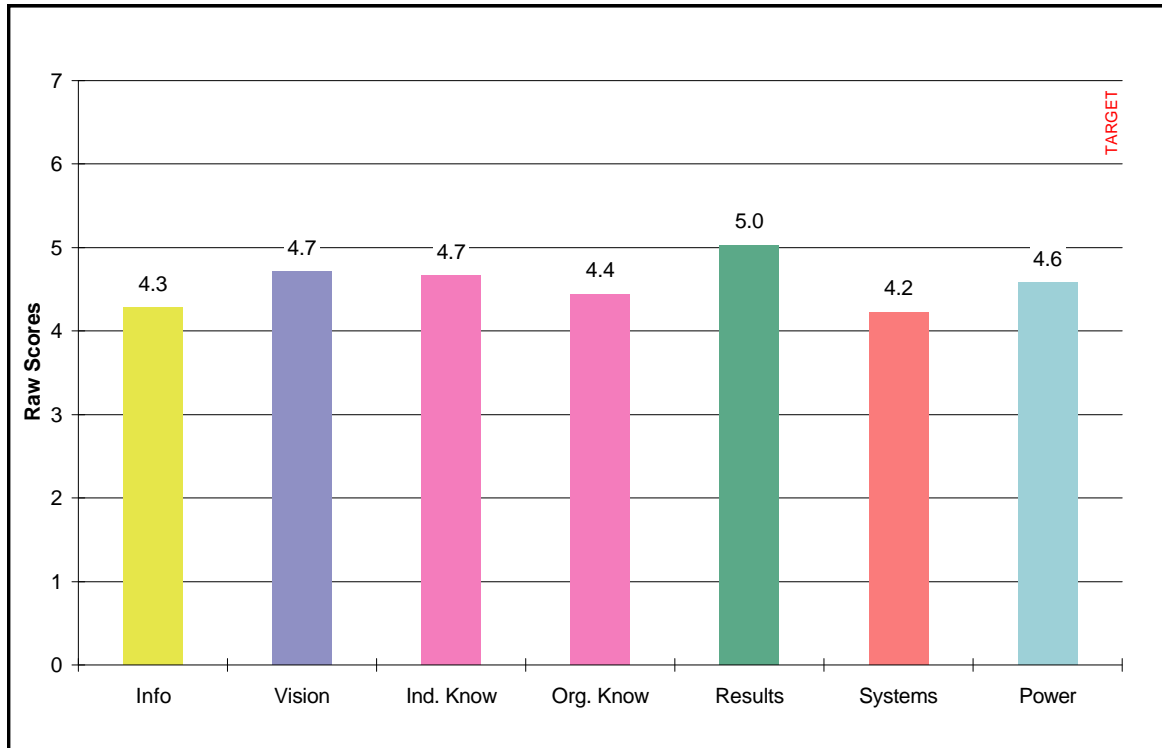


# Organization Summary

## HPO SCORES™ Scales



n=280

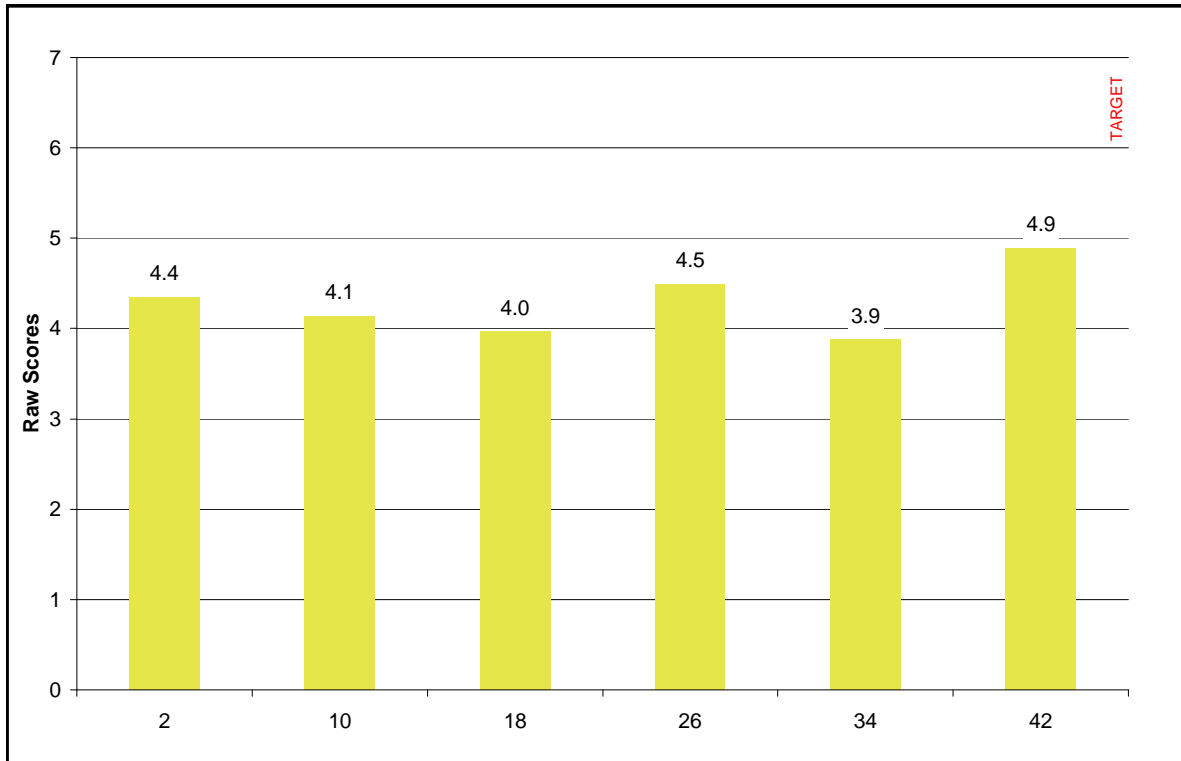
### RATING SCALE

- 1 Strongly Disagree
- 2 Disagree
- 3 Slightly Disagree
- 4 Neutral
- 5 Slightly Agree
- 6 Agree
- 7 Strongly Agree

- Shared Information and Open Communication
- Compelling Vision
- Individual Knowledge
- Organization Knowledge
