

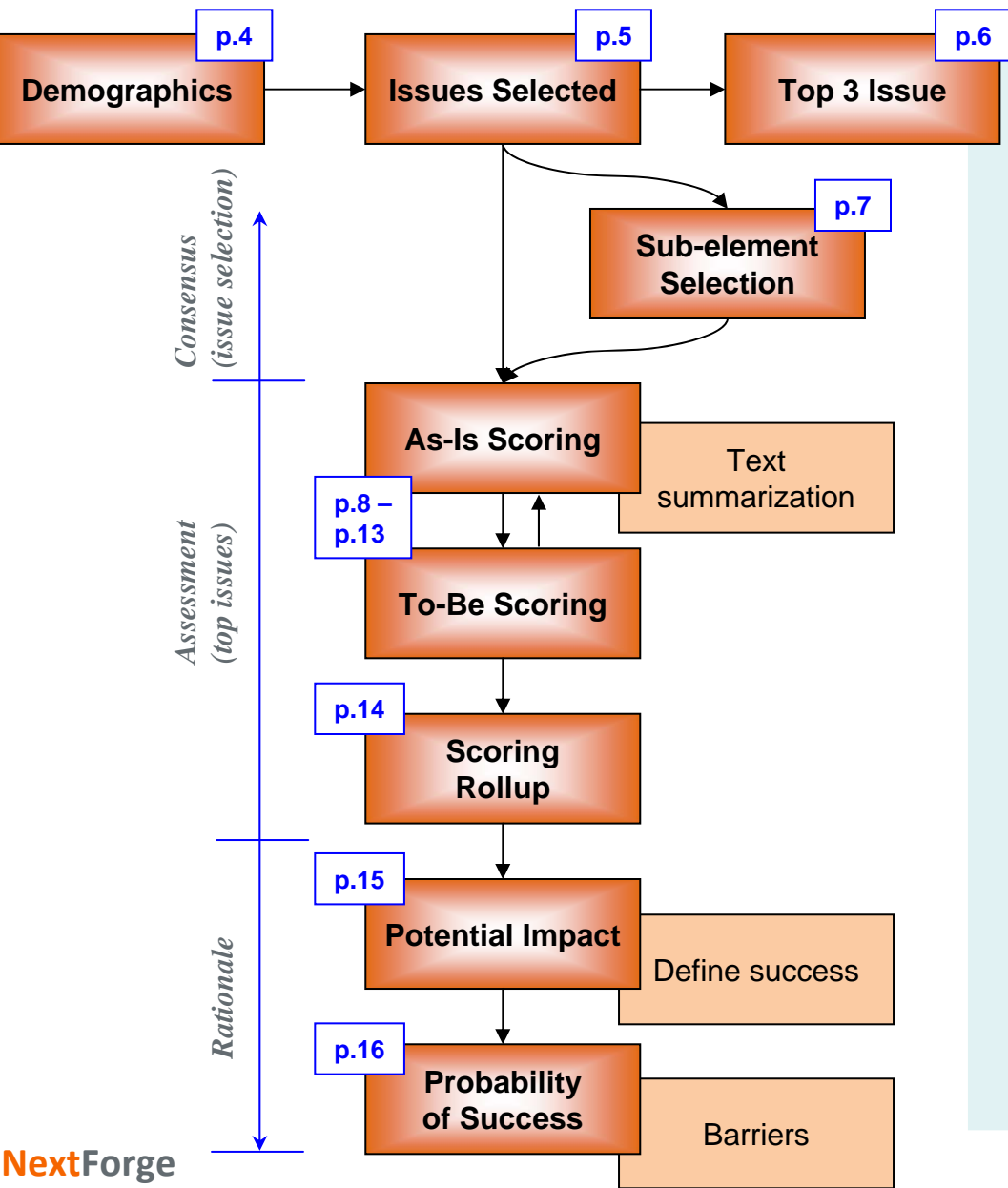
Rapid Assessment Framework

Illustrative Reporting Outputs

Context and purpose of this presentation

- This material describes the output of the Rapid Assessment Framework (RAF), a web-enabled tool to quickly solicit directional feedback from a large number of organizational stakeholders.
- The charts included illustrate the statistical feedback component of the RAF (issues selected, priorities, behavioral scores, potential improvement, chance of success)
- All reporting shown is for the entire population. Each chart can be prepared for any combination of demographic segments (i.e. tenure, function, organizational level).
- The numerical scoring is intended to be used in conjunction with specific statements of observable behavior (anchors) that are integral to the RAF.
- Narrative comments are requested for each issue selected, as well as for a small number of specific questions. The full text will be prepared in booklet form, with summaries provided following the relevant section.
- Additional analyses are under consideration.
- Feedback and suggestions are requested.

Presentation flow



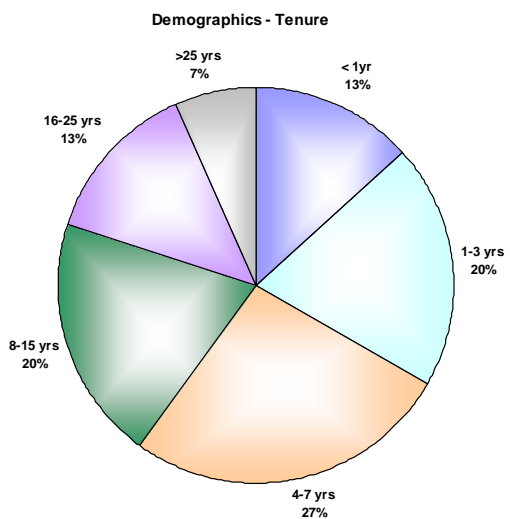
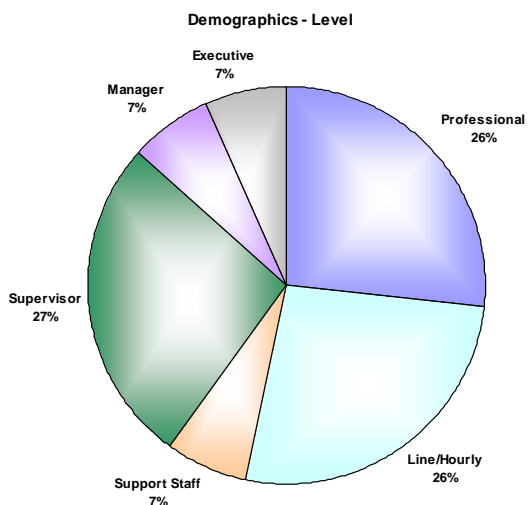
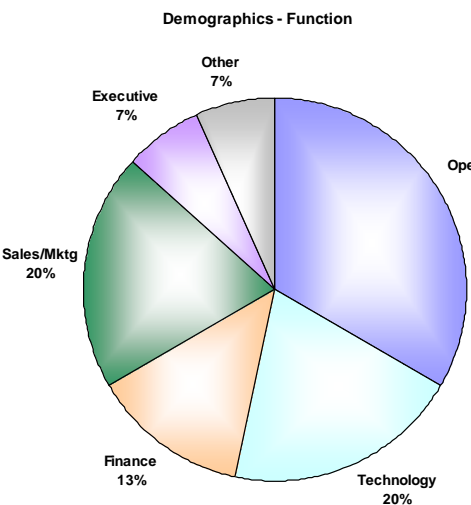
Analyses under consideration

