

Management Team Alignment Assessment: Results and Key Findings Report

Sample Credit Union

Report Date: Friday, November 2, 2012



Sample Credit Union // Report Notes and Guidance

General Notes

The assessment you completed allows you to compare your credit union performance against best practice performance in key management disciplines.

In the assessment, you were asked to rate your level of agreement with best practice statements. Each statement in the assessment is formatted on a 6-point scale. Responses could range from “Don’t Know” to “Strongly Agree.”

Responses from all participants have been aggregated, resulting in the performance, alignment, and priority scores presented in this report.

Performance scores relating to the 6-point scale have been converted into percentages. It is important to know that “Don’t Know” responses are tagged with the lowest rating on the scale. The assessment is constructed this way because every manager should maintain a degree of awareness regarding organizational performance in each management discipline. A “Don’t Know” answer is a potential indicator of uninformed or improperly equipped leadership.

Report Format and Guidance

The Results and Key Findings Report is divided into three sections as follows:

- **Executive Summary:** Summarizes overall organizational performance and alignment, and performance and alignment for each assessment area (strategy, design, and culture).
- **Results & Key Findings:** Showcases organizational performance, alignment, and priority for each element in each assessment area.
- **Statement Dispersion:** Defines the distribution of responses for each statement addressed in the assessment survey.

Guidance on Results and Key Findings report sections and components is included on the following two pages. If you have questions or need additional clarification on any area of the report, feel free to contact Glatt Consulting, LLC directly.

Phone: (888) 217-5988

Email: info@glattconsulting.com

Sample Credit Union // Report Notes and Guidance

Reading the Report - Results and Key Findings

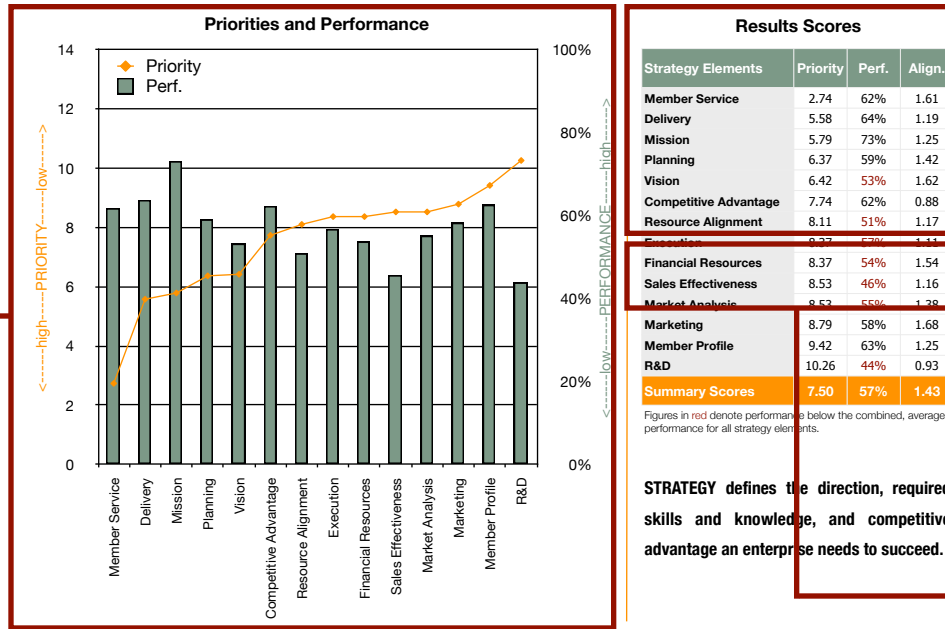
This section of the report contains three similar summary pages, one each for organizational strategy, design, and culture. The snapshot below describes a sample summary page.

SAMPLE

Sample Credit Union // Strategy Results and Key Findings

Summary Graph

This report component graphs the priority and performance scores for each key element, which are also listed in the table on the right hand side of each summary page.



Results Scores

This report component lists the elements for the area of analysis (strategy, design, or culture), and each element's priority, performance, and alignment scores.

The elements are listed in priority order, which is determined by averaging the priority scores of all assessment participants.

Strategy Elements	Priority	Perf.	Align.
Member Service	2.74	62%	1.61
Delivery	5.58	64%	1.19
Mission	5.79	73%	1.25
Planning	6.37	59%	1.42
Vision	6.42	53%	1.62
Competitive Advantage	7.74	62%	0.88
Resource Alignment	8.11	51%	1.17
Execution	8.37	54%	1.54
Financial Resources	8.37	54%	1.54
Sales Effectiveness	8.53	46%	1.16
Market Analysis	8.53	55%	1.38
Marketing	8.79	58%	1.68
Member Profile	9.42	63%	1.25
R&D	10.26	44%	0.93
Summary Scores	7.50	57%	1.43

Figures in red denote performance below the combined, average performance for all strategy elements.

STRATEGY defines the direction, required skills and knowledge, and competitive advantage an enterprise needs to succeed.

