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
1	**2**	**3**	**4**	**5**	**Avg**	Favorable % Unfavorable %

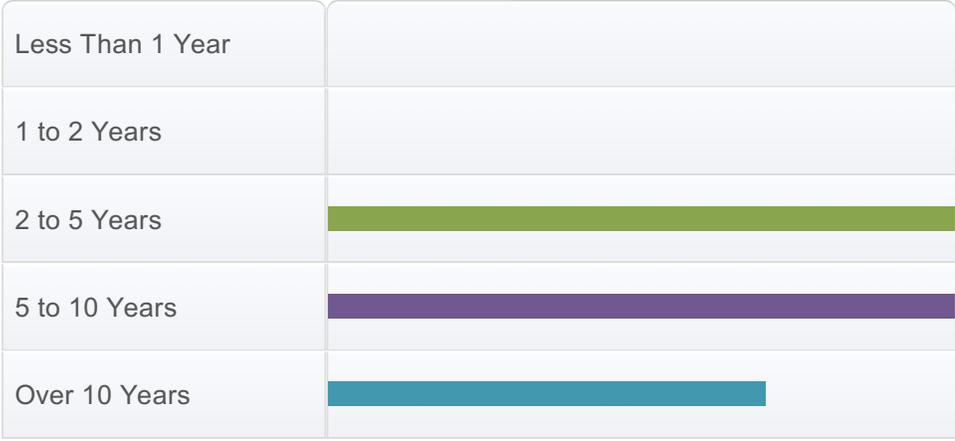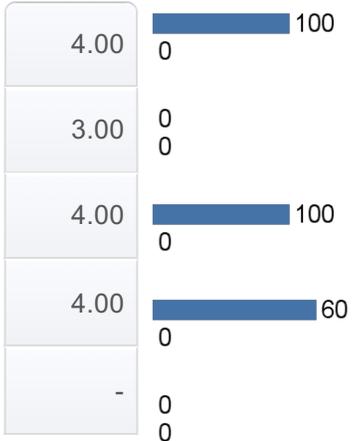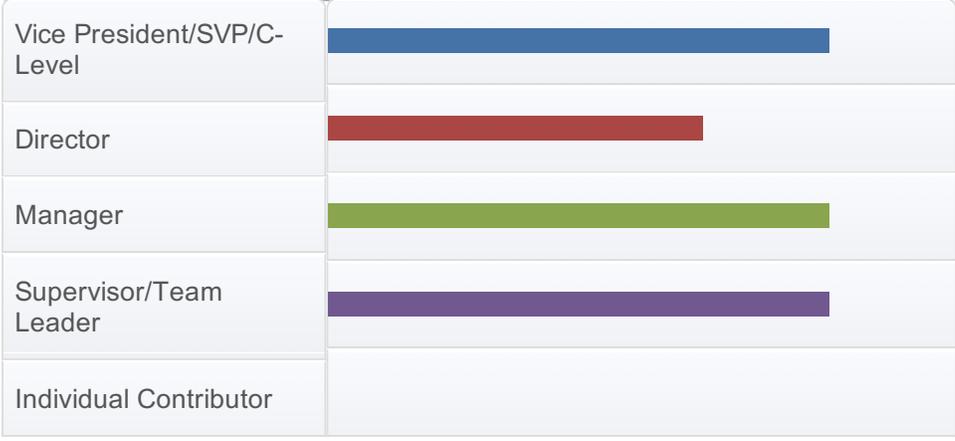|		Avg	
Overall Company		3.88	63 0

Everyone in the organization is involved in helping decide the vision, strategy, structure, roles and values that will drive and "guide" us

Tenure
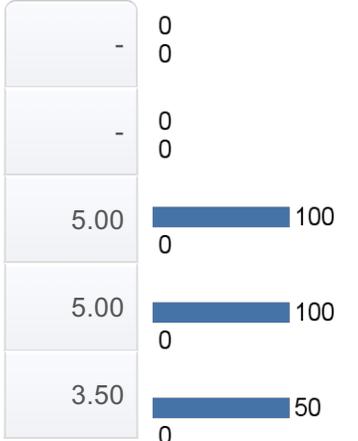
		Avg	
Less Than 1 Year		-	0 0
1 to 2 Years		-	0 0
2 to 5 Years		5.00	100 0
5 to 10 Years		5.00	100 0
Over 10 Years		3.50	50 0

Position Type

		Avg	
Vice President/SVP/C-Level		4.00	100 0
Director		3.00	0 0
Manager		4.00	100 0
Supervisor/Team Leader		4.00	60 0
Individual Contributor		-	0 0

B: Item Results

Team Performance Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

Overall Company	4.50	100 / 0
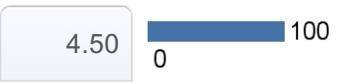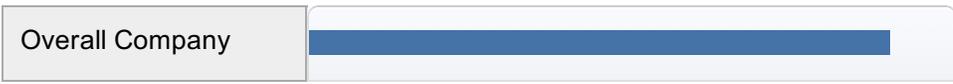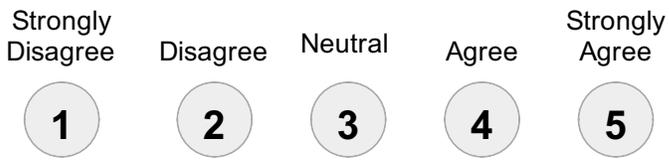
Cooperation across different parts of our organization is encouraged