- Relentless Focus on Customer Results
- Energizing Systems and Structures
- Shared Power and High Involvement

# Organization Summary

## Shared Information and Open Communication



n=280

### RATING SCALE

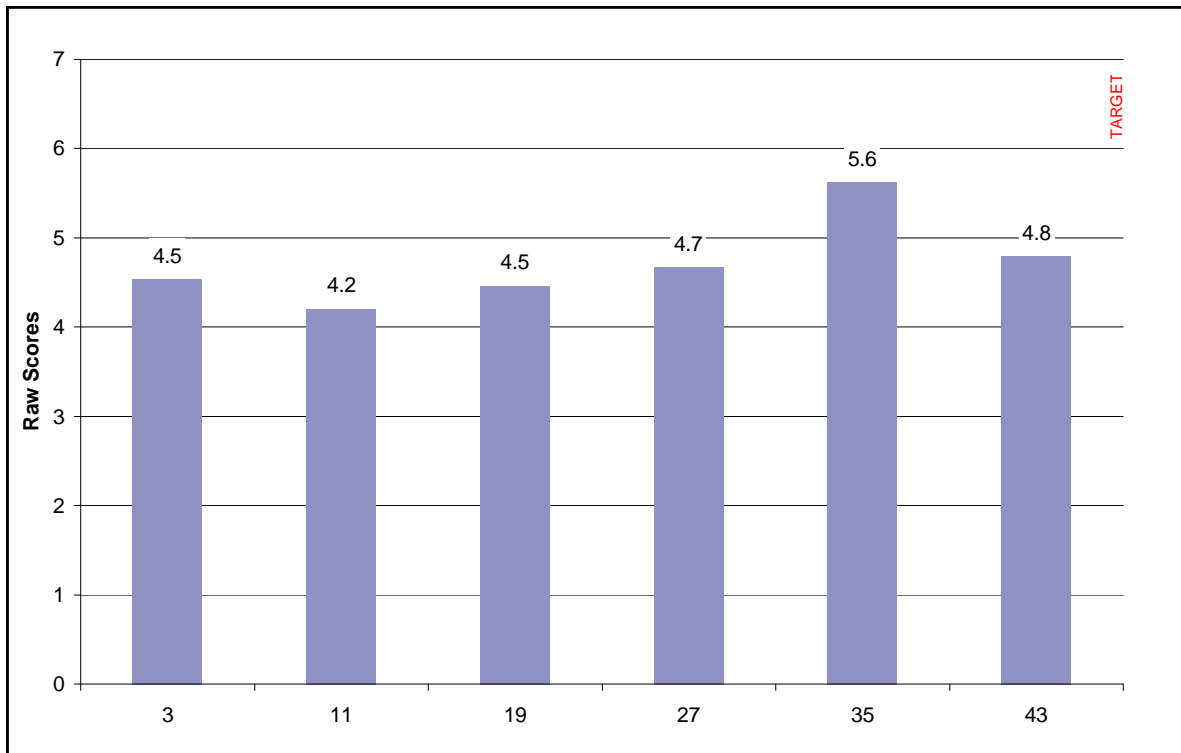
- 1 Strongly Disagree
- 2 Disagree
- 3 Slightly Disagree
- 4 Neutral
- 5 Slightly Agree
- 6 Agree
- 7 Strongly Agree