Summary Scores

This report component lists the summary scores for elements related to the area of analysis (strategy, design, or culture).

Sample Credit Union // Report Notes and Guidance

Reading the Results and Key Findings Report - Statement Dispersion Pages

This section of the report contains the response dispersion for each assessment statement.

SAMPLE

Statements

This report component lists the associated statements for each element in the assessment. There are 35 elements and 119 statements.

Sample Credit Union // Strategy Statement Dispersion

KEY 1:Don't Know 2:Strongly Disagree 3:Disagree 4:Neutral 5:Agree 6:Strongly Agree

MISSION	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Our mission statement clearly explains our reason for being in business.	5%	0%	5%	0%	79%	11%	80%	1.06
Our mission statement explains how our members and other stakeholders benefit from our Credit Union.	5%	0%	16%	5%	68%	5%	75%	1.14
Our mission statement explains how our members and other stakeholders benefit from our Credit Union.	5%	11%	26%	16%	32%	11%	65%	1.37
SUMMARY RESULTS:							73%	1.25

VISION	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Our vision statement clearly explains what we will be doing in the future.	26%	11%	21%	26%	16%	0%	49%	1.43
Our vision serves the long-term interest of our members and other stakeholders.	26%	11%	5%	16%	37%	5%	57%	1.76
Our vision gives us the direction we need to make good decisions.	21%	16%	21%	11%	26%	5%	54%	1.61
SUMMARY RESULTS:							53%	1.62

COMPETITIVE ADVANTAGE	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We have effectively established a clear competitive advantage in our markets.	0%	0%	42%	26%	32%	0%	65%	0.85
Our competitive advantage is clearly understood by all employees.	0%	5%	53%	21%	21%	0%	60%	0.88
SUMMARY RESULTS:							62%	0.88

Response Key

This report component is the key for the response distributions.

Dispersion

This report component lists the dispersion, or distribution, of responses across the six possible response options (Don't Know, Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree).

Summary Data

This report component lists summary performance and alignment data for each statement, as well as for the element itself (all statements included in the element).

Sample Credit Union // Executive Summary

Organizational Performance

Performance represents how strongly assessment participants agree the organization meets each statement. The performance score is based on a 100-point scale. The larger the performance score, the better the performance.

Your Performance Score 54%

Benchmark Comparison 71%

Participant Alignment

Alignment represents the size of the difference of opinion held by the assessment participants. The alignment score is based on the standard deviation of responses across the entire assessment. The smaller the number, the greater the alignment of participant opinions.

Your Alignment Score 1.59

Benchmark Comparison 1.28

Performance Score Breakdown

Our enterprise assessment categories are separated into three areas of management focus. These areas of focus include strategy, design, and culture. The performance and alignment scores for each of these areas, including their descriptions, are listed in the following table.

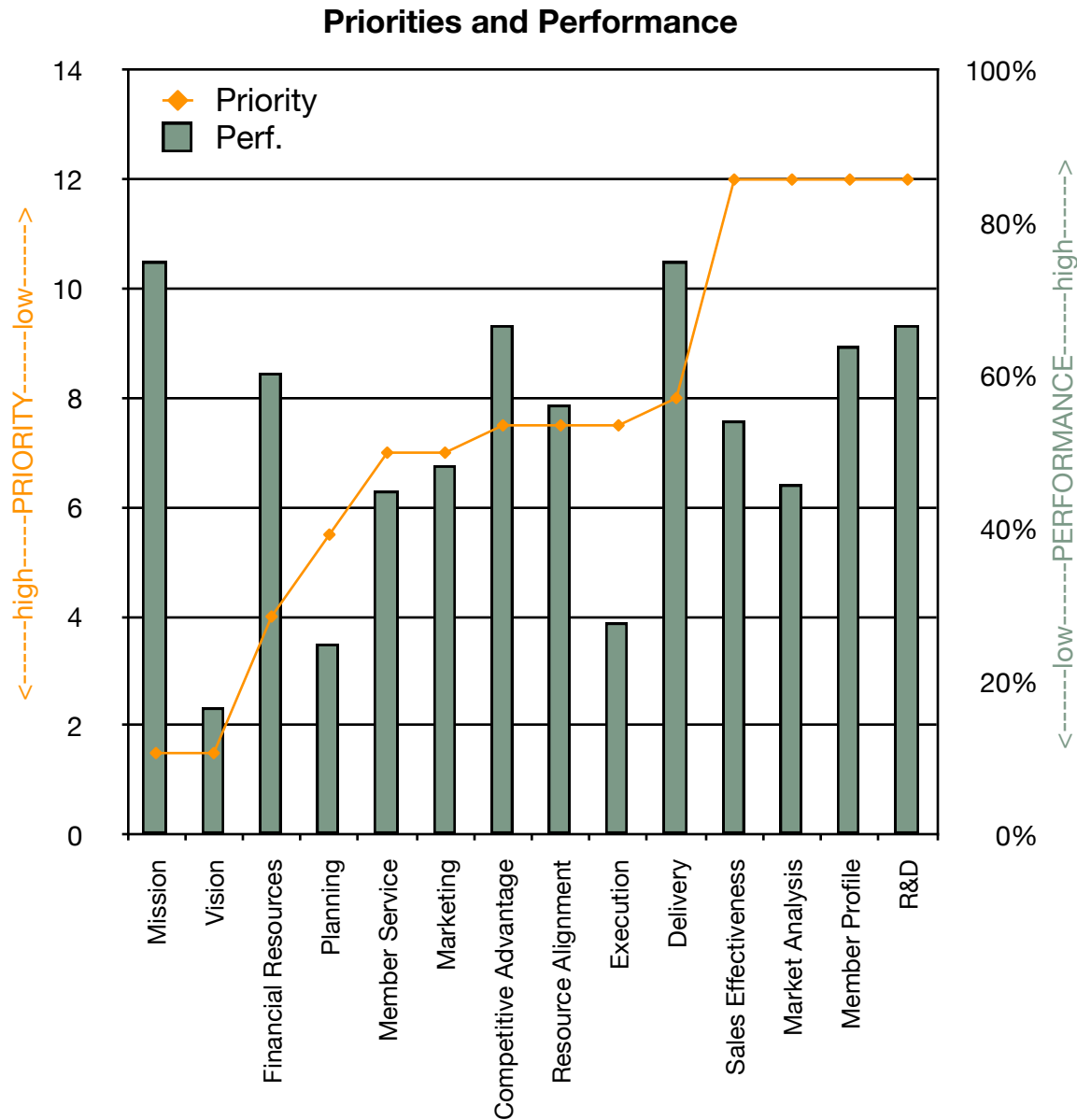
Area	Description	Performance	Alignment
Strategy	Strategy defines the direction, required skills and knowledge, and competitive advantage an enterprise needs to succeed.	52%	1.61
Design	Design defines the structures, systems and technology, efficiencies, and competencies an enterprise needs to support strategy.	48%	1.58
Culture	Culture defines the values, leadership, HR systems, and character an enterprise needs to execute strategy.	59%	1.52