Tenure

Less Than 1 Year	-	0 / 0
1 to 2 Years	-	0 / 0
2 to 5 Years	5.00	100 / 0
5 to 10 Years	5.00	100 / 0
Over 10 Years	4.33	100 / 0

Position Type

Vice President/SVP/C-Level	5.00	100 / 0
Director	4.00	100 / 0
Manager	4.00	100 / 0
Supervisor/Team Leader	4.60	100 / 0
Individual Contributor	-	0 / 0

B: Item Results

Team Performance Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Avg	
	1	**2**	**3**	**4**	**5**		Favorable % — Unfavorable %

Overall Company		4.00	88 / 13
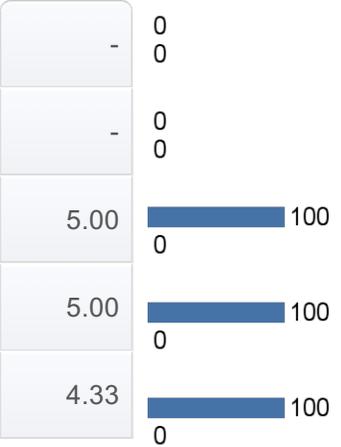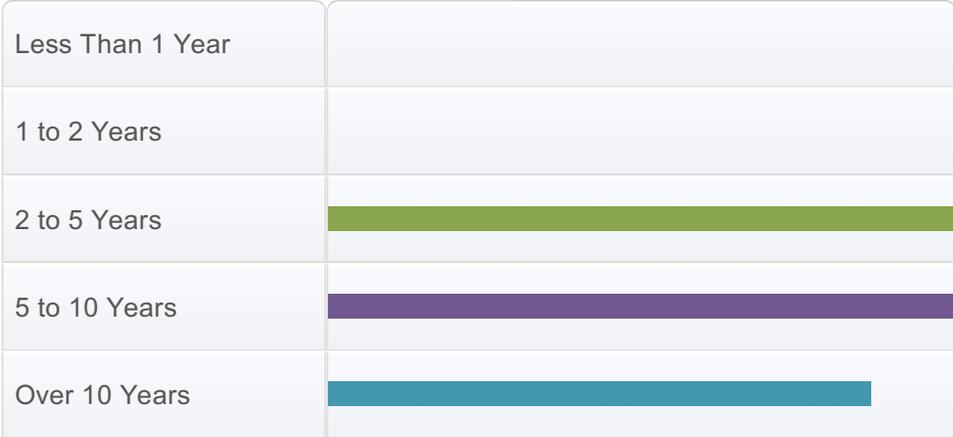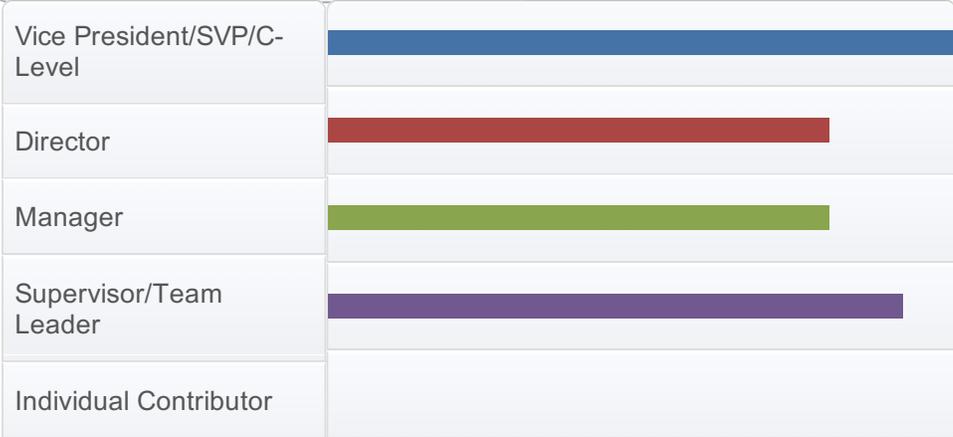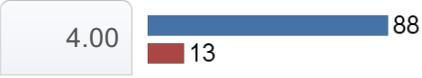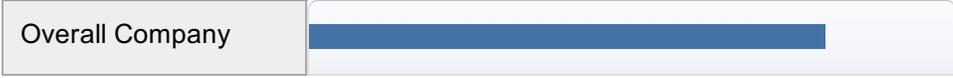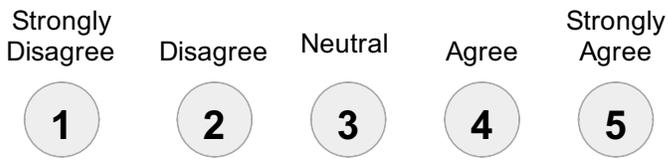
People work as part of a team

Tenure

Tenure		Avg	Favorable / Unfavorable
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.83	83 / 17

Position Type

Position Type		Avg	Favorable / Unfavorable
Vice President/SVP/C-Level		2.00	0 / 100
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.40	100 / 0
Individual Contributor		-	0 / 0

B: Item Results

Team Performance Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

Overall Company	4.00	88 / 13

Work is done thanks to the high-functioning team approach we use as opposed to a "top-down" approach

