



QuadStrat
Small Business
Management Report
ADI

Prepared by:
IE Small Business School



This Report Contains...

- 1. ORGANIZATION DYNAMIC MODEL:** This is the model for your specific Assessment Type.
- 2. METHODOLOGY:** How to use the QuadStrat Assessment Report to get the most benefit.
- 3. QUADRED REPORT CARD™:** A 1-page summary that includes your overall Strategic Performance Index (SPI) and your perceived capabilities and constraints.
- 4. DEGREE OF IMPACT RESULTS:** Identifies your High-Impact/High Performance ("Green Zone") and High Impact/Low Performance ("Red Zone") areas.
- 5. STRATEGIC PERFORMANCE COMPARISONS:** A comparison of your organization's performance to the thousands of organizations in the assessment database.
- 6. STATEMENT FREQUENCY RESPONSES:** Shows the degree of consensus or polarity of responses to each statement.
- 7. COMMENTS:** Provides additional anecdotal or situational information from the respondents.



Organization Dynamic Model

Standard

Organization Strategy

Organization Culture

Mission & Distinct Advantage

Values Credibility

Customer/Client Profile

Management Modeling

Competitive Analysis

Empowerment & Coaching

Finance

Training & Development

Developing Programs/Services

Performance Management

Delivering Programs/Services

Reward Systems

Community Awareness

Organization Communication

Fundraising/Business Development

Ability to Change

Customer/Client Services

Planning & Execution

Required Technology

Assessment and Planning Objectives

1. Discuss/debate performance issues that currently impede success.
2. Gain senior management agreement regarding prioritization of the most important **High-Impact/Low-Performance** areas.
3. Identify performance improvement goals.
4. Determine action items, due dates, and metrics for each goal.
5. Determine and allocate the necessary resources to achieve each goal.
6. Develop and communicate performance improvement plan.
7. Execute plan.



The assessment you completed compared your organization performance against practices of the best run companies in the world. Each best practice statement in the assessment was formatted on a 6-point interval scale. Responses could range from “Strongly Agree” to “Strongly Disagree”. Participants could also select a “Don’t Know” or “Not Applicable” response. Responses from all participants have been aggregated, resulting in performance mean scores presented in this report. Mean scores relating to the six-point scale have been converted into percentages. “Don’t Know” or “Not Applicable” responses are not factored into the mean scores .

How to use this report:

1. Review the **Report Card** and the Degree of **Impact Quadrants** to understand:
 - (a). How the participants prioritized each of the elements in the assessment.
 - (b). How they rated the performance of these elements.
2. Review the **Strategic Performance Comparison** spidergrams to compare the perceptions of your current organization to other organizations that have completed this assessment.
3. Use the **Statement Frequency Responses** to see how participants individually rated performance, particularly in the high-impact areas. Is there centrality or polarity?
4. Use the **Comments** section to obtain more elaboration from the respondents regarding high or low performing areas.
5. Identify and prioritize your key performance improvement opportunities.
6. Develop a performance improvement plan.
7. Execute your plan. (Provide Status updates to your constituents and other key constituencies.)
8. Take the assessment again in approximately 9 to 12 months to determine performance progress in targeted improvement areas.

This report is designed to reflect:

1. **Priorities:** The performance areas the participants have identified as having the greatest impact on the organization’s success .
2. **Performance:** The participant’s perception of the organization’s current performance .
3. **Comparison:** How the organization performance compares between all evaluating groups.
4. **Consensus:** The level of agreement or disagreement that exists among the participants regarding performance in key areas.



Your Strategic Performance Index™:

66

Your Prior Year SPI™:

N/A

Capabilities

Organization Strategy

Customer Profile	67%
Marketing	69%

Organization Culture

Values Credibility	72%
Empowerment and Coaching	77%
Training & Development	73%

Constraints

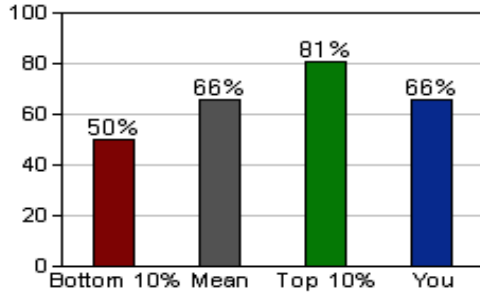
Organization Strategy

Sales Effectiveness	63%
Planning and Execution	61%
Market & Competitive Analysis	53%

Organization Culture

Organization Communication	69%
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QuadRed Benchmark SPI Comparisons



Total Distribution: 7
Percentage: 100%

Total Participants: 7

Group Name
No Cal Outreach
So Cal Outreach

Participants
4
3

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 Small Business (Standard Edition)

Degree Of Impact Results

Organization Strategy



All Participants		
No.	Category	Score
1	Customer Profile	67%
2	Marketing	69%
3	Sales Effectiveness	63%
4	Planning and Execution	61%
5	Market & Competitive Analysis	53%
6	Mission and Competitive Advantage	65%
7	Customer Service	68%
8	Required Technology	71%
9	Finance	51%
10	Research & Development	66%
11	Production	75%

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





QuadStrat Small Business (Standard Edition)

Degree Of Impact Results

Organization Strategy



No Cal Outreach

No.	Category	Score
1	Customer Profile	68%
2	Market & Competitive Analysis	56%
3	Marketing	60%
4	Planning and Execution	55%
5	Mission and Competitive Advantage	58%
6	Sales Effectiveness	62%
7	Customer Service	69%
8	Production	66%
9	Finance	46%
10	Research & Development	61%
11	Required Technology	66%

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





QuadStrat Small Business (Standard Edition)

Degree Of Impact Results

Organization Strategy



So Cal Outreach		
No.	Category	Score
1	Sales Effectiveness	65%
2	Marketing	79%
3	Customer Profile	66%
4	Planning and Execution	66%
5	Market & Competitive Analysis	48%
6	Mission and Competitive Advantage	74%
7	Customer Service	68%
8	Finance	57%
9	Required Technology	77%
10	Research & Development	72%
11	Production	83%