### ITEMS

- 2** Future business plans and strategies are communicated to us so that they are clearly understood.
- 10** Information on customer needs is continuously collected and distributed.
- 18** Measures of customer satisfaction are systematically collected and distributed.
- 26** Information about industry issues and needs is systematically collected and distributed.
- 34** Information about competitors and their best practices is made available.
- 42** I understand the strategic direction of our organization.

# Organization Summary

## Compelling Vision



n=280

### RATING SCALE

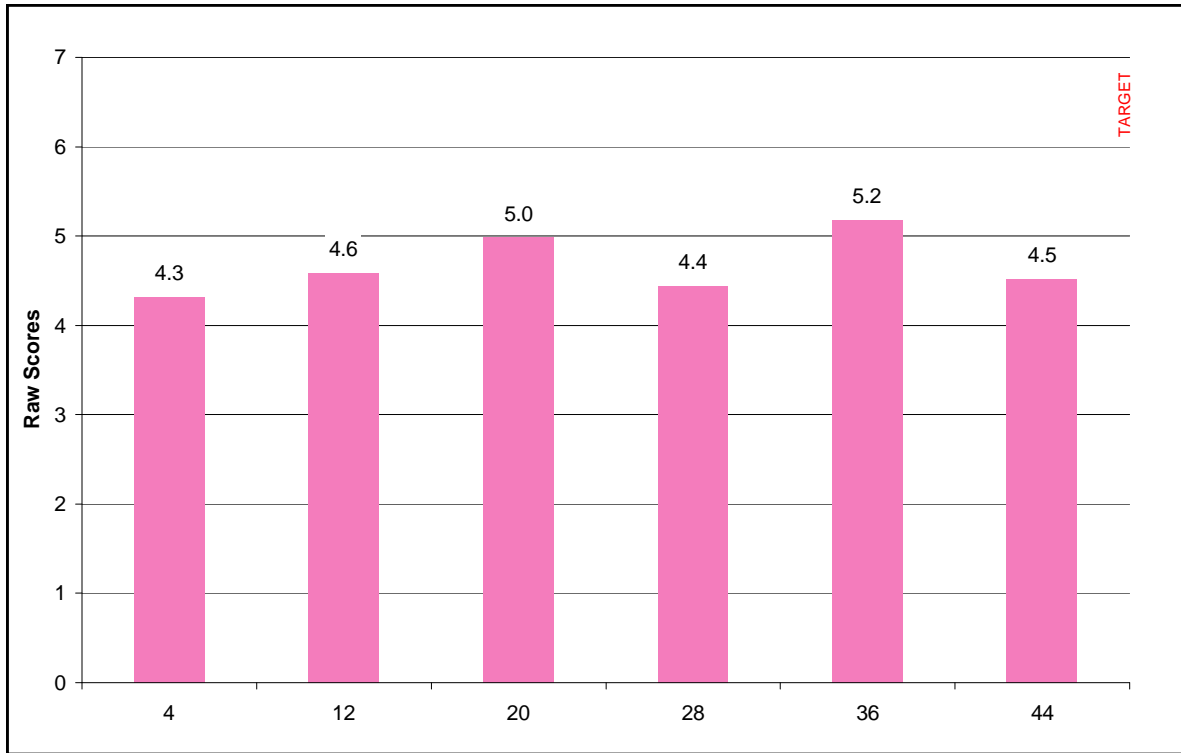
- 1 Strongly Disagree
- 2 Disagree
- 3 Slightly Disagree
- 4 Neutral
- 5 Slightly Agree
- 6 Agree
- 7 Strongly Agree

