

SAMPLE COMPANY

Organizational Assessment Review Report

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Report developed by

Ron Ford

Strategic Resources

in conjunction with Terry Anderson, Consulting Resource Group

(760) 634-6976

Sample Company

Organizational Assessment Review Report

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I. Introduction

The following report summarizes the results of the Organizational Assessment Review for Sample Company. This comprehensive assessment is designed to allow you and your leadership team to benchmark the organization in 10 critical arenas.

II. OAR Category Scores and Rankings

A. Overview

The 10 categories of the OAR are summarized below according to total composite scores (based on percent of 100 possible points) of all participants for each category, and according to each category's ranking compared with the others.

B. Summary of OAR Scores

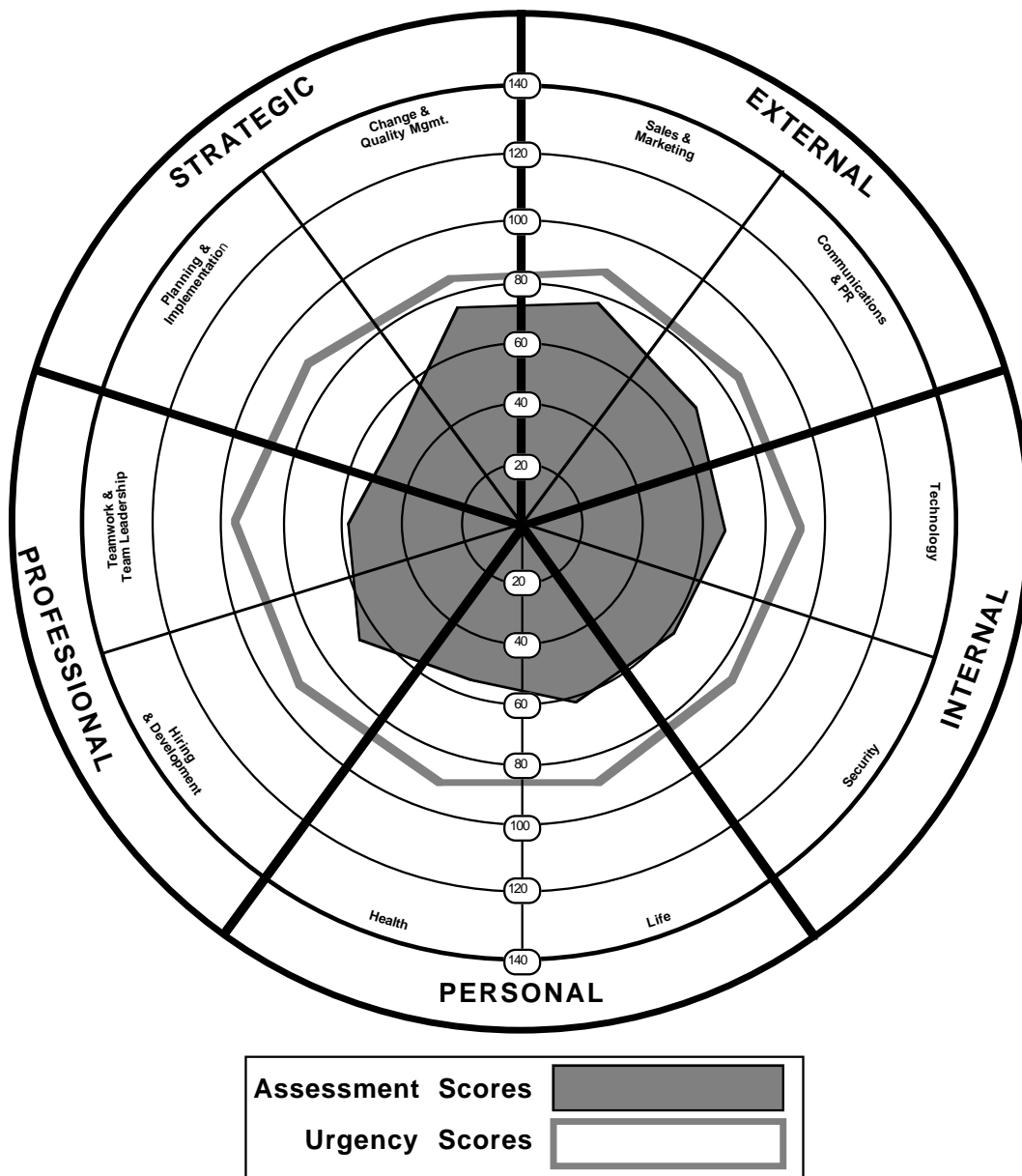
OAR CATEGORY SCORES AND RANKINGS					
Strategic Arena:		Total Percentage Score:	Rank	Urgency	Rank
1. Planning and Implementation		40%	9	64%	5
2. Change and Change Management		53%	2	60%	10
External Arena:					
3. Sales and Marketing		56%	1	64%	6
4. Communications and Public Relations		50%	3	63%	8
Internal Arena:					
5. Technology		48%	5	66%	2
6. Security		44%	7	61%	9
Personal Arena:					
7. Life		44%	6	63%	7
8. Health		40%	10	64%	4
Professional Arena:					
9. Hiring and Development		48%	4	66%	3
10. Teamwork and Team Leadership		42%	8	68%	1
		Assessment Total Score:	46%		