Additional Report Details

Total Participants: 2

Report Last Updated: 11/2/12 1:07 PM

Sample Federal Credit Union // Strategy Results and Key Findings



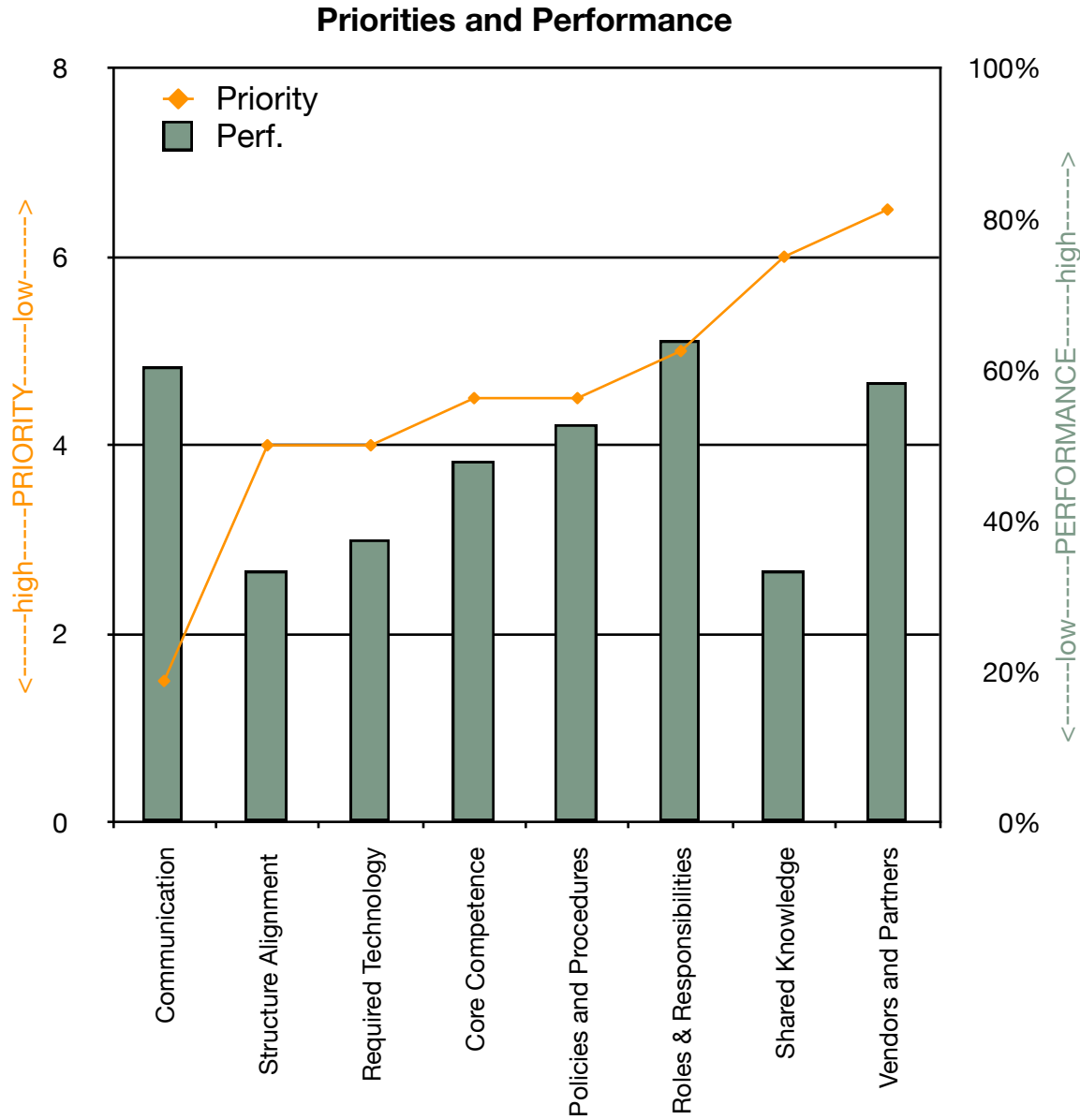
Results Scores

Strategy Elements	Priority	Perf.	Align.
Mission	1.50	75%	1.26
Vision	1.50	17%	0.00
Financial Resources	4.00	60%	1.58
Planning	5.50	25%	1.12
Member Service	7.00	45%	1.55
Marketing	7.00	48%	1.22
Competitive Advantage	7.50	67%	0.00
Resource Alignment	7.50	56%	1.22
Execution	7.50	28%	1.11
Delivery	8.00	75%	1.61
Sales Effectiveness	12.00	54%	1.39
Market Analysis	12.00	46%	1.53
Member Profile	12.00	64%	1.34
R&D	12.00	67%	0.00
Summary Scores	7.50	52%	1.61

Figures in red denote performance below the combined, average performance for all strategy elements.

STRATEGY defines the direction, required skills and knowledge, and competitive advantage an enterprise needs to succeed.