- Scoring analysis** - Highlight high frequency, low-score issues and/or gaps
- Correlation analysis** - Identify patterns of common issue selection and/or scoring within an assessment
- Demographic analysis** - Comparison of responses across demographic groups to determine consistency and/or differences; response rates

Demographics

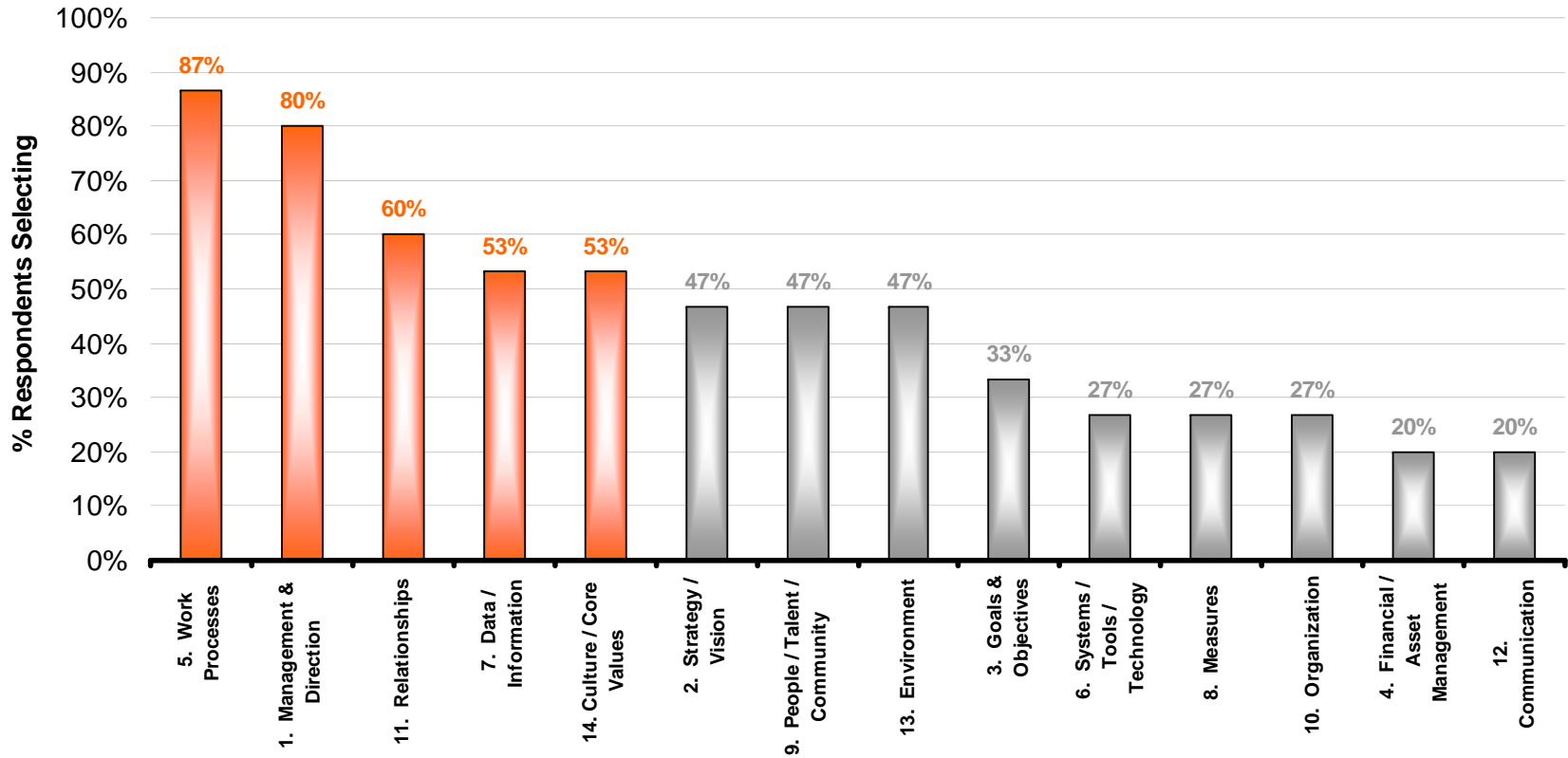
This self-assessment was conducted by a cross-section of the organization; all areas were represented

- Response rates were high for invited participants; the assessment can easily be expanded to include literally thousands of stakeholders.
- Demographics were defined across three dimensions: function, organization level, and tenure.
- Results can be evaluated and contrasted for each demographic subset.