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





QuadStrat Small Business (Standard Edition)

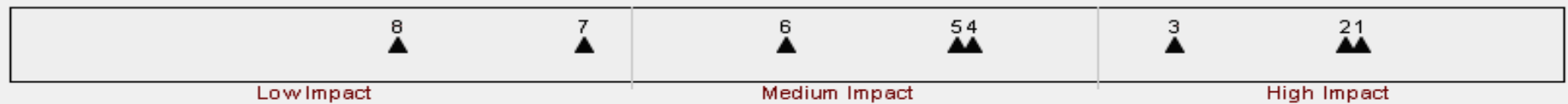
Degree Of Impact Results

Organization Culture



All Participants		
No.	Category	Score
1	Values Credibility	72%
2	Organization Communication	69%
3	Empowerment and Coaching	77%
4	Training & Development	73%
5	Ability to Change	62%
6	Performance Management	67%
7	Management Modeling	84%
8	Reward Systems	64%

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





QuadStrat Small Business (Standard Edition)

Degree Of Impact Results

Organization Culture



No Cal Outreach		
No.	Category	Score
1	Organization Communication	66%
2	Values Credibility	68%
3	Empowerment and Coaching	73%
4	Training & Development	75%
5	Ability to Change	56%
6	Performance Management	66%
7	Reward Systems	55%
8	Management Modeling	85%

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





QuadStrat Small Business (Standard Edition)

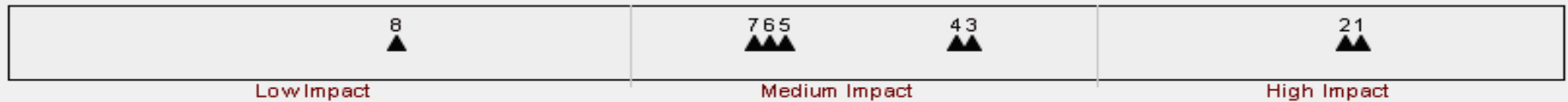
Degree Of Impact Results

Organization Culture



So Cal Outreach		
No.	Category	Score
1	Empowerment and Coaching	83%
2	Values Credibility	77%
3	Management Modeling	83%
4	Organization Communication	72%
5	Ability to Change	70%
6	Training & Development	71%
7	Performance Management	69%
8	Reward Systems	74%

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

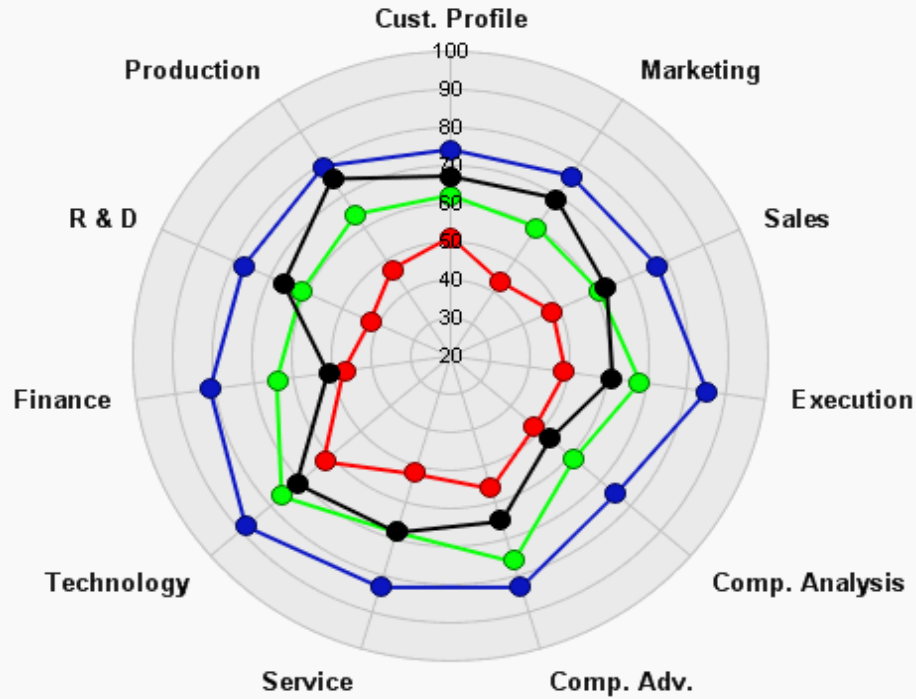




QuadStrat Small Business (Standard Edition)