Sample Credit Union // Design Results and Key Findings



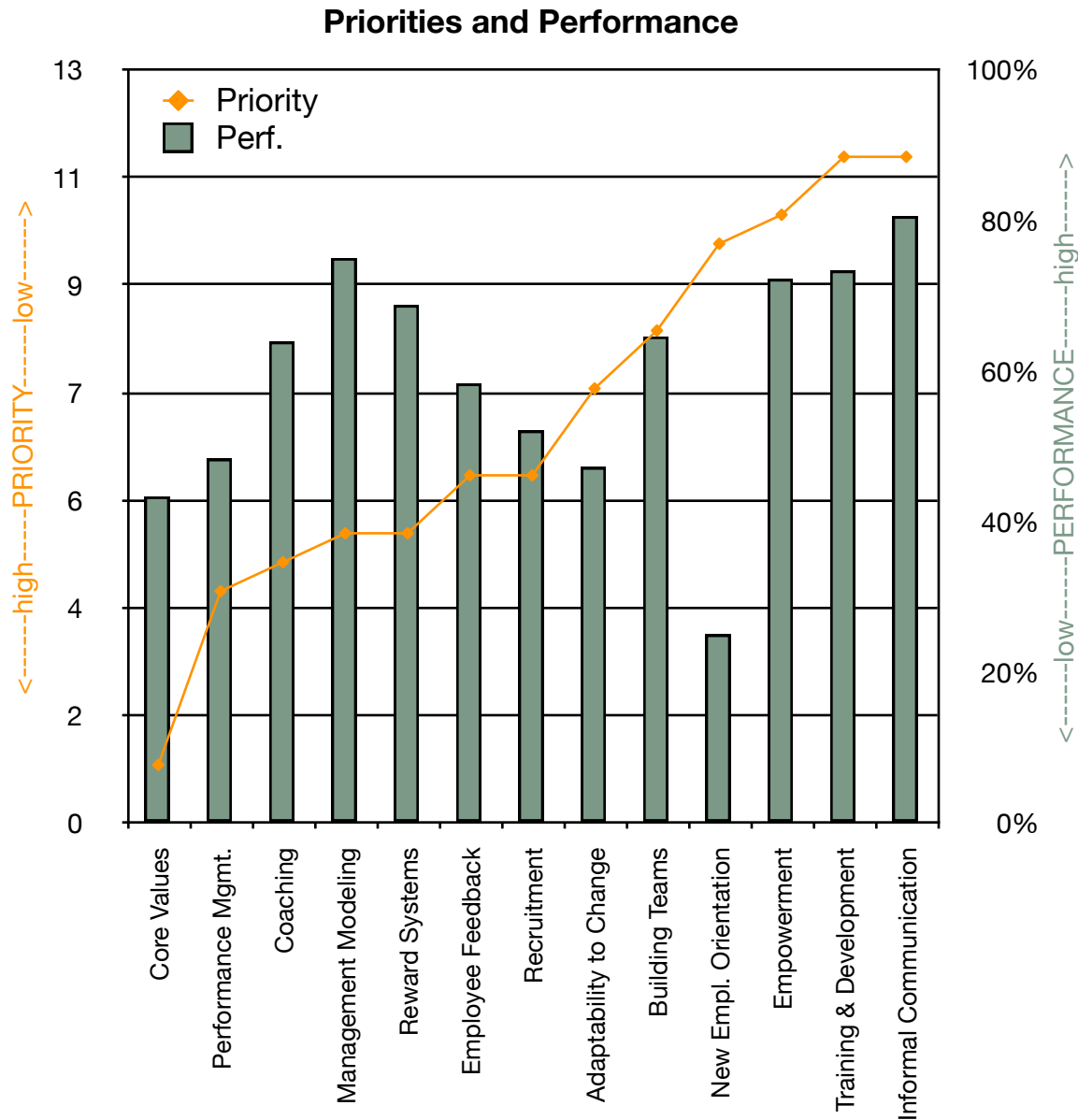
Results Scores

Design Elements	Priority	Perf.	Align.
Communication	1.50	60%	1.58
Structure Alignment	4.00	33%	1.53
Required Technology	4.00	38%	0.83
Core Competence	4.50	48%	1.90
Policies and Procedures	4.50	53%	1.07
Roles & Responsibilities	5.00	64%	1.07
Shared Knowledge	6.00	33%	0.71
Vendors and Partners	6.50	58%	1.80
Summary Scores	4.50	48%	1.58

Figures in red denote performance below the combined, average performance for all design elements.

DESIGN defines the structures, systems and technology, efficiencies, and competencies an enterprise needs to support strategy.

Sample Credit Union // Culture Results and Key Findings



Results Scores

Culture Elements	Priority	Perf.	Align.
Core Values	1.00	43%	1.20
Performance Mgmt.	4.00	48%	1.51
Coaching	4.50	64%	1.67
Management Modeling	5.00	75%	1.26
Reward Systems	5.00	69%	1.45
Employee Feedback	6.00	58%	0.87
Recruitment	6.00	52%	1.17
Adaptability to Change	7.50	47%	1.67
Building Teams	8.50	65%	1.36
New Empl. Orientation	10.00	25%	0.50
Empowerment	10.50	72%	0.75
Training & Development	11.50	73%	1.02
Informal Communication	11.50	81%	1.07
Summary Scores	7.00	59%	1.52

Figures in red denote performance below the combined, average performance for all culture elements.

CULTURE defines the values, leadership, HR systems, and character an enterprise needs to execute strategy.

MISSION	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Our mission statement clearly explains our reason for being in business.	0%	0%	0%	0%	50%	50%	92%	0.50
Our mission statement explains how our members and other stakeholders benefit from our Credit Union.	0%	0%	50%	0%	0%	50%	75%	1.50
Our mission statement explains how our members and other stakeholders benefit from our Credit Union.	0%	0%	50%	50%	0%	0%	58%	0.50
SUMMARY RESULTS:							75%	1.26