Issues selected

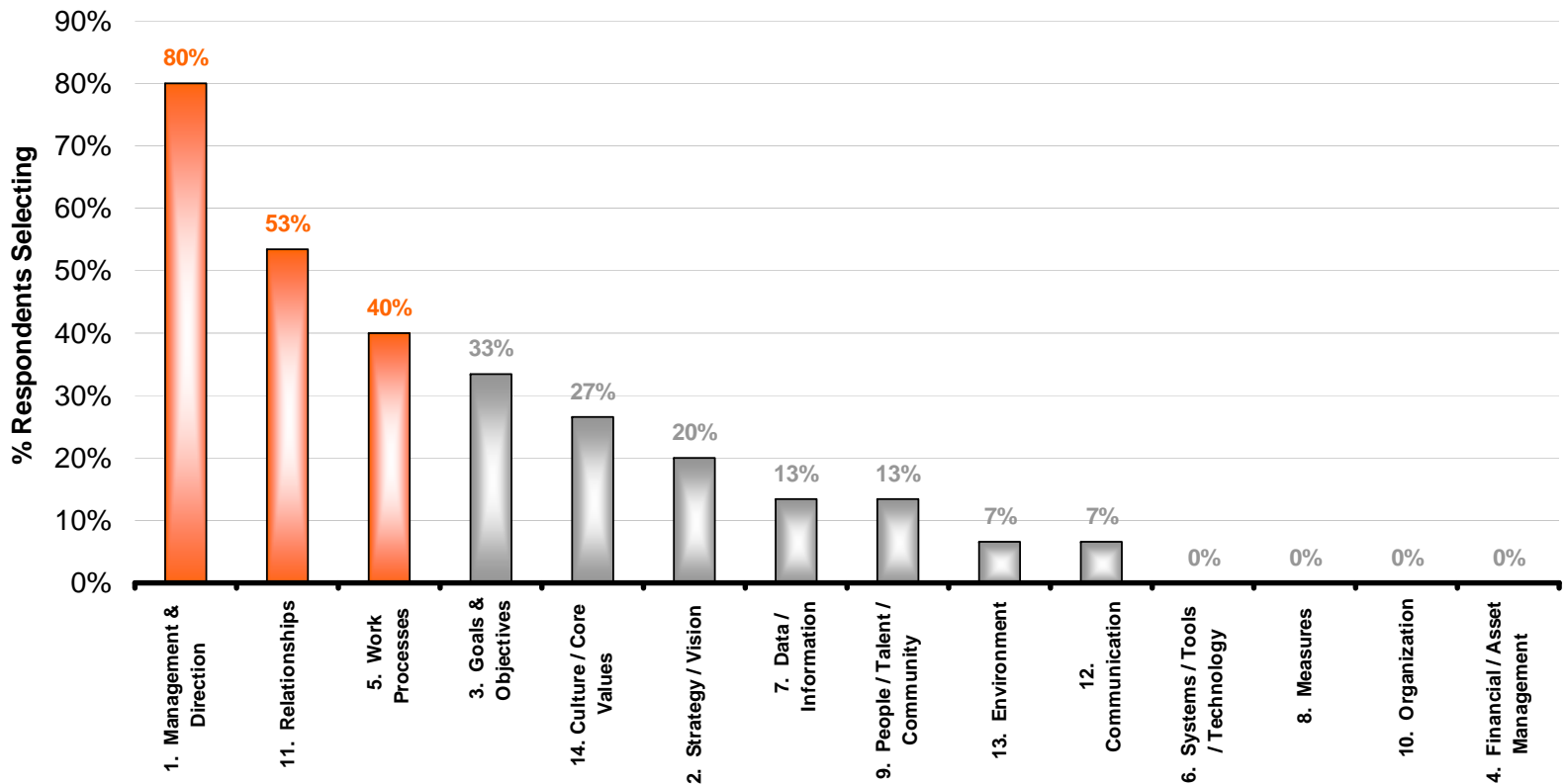
In our sample, 5 issues were selected by over half of respondents; two issues were remarkably visible to participants



Top 3 Issues

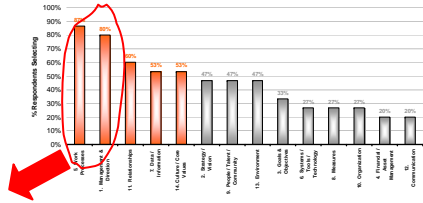
Participants' priorities highlight areas for building momentum

- If selected, **Management & Direction** was a priority ... a near-unanimous consensus
- The most common issue, **Work Processes**, was a priority for less than half of respondents
- Although selected by a small population, **Goals & Objectives** were important to them



Sub-element Selection

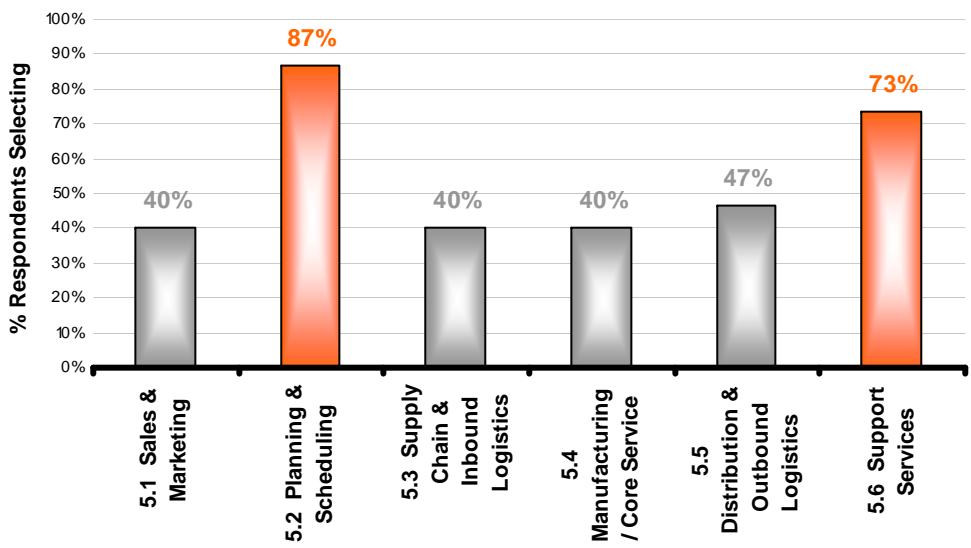
A few, more focused areas are the primary drivers for the two most frequently selected issues



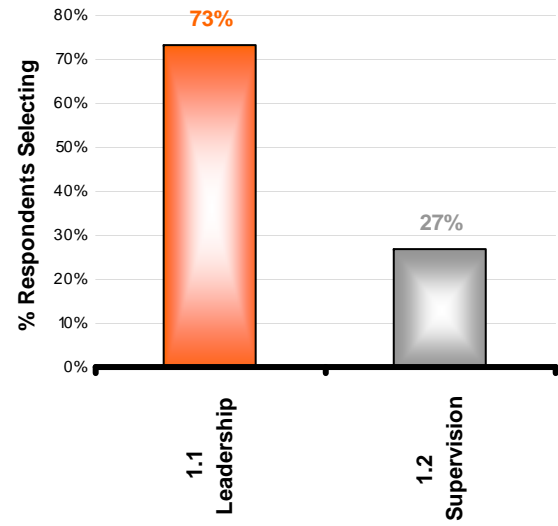
- 87% of respondents selected **Work Processes** as an area of opportunity.
- **Planning & Scheduling** and **Support Services** top the list for Work Process issues.
- These processes are often tightly linked to **Leadership** responsibilities.

