



## INTRODUCTION

**First Name:** «First\_Name»      **Last Name:** «Last\_Name»

**Email Address:** «Email\_Address\_\_We\_will\_send\_your\_repor»

**Company:** «Company»

## MY PERSPECTIVE

**I am providing this input as:** «Role»

**My company tenure:** «tenure»

## 1. ORGANIZATIONAL LEADERSHIP

The following 11 questions ask you to rate your "level of agreement" with statements measuring the company's ORGANIZATIONAL LEADERSHIP

**Definitions:** Senior executives = CEO and direct reports

Leaders = managers at all levels who make decisions and exert influence

5. Definitely Agree 4. Somewhat Agree 3. Neither Agree nor Disagree 2. Somewhat Agree 1. Definitely Disagree

Questions	Score
1. Overall, our CEO and senior executives are respected, admired and people want to work with them	«L1»
2. Our senior executives act as a unified team who support each other and focus on overall company goals above their individual goals	«L2»
3. Our leaders build a positive environment characterized by teamwork, support, and care for employees' welfare	«L3»
4. Our leaders encourage employees to take on tough challenges, innovate, take risks and think/act creatively	«L4»
5. Our leaders stretch us to do more than we thought possible while managing capacity so that we do not take on more than we can handle	«L5»
6. Our leaders articulate a clear business strategy for how we will succeed	«L6»
7. Leaders engage staff across the company in dialogue on the strategy, goals and priorities to ensure they are prepared to implement the plan	«L7»
8. Our organizational culture is based on clearly defined values and behaviors communicated by our leaders	«L8»
9. Our leaders demonstrate the behaviors that match our stated company values and culture	«L9»
10. Senior leaders sponsor and support initiatives that drive innovation	«L10»
11. Our leaders enable collaboration and knowledge sharing across the company	«L11»

**Open Dialogue:** Any additional feedback regarding Leadership you may want to share  
«L\_Open\_Dialog»

## 2. BUSINESS ORIENTATION

The following 11 questions ask you to rate your "level of agreement" with statements measuring our company's BUSINESS ORIENTATION

5. Definitely Agree 4. Somewhat Agree 3. Neither Agree nor Disagree 2. Somewhat Agree 1. Definitely Disagree

Questions	Score
1. Our company demonstrates a clear purpose, business model and focus	«B1»
2. Our company translates strategy it into actionable goals, objectives and targets	«B2»
3. Our leaders monitor and measure business performance based on our goals, objectives and targets	«B3»
4. Priorities are clear in our company	«B4»
5. Our company understands our customers and responds to their needs	«B5»
6. We acquire and use information about competitors to inform business decisions	«B6»
7. We consistently import ideas and best practices from outside our company	«B7»
8. We develop strong relationships with the external stakeholders including the public, local communities, government and regulatory agencies	«B8»
9. Our company effectively communicates to external audiences including using public relations and branding strategies	«B9»
10. We focus on financial performance, effective allocation and control of resources	«B10»
11. We rely on a network of external business partners to supplement internal staff and to extend our capabilities	«B11»

**Open Dialogue: Any additional feedback regarding BUSINESS ORIENTATION you may want to share**

«B\_Open\_Dialog»

### 3. MANAGEMENT SYSTEMS & PROCESSES

The following 11 questions ask you to rate your "level of agreement" with statements measuring our company's MANAGEMENT SYSTEMS & PROCESSES

5. Definitely Agree 4. Somewhat Agree 3. Neither Agree nor Disagree 2. Somewhat Agree 1. Definitely Disagree

Questions	Score
1. Throughout our company, roles and accountabilities are clearly defined	«M1»
2. Decisions are made efficiently and with minimum bureaucracy	«M2»
3. We use clear standards and policies to set behavioral expectations	«M3»
4. Internal organizational communications are generally relevant and useful	«M4»
5. We consistently hire and promote talented individuals throughout the company	«M5»
6. Our company develops staff knowledge and skills through training processes	«M6»
7. Our company consistently provides career growth and development opportunities that motivate staff	«M7»
8. Our company links rewards and consequences to individual performance	«M8»
9. We use performance related financial rewards and non-financial recognition to motivate staff	«M9»
10. We have the correct blend of standardization and flexibility to operate effectively, grow and adapt	«M10»
11. We use formal performance assessments, feedback and tracking to coordinate and control flows of talent	«M11»

Open Dialogue: Any additional feedback regarding MANAGEMENT SYSTEMS & PROCESSES you may want to share

«M Open Dialog»

**For more information or to arrange an assessment for your organization please contact: Rick Goldstein**

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