### ITEMS

- 3** A compelling purpose has been articulated.
- 11** We share a common vision for the future.
- 19** We have passion and energy around shared purpose and values.
- 27** We have a high level of passion and energy in our organization.
- 35** I see how I contribute to our organization's purpose and values.
- 43** I identify with the culture of our organization.

# Organization Summary

## Individual Knowledge



n=280

### RATING SCALE

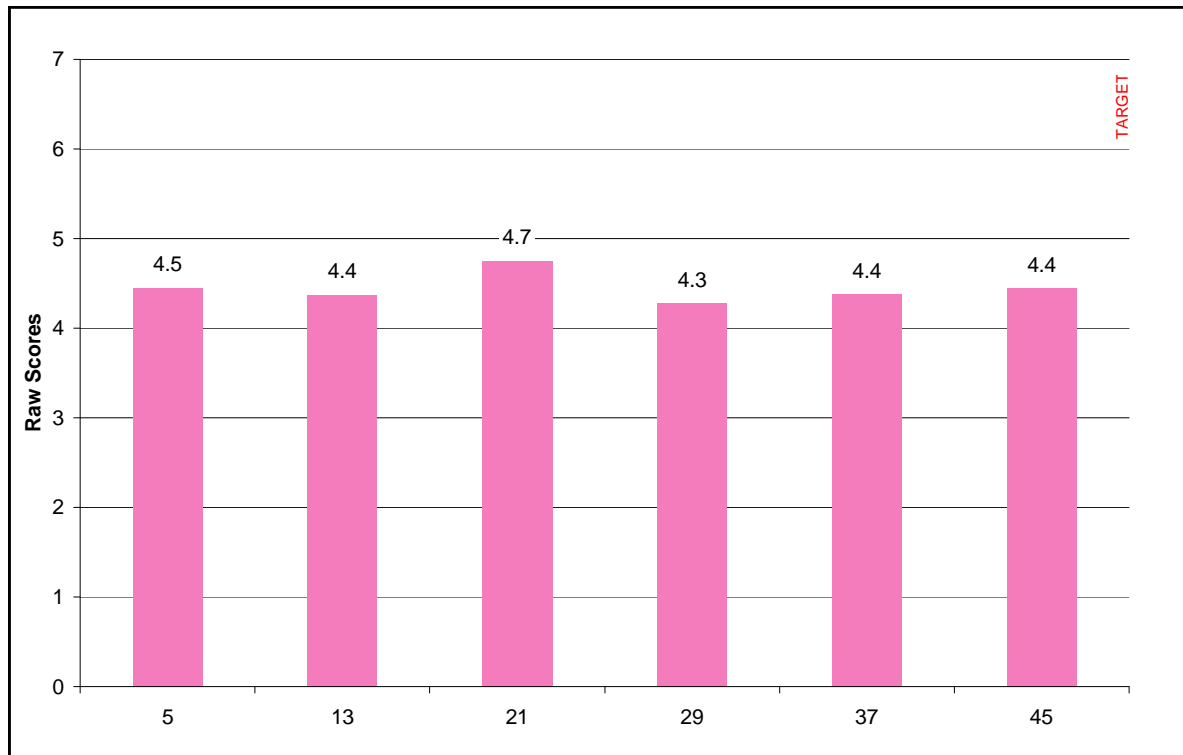
- 1 Strongly Disagree
- 2 Disagree
- 3 Slightly Disagree
- 4 Neutral
- 5 Slightly Agree
- 6 Agree
- 7 Strongly Agree