Tenure

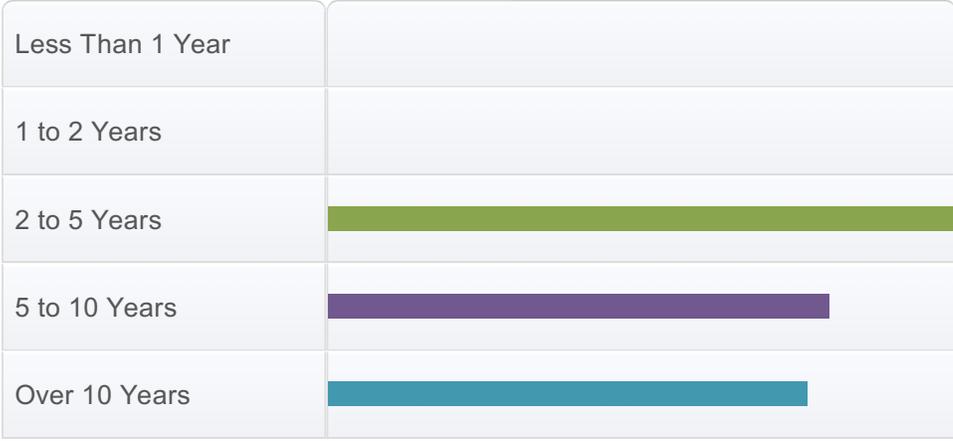|		Favorable / Unfavorable
Less Than 1 Year	-	0 / 0
1 to 2 Years	-	0 / 0
2 to 5 Years	5.00	100 / 0
5 to 10 Years	4.00	100 / 0
Over 10 Years	3.83	83 / 17

Position Type

		Favorable / Unfavorable
Vice President/SVP/C-Level	2.00	0 / 100
Director	4.00	100 / 0
Manager	4.00	100 / 0
Supervisor/Team Leader	4.40	100 / 0
Individual Contributor	-	0 / 0

B: Item Results

Team Performance Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %

Overall Company		4.13	88 / 0
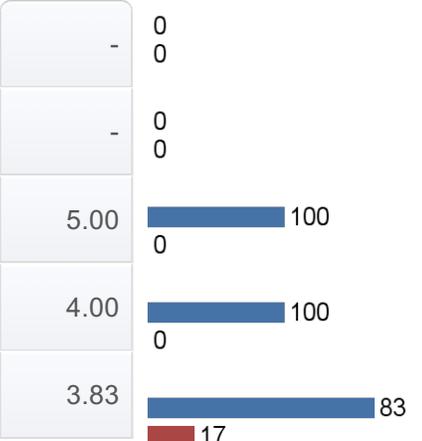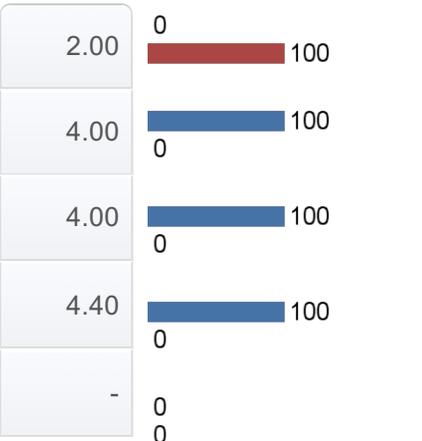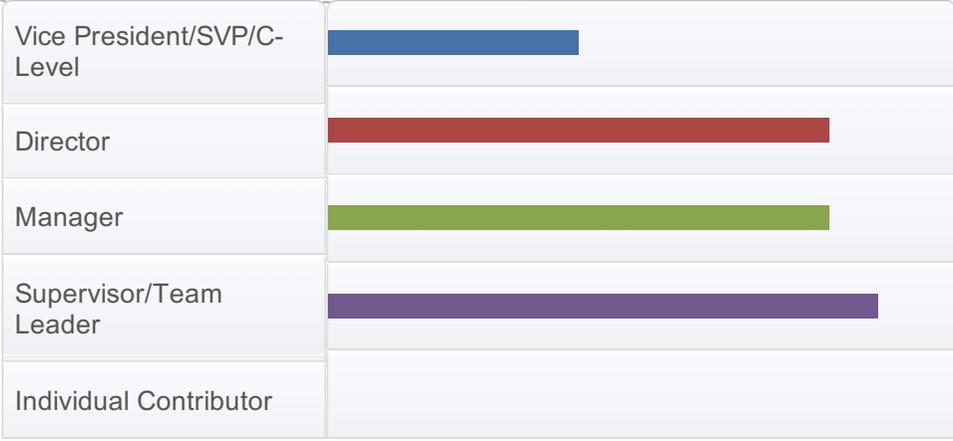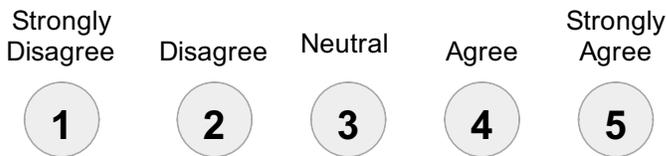
Teams are our "building blocks"