Performance Comparison

Organization Strategy



All Participants

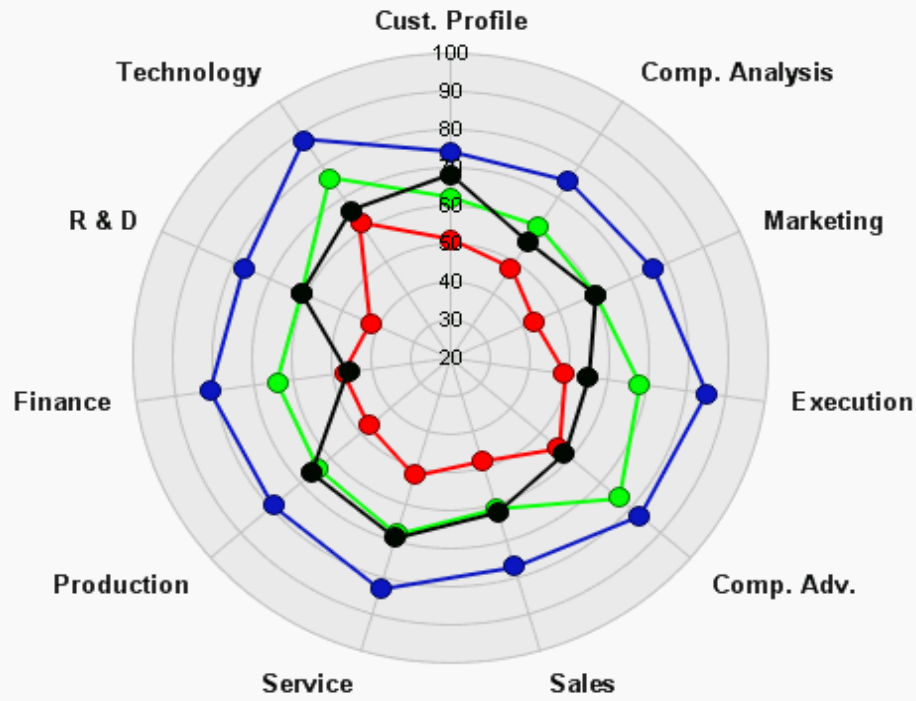
Category	Top	Mean	Btm	You
Customer Profile	74%	62%	51%	67%
Marketing	76%	60%	43%	69%
Sales Effectiveness	77%	61%	48%	63%
Planning and Execution	85%	68%	49%	61%
Market & Competitive Analys	75%	61%	48%	53%
Mission and Competitive Adv	83%	76%	56%	65%
Customer Service	83%	68%	52%	68%
Required Technology	88%	76%	62%	71%
Finance	81%	64%	47%	51%
Research & Development	77%	61%	42%	66%
Production	79%	64%	47%	75%



QuadStrat Small Business (Standard Edition)

Performance Comparison

Organization Strategy



No Cal Outreach

Category	Top	Mean	Btm	You
Customer Profile	74%	62%	51%	68%
Market & Competitive Analys	75%	61%	48%	56%
Marketing	76%	60%	43%	60%
Planning and Execution	85%	68%	49%	55%
Mission and Competitive Adv	83%	76%	56%	58%
Sales Effectiveness	77%	61%	48%	62%
Customer Service	83%	68%	52%	69%
Production	79%	64%	47%	66%
Finance	81%	64%	47%	46%
Research & Development	77%	61%	42%	61%
Required Technology	88%	76%	62%	66%



QuadStrat Small Business (Standard Edition)

Performance Comparison

Organization Strategy



So Cal Outreach

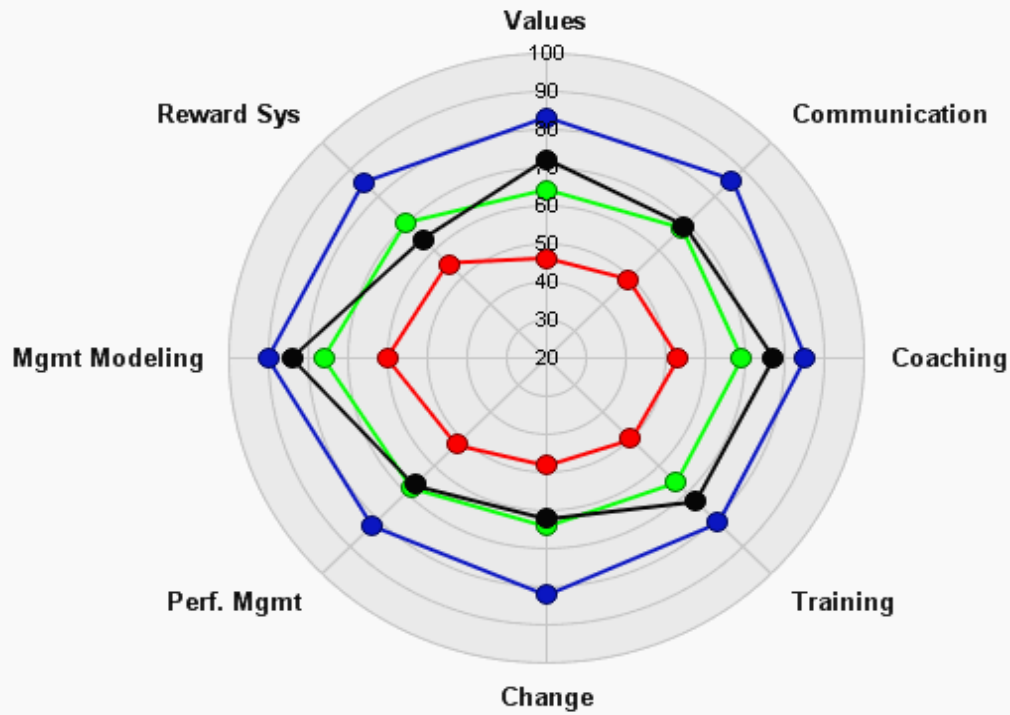
Category	Top	Mean	Btm	You
Sales Effectiveness	77%	61%	48%	65%
Marketing	76%	60%	43%	79%
Customer Profile	74%	62%	51%	66%
Planning and Execution	85%	68%	49%	66%
Market & Competitive Analys	75%	61%	48%	48%
Mission and Competitive Adv	83%	76%	56%	74%
Customer Service	83%	68%	52%	68%
Finance	81%	64%	47%	57%
Required Technology	88%	76%	62%	77%
Research & Development	77%	61%	42%	72%
Production	79%	64%	47%	83%



QuadStrat Small Business (Standard Edition)