- 80% of respondents selected **Management & Direction** as an area of opportunity.
- The area of **Management & Direction** was selected due to Leadership issues, not Supervision.

Work Processes



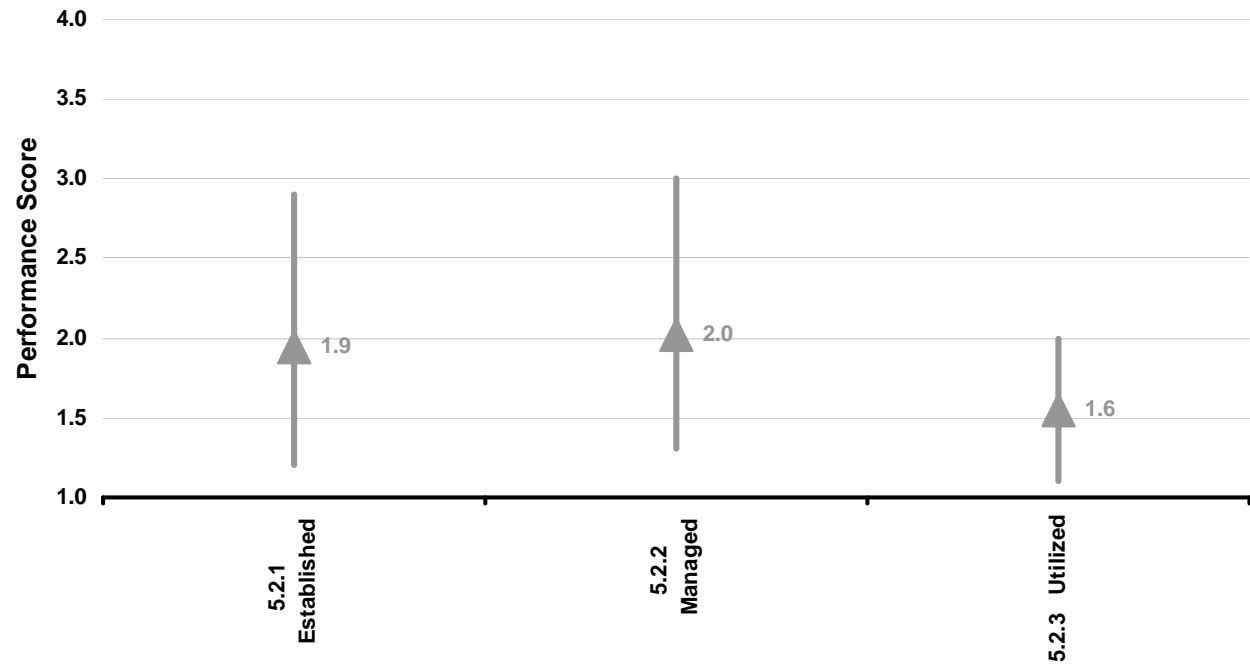
Management & Direction



Work Processes → Planning & Scheduling



Work Processes -- Planning & Scheduling



OBSERVATIONS

- The **Planning & Scheduling** process is seen as weak across all three scoring dimensions ... it is seen as poorly defined, not central to management activities, and not integrated into routine work functions.
- Wide range of ratings on **Established** and **Managed** dimensions ... while a clear consensus is absent on current performance, there were few “acceptable” scores .
- There may be a correlation with **Planning & Scheduling** scores and the **Leadership** issue discussed later.