### ITEMS

- 4** We are treated as appreciating assets who grow more valuable with experience and knowledge.
- 12** Developing individual knowledge and skills is a high priority in our organization.
- 20** Learning and development opportunities are available and accessible.
- 28** Continuous improvement and learning are emphasized for everyone.
- 36** We have opportunities to increase our knowledge and skills in our organization.
- 44** Management practices support development of our knowledge and skills.

# Organization Summary

## Organization Knowledge



n=280

### RATING SCALE

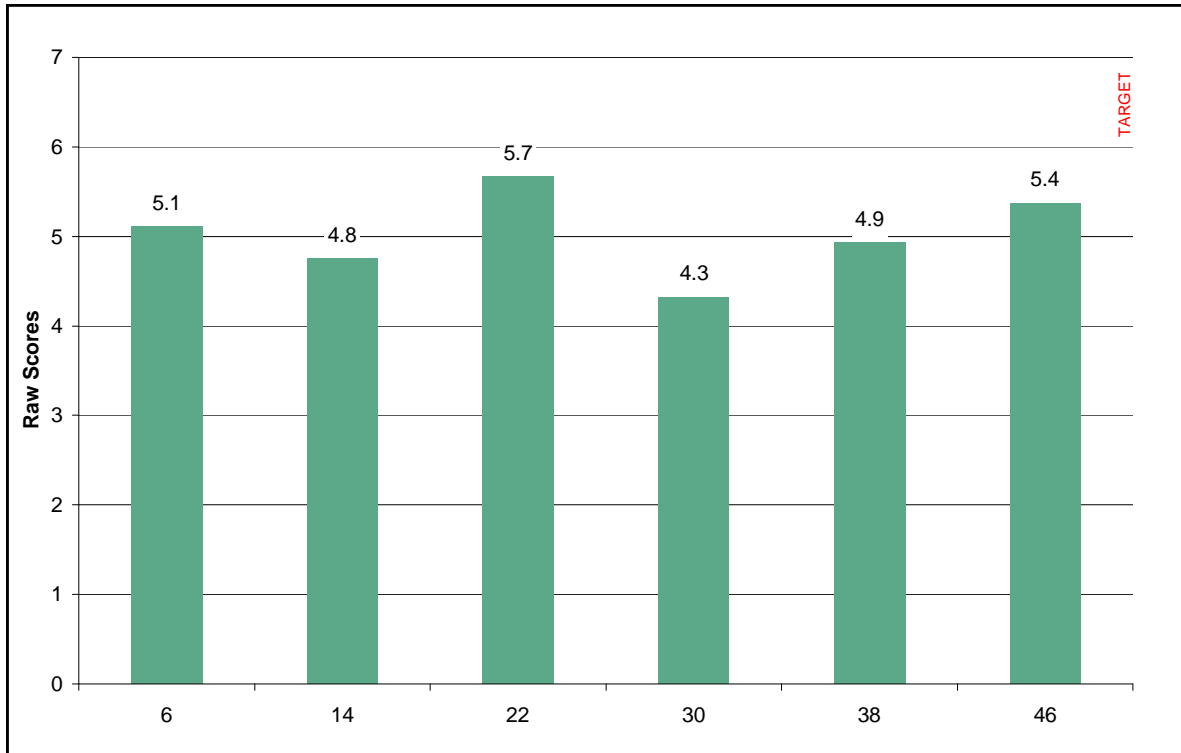
- 1 Strongly Disagree
- 2 Disagree
- 3 Slightly Disagree
- 4 Neutral
- 5 Slightly Agree
- 6 Agree
- 7 Strongly Agree

### ITEMS

- 5** Learning through collaboration among work units is common.
- 13** Processes are in place to share learnings and communicate best practices.
- 21** We frequently seek innovative approaches to improve results.
- 29** Time for team development is supported.
- 37** Training in understanding business processes is provided.
- 45** Processes are in place that support collaboration.