III. Graphic Overview of OAR Category Results

A. Overview

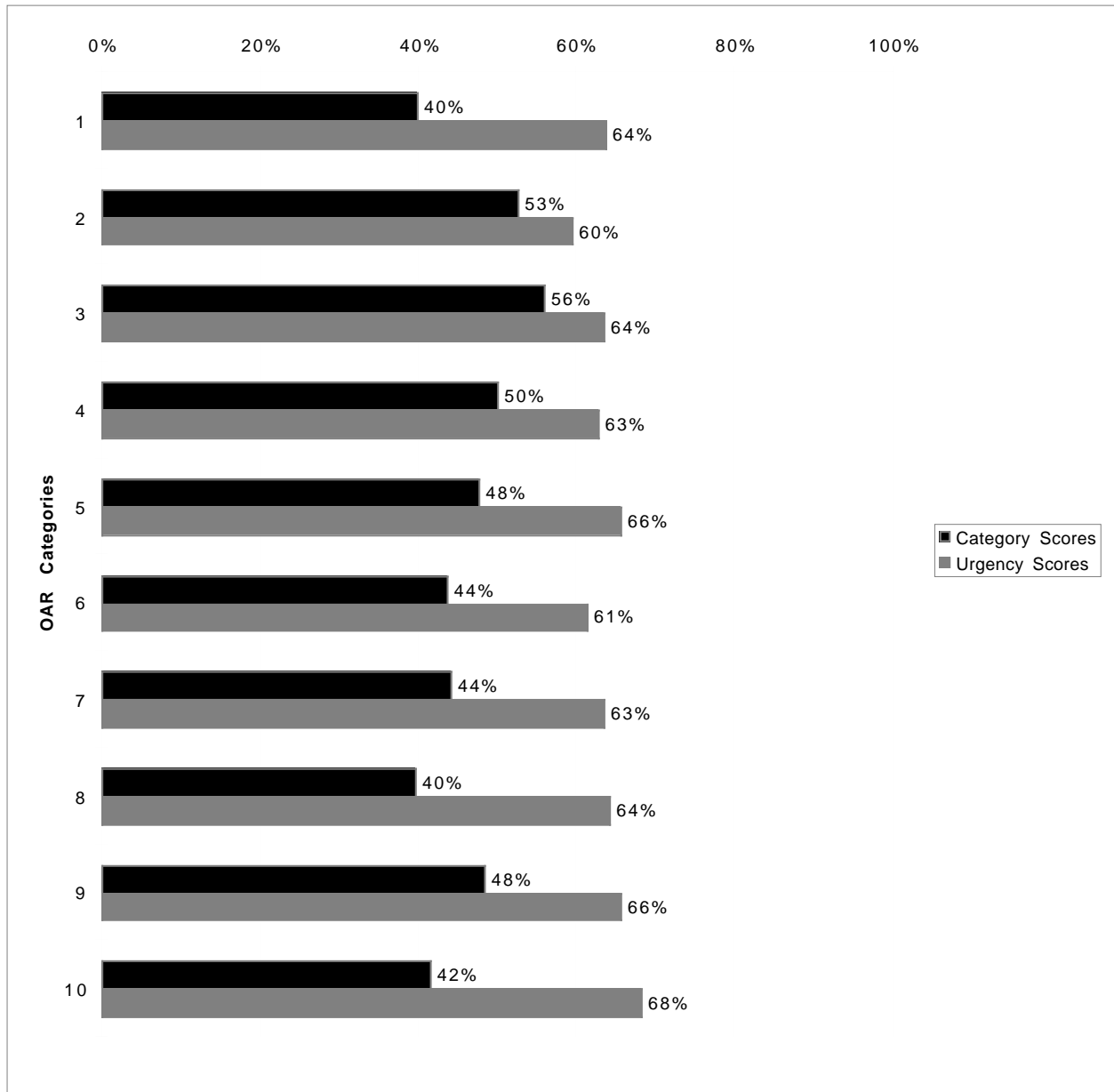
The 10 categories of the OAR are graphically summarized below to show the relative strengths and weaknesses of the categories to each other.