As-Is Ratings

Average ▲ Range —

To-Be Ratings

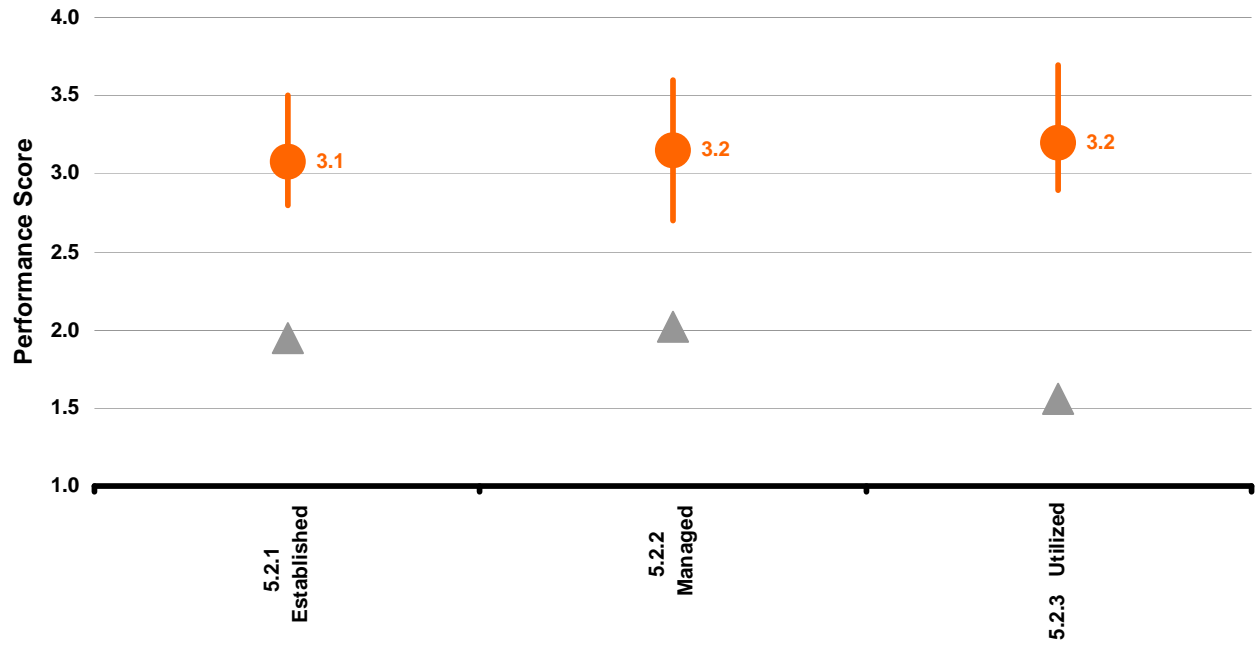
Average ● Range —

To-Be Scoring

Work Processes → Planning & Scheduling



Work Processes – Planning & Scheduling



OBSERVATIONS

- Significant gains are seen as possible across all scoring dimensions.
- Participants set realistic expectations about improvement in the next 12 months as evidenced by the narrow range of conservative to-be scores.

As-Is Ratings

Average ▲

Range —

To-Be Ratings

Average ●

Range —

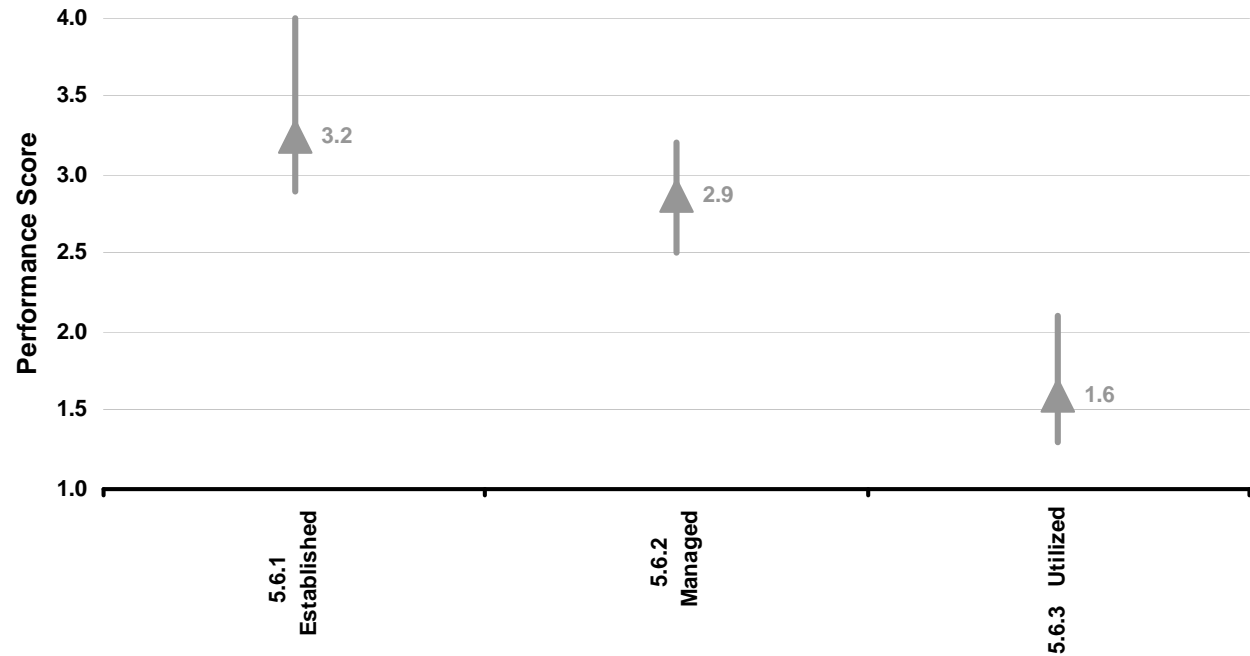
Note: a following page would be included with a summary of text comments provided for this issue. The full set of comments are provided as a separate document.

As-Is Scoring

Work Processes → Support Services



Work Processes – Support Services



OBSERVATIONS

- Good to average scores are given across two dimensions, suggesting that there is a solid framework on which to improve the **Support Services** process..
- A narrow range of poor responses on the dimension of **Utilized** suggests that there may be a lack of discipline in this area ... it is likely this is the primary driver for selection of this process as an area of significant opportunity.
- **Decisions** ratings are tightly grouped and reflect high degree of consensus.