Tenure
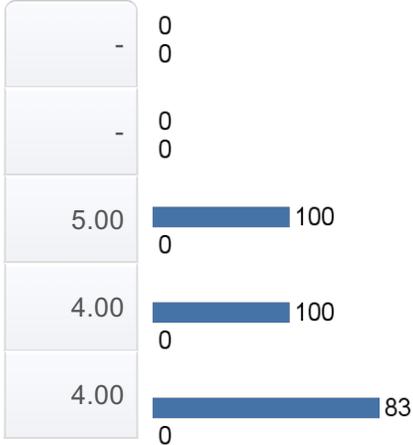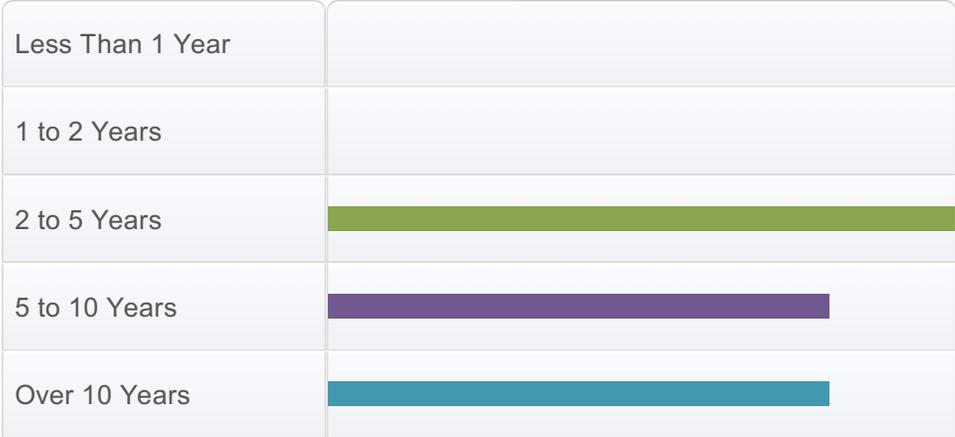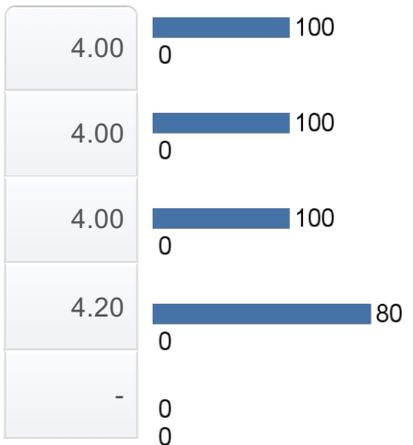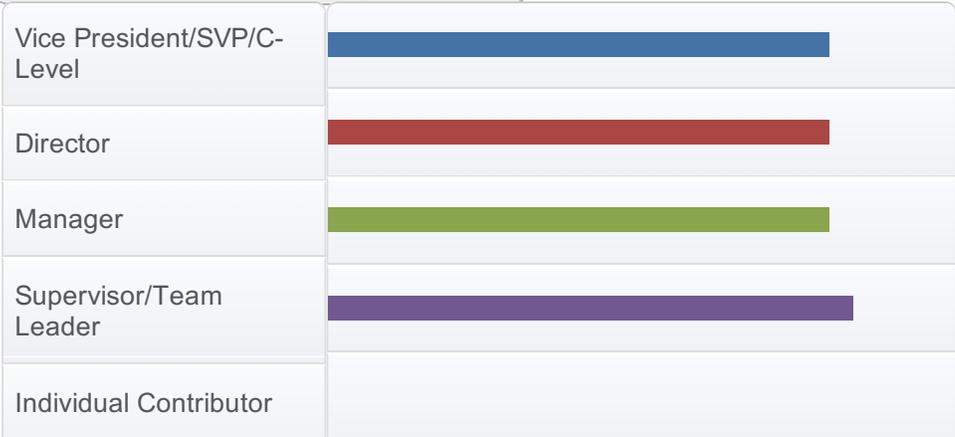
		Avg	Fav/Unfav
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		4.00	83 / 0

Position Type

		Avg	Fav/Unfav
Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		4.20	80 / 0
Individual Contributor		-	0 / 0

B: Item Results

Team Performance Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Avg	
	1	**2**	**3**	**4**	**5**		Favorable % / Unfavorable %

Overall Company		3.75	75 / 13
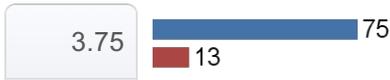
When disagreements occur, our philosophy and approach is to seek "win/win" solutions
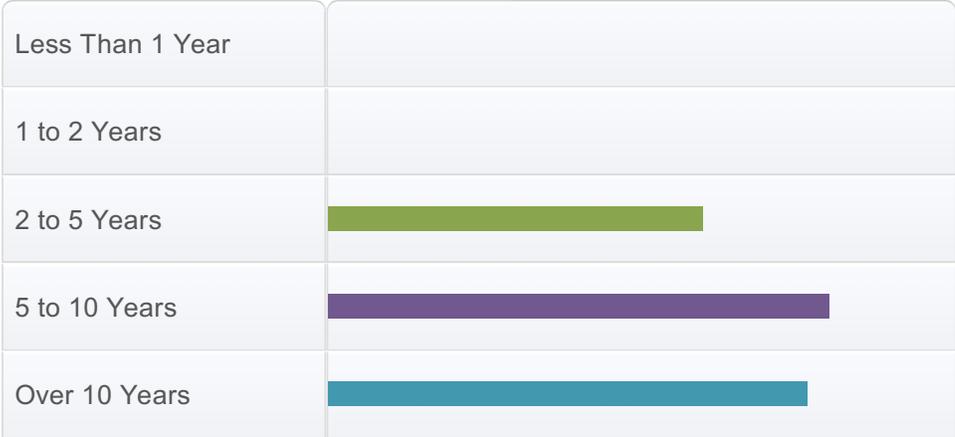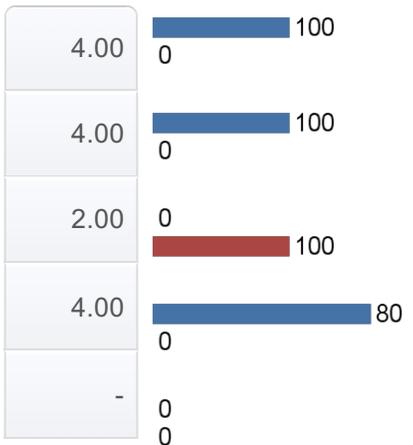
Tenure

