



**QuadStrat**  
**Enterprise**  
**Management Report**  
**Sample Company**

**Prepared by:**  
Virtual CEO Consulting  
July 23, 2011



**Your Strategic Performance Index™:**

**60**

**Your Prior Year SPI™:**

**N/A**

**Capabilities**

<b>Organization Strategy</b>	
Customer Service	72%
Marketing	72%
Mission	77%

**Constraints**

<b>Organization Strategy</b>	
Finance	51%
Execution	51%
Sales Effectiveness	49%
Vision	53%

**Organization Design**

Required Technology	79%
Roles & Responsibilities	76%

**Organization Design**

Organization Communication	45%
Policies & Procedures	53%

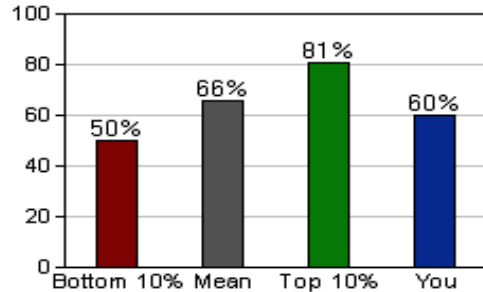
**Organization Culture**

Values Credibility	76%
Management Modeling	79%
Informal Communication	66%

**Organization Culture**

Empowerment	54%
Building Teams	56%
Employee Feedback	35%

**QuadRed Benchmark SPI Comparisons**



**Total Distribution:** 9  
**Percentage:** 100%

**Total Participants:** 9

**Group Name**  
Management  
CEO

**Participants**  
8  
1

**Capabilities and Constraints Definitions**

Capabilities are defined as those service categories that are view as “High-Impact” (important to the customer) and “High-Performing (generally perceived as satisfactory performance).

Constraints are defined as those service categories that are view as “High-Impact” (important to the customer) and “Low-Performing” (generally perceived as less satisfactory performance).



# QuadStrat Enterprise (Standard Edition)

## Degree Of Impact Results

### Organization Strategy



#### All Participants

No.	Category	Score
1	Customer Service	72%
2	Finance	51%
3	Marketing	72%
4	Execution	51%
5	Sales Effectiveness	49%
6	Mission	77%
7	Vision	53%
8	Customer Profile	48%
9	Research & Development	69%
10	Production	59%
11	Planning	74%
12	Market & Competitive Analysis	51%
13	Strategic Advantage	47%
14	Resource Alignment	64%

This chart illustrates the actual spacing of the elements on the Impact axis.





# QuadStrat Enterprise (Standard Edition)

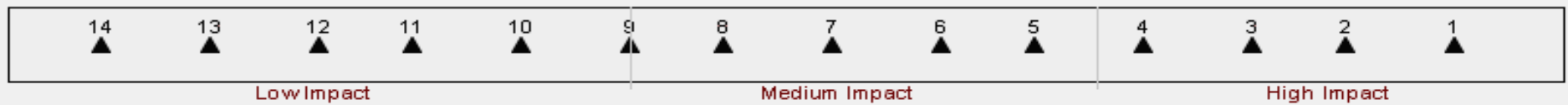
## Degree Of Impact Results

### Organization Strategy



CEO		
No.	Category	Score
1	Finance	66%
2	Sales Effectiveness	58%
3	Marketing	70%
4	Vision	55%
5	Mission	77%
6	Customer Service	83%
7	Market & Competitive Analysis	66%
8	Customer Profile	50%
9	Production	83%
10	Research & Development	75%
11	Execution	44%
12	Strategic Advantage	25%
13	Planning	72%
14	Resource Alignment	50%

This chart illustrates the actual spacing of the elements on the Impact axis.





**QuadStrat Enterprise (Standard Edition)**

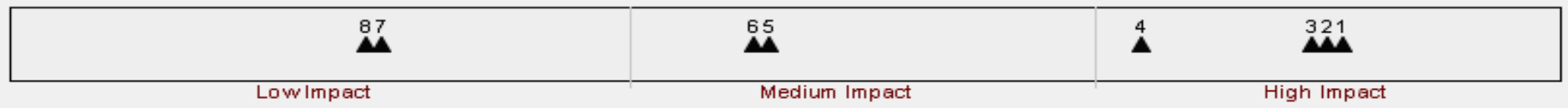
**Degree Of Impact Results**

**Organization Design**



All Participants		
No.	Category	Score
1	Organization Communication	45%
2	Required Technology	79%
3	Policies & Procedures	53%
4	Roles & Responsibilities	76%
5	Structure Alignment	66%
6	Leveraging Core Competence	56%
7	Shared Knowledge	43%
8	Outsourcing & Partners	50%