B. Graphic Summary of OAR Scores



III. Graphic Overview of OAR Category Results (continued)

B. Graphic Summary of OAR Scores (continued)



Key: The Ten OAR Categories

1 Planning and Implementation	6 Security
2 Change and Quality Management	7 Life
3 Sales and Marketing	8 Health
4 Communications and Public Relations	9 Hiring and Development
5 Technology	10 Teamwork and Team Leadership

IV. OAR Category Results

A. Overview

The data collected from the planning team members for each of the 10 OAR categories are summarized in detail below for each category, within each Arena.

B. Strategic Arena

1. Category One Assessment Results

STRATEGIC ARENA SCORES											Most Agreement		Most Urgent		
1. Planning and Implementation											Most Agreement		Most Urgent		
Category Questions	Participants' Scores										Total	Rank	Urgency	Rank	
	1	2	3	4	5	6	7	8	9	10	11				
a. We have a clear, written set of strategic priorities.	4	7	3	5	1	9	5	3	3	3	4	47	9	94	4
b. We have a very well-defined strategic process.	4	7	3	5	8	5	3	3	3	3	4	48	8	94	4
c. We regularly make clear, written action plans which are the implementation of the strategic priorities articulated in our planning process.	6	7	1	5	8	3	5	3	4	3	5	50	5	91	6
d. We have a solid monthly tracking system and meeting, which benchmarks our progress against the written action plans.	4	7	1	4	1	3	3	3	1	3	4	34	10	103	1
e. Our strategic priorities get implemented in a timely, predictable fashion.	8	8	6	3	1	3	5	3	6	3	3	49	6	101	2
f. Our scarce resources are deployed to high-yield arenas.	9	7	8	7	5	8	9	4	9	4	7	77	2	77	9
g. Flexibility is demonstrated when addressing new priorities.	8	8	8	8	10	10	9	3	8	3	7	82	1	72	10
h. Our organization has a clear vision and goals which are communicated to all, and enlisted in by all.	4	8	8	5	5	5	3	2	2	2	5	49	6	96	3
i. Our executives possess strong planning capabilities.	2	8	5	6	10	7	5	8	5	8	2	66	3	82	7
j. We have a mechanism which resolves existing conflicts and which surfaces real agendas and needs.	3	8	5	2	10	3	7	5	5	5	4	57	4	80	8
Participants' Individual Totals	52	75	48	50	59	56	54	37	46	37	45	55.9		89	

IV. OAR Category Results (continued)

B. Strategic Arena (continued)

2. Category Two Assessment Results

STRATEGIC ARENA SCORES															
2. Change and Change Management											Most Agreement		Most Urgent		
Category Questions	Participants' Scores										Total	Rank	Urgency	Rank	
	1	2	3	4	5	6	7	8	9	10	11				
a. We have the capabilities for making complex changes.	6	8	7	5	10	10	5	7	6	7	5	76	6	75	9
b. We have an excellent record of successful major changes.	6	8	9	6	10	10	7	6	6	6	6	80	4	78	7
c. We have a strong and effective product/services quality system.	6	8	8	5	10	8	8	9	7	9	7	85	3	70	10
d. All employees know how to improve their processes so that internal and external customers' expectations are exceeded.	7	6	7	3	5	4	8	3	4	3	4	54	10	101	1
e. We know and achieve customer-focused quality targets for our business processes.	6	7	7	3	8	8	8	6	4	6	5	68	7	79	6
f. We have a quick and effective new product/services development process.	1	8	7	3	8	5	8	6	7	6	4	63	8	80	5
g. We know who our customers are, who our potential customers are, and what they need.	5	9	10	7	10	10	9	7	8	7	6	88	1	78	7
h. We know how to translate customer needs into successful products and services. Our track record proves this.	4	8	7	7	10	7	9	7	6	7	6	78	5	83	4
i. All employees have technical tools to analyze quality improvement opportunities, and to make these improvements happen.	8	7	5	6	5	3	5	5	4	5	3	56	9	97	2
j. We have creativity and innovation tools and techniques to solve problems and create new products and services.	7	9	8	6	10	10	6	8	9	8	6	87	2	92	3
Participants' Individual Totals	56	78	75	51	86	75	73	64	61	64	52	73.5		83.3	