Performance Comparison

Organization Culture



All Participants

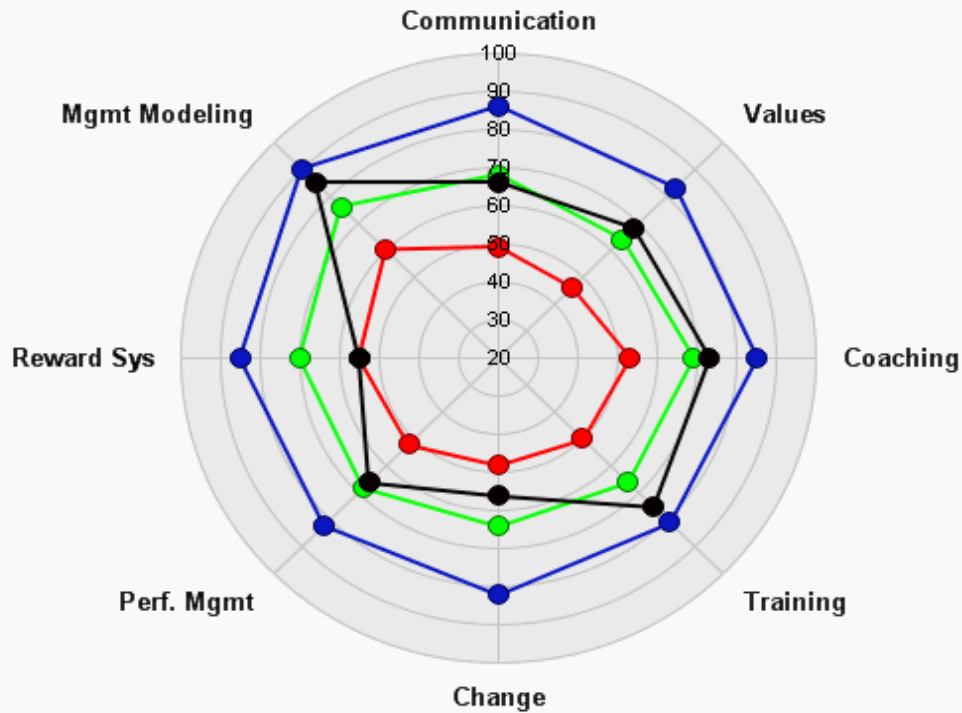
Category	Top	Mean	Btm	You
Values Credibility	83%	64%	46%	72%
Organization Communication	86%	68%	49%	69%
Empowerment and Coaching	85%	69%	53%	77%
Training & Development	81%	66%	50%	73%
Ability to Change	82%	64%	48%	62%
Performance Management	82%	68%	52%	67%
Management Modeling	90%	76%	60%	84%
Reward Systems	85%	70%	55%	64%



QuadStrat Small Business (Standard Edition)

Performance Comparison

Organization Culture



No Cal Outreach

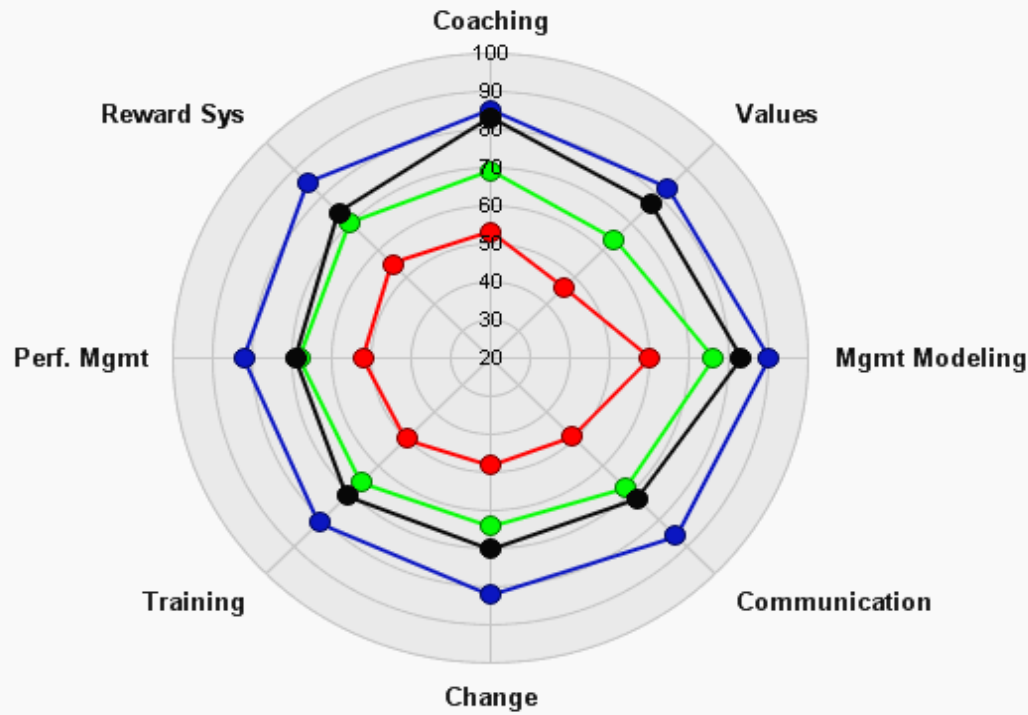
Category	Top	Mean	Btm	You
Organization Communication	86%	68%	49%	66%
Values Credibility	83%	64%	46%	68%
Empowerment and Coaching	85%	69%	53%	73%
Training & Development	81%	66%	50%	75%
Ability to Change	82%	64%	48%	56%
Performance Management	82%	68%	52%	66%
Reward Systems	85%	70%	55%	55%
Management Modeling	90%	76%	60%	85%



QuadStrat Small Business (Standard Edition)

Performance Comparison

Organization Culture



So Cal Outreach

Category	Top	Mean	Btm	You
Empowerment and Coaching	85%	69%	53%	83%
Values Credibility	83%	64%	46%	77%
Management Modeling	90%	76%	60%	83%
Organization Communication	86%	68%	49%	72%
Ability to Change	82%	64%	48%	70%
Training & Development	81%	66%	50%	71%
Performance Management	82%	68%	52%	69%
Reward Systems	85%	70%	55%	74%