**This chart illustrates the actual spacing of the elements on the Impact axis.**





**QuadStrat Enterprise (Standard Edition)**

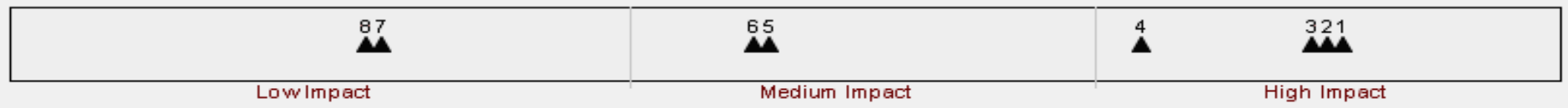
**Degree Of Impact Results**

**Organization Design**



Management		
No.	Category	Score
1	Organization Communication	43%
2	Required Technology	77%
3	Policies & Procedures	51%
4	Roles & Responsibilities	75%
5	Structure Alignment	63%
6	Leveraging Core Competence	56%
7	Shared Knowledge	41%
8	Outsourcing & Partners	50%

**This chart illustrates the actual spacing of the elements on the Impact axis.**





# QuadStrat Enterprise (Standard Edition)

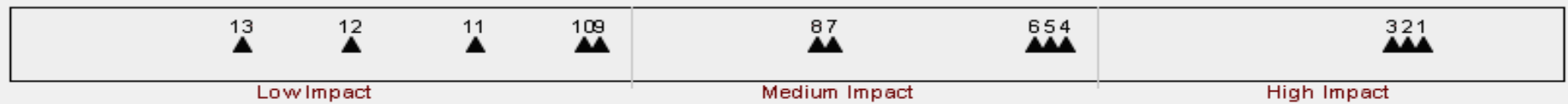
## Degree Of Impact Results

### Organization Culture



All Participants		
No.	Category	Score
1	Values Credibility	76%
2	Management Modeling	79%
3	Empowerment	54%
4	Building Teams	56%
5	Informal Communication	66%
6	Employee Feedback	35%
7	Training & Development	72%
8	Performance Management	44%
9	Reward Systems	75%
10	Coaching	75%
11	Ability to Change	46%
12	Recruitment	66%
13	Orientation	48%

This chart illustrates the actual spacing of the elements on the Impact axis.