IV. OAR Category Results (continued)

C. External Arena

1. Category Three Assessment Results

EXTERNAL ARENA SCORES															
3. Sales and Marketing											Most Agreement		Most Urgent		
Category Questions	Participants' Scores										Total	Rank	Urgency	Rank	
	1	2	3	4	5	6	7	8	9	10	11				
a. We have a clearly defined set of market segments for our products/services.	2	9	10	8	10	8	5	7	8	7	6	80	5	83	7
b. For each market segment, we have a clearly defined business development process, focused on selling each product type to the decision-makers that are most involved in making a purchase decision.	2	9	8	7	10	10	7	8	5	8	4	78	6	82	8
c. Our business development process(es) allow us to track the quality and quantity of our sales and marketing efforts, thus providing a high degree of predictability.	2	8	5	5	6	7	5	8	3	8	4	61	10	93	3
d. We have a clear understanding of the tangible reasons why clients purchase from us. (Those features and other attributes about our products or services that meet the business-related needs of the client.)	7	10	5	6	10	10	8	7	8	7	6	84	3	82	8
e. We have a very clear understanding of the intangible reasons why clients purchase from us. (The emotional, non-product specific reasons why they buy.)	7	8	5	4	10	10	7	6	8	6	5	76	8	82	8
f. Our marketing and sales efforts clearly differentiate us from our competitors.	9	9	8	7	10	10	8	7	5	7	6	86	2	91	5
g. New products and services are developed quickly to respond to newly discovered customer needs.	4	9	9	7	8	8	9	7	7	7	3	78	6	89	6
h. Our products and services are innovative, flexible, and anticipate future trends.	7	9	10	7	10	8	9	8	7	8	7	90	1	92	4
i. We conduct surveys of our customers' satisfaction and needs on a regular basis and connect this information to our marketing strategic plan.	2	8	8	4	5	5	5	8	9	8	5	67	9	100	1
j. We have a well-trained, high performing sales team and team leader.	6	9	10	6	10	9	7	6	6	6	7	82	4	95	2
Participants' Individual Totals	48	88	78	61	89	85	70	72	66	72	53	78.2		88.9	

IV. OAR Category Results (continued)

C. External Arena (continued)

2. Category Four Assessment Results

EXTERNAL ARENA SCORES																										
4. Communications and Public Relations												Participants' Scores				Most Agreement		Most Urgent								
Category Questions												1	2	3	4	5	6	7	8	9	10	11	Total	Rank	Urgency	Rank
a. We have structured our communications—advertising, public relations, promotions, and merchandising—activities to support the business strategy, including our marketing and sales force.												4	9	8	7	10	7	8	5	5	5	5	73	5	83	9
b. We use all appropriate media channels well.												3	8	8	5	10	1	5	3	5	3	5	56	10	83	9
c. We attend the most important conventions, conferences, and special events well.												5	9	8	3	10	9	5	2	2	2	5	60	9	98	1
d. We craft the messages we send and the communications we issue from the viewpoint of our customers and other "outside" constituents—not from our point of view—with the assistance of those who can help us see the true picture.												2	9	8	8	10	1	5	7	2	7	4	63	7	85	6
e. We deliver the information about ourselves, aiming the messages to the individuals in each group we must target by using the same media our customers and other "publics" rely on as well as the channels of delivery that they access.												3	9	10	7	10	3	7	6	5	6	5	71	6	84	7
f. We have a brochure and information kit about the organization that tells our public(s) who we are, what we do, how we're different, giving them reasons to select our brand, to contract for our services, or to do business with us.												1	9	8	8	10	8	8	8	8	8	6	82	1	84	7
g. We develop opportunities for two-way connections, again, using the media that makes sense to the people we are trying to reach—phone, e-mail, formal correspondence, face-to-face and so forth.												5	9	8	7	10	9	8	6	5	6	6	79	2	93	2
h. We have established the communications function as a management priority, with a person or department having oversight of the process, message development and delivery to the customers and other constituents who make our business a success.												1	9	8	5	8	5	8	5	4	5	5	63	7	89	4
i. In all of our communications, we articulate clearly the unique selling proposition of our organization, our products, and our services by clearly stating what it is that we offer, unique features, and appropriate benefits to customers and others.												4	9	8	8	10	5	8	7	6	7	6	78	3	93	2
j. We utilize client testimonials and customer feedback to maximize advantage.												1	9	10	5	10	3	9	7	9	7	6	76	4	86	5
Participants' Individual Totals												29	89	84	63	98	51	71	56	51	56	53	70.1		87.8	