# Organization Summary

## Relentless Focus on Customer Results



n=280

**RATING SCALE**

- 1 Strongly Disagree
- 2 Disagree
- 3 Slightly Disagree
- 4 Neutral
- 5 Slightly Agree
- 6 Agree
- 7 Strongly Agree

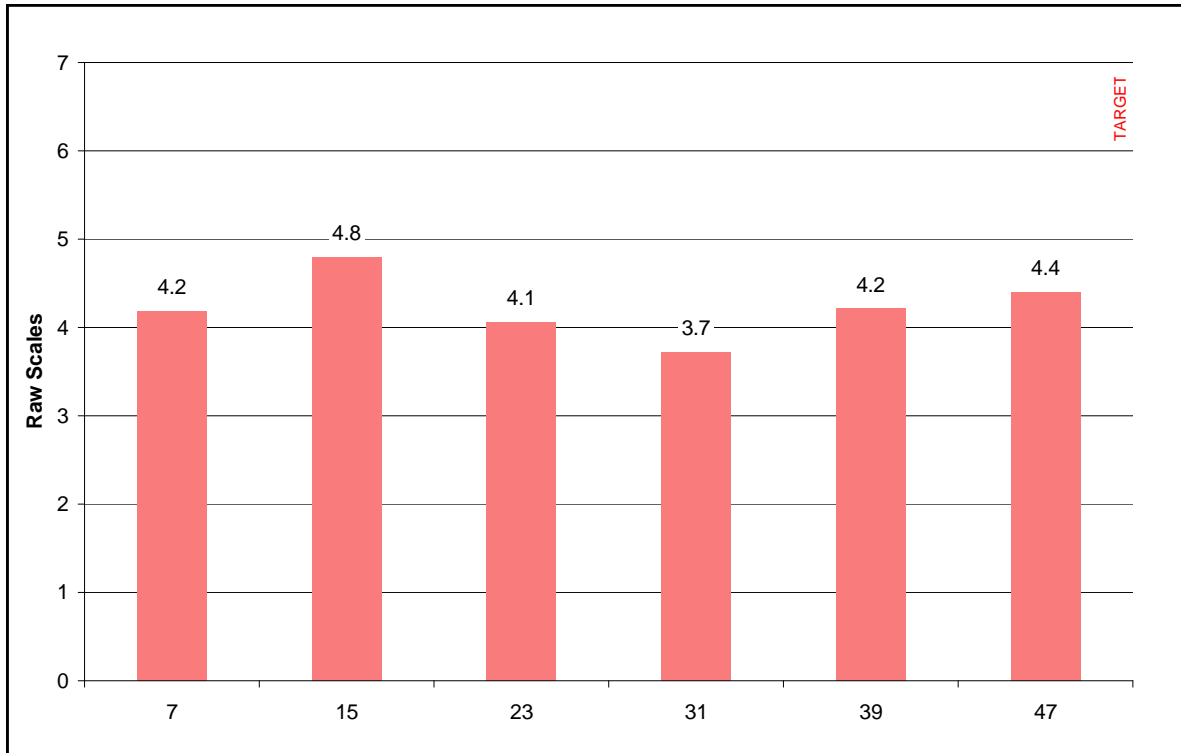
**ITEMS**

- 6** Customer needs and trends drive innovation, new products, and services.
- 14** New products and services are developed in anticipation of customer needs.
- 22** Customer service is a low priority in our organization.\*
- 30** Internal cross-functional relationships are organized around customer needs.
- 38** Innovations and processes are developed to make it easier for customers to do business with us.
- 46** Quality products are a high priority in our organization.