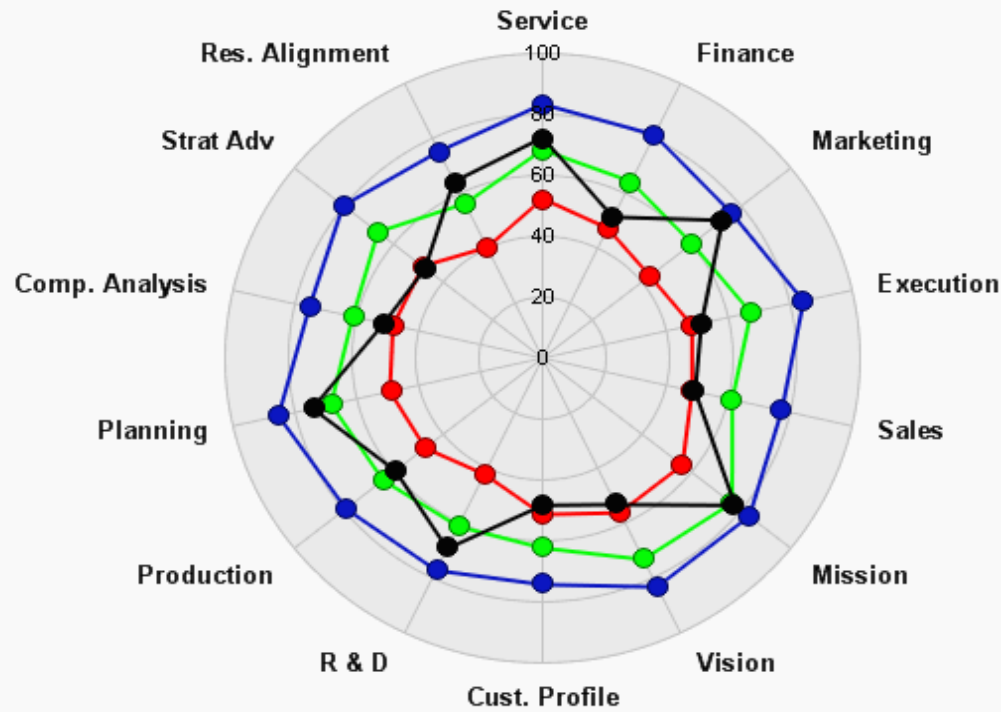




# QuadStrat Enterprise (Standard Edition)

## Performance Comparison

### Organization Strategy



#### All Participants

Category	Top	Mean	Btm	You
Customer Service	83%	68%	52%	72%
Finance	81%	64%	47%	51%
Marketing	76%	60%	43%	72%
Execution	84%	67%	48%	51%
Sales Effectiveness	77%	61%	48%	49%
Mission	83%	76%	56%	77%
Vision	83%	73%	56%	53%
Customer Profile	74%	62%	51%	48%
Research & Development	77%	61%	42%	69%
Production	79%	64%	47%	59%
Planning	85%	68%	49%	74%
Market & Competitive Analys	75%	61%	48%	51%
Strategic Advantage	80%	66%	48%	47%
Resource Alignment	75%	56%	40%	64%





# QuadStrat Enterprise (Standard Edition)

## Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree



Mission		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
1 Our mission statement clearly explains our company's reason for being in business.	All	9	0%	22%	0%	0%	0%	33%	22%	22%	44%	81%	14	All	77%	11
	Management	8	0%	25%	0%	0%	0%	25%	25%	25%	50%	83%	14	Management	77%	11
	CEO	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0	CEO	77%	9
2 Our mission statement explains how our customers and other stakeholders benefit from our company.	All	9	0%	22%	0%	0%	0%	44%	33%	0%	33%	74%	8			
	Management	8	0%	25%	0%	0%	0%	50%	25%	0%	25%	72%	8			
	CEO	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
3 Our mission statement clearly explains how our company is different from our competition.	All	9	0%	44%	0%	0%	0%	22%	33%	0%	33%	77%	9			
	Management	8	0%	50%	0%	0%	0%	25%	25%	0%	25%	75%	9			
	CEO	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			



Vision		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
4 Our vision statement clearly explains what our company will be doing in the future.	All	9	0%	22%	0%	0%	56%	22%	0%	0%	0%	55%	8	All	53%	10
	Management	8	0%	25%	0%	0%	50%	25%	0%	0%	0%	56%	8	Management	53%	10
	CEO	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0	CEO	55%	9
5 Our vision serves the long-term interest of our customers and other stakeholders.	All	9	0%	22%	0%	22%	22%	33%	0%	0%	0%	52%	14			
	Management	8	0%	25%	0%	25%	25%	25%	0%	0%	0%	50%	14			
	CEO	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
6 Our vision gives us the direction we need to make good decisions.	All	9	0%	22%	0%	0%	56%	22%	0%	0%	0%	55%	8			
	Management	8	0%	25%	0%	0%	50%	25%	0%	0%	0%	56%	8			
	CEO	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			



# QuadStrat Enterprise (Standard Edition)

## Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

Sales Effectiveness		No.	NA	FREQUENCY OF RESPONSE							Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
				DK	1	2	3	4	5	6						
<b>32</b> Our sales teams or channels consistently achieve their goals.	All	9	0%	11%	0%	33%	33%	22%	0%	0%	0%	48%	13	All	49%	16
	Management	8	0%	13%	0%	38%	25%	25%	0%	0%	0%	48%	14	Management	48%	16
	CEO	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0	CEO	58%	21
<b>33</b> Our salespeople possess the necessary skills to achieve their goals.	All	9	0%	22%	0%	0%	22%	56%	0%	0%	0%	62%	8			
	Management	8	0%	25%	0%	0%	25%	50%	0%	0%	0%	61%	8			
	CEO	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
<b>34</b> Our management team employs a well-defined sales management process.	All	9	0%	22%	22%	44%	0%	0%	11%	0%	11%	36%	22			
	Management	8	0%	25%	25%	50%	0%	0%	0%	0%	0%	28%	8			
	CEO	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>35</b> Our company effectively tracks sales activity from lead generation through closing.	All	9	0%	22%	0%	11%	44%	22%	0%	0%	0%	52%	11			
	Management	8	0%	25%	0%	0%	50%	25%	0%	0%	0%	56%	8			
	CEO	1	0%	0%	0%	100%	0%	0%	0%	0%	0%	33%	0			