IV. OAR Category Results (continued)

D. Internal Arena

1. Category Five Assessment Results

INTERNAL ARENA SCORES															
5. Technology	Participants' Scores										Most Agreement		Most Urgent		
Category Questions	1	2	3	4	5	6	7	8	9	10	11	Total	Rank	Urgency	Rank
a. Our Information Systems (I/S) organization is highly responsive to the technology needs of the enterprise.	3	9	5	7	6	5	7	6	6	6	5	65	5	85	9
b. The technology we use is designed specifically for our business.	7	9	8	7	10	9	8	8	4	8	5	83	1	85	9
c. We effectively use technology in identifying problems and making critical decisions.	4	9	8	7	10	8	9	6	4	6	5	76	2	92	5
d. We take advantage of and exploit the potential of the Internet and Intranet.	4	6	7	7	10	9	5	1	5	1	4	59	8	88	8
e. We implement changes to software and hardware quickly, efficiently, and effectively.	1	8	5	7	6	8	5	2	7	2	5	56	9	98	2
f. Our use of technology allows us to quickly and effectively support changes and continuous improvements in our enterprise processes.	5	8	8	7	10	8	7	6	5	6	6	76	2	91	7
g. We use technology to communicate with our customers.	3	8	5	5	8	8	8	3	6	3	5	62	6	92	5
h. We are taking maximum advantage of the latest innovations in technology.	2	9	5	5	10	7	7	2	7	2	5	61	7	99	1
i. We effectively use technology for instantaneous communications throughout the enterprise.	5	9	5	5	4	7	5	2	8	2	4	56	9	95	3
j. Technology provides us with the strategic tools we need to quickly capitalize on new markets, manage enterprise change, and maintain our advantage when competitors innovate.	6	9	8	7	10	7	6	5	6	5	5	74	4	94	4
Participants' Individual Totals	40	84	64	64	84	76	67	41	58	41	49	66.8		91.9	

IV. OAR Category Results (continued)

D. Internal Arena (continued)

2. Category Six Assessment Results

INTERNAL ARENA SCORES															
6. Security	Participants' Scores										Most Agreement		Most Urgent		
Category Questions	1	2	3	4	5	6	7	8	9	10	11	Total	Rank	Urgency	Rank
a. Current security policies and procedures are accessible, understood, agreed upon, and effective.	6	7	5	3	10	2	5	7	6	7	4	62	6	92	2
b. Employee selection, orientations, and training is rigorous, thorough, and effectively detects, prevents, and corrects security problems.	4	7	8	3	10	2	5	7	4	7	6	63	5	90	3
c. Security threats or risks are quickly detected, identified and any incident of violence or harassment is swiftly addressed.	5	8	10	3	10	3	10	6	5	6	6	72	4	90	3
d. The security department has communicated and effectively implements policies and procedures regarding lost and found items, smoking, entering the building after hours, and immediate or emergency health care (CPR, first aid, etc.)	1	7	6	3	1	1	9	5	6	5	6	50	7	78	9
e. Effective measures are in place to communicate, protect, and dispose of information so that only authorized personnel have access to confidential information.	1	8	5	3	10	1	8	1	2	1	4	44	9	102	1
f. There are effective centralized policies and programs in place for the copyrights, purchase, distribution, installation, and training for software and hardware.	7	7	5	3	1	5	-	5	2	5	4	44	9	81	7
g. Access to the Internet is provided and used only for activities that effectively enhance job performance.	5	7	8	7	1	1	-	3	8	3	4	47	8	82	6
h. The physical layout of the building(s), locks, and security devices is such that it effectively controls access to restricted areas and contributes to a safe and secure environment.	8	7	9	6	10	3	8	8	8	8	3	78	1	81	7
i. The physical layout of the surrounding grounds and parking area(s) is such that it effectively contributes to the protection and safety of staff and members of the public.	6	7	9	6	10	2	5	8	7	8	6	74	3	75	10
j. Electronic security measures (such as alarms and video cameras) provide effective detection and prevention of security threats and intrusions.	8	7	7	6	10	7	9	6	6	6	6	78	1	89	5
Participants' Individual Totals	51	72	72	43	73	27	59	56	54	56	49	61.2		86	