\* Data Reversed

# Organization Summary

## Energizing Systems and Structures



n=280

### RATING SCALE

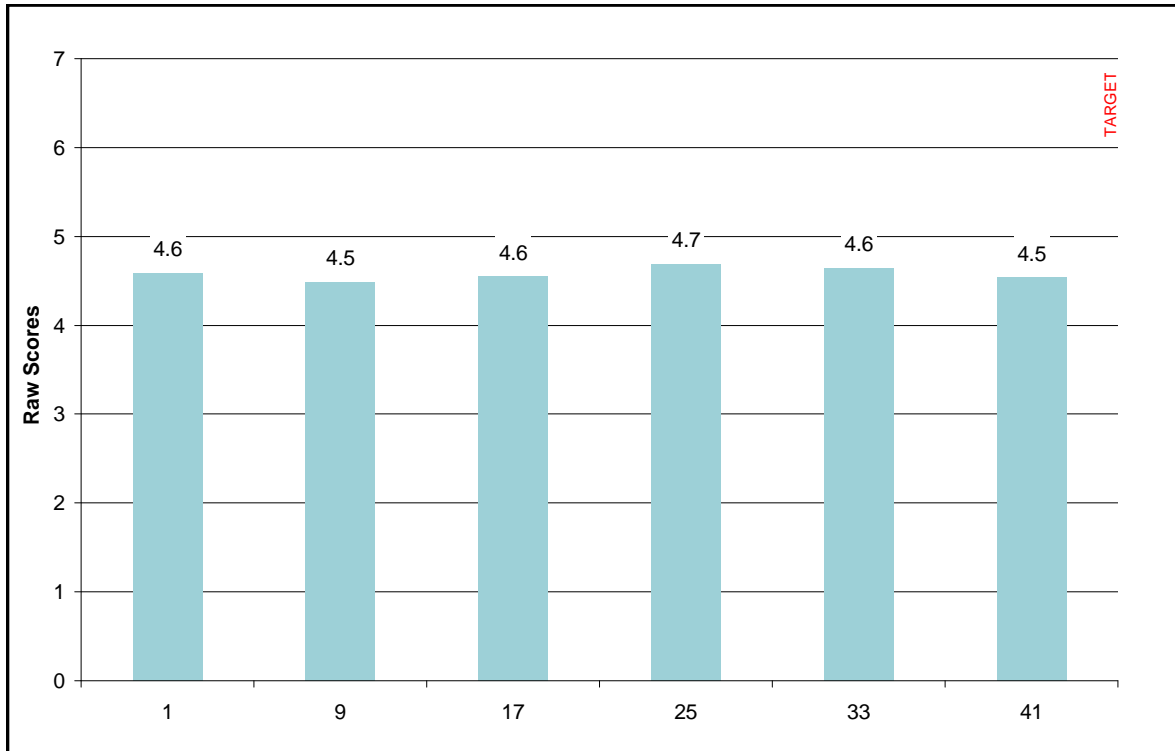
- 1 Strongly Disagree
- 2 Disagree
- 3 Slightly Disagree
- 4 Neutral
- 5 Slightly Agree
- 6 Agree
- 7 Strongly Agree

### ITEMS

- 7** Communication and feedback systems are aligned with our organization's purpose, values, and goals, which makes it easier to get the job done.
- 15** Information and technology systems are aligned with our organization's purpose, values, and goals, which makes it easier to get the job done.
- 23** Accountability and performance management systems are aligned with our organization's purpose, values, and goals, which makes it easier to get the job done.
- 31** Recognition and reward systems are aligned with our organization's purpose, values, and goals, which makes it easier to get the job done.
- 39** Organization structures are aligned with our organization's purpose, values, and goals, which makes it easier to get the job done.
- 47** Policies, practices, and processes are aligned with our organization's purpose, values, and goals, which makes it easier to get the job done.