QuadStrat Small Business (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 and Competitive Advantage																
		FREQUENCY OF RESPONSE										Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
		No.	NA	DK	1	2	3	4	5	6						
1 Our mission statement clearly explains our company's reason for being in business.	All	7	0%	29%	0%	0%	14%	29%	14%	14%	29%	73%	19	All	65%	20
	No Cal Outreach	4	0%	50%	0%	0%	25%	25%	0%	0%	0%	58%	11	No Cal Outre...	58%	21
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16	So Cal Outre...	74%	17
2 Our mission statement clearly explains how our company is different from our competition.	All	7	0%	14%	14%	0%	43%	14%	0%	14%	14%	56%	27			
	No Cal Outreach	4	0%	25%	25%	0%	50%	0%	0%	0%	0%	39%	19			
	So Cal Outreach	3	0%	0%	0%	0%	33%	33%	0%	33%	33%	72%	25			
3 We have effectively established a clear competitive advantage in our markets.	All	7	0%	0%	0%	14%	0%	57%	29%	0%	29%	67%	16			
	No Cal Outreach	4	0%	0%	0%	25%	0%	75%	0%	0%	0%	58%	16			
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9			
4 Our company's competitive advantage is clearly understood by all employees.	All	7	0%	14%	0%	0%	29%	29%	14%	14%	29%	69%	19			
	No Cal Outreach	4	0%	0%	0%	0%	25%	25%	25%	25%	50%	75%	21			
	So Cal Outreach	3	0%	33%	0%	0%	33%	33%	0%	0%	0%	58%	11			

Customer Profile																
		FREQUENCY OF RESPONSE										Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
		No.	NA	DK	1	2	3	4	5	6						
5 Our company has clearly identified the specific features and benefits our customers want.	All	7	0%	14%	0%	0%	14%	43%	29%	0%	29%	69%	12	All	67%	19
	No Cal Outreach	4	0%	25%	0%	0%	0%	75%	0%	0%	0%	67%	0	No Cal Outre...	68%	19
	So Cal Outreach	3	0%	0%	0%	0%	33%	0%	67%	0%	67%	72%	19	So Cal Outre...	66%	19
6 Our company has clearly identified why our customers would NOT purchase our products or services.	All	7	0%	29%	14%	14%	14%	14%	14%	0%	14%	50%	26			
	No Cal Outreach	4	0%	25%	25%	0%	0%	25%	25%	0%	25%	56%	34			
	So Cal Outreach	3	0%	33%	0%	33%	33%	0%	0%	0%	0%	42%	11			
7 Our customers purchase our products or services in the manner they prefer in-person, internet, phone, etc..	All	7	0%	0%	0%	0%	0%	29%	71%	0%	71%	79%	8			
	No Cal Outreach	4	0%	0%	0%	0%	0%	25%	75%	0%	75%	79%	8			
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9			



QuadStrat Small Business (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



Market & Competitive Analysis		No.	FREQUENCY OF RESPONSE								Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
			NA	DK	1	2	3	4	5	6						
8 Our company has clearly identified the key strengths, weaknesses, and strategies of our direct competitors.	All	7	0%	0%	14%	29%	14%	29%	14%	0%	14%	50%	23	All	53%	21
	No Cal Outreach	4	0%	0%	25%	25%	0%	25%	25%	0%	25%	50%	30	No Cal Outre...	56%	25
	So Cal Outreach	3	0%	0%	0%	33%	33%	33%	0%	0%	0%	50%	16	So Cal Outre...	48%	12
9 Our company has thoroughly assessed the threat of substitute products or services.	All	7	0%	0%	0%	29%	29%	14%	29%	0%	29%	57%	21			
	No Cal Outreach	4	0%	0%	0%	25%	25%	0%	50%	0%	50%	63%	25			
	So Cal Outreach	3	0%	0%	0%	33%	33%	33%	0%	0%	0%	50%	16			
10 Our company has analyzed the outlook for growth in our primary market.	All	7	0%	14%	0%	0%	29%	29%	14%	14%	29%	69%	19			
	No Cal Outreach	4	0%	0%	0%	0%	0%	50%	25%	25%	50%	79%	15			
	So Cal Outreach	3	0%	33%	0%	0%	67%	0%	0%	0%	0%	50%	0			
11 Our customer base is growing at a rate that meets or exceeds industry standards.	All	7	0%	29%	14%	43%	14%	0%	0%	0%	0%	33%	11			
	No Cal Outreach	4	0%	25%	25%	50%	0%	0%	0%	0%	0%	28%	9			
	So Cal Outreach	3	0%	33%	0%	33%	33%	0%	0%	0%	0%	42%	11			
12 Our company maintains an ongoing, quantifiable market evaluation process.	All	7	0%	0%	0%	29%	43%	14%	14%	0%	14%	52%	17			
	No Cal Outreach	4	0%	0%	0%	25%	50%	0%	25%	0%	25%	54%	20			
	So Cal Outreach	3	0%	0%	0%	33%	33%	33%	0%	0%	0%	50%	16			



QuadStrat Small Business (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



Finance		No.	NA	FREQUENCY OF RESPONSE							Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
				1	2	3	4	5	6							
13 We have sufficient financial resources to achieve our goals.	All	7	0%	29%	29%	14%	14%	0%	14%	0%	14%	40%	27	All	51%	23
	No Cal Outreach	4	0%	50%	50%	0%	0%	0%	0%	0%	0%	17%	0	No Cal Outre...	46%	28
	So Cal Outreach	3	0%	0%	0%	33%	33%	0%	33%	0%	33%	56%	25	So Cal Outre...	57%	16
14 Our company has consistently achieved our financial goals.	All	7	14%	0%	0%	29%	43%	14%	0%	0%	0%	47%	12			
	No Cal Outreach	4	25%	0%	0%	50%	0%	25%	0%	0%	0%	44%	19			
	So Cal Outreach	3	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
15 We conduct a "Cost/Benefit" analysis before we spend money on any business opportunity.	All	7	0%	0%	14%	0%	14%	29%	43%	0%	43%	64%	24			
	No Cal Outreach	4	0%	0%	25%	0%	0%	25%	50%	0%	50%	63%	31			
	So Cal Outreach	3	0%	0%	0%	0%	33%	33%	33%	0%	33%	67%	16			