IV. OAR Category Results (continued)

E. Personal Arena

1. Category Seven Assessment Results

PERSONAL ARENA SCORES															
7. Life	Participants' Scores											Most Agreement		Most Urgent	
Category Questions	1	2	3	4	5	6	7	8	9	10	11	Total	Rank	Urgency	Rank
a. Our people do not work chronically long hours.	5	9	8	5	10	3	2	1	6	1	6	56	8	87	7
b. Outside personal activities are encouraged and supported.	6	9	8	7	10	8	3	3	4	3	8	69	3	99	1
c. Community service is encouraged and supported.	3	9	5	3	1	1	3	5	4	5	2	41	10	71	10
d. Family situations and needs are handled sensitively and with respect.	3	9	8	7	10	5	8	3	7	3	7	70	2	88	5
e. Our people reflect well being at work and have a record of personal health.	6	9	7	7	10	5	8	3	7	3	6	71	1	88	5
f. We promote a unique corporate culture that encompasses all levels, and matches our organization's purpose and mission.	4	9	4	4	5	5	6	2	7	2	5	53	9	90	4
g. We provide opportunities for all employees to clarify their strengths, interests, sense of purpose and career.	5	8	6	6	10	3	8	5	6	5	5	67	4	85	9
h. We provide opportunity for people who work here to plan to live a fulfilled, balanced life and career.	6	8	5	5	10	3	8	3	8	3	6	65	6	87	7
i. Our people are excited about working for us.	4	7	8	7	10	3	5	4	8	4	7	67	4	98	2
j. The management/personnel of our organization effectively model a living in their personal lives that inspires and encourages our employees, associates, etc.	5	8	8	7	6	3	3	3	5	3	6	57	7	95	3
Participants' Individual Totals	47	85	67	58	82	39	54	32	62	32	58	61.6		88.8	

IV. OAR Category Results (continued)

E. Personal Arena (continued)

2. Category Eight Assessment Results

PERSONAL ARENA SCORES																
8. Health	Category Questions	Participants' Scores										Most Agreement		Most Urgent		
		1	2	3	4	5	6	7	8	9	10	11	Total	Rank	Urgency	Rank
a.	Our organization has incurred, as a part of its strategic plan, goals to minimize work stress and proactively promote the health and wellness of its employees.	3	7	4	4	5	3	3	4	7	4	4	48	7	90	4
b.	Someone in our organization has the responsibility, authority and budget to assess and address any factors tht can be demonstrated to interfere with physical health, productivity or morale of employees.	3	6	4	4	1	3	6	3	8	3	3	44	9	88	6
c.	We have an adequate employee benefits program that includes health insurance, dental work, eye and hearing examinations and prescriptions, and an employee assistance program that addresss personal concerns about the job, family and emotional health.	3	7	4	4	1	5	2	5	4	5	8	48	7	89	5
d.	When employees at all levels have work related health, safety, productivity, or morale concerns they have a responsive, problem-solving advocate to hear and communicate their concerns to those who have the capacity to resolve them.	1	7	6	4	10	5	8	7	7	7	6	68	2	85	8
e.	There is ample oppportunity in this organization to learn about health, safety, and morale to enhance knowledge and skills through training, education, and on the job coaching—people here are encouraged to be healthy.	3	7	4	5	4	5	8	3	7	3	5	54	6	82	10
f.	The management of our organization effectively models health, wellness, productivity, and morale building practices.	3	8	6	5	7	5	5	5	7	5	6	62	4	84	9
g.	When appropriate we provide training to our people for coping with corporate stress.	3	6	4	3	1	2	3	1	4	1	4	32	10	92	3
h.	Overall, the employees in this organization are healthy, productive, and the morale or spirit is high.	6	7	6	6	8	5	3	3	8	3	7	62	4	99	2
i.	The physical work environment(s) in our organization is safe, pleasant, designed for health, and promotes productivity.	3	8	9	5	10	6	3	7	6	7	7	71	1	86	7
j.	People generally respect one another here, share similar work values, accept a diversity of people and their beliefs, and overall ours is a healthy desirable place to work.	4	8	5	7	10	7	5	4	5	4	7	66	3	104	1
Participants' Individual Totals		32	71	52	47	57	46	46	42	63	42	57	55.5		89.9	