# Organization Summary

## Shared Power and High Involvement



n=280

### RATING SCALE

- 1 Strongly Disagree
- 2 Disagree
- 3 Slightly Disagree
- 4 Neutral
- 5 Slightly Agree
- 6 Agree
- 7 Strongly Agree

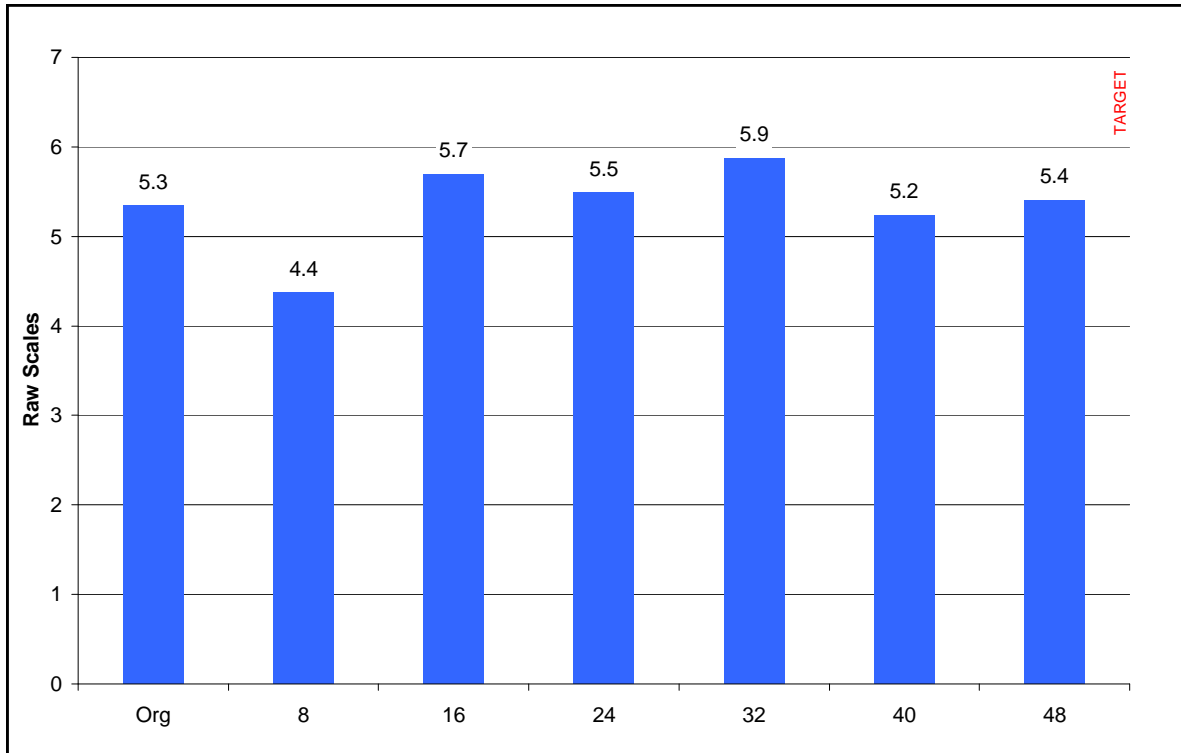
### ITEMS

- 1** Teams are a vehicle through which we share power and influence decisions.
- 9** We work together productively, regardless of levels and functions.
- 17** When involved in problem solving or discussion about the business, we engage in dialogue and communicate with each other openly.
- 25** Team members are involved in ensuring quality and measuring progress towards goals.
- 33** Collaboration among work units is rare.\*
- 41** Leadership practices support collaboration and involvement.

\* Data Reversed

# Organization Summary

## Critical Components



n=280

**RATING SCALE**

- 1 Strongly Disagree
- 2 Disagree
- 3 Slightly Disagree
- 4 Neutral
- 5 Slightly Agree
- 6 Agree
- 7 Strongly Agree

**ITEMS**

- 8** I am satisfied with our organization.
- 16** I am proud to be a member of this organization.
- 24** I feel a commitment to the organization as more than "just a place to work."
- 32** I will go out of my way to help make our organization successful.
- 40** Over the long term, our organization achieves outstanding results.
- 48** We make every effort to maintain a high level of performance.