VISION	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Our vision statement clearly explains what we will be doing in the future.	100%	0%	0%	0%	0%	0%	17%	0.00
Our vision serves the long-term interest of our members and other stakeholders.	100%	0%	0%	0%	0%	0%	17%	0.00
Our vision gives us the direction we need to make good decisions.	100%	0%	0%	0%	0%	0%	17%	0.00
SUMMARY RESULTS:							17%	0.00

COMPETITIVE ADVANTAGE	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We have effectively established a clear competitive advantage in our markets.	0%	0%	0%	100%	0%	0%	67%	0.00
Our competitive advantage is clearly understood by all employees.	0%	0%	0%	100%	0%	0%	67%	0.00
SUMMARY RESULTS:							67%	0.00

MEMBER PROFILE	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We have clearly identified the specific products and services our members want from us.	0%	0%	0%	0%	50%	50%	92%	0.50
We have clearly identified why our members would NOT do business with us.	0%	50%	50%	0%	0%	0%	42%	0.50
We have identified the ways in which members prefer to do business with us (in person, Internet, phone, etc.).	0%	0%	50%	50%	0%	0%	58%	0.50
SUMMARY RESULTS:							64%	1.34

MARKET & COMPETITIVE ANALYSIS	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We have clearly identified the key strengths, weaknesses, and strategies of our direct competitors.	0%	0%	100%	0%	0%	0%	50%	0.00
We have thoroughly assessed the threat of substitute products or services.	0%	0%	50%	0%	0%	50%	75%	1.50
We have analyzed the outlook for growth in our primary market.	0%	50%	0%	0%	50%	0%	58%	1.50
Our member base is growing at a rate that meets or exceeds industry standards.	0%	100%	0%	0%	0%	0%	33%	0.00
We maintain an ongoing, quantifiable market evaluation process.	100%	0%	0%	0%	0%	0%	17%	0.00
We have analyzed threats and opportunities that could result from changes in external demographic, economic, political, and technological factors and that may influence our business.	50%	0%	0%	50%	0%	0%	42%	1.50
SUMMARY RESULTS:							46%	1.53