# QuadStrat Enterprise (Standard Edition)

## Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree



Execution		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
<b>46</b> We execute our strategic goals.	All	9	0%	22%	0%	0%	44%	33%	0%	0%	0%	57%	8	All	51%	13
	Management	8	0%	25%	0%	0%	50%	25%	0%	0%	0%	56%	8	Management	52%	11
	CEO	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0	CEO	44%	25
<b>47</b> Management routinely reviews the status of our strategic goals and objectives.	All	9	0%	22%	0%	0%	33%	44%	0%	0%	0%	60%	8			
	Management	8	0%	25%	0%	0%	25%	50%	0%	0%	0%	61%	8			
	CEO	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
<b>48</b> At our company, there are consequences when deadlines are missed.	All	9	0%	22%	11%	33%	33%	0%	0%	0%	0%	38%	12			
	Management	8	0%	25%	0%	38%	38%	0%	0%	0%	0%	42%	9			
	CEO	1	0%	0%	100%	0%	0%	0%	0%	0%	0%	17%	0			



Structure Alignment		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
<b>49</b> Management has carefully considered how our organizational structure impacts our strategic plan.	All	9	0%	0%	0%	22%	22%	44%	11%	0%	11%	57%	16	All	66%	19
	Management	8	0%	0%	0%	25%	25%	50%	0%	0%	0%	54%	14	Management	63%	18
	CEO	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	CEO	88%	9
<b>50</b> Our organizational structure is not influenced by organizational politics.	All	9	0%	0%	0%	22%	22%	22%	22%	11%	33%	63%	23			
	Management	8	0%	0%	0%	25%	25%	25%	25%	0%	25%	58%	19			
	CEO	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
<b>51</b> Our ability to quickly modify our organizational structure is a key contributor to our success.	All	9	0%	0%	0%	0%	0%	22%	78%	0%	78%	80%	7			
	Management	8	0%	0%	0%	0%	0%	25%	75%	0%	75%	79%	7			
	CEO	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			



# QuadStrat Enterprise (Standard Edition)

## Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree



Performance Management		No.	NA	FREQUENCY OF RESPONSE							Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
				DK	1	2	3	4	5	6						
<b>101</b> Our company uses a results-oriented employee performance review process.	All	9	0%	0%	0%	44%	56%	0%	0%	0%	0%	43%	8	All	44%	15
	Management	8	0%	0%	0%	50%	50%	0%	0%	0%	0%	42%	8	Management	44%	15
	CEO	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0	CEO	50%	20
<b>102</b> As part of our performance management process, managers and employees agree upon goals.	All	9	0%	0%	0%	44%	11%	22%	22%	0%	22%	54%	21			
	Management	8	0%	0%	0%	50%	0%	25%	25%	0%	25%	54%	23			
	CEO	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
<b>103</b> At our company, people are held accountable for their work.	All	9	0%	0%	22%	44%	22%	11%	0%	0%	0%	37%	16			
	Management	8	0%	0%	25%	50%	25%	0%	0%	0%	0%	33%	12			
	CEO	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
<b>104</b> Employee goals include clear steps and timelines.	All	9	0%	0%	0%	0%	67%	33%	0%	0%	0%	56%	8			
	Management	8	0%	0%	0%	0%	75%	25%	0%	0%	0%	54%	7			
	CEO	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
<b>105</b> Performance appraisals are conducted more than once a year.	All	9	0%	0%	11%	67%	22%	0%	0%	0%	0%	35%	10			
	Management	8	0%	0%	0%	75%	25%	0%	0%	0%	0%	38%	7			
	CEO	1	0%	0%	100%	0%	0%	0%	0%	0%	0%	17%	0			



**General Comments**

This company has a lot more potential. As we have grown, I think we have lost touch with each other. We are all doing our own thing without communicating effectively with our employees or each other. We need better information systems.

This company needs to focus more on our employees. They have good ideas. We need to listen more.

We need to put some teeth into our Performance Management program. Too many people are not contributing at the level they should be.