As-Is Ratings

Average ▲

Range —

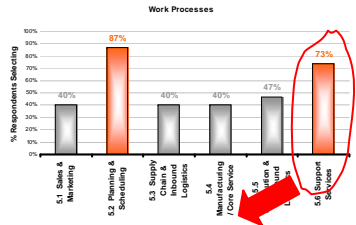
To-Be Ratings

Average ●

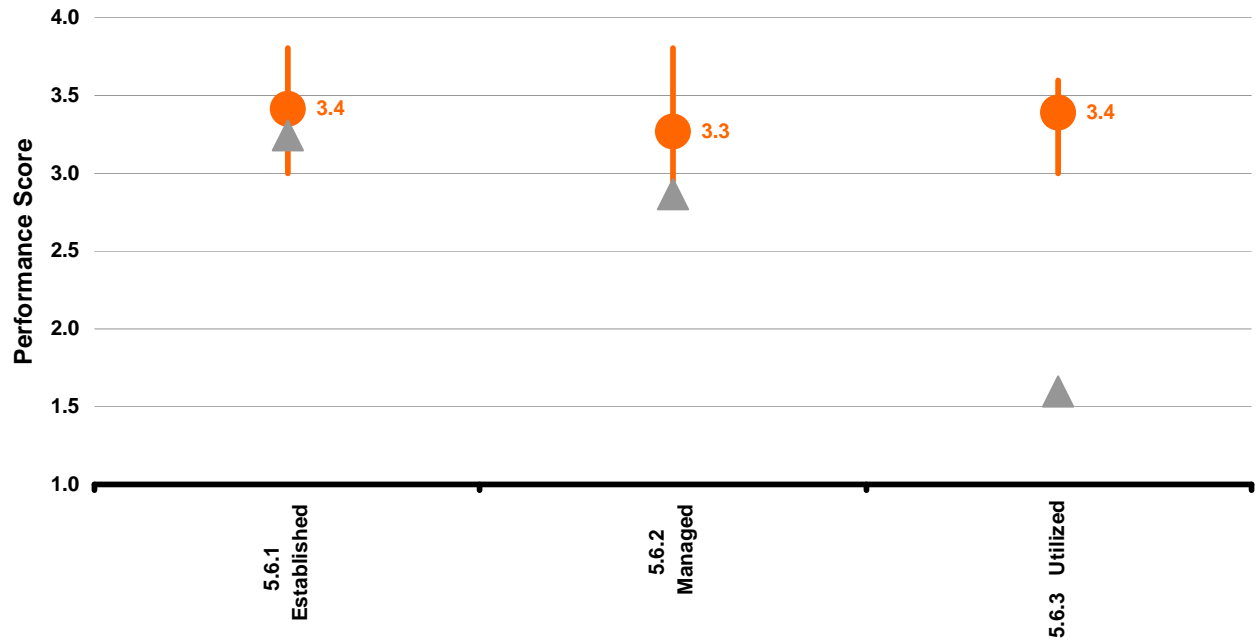
Range —

To-Be Scoring

Work Processes → Support Services



Work Processes – Support Services



As-Is Ratings

Average ▲

Range —

To-Be Ratings

Average ●

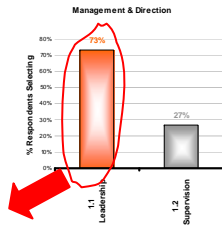
Range —

OBSERVATIONS

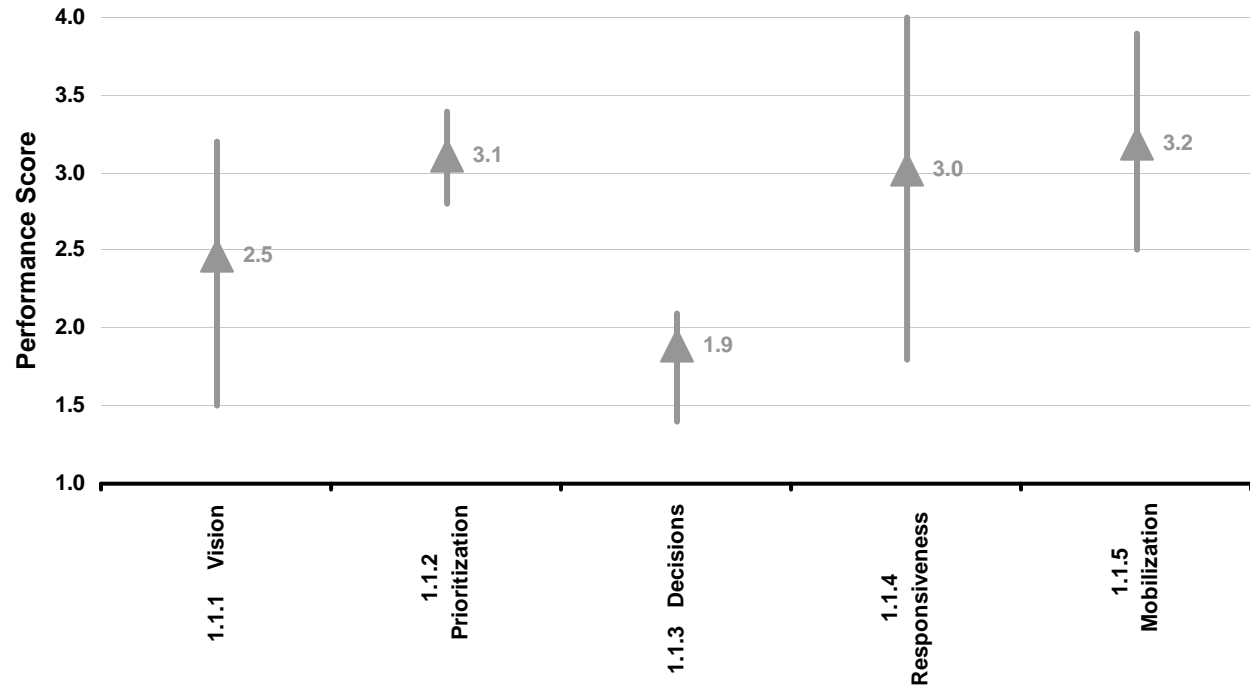
- Participants strongly believe that the area of weakness in the **Support Services** process can be improved.
- Further investigation should be conducted to more fully understand which **Support Services** are seen as the most under-utilized, as well as the potential impact ... some insights can be gained from the submitted comments [see assessment text summary].
- Modest gains are seen as possible even in the areas of more solid performance; “world class” performance on the **Established** and **Managed** dimensions is not suggested.

Note: a following page would be included with a summary of text comments provided for this issue. The full set of comments are provided as a separate document.

Management & Direction → Leadership



Management & Direction – Leadership



OBSERVATIONS

- Two areas have sub-par ratings: **Vision** and **Decisions**.
- Wide range of ratings on **Vision** and **Responsiveness** ... these ratings could be due to secondary impact of other drivers, but a clear lack of consensus exists on current performance.
- **Decisions** ratings are tightly grouped and reflect an area seen as underperforming ... likely that this issue was the primary driver behind 80% of respondents selecting the **Management** category.