FINANCIAL RESOURCES	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We have sufficient financial resources to achieve our goals.	0%	0%	0%	50%	50%	0%	75%	0.50
We have consistently achieved our financial goals.	50%	0%	0%	50%	0%	0%	42%	1.50
We conduct a "Cost/Benefit" analysis before we spend money on any business opportunity.	50%	0%	0%	0%	50%	0%	50%	2.00
As part of our planning process, we utilize an "If/Then" thinking process to anticipate many different scenarios.	0%	0%	0%	50%	50%	0%	75%	0.50
SUMMARY RESULTS:							60%	1.58

RESEARCH & DEVELOPMENT	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We allocate the necessary resources to support our research and development process.	0%	0%	0%	100%	0%	0%	67%	0.00
Our research and development process is innovative and creative.	0%	0%	0%	100%	0%	0%	67%	0.00
SUMMARY RESULTS:							67%	0.00

PRODUCT & SERVICE DELIVERY	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Quality is embedded into our product and service delivery process.	0%	0%	0%	0%	100%	0%	83%	0.00
Our product or service delivery process is cost-efficient.	50%	0%	0%	0%	0%	50%	58%	2.50
Our product or service delivery process is flexible, fast, and responsive.	0%	0%	0%	0%	100%	0%	83%	0.00
SUMMARY RESULTS:							75%	1.61

MARKETING	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We have a clearly defined marketing plan.	0%	50%	0%	0%	50%	0%	58%	1.50
Our marketing process reinforces our brand identity.	0%	0%	0%	100%	0%	0%	67%	0.00
We use a comprehensive marketing database that provides us with detailed member and market information.	0%	100%	0%	0%	0%	0%	33%	0.00
Our "Competitive Advantage" is emphasized in all marketing efforts.	50%	0%	50%	0%	0%	0%	33%	1.00
We consistently analyze the "Return-on-Investment" (ROI) of our major marketing campaigns.	0%	50%	0%	50%	0%	0%	50%	1.00
SUMMARY RESULTS:							48%	1.22

SALES EFFECTIVENESS	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Our sales teams or channels consistently achieve their goals.	0%	0%	0%	50%	0%	50%	83%	1.00
Our salespeople possess the necessary skills to achieve their goals.	0%	0%	100%	0%	0%	0%	50%	0.00
Our management team employs a well-defined sales management process.	50%	0%	50%	0%	0%	0%	33%	1.00
We effectively track sales activity from lead generation through closing.	0%	50%	0%	50%	0%	0%	50%	1.00
SUMMARY RESULTS:							54%	1.39

MEMBER SERVICE	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Our member service standards are clearly defined and documented.	0%	50%	0%	50%	0%	0%	50%	1.00
We consistently exceed our members' expectations.	50%	0%	0%	50%	0%	0%	42%	1.50
Our employees understand and support our commitment to member satisfaction.	0%	50%	0%	0%	50%	0%	58%	1.50
We regularly obtain and evaluate member feedback.	50%	50%	0%	0%	0%	0%	25%	0.50
We enjoy a higher rate of repeat business and referrals than our competitors.	50%	0%	0%	0%	50%	0%	50%	2.00
SUMMARY RESULTS:							45%	1.55

PLANNING	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We have clearly defined and prioritized our strategic goals.	50%	0%	0%	50%	0%	0%	42%	1.50
Our strategic goals and objectives are measurable.	100%	0%	0%	0%	0%	0%	17%	0.00
Our action plans must clearly specify how and when each goal will be achieved.	100%	0%	0%	0%	0%	0%	17%	0.00
SUMMARY RESULTS:							25%	1.12

RESOURCE ALIGNMENT	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We have allocated the necessary capital to achieve our strategic goals.	0%	0%	0%	50%	0%	50%	83%	1.00
We have allocated the necessary technology to achieve our strategic goals.	0%	50%	0%	50%	0%	0%	50%	1.00
We have allocated the necessary people to achieve our strategic goals.	0%	0%	100%	0%	0%	0%	50%	0.00
We evaluate the capacity and performance levels of departments or individuals before increasing their workload.	0%	50%	50%	0%	0%	0%	42%	0.50
SUMMARY RESULTS:							56%	1.22

Sample FCU // Strategy Statement Dispersion

KEY 1:Don't Know 2:Strongly Disagree 3:Disagree 4:Neutral 5:Agree 6:Strongly Agree

EXECUTION	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We execute our strategic goals.	50%	0%	0%	50%	0%	0%	42%	1.50
We routinely review the status of our strategic goals and objectives.	100%	0%	0%	0%	0%	0%	17%	0.00
There are consequences when deadlines are missed.	50%	50%	0%	0%	0%	0%	25%	0.50
SUMMARY RESULTS:							28%	1.11