Research & Development		No.	NA	FREQUENCY OF RESPONSE							Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
				1	2	3	4	5	6							
16 Our company allocates the necessary resources to support our research and development process.	All	7	0%	14%	0%	14%	0%	43%	29%	0%	29%	67%	18	All	66%	18
	No Cal Outreach	4	0%	25%	0%	25%	0%	25%	25%	0%	25%	61%	25	No Cal Outre...	61%	25
	So Cal Outreach	3	0%	0%	0%	0%	0%	67%	33%	0%	33%	72%	9	So Cal Outre...	72%	9



QuadStrat Small Business (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



Production		No.	NA	DK	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
					1	2	3	4	5	6						
17 Quality is embedded into our production process.	All	7	14%	0%	0%	0%	0%	14%	43%	29%	71%	86%	12	All	75%	23
	No Cal Outreach	4	25%	0%	0%	0%	0%	0%	50%	25%	75%	89%	9	No Cal Outre...	66%	30
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16	So Cal Outre...	83%	8
18 Our product or service production process is cost efficient.	All	7	14%	0%	14%	0%	0%	14%	57%	0%	57%	69%	26			
	No Cal Outreach	4	25%	0%	25%	0%	0%	25%	25%	0%	25%	56%	34			
	So Cal Outreach	3	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
19 Our product or service production process is flexible, fast, and responsive.	All	7	14%	0%	14%	0%	0%	14%	57%	0%	57%	69%	26			
	No Cal Outreach	4	25%	0%	25%	0%	0%	25%	25%	0%	25%	56%	34			
	So Cal Outreach	3	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			



Marketing		No.	NA	DK	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
					1	2	3	4	5	6						
20 Our company has a clearly defined marketing plan.	All	7	0%	0%	0%	0%	0%	71%	29%	0%	29%	71%	8	All	69%	15
	No Cal Outreach	4	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0	No Cal Outre...	60%	15
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9	So Cal Outre...	79%	7
21 Our marketing process reinforces our brand identity.	All	7	0%	14%	0%	14%	0%	29%	43%	0%	43%	69%	19			
	No Cal Outreach	4	0%	25%	0%	25%	0%	50%	0%	0%	0%	56%	19			
	So Cal Outreach	3	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
22 Our company consistently analyzes the "Return-on-Investment" (ROI) of our major marketing campaigns.	All	7	0%	0%	0%	14%	14%	29%	43%	0%	43%	67%	19			
	No Cal Outreach	4	0%	0%	0%	25%	25%	25%	25%	0%	25%	58%	21			
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9			



QuadStrat Small Business (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																
		FREQUENCY OF RESPONSE										Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
		No.	NA	DK	1	2	3	4	5	6						
23 Our sales teams or channels consistently achieve their goals.	All	7	0%	29%	0%	14%	14%	43%	0%	0%	0%	57%	14	All	63%	22
	No Cal Outreach	4	0%	50%	0%	0%	0%	50%	0%	0%	0%	67%	0	No Cal Outre...	62%	26
	So Cal Outreach	3	0%	0%	0%	33%	33%	33%	0%	0%	0%	50%	16	So Cal Outre...	65%	18
24 Our salespeople possess the necessary skills to achieve their goals.	All	7	0%	14%	0%	14%	14%	14%	14%	29%	43%	72%	27			
	No Cal Outreach	4	0%	25%	0%	25%	0%	25%	0%	25%	25%	67%	33			
	So Cal Outreach	3	0%	0%	0%	0%	33%	0%	33%	33%	67%	78%	25			
25 Our management team employs a well-defined sales management process.	All	7	0%	0%	0%	14%	14%	43%	29%	0%	29%	64%	17			
	No Cal Outreach	4	0%	0%	0%	25%	25%	25%	25%	0%	25%	58%	21			
	So Cal Outreach	3	0%	0%	0%	0%	0%	67%	33%	0%	33%	72%	9			
26 Our company effectively tracks sales activity from lead generation through closing.	All	7	0%	29%	14%	0%	14%	29%	0%	14%	14%	60%	30			
	No Cal Outreach	4	0%	50%	25%	0%	0%	0%	0%	25%	25%	58%	58			
	So Cal Outreach	3	0%	0%	0%	0%	33%	67%	0%	0%	0%	61%	9			



QuadStrat Small Business (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

 Not Applicable Don't Know Disagree Agree 																
Customer Service		FREQUENCY OF RESPONSE										Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
		No.	NA	DK	1	2	3	4	5	6						
27 Our customer service standards are clearly defined and documented.	All	7	0%	29%	0%	0%	14%	29%	29%	0%	29%	70%	13	All	68%	11
	No Cal Outreach	4	0%	50%	0%	0%	0%	25%	25%	0%	25%	75%	11	No Cal Outre...	69%	12
	So Cal Outreach	3	0%	0%	0%	0%	33%	33%	33%	0%	33%	67%	16	So Cal Outre...	68%	11
28 We consistently exceed our customer's expectations.	All	7	0%	14%	0%	0%	0%	57%	29%	0%	29%	72%	8			
	No Cal Outreach	4	0%	25%	0%	0%	0%	50%	25%	0%	25%	72%	9			
	So Cal Outreach	3	0%	0%	0%	0%	0%	67%	33%	0%	33%	72%	9			
29 Our company regularly obtains and evaluates customer feedback.	All	7	0%	0%	0%	0%	29%	43%	29%	0%	29%	67%	13			
	No Cal Outreach	4	0%	0%	0%	0%	50%	25%	25%	0%	25%	63%	15			
	So Cal Outreach	3	0%	0%	0%	0%	0%	67%	33%	0%	33%	72%	9			
30 Our company enjoys a higher rate of repeat business and referrals than our competitors.	All	7	0%	43%	0%	0%	14%	29%	14%	0%	14%	67%	13			
	No Cal Outreach	4	0%	50%	0%	0%	0%	25%	25%	0%	25%	75%	11			
	So Cal Outreach	3	0%	33%	0%	0%	33%	33%	0%	0%	0%	58%	11			