IV. OAR Category Results (continued)

F. Professional Arena

1. Category Nine Assessment Results

PROFESSIONAL ARENA SCORES															
9. Hiring and Development	Participants' Scores											Most Agreement		Most Urgent	
Category Questions	1	2	3	4	5	6	7	8	9	10	11	Total	Rank	Urgency	Rank
a. We analyze each job by task, skills and level of difficulty, and connect each job role and description to the implementation of our strategic plan.	4	7	8	4	10	5	5	5	3	5	4	60	9	89	6
b. Each job description specifies internal and external "customers" served, results expected, extent of authority, performance criteria, and progress evaluation.	1	7	7	4	8	5	8	7	5	7	4	63	8	89	6
c. New job applicants are screened based on the extent to which they have the necessary skills, knowledge, work history, training, and education.	7	7	9	6	5	8	9	8	8	8	7	82	1	74	10
d. Using two or more interviewers we assess the capability of "short listed" candidates for a job by examining their strengths, difficult areas, reaction to stress, past team performance, leadership potential, and past job performance.	6	7	8	7	10	5	9	5	8	5	5	75	2	86	9
e. Using the above criteria, we take the time to thoroughly and systematically evaluate the extent of a "fit" between each applicant and the job to be filled.	6	7	7	5	10	5	5	6	5	6	6	68	5	94	4
f. In our orientation process, we make sure employees clearly understand their tasks, expected results, and work style, and know how their job makes a part of the strategic plan happen.	4	7	5	3	10	8	9	8	5	8	4	71	3	99	3
g. All new employees understand the written criteria used to measure their performance, know their next appraisal date, team work expectations and length of time they will be on probation.	9	7	5	6	6	8	8	7	3	7	3	69	4	102	2
h. At a scheduled time, we give all employees clear feedback about the results they have achieved, their task performance and problem areas, relationship performance, work/style fit, and probationary status.	8	7	5	-	6	3	9	8	1	8	3	58	10	94	4
i. During this performance review, we let employees know how well they have performed their part of the strategic plan and help them pinpoint training needs so that they get the training and on-the-job coaching they need in a timely fashion.	7	7	8	-	10	5	9	7	1	7	3	64	7	88	8
j. Employees have a clear plan for personal and professional development, and know about future job potentials, options for transfer, and promotion.	9	7	8	5	10	6	7	3	5	3	4	67	6	103	1
Participants' Individual Totals	61	70	70	40	85	58	78	64	44	64	43	67.7		91.8	