		Avg	Favorable / Unfavorable
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		3.00	0 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.83	83 / 17

Position Type

		Avg	Favorable / Unfavorable
Vice President/SVP/C-Level		4.00	100 / 0
Director		4.00	100 / 0
Manager		2.00	0 / 100
Supervisor/Team Leader		4.00	80 / 0
Individual Contributor		-	0 / 0

B: Item Results

Team Performance Culture

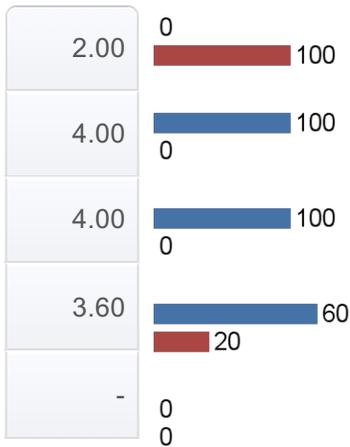|	Strongly Disagree **1**	Disagree **2**	Neutral **3**	Agree **4**	Strongly Agree **5**	**Avg**	Favorable % / Unfavorable %
Overall Company						3.50	63 / 25
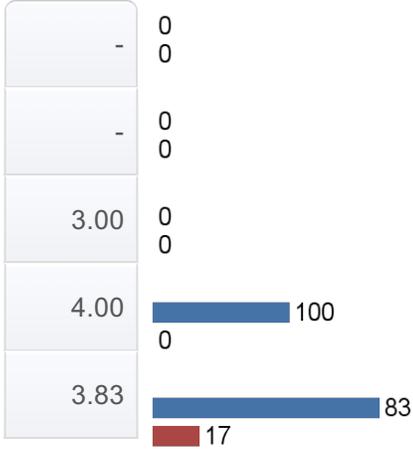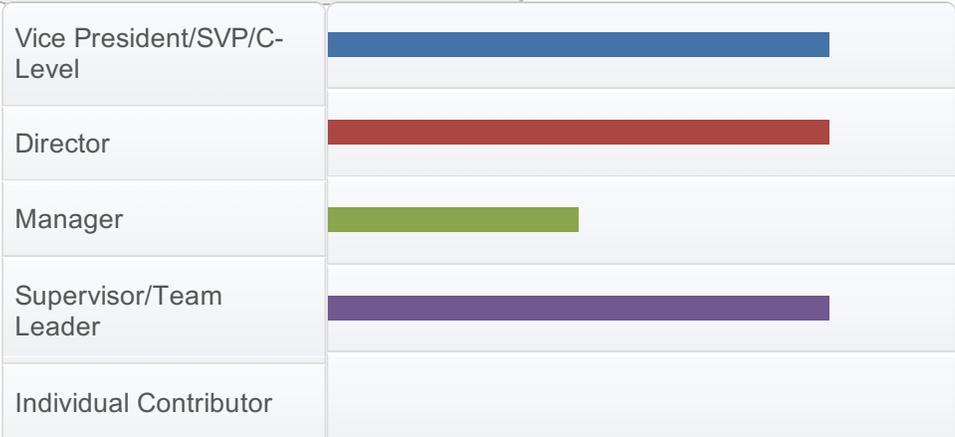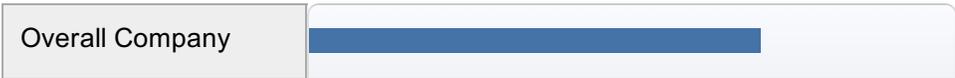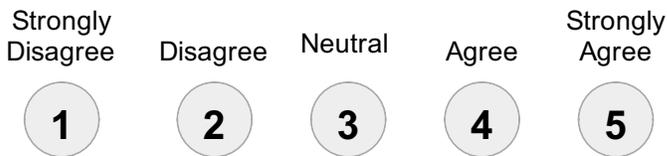
We have a strong and vibrant culture

Tenure

		Avg	Favorable % / Unfavorable %
Less Than 1 Year		-	0 / 0
1 to 2 Years		-	0 / 0
2 to 5 Years		5.00	100 / 0
5 to 10 Years		4.00	100 / 0
Over 10 Years		3.17	50 / 33

Position Type

		Avg	Favorable % / Unfavorable %
Vice President/SVP/C-Level		2.00	0 / 100
Director		4.00	100 / 0
Manager		4.00	100 / 0
Supervisor/Team Leader		3.60	60 / 20
Individual Contributor		-	0 / 0

B: Item Results

Team Performance Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
	1	**2**	**3**	**4**	**5**	**Avg**

