

# Business Smarts Profile™

## Report and Analytics for Action



*Prioritizing the critical issues facing your business and organization.*

Business/Organization Name: **Sample Business Smarts Company**

Date of Administration: **January 25, 2018**

Number Completed Surveys: **5**

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### **Business Characteristics:**

Business Age: 4-10 years  
Dollar Turnover: 50 Million - 100 Million  
Number of Employees: Size class 4 (20 to 49 employees)  
Industry Sector: 81 Other Services (except Public Administration)

# Introduction

Your Business Smarts Profile™ identifies critical issues in nine areas of business performance. An essential diagnosis of performance related behaviors, your Business Smarts Profile™ clarifies the mission critical drivers of the business. The analysis in this report indicates strengths and areas of needed focus. Distinctively, the Business Smarts Profile™ is based on research that indicates how the behavior of leaders inside organizations affects bottom-line outcomes. The nine areas measured by Business Smarts are:

<b>Strategy Smarts</b>	Communication of vision and mission, strategic planning, linkages of goals and value proposition, and long term trends
<b>Culture Smarts</b>	Inspire honesty, respect, engagement, and innovative climate
<b>Finance Smarts</b>	Communication of financial targets, financial benchmarks, and cash flow projections
<b>Operation Smarts</b>	Communication of operational measures, empowers continuous improvement, and exceeding goals
<b>Talent &amp; Human Resources Smarts</b>	Talent development, training priorities, performance feedback, and talent alignment with vision
<b>Product Development Smarts</b>	New product development, seeking innovation, and researching industry trends
<b>Customer Satisfaction Smarts</b>	Measuring customer satisfaction, customer complaint resolution, and identification of target markets
<b>Sales Force Smarts</b>	Tracking sales performance, sales team support, and sales team financial rewards
<b>Marketing Smarts</b>	Promotion of the company story line, creating recognizable brand, and using social media

Your Business Smarts Profile™ gives you an overall picture of results across all dimensions and data on each statement within each dimension so that you can understand the "big picture" and the individual data points that can drive future decisions. Your report provides means, ranges, frequencies, rater comments, and comparative benchmark trends.

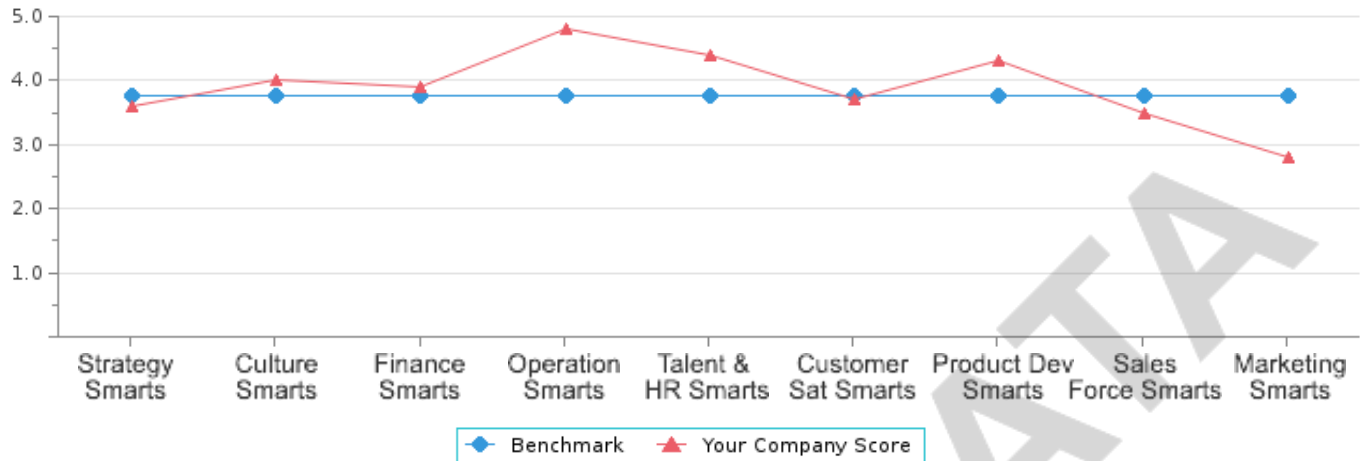
## Reading Your Report

Your report enables you to identify average rater scores in each dimension and for each statement of each dimension. You will see the range of ratings and the frequency of ratings so that you can identify key trends in rater data. Within each dimension of the report, the statements are listed in order from highest average to lowest average with the top item highlighted in blue and the bottom item in yellow.

Benchmark data for your industry are used to identify possible variances between your company's scores and those of the industry. Any variance greater than .35 is significant. A variance that is +.35 or greater indicates significant above industry performance; a variance of -.35 indicates a significant below industry performance.