As-Is Ratings

Average ▲

Range —

To-Be Ratings

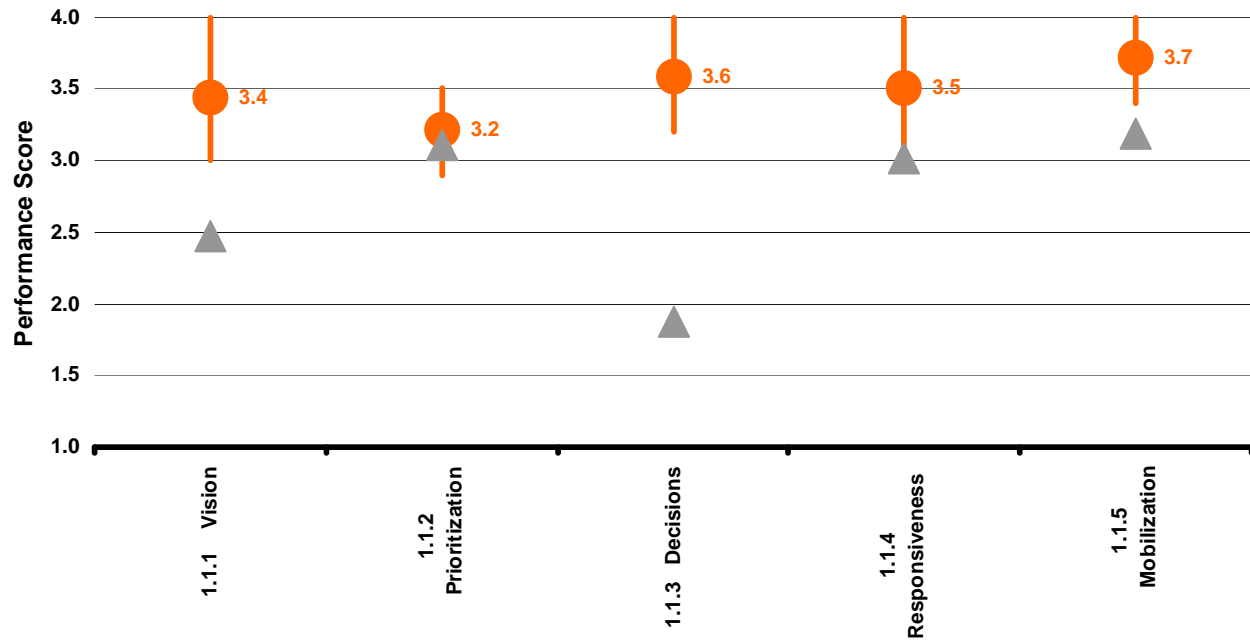
Average ●

Range —

To-Be Scoring
 Management & Direction → Leadership



Management & Direction – Leadership



OBSERVATIONS

- The two areas with low as-is ratings show a significant opportunity for performance improvement ... an enormous change could be realized in **Decisions**.
- As expected, the ranges of potential performance are more narrow ... the lack of a common view of **Vision** and **Responsiveness** disappears.
- The link between perceptions of **Decisions** and the work process **Planning & Scheduling** should be further evaluated.
- Gains could be realized even in areas of strength.

As-Is Ratings

Average ▲

Range —

To-Be Ratings

Average ●

Range —

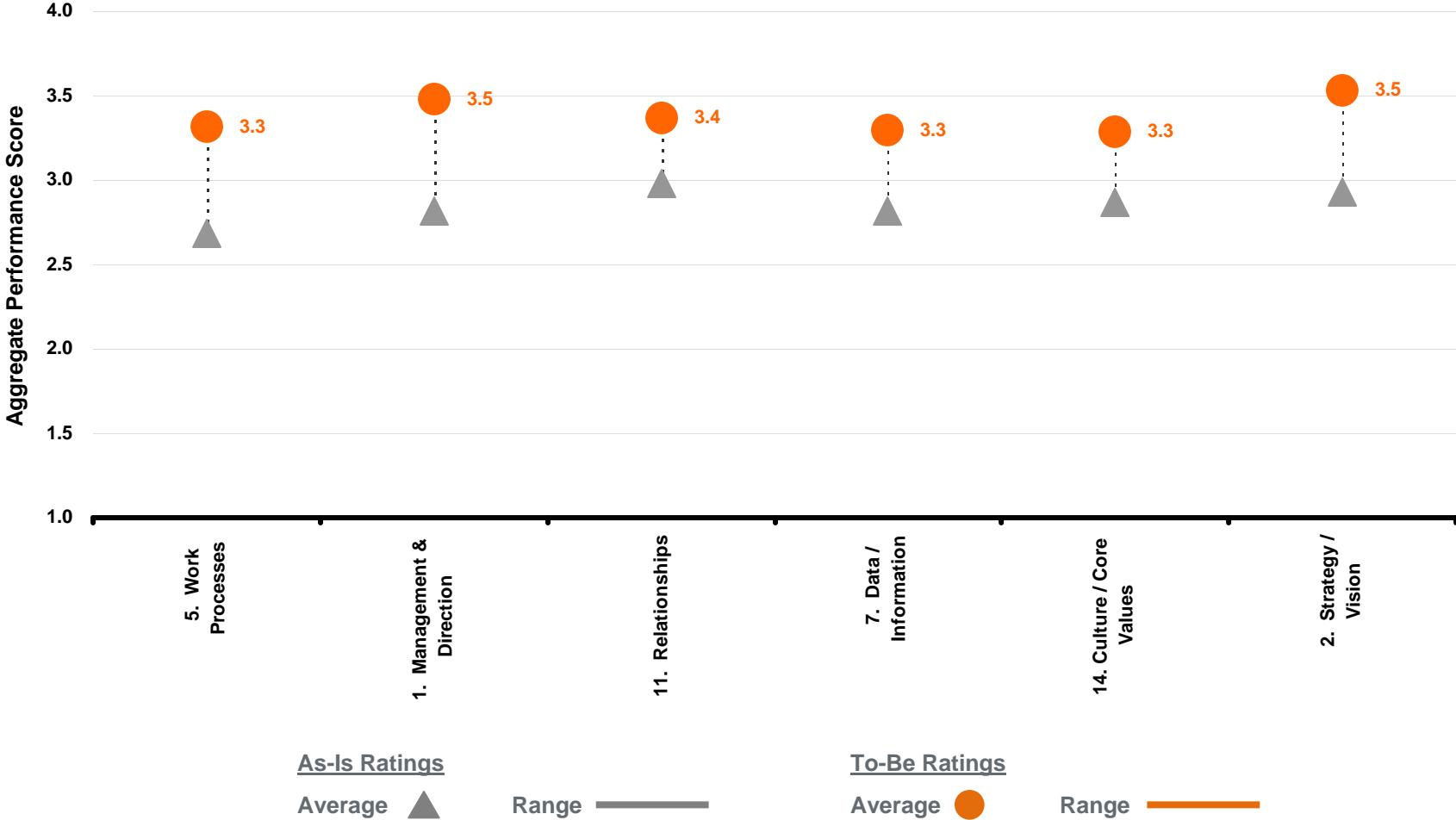
Note: a following page would be included with a summary of text comments provided for this issue. The full set of comments are provided as a separate document.