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Planning and Execution		No.	NA	FREQUENCY OF RESPONSE							Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
				DK	1	2	3	4	5	6						
31 Our company has clearly defined and prioritized our business goals.	All	7	0%	0%	0%	14%	14%	57%	14%	0%	14%	62%	15	All	61%	23
	No Cal Outreach	4	0%	0%	0%	25%	0%	50%	25%	0%	25%	63%	20	No Cal Outre...	55%	26
	So Cal Outreach	3	0%	0%	0%	0%	33%	67%	0%	0%	0%	61%	9	So Cal Outre...	66%	19
32 Our company has allocated the necessary capital, technology, and people to achieve our strategic goals.	All	7	0%	14%	0%	14%	29%	29%	14%	0%	14%	58%	17			
	No Cal Outreach	4	0%	25%	0%	0%	50%	25%	0%	0%	0%	56%	9			
	So Cal Outreach	3	0%	0%	0%	33%	0%	33%	33%	0%	33%	61%	25			
33 We execute our strategic goals.	All	7	0%	14%	14%	14%	0%	14%	43%	0%	43%	61%	29			
	No Cal Outreach	4	0%	25%	25%	25%	0%	0%	25%	0%	25%	44%	34			
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9			
34 Management routinely reviews the status of our strategic goals and objectives.	All	7	0%	29%	14%	0%	0%	14%	43%	0%	43%	67%	28			
	No Cal Outreach	4	0%	50%	25%	0%	0%	0%	25%	0%	25%	50%	47			
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9			
35 At our company, there are consequences when deadlines are missed.	All	7	0%	14%	29%	0%	0%	14%	43%	0%	43%	58%	32			
	No Cal Outreach	4	0%	25%	25%	0%	0%	0%	50%	0%	50%	61%	38			
	So Cal Outreach	3	0%	0%	33%	0%	0%	33%	33%	0%	33%	56%	34			



Required Technology		No.	NA	FREQUENCY OF RESPONSE							Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
				DK	1	2	3	4	5	6						
36 We currently have the technology we need to achieve our goals.	All	7	0%	0%	0%	14%	29%	0%	43%	14%	57%	69%	24	All	71%	19
	No Cal Outreach	4	0%	0%	0%	25%	25%	0%	50%	0%	50%	63%	25	No Cal Outre...	66%	19
	So Cal Outreach	3	0%	0%	0%	0%	33%	0%	33%	33%	67%	78%	25	So Cal Outre...	77%	20
37 Our company continues to identify and acquire new technologies that support our business.	All	7	0%	14%	0%	0%	0%	57%	14%	14%	29%	75%	13			
	No Cal Outreach	4	0%	25%	0%	0%	0%	50%	25%	0%	25%	72%	9			
	So Cal Outreach	3	0%	0%	0%	0%	0%	67%	0%	33%	33%	78%	19			



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Values Credibility		No.	NA	DK	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
					1	2	3	4	5	6						
38 Our employees clearly understand and embrace our company's values and beliefs.	All	7	0%	14%	0%	0%	0%	43%	43%	0%	43%	75%	9	All	72%	21
	No Cal Outreach	4	0%	25%	0%	0%	0%	50%	25%	0%	25%	72%	9	No Cal Outre...	68%	22
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9	So Cal Outre...	77%	20
39 Our company's business practices are carefully aligned with our values and beliefs.	All	7	0%	0%	0%	14%	0%	29%	14%	43%	57%	79%	24			
	No Cal Outreach	4	0%	0%	0%	25%	0%	50%	0%	25%	25%	67%	27			
	So Cal Outreach	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9			
40 Cynicism is virtually absent in our company.	All	7	0%	0%	0%	29%	14%	14%	29%	14%	43%	64%	26			
	No Cal Outreach	4	0%	0%	0%	25%	25%	0%	25%	25%	50%	67%	30			
	So Cal Outreach	3	0%	0%	0%	33%	0%	33%	33%	0%	33%	61%	25			



Management Modeling		No.	NA	DK	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
					1	2	3	4	5	6						
41 At our company, employees have confidence in our senior leadership.	All	7	0%	14%	0%	0%	0%	43%	29%	14%	43%	78%	13	All	84%	14
	No Cal Outreach	4	0%	25%	0%	0%	0%	50%	0%	25%	25%	78%	19	No Cal Outre...	85%	14
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9	So Cal Outre...	83%	14
42 Our company's senior leaders are honest.	All	7	0%	0%	0%	0%	0%	14%	29%	57%	86%	90%	13			
	No Cal Outreach	4	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	9			
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	0%	67%	67%	89%	19			



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		FREQUENCY OF RESPONSE										Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
		No.	NA	DK	1	2	3	4	5	6						
<div style="display: flex; justify-content: space-between; align-items: center;"> 22% 78% Not Applicable Don't Know Disagree Agree </div>																
Empowerment and Coaching																
43 At our company, authority to make decisions is given to the lowest appropriate level.	All	7	0%	0%	14%	0%	14%	14%	57%	0%	57%	67%	25	All	77%	21
	No Cal Outreach	4	0%	0%	25%	0%	0%	25%	50%	0%	50%	63%	31	No Cal Outre...	73%	22
	So Cal Outreach	3	0%	0%	0%	0%	33%	0%	67%	0%	67%	72%	19	So Cal Outre...	83%	18
44 At our company, delegation is viewed as a way to develop and motivate our employees.	All	7	0%	0%	0%	0%	14%	14%	29%	43%	71%	83%	19			
	No Cal Outreach	4	0%	0%	0%	0%	25%	0%	50%	25%	75%	79%	20			
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	0%	67%	67%	89%	19			
45 Our managers always show appreciation to employees for good performance.	All	7	0%	0%	0%	0%	0%	43%	14%	43%	57%	83%	16			
	No Cal Outreach	4	0%	0%	0%	0%	0%	50%	25%	25%	50%	79%	15			
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	0%	67%	67%	89%	19			