STRUCTURE ALIGNMENT	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We have carefully considered how our organizational structure impacts our strategic plan.	100%	0%	0%	0%	0%	0%	17%	0.00
Our organizational structure is not influenced by organizational politics.	50%	0%	0%	0%	50%	0%	50%	2.00
Our ability to quickly modify our organizational structure is a key contributor to our success.	50%	0%	50%	0%	0%	0%	33%	1.00
SUMMARY RESULTS:							33%	1.53

LEVERAGING CORE COMPETENCE	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We have clearly identified our corporate core competencies.	50%	0%	0%	0%	50%	0%	50%	2.00
We leverage our core competencies to create real value for our members.	50%	0%	0%	0%	50%	0%	50%	2.00
We leverage our core competencies to set us apart from our competitors.	50%	0%	0%	50%	0%	0%	42%	1.50
We leverage our core competencies to capitalize on new product or service opportunities.	50%	0%	0%	0%	50%	0%	50%	2.00
SUMMARY RESULTS:							48%	1.90

COMMUNICATION	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We keep employees well informed.	0%	0%	0%	50%	50%	0%	75%	0.50
We regularly communicate the status of our goals and objectives.	50%	50%	0%	0%	0%	0%	25%	0.50
Important information is readily available.	0%	0%	100%	0%	0%	0%	50%	0.00
We provide our managers with the information they need to make informed decisions.	0%	0%	0%	0%	50%	50%	92%	0.50
SUMMARY RESULTS:							60%	1.58

SHARED KNOWLEDGE	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We use information management systems to support the functions of analyzing, planning, and executing.	50%	50%	0%	0%	0%	0%	25%	0.50
We have a knowledge management system where managers from different areas can share information to maximize performance.	0%	50%	50%	0%	0%	0%	42%	0.50
SUMMARY RESULTS:							33%	0.71

REQUIRED TECHNOLOGY	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We currently have the technology we need to achieve our goals.	50%	0%	50%	0%	0%	0%	33%	1.00
We continue to identify and acquire new technologies that support our business.	0%	50%	50%	0%	0%	0%	42%	0.50
SUMMARY RESULTS:							38%	0.83

POLICIES AND PROCEDURES	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Our policies and procedures provide clear and understandable direction.	50%	0%	50%	0%	0%	0%	33%	1.00
Our managers ensure we comply with our policies and procedures.	0%	0%	0%	100%	0%	0%	67%	0.00
Our managers and employees feel that they can get things done without a lot of "red tape."	0%	0%	50%	50%	0%	0%	58%	0.50
SUMMARY RESULTS:							53%	1.07

ROLES & RESPONSIBILITIES	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Our employees clearly understand how their jobs relate to our Credit Union's goals.	0%	50%	0%	0%	50%	0%	58%	1.50
Management roles are clearly defined.	0%	0%	50%	50%	0%	0%	58%	0.50
There is no unnecessary duplication of individual roles and responsibilities.	0%	0%	0%	50%	50%	0%	75%	0.50
SUMMARY RESULTS:							64%	1.07

Sample Credit Union // Design Statement Dispersion KEY 1:Don't Know 2:Strongly Disagree 3:Disagree 4:Neutral 5:Agree 6:Strongly Agree

VENDORS & PARTNERS	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We outsource processes and functions that do not relate to our corporate core competencies.	50%	0%	0%	0%	0%	50%	58%	2.50
We monitor the performance of our vendors and strategic partners.	0%	0%	50%	50%	0%	0%	58%	0.50
SUMMARY RESULTS:							58%	1.80

Sample Credit Union // Culture Statement Dispersion KEY 1:Don't Know 2:Strongly Disagree 3:Disagree 4:Neutral 5:Agree 6:Strongly Agree

CORE VALUES	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Our employees clearly understand and embrace our corporate values and beliefs.	50%	50%	0%	0%	0%	0%	25%	0.50
Our business practices are carefully aligned with our values and beliefs.	0%	0%	0%	100%	0%	0%	67%	0.00
Our values and beliefs are reinforced in all internal communication.	50%	0%	50%	0%	0%	0%	33%	1.00
The daily experiences of our employees are consistent with the direction set forth in our values and beliefs.	0%	0%	50%	50%	0%	0%	58%	0.50
Cynicism is virtually absent in our Credit Union.	50%	0%	50%	0%	0%	0%	33%	1.00
SUMMARY RESULTS:							43%	1.20

MANAGEMENT MODELING	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Our managers always behave in a manner that is consistent with our values and beliefs.	0%	50%	0%	0%	50%	0%	58%	1.50
Employees have confidence in our senior leadership.	0%	0%	0%	50%	50%	0%	75%	0.50
Our Credit Union's senior leaders are honest.	0%	0%	0%	0%	50%	50%	92%	0.50
SUMMARY RESULTS:							75%	1.26

EMPOWERMENT	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Our managers know when to personally manage projects and when to let their staff have authority and control.	0%	0%	50%	0%	50%	0%	67%	1.00
Employee involvement is always encouraged.	0%	0%	0%	0%	100%	0%	83%	0.00
Authority to make decisions is given to the lowest appropriate level.	0%	0%	0%	100%	0%	0%	67%	0.00
SUMMARY RESULTS:							72%	0.75