Scoring Rollup

Significant potential improvement potential was identified on each of the Top 6 assessment dimensions

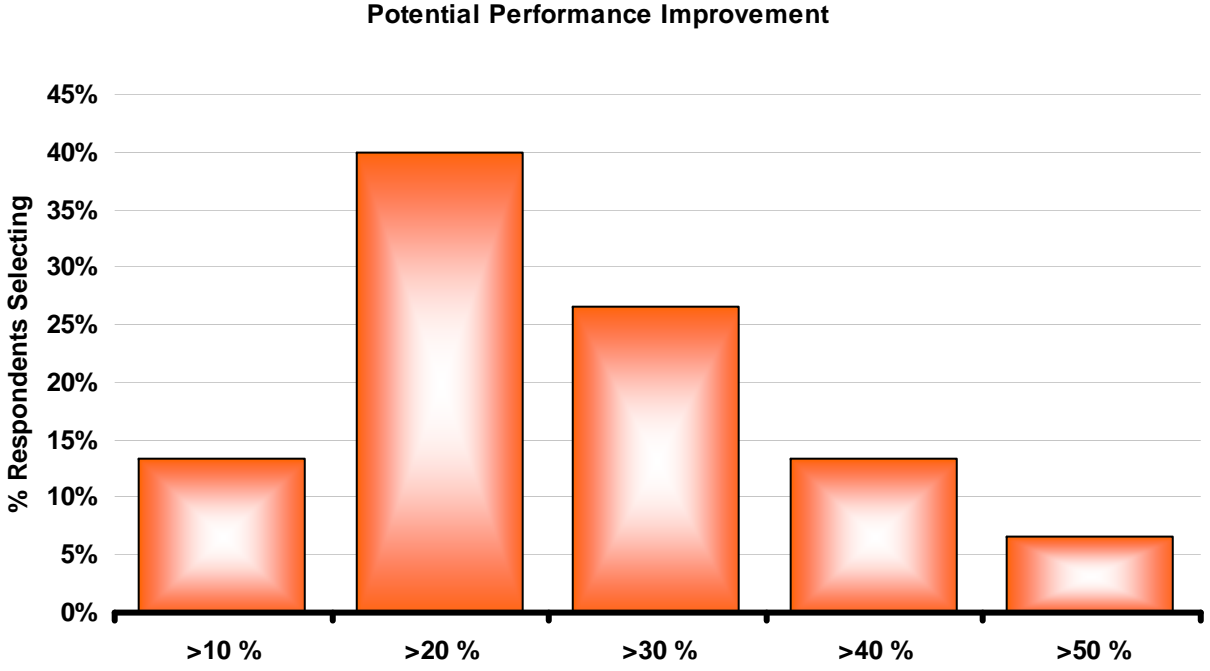
NOTE: This chart is for illustration only. Scores are representative of improvement, but are not tied to behavioral statements.

Potential for Improvement -- Top 6 Issues Selected



Potential Impact

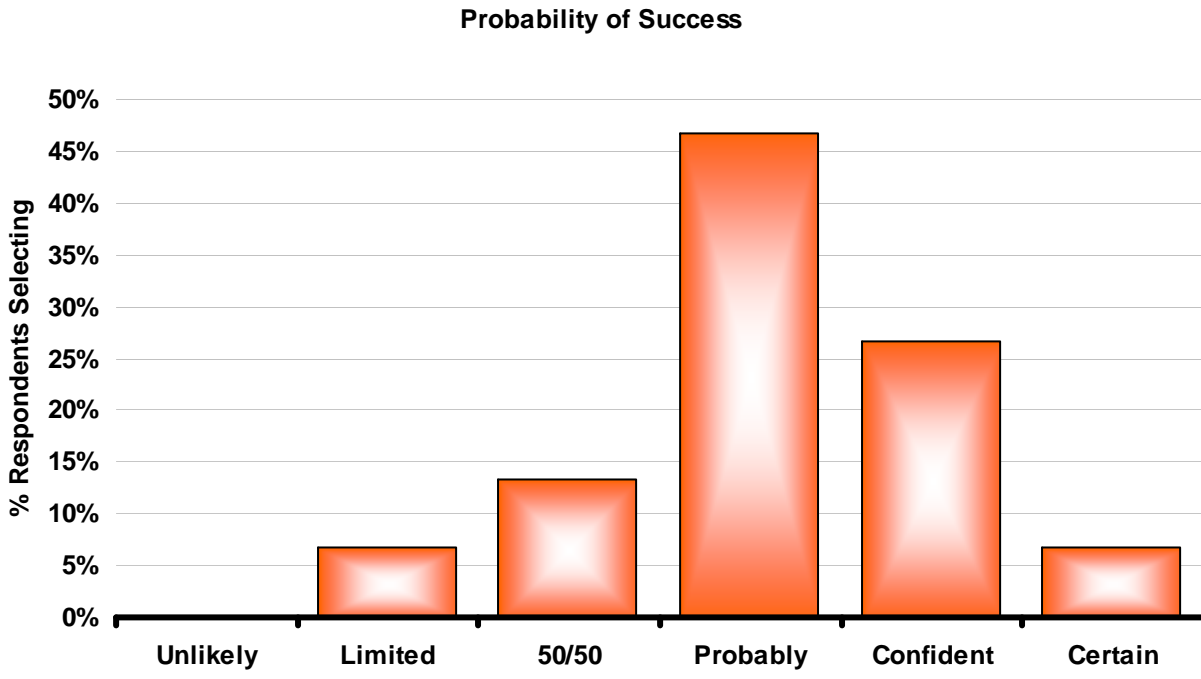
Significant performance gains are believed possible, and are defined in observable results



Note: a following page would be included with a summary of text comments regarding how performance improvements will be observed. The full set of comments are provided as a separate document.

Probability of Success

Hard work is acknowledged, but participants feel that success is attainable ... and the major barriers have been identified



Note: a following page would be included with a summary of text comments regarding the known barriers to achieving sustainable change. The full set of comments are provided as a separate document.