IV. OAR Category Results (continued)

F. Professional Arena (continued)

2. Category Ten Assessment Results

PROFESSIONAL ARENA SCORES															
10. Teamwork and Team Leadership												Most Agreement		Most Urgent	
Category Questions	Participants' Scores											Total	Rank	Urgency	Rank
	1	2	3	4	5	6	7	8	9	10	11				
a. Members of each team have had a good opportunity to read, discuss with their supervisor or leader, and enlist in the vision, mission, goals, and strategic plans that will move our organization toward a preferred future.	8	7	4	5	4	3	5	3	3	3	2	47	9	90	7
b. Team members have "buy in" of the written and expressed driving vision, values and goals that are communicated by our organization's leaders.	5	7	7	5	5	3	5	5	3	5	6	56	5	82	10
c. Team leaders and members have good attending and listening skills, communicate accurate understanding of one another's feelings and views, and challenge one another respectfully.	9	7	8	7	10	5	7	5	7	5	5	75	2	90	7
d. Team leaders and members have agreed upon steps and skills they use in order to overcome impasses, resolve conflicts, solve problems, and make decisions creatively.	8	7	4	4	10	8	8	6	6	6	4	71	3	89	9
e. Team leaders and members understand and accept other's personal styles, values and belief differences, capitalize on one another's strengths and affirm one another's gifts and talents.	8	8	5	8	10	4	6	7	7	7	7	77	1	97	5
f. Our team(s) have effective meetings, use their time wisely, start and finish on time, and have a circulated prioritized agenda in advance of each meeting.	6	7	5	5	10	4	6	5	4	5	4	61	4	105	1
g. Each meeting produces a useful set of brief, easily-read action minutes that outline the responsibilities and performance schedules of each team member.	5	7	8	5	3	1	7	4	3	4	2	49	7	104	2
h. Each team communicates well with other teams so that our organization's leaders are kept up to date about how each team is contributing to the implementation of the strategic plan.	1	7	4	7	3	3	9	3	6	3	4	50	6	102	3
i. All team leaders receive ongoing training and coaching that moves them toward becoming high performance team leaders. They understand and practice group leadership skills, and can teach others to use these skills effectively.	6	7	4	4	1	1	8	3	6	3	6	49	7	97	5
j. All team leaders meet effectively and regularly to report to executive leadership on their team's implementation of the strategic plan, correct course, and appreciate one another and celebrate successes.	4	7	4	6	1	5	8	3	2	3	4	47	9	98	4
Participants' Individual Totals	60	71	53	56	57	37	69	44	47	44	44	58.2		95.4	

V. Strongest and Weakest Area Observations

A. Overview

The following observations by different Sample Company team members were added to give insight and clarity to some of the issues that underlay the OAR scores summarized above.

B. Strongest Area

1. **Sales:** Senior management spends a lot of time in this area.
2. **Youth within the company:** Rather than competing for each other's jobs, we are working together.
3. **Sales and Marketing:** We have a terrific product and service. We have strong sales people and a good reputation.
4. **Communications and Public Relations:** Most management and staff are hired out of the hotel industry.
5. **Innovation and Creativity:** This is because the company is still relatively young and decision-making is happening at fairly low levels of the company.
6. **Consistent Growth in Ticketing:** We needed more staff and to rework the shifts and we acted.

C. Lowest Area

1. **Finding Time for Anything Additional:** We are spread too thin already. With all the duty and role changes, what three managers did a year ago is now being done by one person.
2. **Time Management:** There is too much to do and not enough time to do it.
3. **Teamwork and Team Leadership:** Sometimes the "left hand" doesn't know what the "right hand" is doing.

V. Strongest and Weakest Area Observations (continued)

C. Lowest Area (continued)

4. **Security:** We have been naive. High security is expensive and we've spent more money on growth and profits.
5. **Communication:** No one knows what anyone else is doing.
6. **Professionalism:** We have very little experience or leadership in this area. Our company is young and we have few mentors.

D. Next Lowest Area

1. **Strategy:** Our company does not spend a great deal of time planning. We seem to never have time to plan.
2. **Turnover:** Instead of nurturing growth, we "jump on people" and set them up to be fired.
3. **Team Leadership:** We are not fully united. Not everyone makes the company the number one priority. We have a few "floaters."
4. **Health:** Is this due to the cost factor?
5. **Lot Openings:** We have no clear plan, no assigned responsibilities, and no follow-up.
6. **Health and Wellness:** Liking the job and enjoying making improvements in the company can lead to not paying attention to stress, working too long of hours, and the toll these are taking.

E. Third Lowest Area

1. **Communication:** The various staff teams keep to themselves. Neither of the managers confer together on issues and ideas because the jobs are so different. Or are they?

V. Strongest and Weakest Area Observations (continued)

E. Third Lowest Area (continued)

2. **Follow-up on Existing Locations:** This has not been made a priority for the managers.
3. **Planning and Implementation:** Sometimes our priorities get lost in the day-to-day operations.
4. **Life:** We are extremely busy with the business. There is not a lot of time left over for life.
5. **Resources:** We constantly struggle financially. This brings down morale when we can't purchase the necessary tools to complete tasks.
6. **Internal:** Our accounting department is always behind. We rarely discuss finances until it becomes a problem.