COACHING	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Delegation is viewed as a way to develop and motivate our employees.	50%	0%	50%	0%	0%	0%	33%	1.00
Our managers understand the importance of maintaining their employees' self-esteem.	0%	0%	50%	0%	50%	0%	67%	1.00
Our managers always show appreciation to employees for good performance.	0%	0%	0%	0%	50%	50%	92%	0.50
SUMMARY RESULTS:							64%	1.67

RECRUITMENT	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Only high-caliber candidates are considered for open positions.	0%	0%	50%	50%	0%	0%	58%	0.50
We only hire individuals who are compatible with our culture.	0%	50%	0%	0%	50%	0%	58%	1.50
Our managers are very good interviewers.	0%	0%	50%	50%	0%	0%	58%	0.50
Our managers are evaluated on their success at recruiting top talent.	50%	0%	50%	0%	0%	0%	33%	1.00
SUMMARY RESULTS:							52%	1.17

BUILDING TEAMS	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We encourage and foster good teamwork.	0%	0%	0%	0%	50%	50%	92%	0.50
We are effective at creating employee support and enthusiasm around our goals.	0%	0%	0%	100%	0%	0%	67%	0.00
Team performance is rewarded at a level equal to or greater than individual performance.	0%	50%	50%	0%	0%	0%	42%	0.50
We effectively bring together people from various departments to better achieve our goals.	0%	50%	0%	0%	50%	0%	58%	1.50
SUMMARY RESULTS:							65%	1.36

NEW EMPLOYEE ORIENTATION	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We provide new employees with an orientation program that helps them understand our mission, vision and values.	50%	50%	0%	0%	0%	0%	25%	0.50
Our senior managers participate in the orientation program.	50%	50%	0%	0%	0%	0%	25%	0.50
SUMMARY RESULTS:							25%	0.50

TRAINING AND DEVELOPMENT	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We invests in training.	0%	0%	0%	0%	50%	50%	92%	0.50
We ensure that all employees are taught the necessary skills to do their job.	0%	0%	0%	0%	100%	0%	83%	0.00
Our training programs improve Credit Union performance.	0%	0%	0%	50%	50%	0%	75%	0.50
Our training programs are well-designed and structured.	0%	0%	0%	100%	0%	0%	67%	0.00
We provide management development training.	0%	50%	0%	50%	0%	0%	50%	1.00
SUMMARY RESULTS:							73%	1.02

PERFORMANCE MANAGEMENT	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We use a results-oriented employee performance review process.	100%	0%	0%	0%	0%	0%	17%	0.00
As part of our performance management process, managers and employees agree upon goals.	0%	0%	50%	0%	50%	0%	67%	1.00
People are held accountable for their work.	0%	50%	0%	0%	50%	0%	58%	1.50
Employee goals include clear steps and timelines.	0%	50%	0%	0%	50%	0%	58%	1.50
Performance appraisals are conducted more than once a year.	0%	50%	50%	0%	0%	0%	42%	0.50
SUMMARY RESULTS:							48%	1.51

REWARD SYSTEMS	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Given our business goals, we are rewarding the appropriate skills and behaviors.	50%	0%	0%	0%	0%	50%	58%	2.50
We reward employees fairly.	0%	0%	0%	50%	50%	0%	75%	0.50
Employees feel that the rewards for achieving their goals are worthy of the effort.	0%	0%	0%	50%	50%	0%	75%	0.50
Promotions are only given to the people that deserve them.	0%	0%	50%	0%	50%	0%	67%	1.00
SUMMARY RESULTS:							69%	1.45

INFORMAL COMMUNICATION	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Ideas and opinions are exchanged openly without fear of reprisal.	0%	0%	0%	50%	0%	50%	83%	1.00
Conflict or disagreement is used productively to achieve better solutions.	0%	0%	50%	0%	50%	0%	67%	1.00
We have an "open door" policy.	0%	0%	0%	0%	50%	50%	92%	0.50
SUMMARY RESULTS:							81%	1.07

EMPLOYEE FEEDBACK	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
Our Credit Union solicits employee opinions.	0%	50%	0%	50%	0%	0%	50%	1.00
Our managers take the time to communicate the results of employee feedback.	0%	0%	0%	100%	0%	0%	67%	0.00
SUMMARY RESULTS:							58%	0.87

ADAPTABILITY TO CHANGE	RESPONSE DISTRIBUTION						SUMMARY ANALYSIS	
	1	2	3	4	5	6	Performance	Alignment
We manage change well.	0%	0%	0%	0%	100%	0%	83%	0.00
We effectively explain the reason for change.	50%	0%	50%	0%	0%	0%	33%	1.00
When change occurs, we carefully explain how the change will affect employees.	50%	50%	0%	0%	0%	0%	25%	0.50
SUMMARY RESULTS:							47%	1.67