Favorable %
Unfavorable %
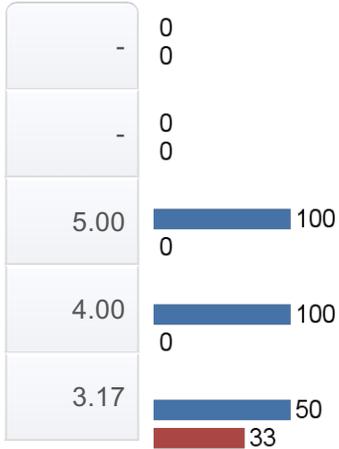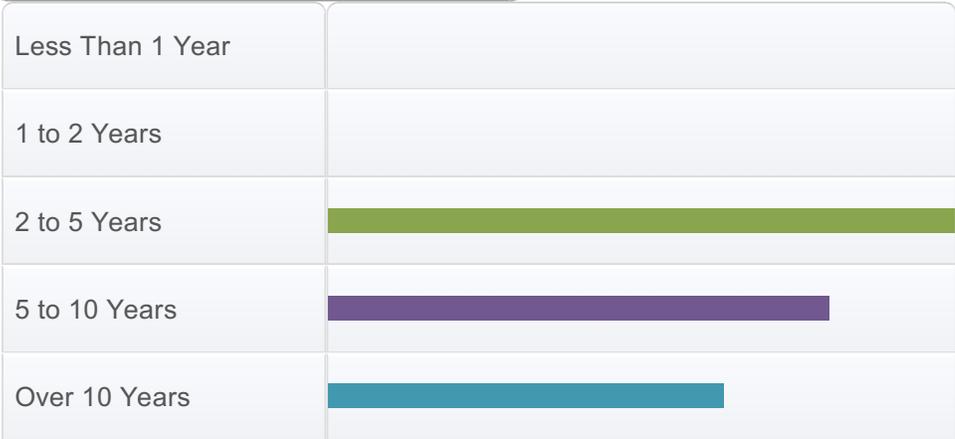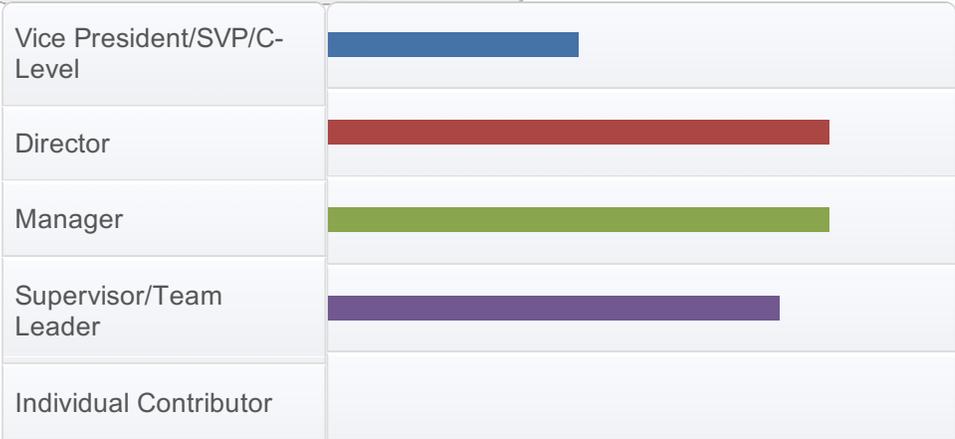
Overall Company	4.13	88 / 13
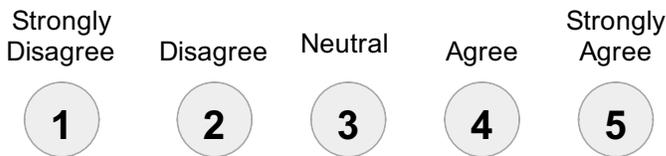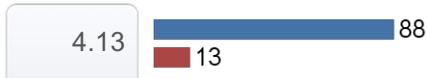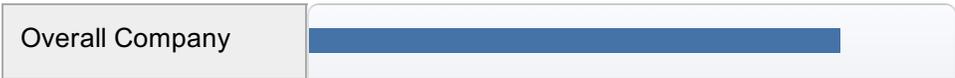
Different parts of our organization often "team" to create positive change

Tenure

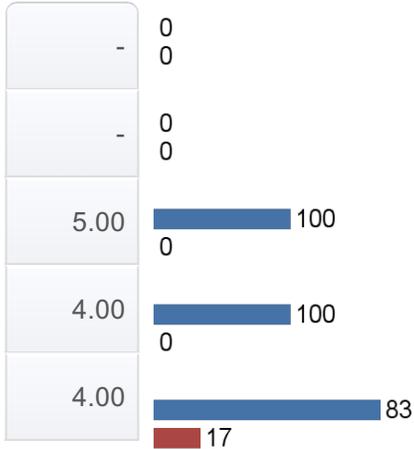| Less Than 1 Year	-	0 / 0
1 to 2 Years	-	0 / 0
2 to 5 Years	5.00	100 / 0
5 to 10 Years	4.00	100 / 0
Over 10 Years	4.00	83 / 17

Position Type

Vice President/SVP/C-Level	2.00	0 / 100
Director	5.00	100 / 0
Manager	4.00	100 / 0
Supervisor/Team Leader	4.40	100 / 0
Individual Contributor	-	0 / 0