		FREQUENCY OF RESPONSE										Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
		No.	NA	DK	1	2	3	4	5	6						
<div style="display: flex; justify-content: space-between; align-items: center;"> 33% 17% 50% Not Applicable Don't Know Disagree Agree </div>																
Training & Development																
46 Our company invests in training.	All	7	0%	0%	0%	0%	14%	43%	43%	0%	43%	71%	12	All	73%	13
	No Cal Outreach	4	0%	0%	0%	0%	0%	75%	25%	0%	25%	71%	8	No Cal Outre...	75%	11
	So Cal Outreach	3	0%	0%	0%	0%	33%	0%	67%	0%	67%	72%	19	So Cal Outre...	71%	16
47 Our company ensures that all employees are taught the necessary skills to do their job.	All	7	0%	0%	0%	0%	29%	29%	43%	0%	43%	69%	14			
	No Cal Outreach	4	0%	0%	0%	0%	0%	50%	50%	0%	50%	75%	9			
	So Cal Outreach	3	0%	0%	0%	0%	67%	0%	33%	0%	33%	61%	19			
48 Our training programs improve our company's performance.	All	7	0%	57%	0%	0%	0%	0%	43%	0%	43%	83%	0			
	No Cal Outreach	4	0%	75%	0%	0%	0%	0%	25%	0%	25%	83%	0			
	So Cal Outreach	3	0%	33%	0%	0%	0%	0%	67%	0%	67%	83%	0			
49 Our training programs are well designed and structured.	All	7	0%	14%	0%	0%	14%	29%	29%	14%	43%	75%	17			
	No Cal Outreach	4	0%	25%	0%	0%	0%	50%	0%	25%	25%	78%	19			
	So Cal Outreach	3	0%	0%	0%	0%	33%	0%	67%	0%	67%	72%	19			



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Performance Management		No.	NA	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
				DK	1	2	3	4	5						6	
50 At our company, people are held accountable for their work.	All	7	0%	0%	0%	0%	14%	43%	29%	14%	43%	74%	16	All	67%	17
	No Cal Outreach	4	0%	0%	0%	0%	0%	75%	0%	25%	25%	75%	16	No Cal Outre...	66%	19
	So Cal Outreach	3	0%	0%	0%	0%	33%	0%	67%	0%	67%	72%	19	So Cal Outre...	69%	16
51 Employee goals include clear steps and timelines.	All	7	0%	0%	0%	14%	29%	29%	29%	0%	29%	62%	18			
	No Cal Outreach	4	0%	0%	0%	25%	25%	25%	25%	0%	25%	58%	21			
	So Cal Outreach	3	0%	0%	0%	0%	33%	33%	33%	0%	33%	67%	16			



Reward Systems		No.	NA	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
				DK	1	2	3	4	5						6	
52 Given our business goals, we are rewarding the appropriate skills and behaviors.	All	7	0%	14%	0%	0%	14%	57%	14%	0%	14%	67%	10	All	64%	22
	No Cal Outreach	4	0%	25%	0%	0%	0%	75%	0%	0%	0%	67%	0	No Cal Outre...	55%	23
	So Cal Outreach	3	0%	0%	0%	0%	33%	33%	33%	0%	33%	67%	16	So Cal Outre...	74%	16
53 Our company rewards employees fairly.	All	7	0%	14%	0%	14%	14%	14%	43%	0%	43%	67%	21			
	No Cal Outreach	4	0%	25%	0%	25%	25%	0%	25%	0%	25%	56%	25			
	So Cal Outreach	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9			
54 At our company, promotions are only given to the people that deserve them.	All	7	0%	14%	14%	14%	14%	0%	29%	14%	43%	61%	32			
	No Cal Outreach	4	0%	25%	25%	25%	0%	0%	25%	0%	25%	44%	34			
	So Cal Outreach	3	0%	0%	0%	0%	33%	0%	33%	33%	67%	78%	25			



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Organization Communication		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
55 Our company keeps employees well informed.	All	7	0%	0%	0%	29%	0%	29%	29%	14%	43%	67%	25	All	69%	22
	No Cal Outreach	4	0%	0%	0%	50%	0%	0%	25%	25%	50%	63%	34	No Cal Outre...	66%	29
	So Cal Outreach	3	0%	0%	0%	0%	0%	67%	33%	0%	33%	72%	9	So Cal Outre...	72%	8
56 Our company regularly communicates the status of our goals and objectives.	All	7	0%	0%	0%	14%	0%	43%	29%	14%	43%	71%	20			
	No Cal Outreach	4	0%	0%	0%	25%	0%	25%	25%	25%	50%	71%	28			
	So Cal Outreach	3	0%	0%	0%	0%	0%	67%	33%	0%	33%	72%	9			



Ability to Change		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
57 Our company manages change well.	All	7	0%	0%	29%	0%	0%	43%	29%	0%	29%	57%	28	All	62%	20
	No Cal Outreach	4	0%	0%	50%	0%	0%	25%	25%	0%	25%	46%	34	No Cal Outre...	56%	24
	So Cal Outreach	3	0%	0%	0%	0%	0%	67%	33%	0%	33%	72%	9	So Cal Outre...	70%	11
58 Our company effectively explains the reason for change.	All	7	0%	0%	0%	14%	0%	57%	29%	0%	29%	67%	16			
	No Cal Outreach	4	0%	0%	0%	25%	0%	50%	25%	0%	25%	63%	20			
	So Cal Outreach	3	0%	0%	0%	0%	0%	67%	33%	0%	33%	72%	9			
59 When change occurs, our company carefully explains how the change will affect employees.	All	7	0%	0%	0%	0%	43%	29%	29%	0%	29%	64%	14			
	No Cal Outreach	4	0%	0%	0%	0%	50%	25%	25%	0%	25%	63%	15			
	So Cal Outreach	3	0%	0%	0%	0%	33%	33%	33%	0%	33%	67%	16			



General Comments

Since we are family owned business it seems like family relations come before a well thought out business strategy and execution.
This is a great idea for getting everyone on the same page.