B: Item Results
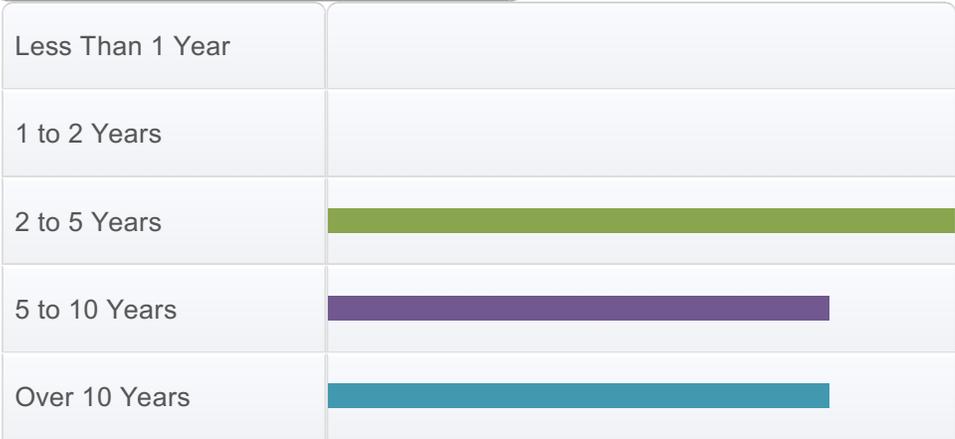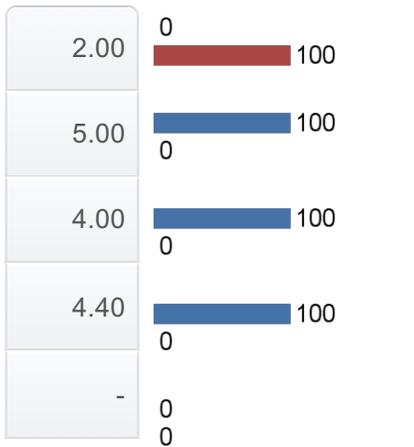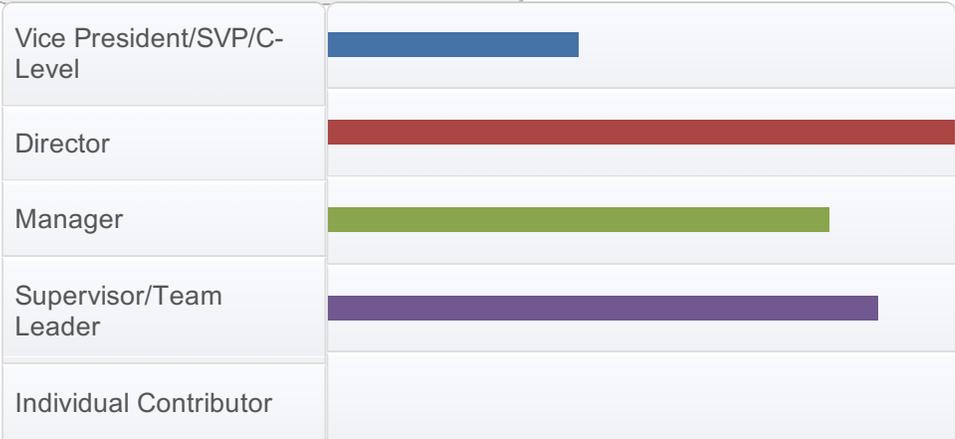
Highest & Lowest Items: Overall Company

Highest Scores			
Rank	**Scoring Category**	**Item**	**Average**
1	Team Performance Culture	Cooperation across different parts of our organization is encouraged	4.50
2	Capability "Can Do" Culture	Leadership bench strength is strong and getting better	4.44
3	Capability "Can Do" Culture	We invest in building the competencies and skills of our leaders and individual contributors	4.44

Lowest Scores			
Rank	**Scoring Category**	**Item**	**Average**
1	Capability "Can Do" Culture	Our people are "people agile" (i.e., build rapport, trust and credibility with others representing different levels and other constituent groups inside and outside the organization)	3.44
2	Capability "Can Do" Culture	Our people are "learning agile" (i.e., hungry to learn)	3.44
3	Commitment "Will Do" Culture	Authority is delegated so that people can act independently	3.44

Highest & Lowest Items: Less than 1 year

Highest Scores			
Rank	**Scoring Category**	**Item**	**Average**
No Data Available			

Lowest Scores			
Rank	**Scoring Category**	**Item**	**Average**
No Data Available			

C: Highest and Lowest Rated Items

Highest & Lowest Items: 1 to 2 years

Highest Scores			
Rank	**Scoring Category**	**Item**	**Average**
No Data Available			

Lowest Scores			
Rank	**Scoring Category**	**Item**	**Average**
No Data Available			

Highest & Lowest Items: 2 to 5 years

Highest Scores			
Rank	**Scoring Category**	**Item**	**Average**
1	Alignment "Must Do" Culture	Leaders are visionary (i.e, they possess more of a long-term view).	5.00
2	Individual Performance Culture	Leaders and managers are "role models"	5.00
3	Individual Performance Culture	Leaders and managers are strong in their "inner-core" (i.e, strong character, values, positive thinkers, good emotional make up, etc.)	5.00

Lowest Scores			
Rank	**Scoring Category**	**Item**	**Average**
1	Team Performance Culture	When disagreements occur, our philosophy and approach is to seek "win/win" solutions	3.00
2	Individual Performance Culture	Customer input directly infuences our decisions	4.00
3	Individual Performance Culture	All employees possess a deep understanding of customer wants and desires	4.00

C: Highest and Lowest Rated Items

Highest & Lowest Items: 5 to 10 years

	Highest Scores		
Rank	**Scoring Category**	**Item**	**Average**
1	Alignment "Must Do" Culture	There is a passion and diligence to measure progress against goals	5.00
2	Alignment "Must Do" Culture	There is a clear "shared vision" as to what our organization must become	5.00
3	Team Performance Culture	Everyone in the organization is involved in helping decide the vision, strategy, structure, roles and values that will drive and "guide" us.	5.00
	Lowest Scores		
Rank	**Scoring Category**	**Item**	**Average**
1	Commitment "Will Do" Culture	Being "innovative" and taking reasonable risks are encouraged and in most cases rewarded	2.00
2	Capability "Can Do" Culture	Our people are "people agile" (i.e., build rapport, trust and credibility with others representing different levels and other constituent groups inside and outside the organization)	2.00
3	Commitment "Will Do" Culture	There is a widely held "belief" that failure is truly an opportunity for learning and growth	2.00

Highest & Lowest Items: 10+ years

	Highest Scores		
Rank	**Scoring Category**	**Item**	**Average**
1	Capability "Can Do" Culture	Leadership bench strength is strong and getting better	4.43
2	Team Performance Culture	Cooperation across different parts of our organization is encouraged	4.33
3	Capability "Can Do" Culture	We invest in building the competencies and skills of our leaders and individual contributors	4.29
	Lowest Scores		
Rank	**Scoring Category**	**Item**	**Average**
1	Team Performance Culture	We have a strong and vibrant culture	3.17
2	Commitment "Will Do" Culture	Authority is delegated so that people can act independently	3.29
3	Capability "Can Do" Culture	Our people are "learning agile" (i.e., hungry to learn)	3.29

C: Highest and Lowest Rated Items

Highest & Lowest Items: VP/SVP/C-Level

	Highest Scores		
Rank	Scoring Category	Item	Average
1	Team Performance Culture	Cooperation across different parts of our organization is encouraged	5.00
2	Alignment "Must Do" Culture	With respect to our vision and purpose, generally people see them as "long-term" in nature	4.00
3	Capability "Can Do" Culture	Leadership bench strength is strong and getting better	4.00
	Lowest Scores		
Rank	Scoring Category	Item	Average
1	Individual Performance Culture	All employees possess a deep understanding of customer wants and desires	2.00
2	Individual Performance Culture	Leaders and managers are strong in their "inner-core" (i.e, strong character, values, positive thinkers, good emotional make up, etc.)	2.00
3	Individual Performance Culture	Leaders and managers are strong in their "outer-core" (i.e, they are effective critical thinkers, they execute, they are decisive, they are decision-makers, they are driven, they are great with people, etc.).	2.00

Highest & Lowest Items: Director

	Highest Scores		
Rank	Scoring Category	Item	Average
1	Alignment "Must Do" Culture	People's work is organized so they understand how their job links to the vision and mission of the organization	5.00
2	Alignment "Must Do" Culture	Leaders set goals that stretch individuals and teams but are fair	5.00
3	Commitment "Will Do" Culture	Decisions are made at the level where the best and most accurate information exists.	5.00
	Lowest Scores		
Rank	Scoring Category	Item	Average
1	Commitment "Will Do" Culture	Our vision creates passion and excitement for our employees	3.00
2	Team Performance Culture	Everyone in the organization is involved in helping decide the vision, strategy, structure, roles and values that will drive and "guide" us.	3.00
3	Capability "Can Do" Culture	Our people are "learning agile" (i.e., hungry to learn)	3.00

C: Highest and Lowest Rated Items

Highest & Lowest Items: Manager

	Highest Scores		
Rank	**Scoring Category**	**Item**	**Average**
1	Capability "Can Do" Culture	Leadership bench strength is strong and getting better	4.00
2	Individual Performance Culture	Customer input directly infuences our decisions	4.00
3	Alignment "Must Do" Culture	With respect to our vision and purpose, generally people see them as "long-term" in nature	4.00
	Lowest Scores		
Rank	**Scoring Category**	**Item**	**Average**
1	Team Performance Culture	When disagreements occur, our philosophy and approach is to seek "win/win" solutions	2.00
2	Commitment "Will Do" Culture	There is a widely held "belief" that failure is truly an opportunity for learning and growth	2.00
3	Commitment "Will Do" Culture	Authority is delegated so that people can act independently	2.00

Highest & Lowest Items: Supervisor/Team Leader

	Highest Scores		
Rank	**Scoring Category**	**Item**	**Average**
1	Capability "Can Do" Culture	We invest in building the competencies and skills of our leaders and individual contributors	4.67
2	Capability "Can Do" Culture	Leadership bench strength is strong and getting better	4.67
3	Team Performance Culture	Cooperation across different parts of our organization is encouraged	4.60
	Lowest Scores		
Rank	**Scoring Category**	**Item**	**Average**
1	Capability "Can Do" Culture	Our people are "change agile" (i.e, open to and embrace change)	3.33
2	Capability "Can Do" Culture	Our people are "people agile" (i.e., build rapport, trust and credibility with others representing different levels and other constituent groups inside and outside the organization)	3.50
3	Commitment "Will Do" Culture	Decisions are made at the level where the best and most accurate information exists.	3.50

C: Highest and Lowest Rated Items

Highest & Lowest Items: Individual Contributor

Highest Scores

Rank	Scoring Category	Item	Average
No Data Available			

Lowest Scores

Rank	Scoring Category	Item	Average
No Data Available			

C: Highest and Lowest Rated Items