# SAMPLE Overall Scale Results

## Overall Business Smarts



### Dimensions Above Benchmarks

Culture Smarts

Finance Smarts

Operation Smarts

Talent/Human Resource Smarts

Product Development Smarts

### Dimensions Below Benchmarks

Strategy Smarts

Customer Satisfaction Smarts

Sales Force Smarts

Marketing Smarts

# SAMPLE Overall Data Results

Mathematical average of all raters

Range of Responses from All Raters

Frequency Distribution of All Raters

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Operation Smarts	4.80	1-5	0	0	8	9	108	3.75	1.05
Talent/Human Resource Smarts	4.40	1-5	4	4	12	23	82	3.75	0.65
Product Development Smarts	4.32	1-5	4	6	14	23	78	3.75	0.57
Culture Smarts	4.00	1-5	4	6	31	29	55	3.75	0.25
Finance Smarts	3.90	1-5	4	9	17	61	34	3.75	0.15
Customer Satisfaction Smarts	3.68	1-5	8	22	21	25	49	3.75	-0.07
Strategy Smarts	3.60	1-5	9	10	20	69	17	3.75	-0.15
Sales Force Smarts	3.52	1-5	11	13	18	66	17	3.75	-0.23
Marketing Smarts	2.80	1-5	22	28	39	25	11	3.75	-0.95

BLUE highlights indicate top two dimensions.

YELLOW highlights indicate bottom two dimensions.

Industry Relevant Benchmark Scores

Your Group's Variance with Industry Relevant

# SAMPLE Dimension Data

Average of All Raters for this Specific Dimension

Range of Ratings for this Specific Dimension

Frequency Distribution of Raters for this Specific Dimension

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Finance Smarts	3.90	1-5	4	9	17	34	61	3.75	0.15

## Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
15	Leaders ensure that the financial performance of the business is meeting or exceeding goals.	4.12	1-5	1	1	1	13	9
14	Leaders review cash flow projections.	4.0	2-5	0	1	6	10	8
12	Leaders benchmark financial performance to industry norms.	3.8	1-5	1	3	3	11	7
13	Leaders analyze financial statements.	3.92	1-5	1	0	4	15	5
11	Leaders communicate financial targets.	3.64	1-5	1	4	3	12	5

BLUE highlights indicate top item.

YELLOW highlights indicate bottom item.

Average, Range, and Frequency of Ratings for Each Behavior in a Specific Dimension

# Your Company Results

When reviewing your company results you should keep the following tips in mind:

- The number of raters is important to consider. If the number of raters is too small, trends are difficult to use in decision making. Though potentially helpful prompts for discussion, having less than five raters significantly moderates the scores. If the number of raters is very large (greater than 50), then small differences are very important. For example, you can have the same average for two different dimensions but the distributions of ratings are very different and are worthy of discussion.
- Trends in the ratings of specific behaviors should be the focus of your attention rather than any "outliers". For example, if a behavior such as "Communicates vision to all employees" has an average of 2.3, the fact that someone gave that behavior a "5" rating is of relatively low interest and does not negate the overall lower trend.
- Industry benchmarks are a useful "snap shot" for major trends in your market. The forces which affect any given market are formidable, from government regulations to technology shifts, and these factors impact how any given industry views itself. The benchmark data are actively analyzed and recalculated bi-annually.
- Before fully accepting any data as hard and fast, keep in mind that in any rater group, individual standards of calibration impact results. The behavior of a manager may be seen by one rater as infrequent and from another rater as frequent — same behavior, but a different personal yardstick is being applied. For this reason, having a broad range of raters is important so that true trends and averages account for these slight variations.
- **As you look at overall, dimensional and specific behavior data consider these four questions:**
  - 1. What are the relevant data points and trends, given your context?**
  - 2. What do these data points and trends suggest about our business performance?**
  - 3. If true, how do these data points and trends indicate strengths and weaknesses?**
  - 4. What strengths do you want to maintain and which weaknesses do you want to address?**

# Interpreting Your Company Data

You have the following kinds of data in your report. Please keep these interpretation definitions in mind when analyzing your data.

**Dimension** — The Business Smarts Profile has nine dimensions. Each dimension represents a cluster of manager behaviors which impacts a specific aspect of running the business. The more dimensions with high average scores reflects a business with high manager engagement with more levels of the business which leads to performance. Those dimensions with lower average scores need further analysis at the item or statement level which reveals specific behaviors to consider. From a statistical perspective across all industries any average score below a 3.5 merits further exploration.

**Item or Statement** — An item or statement is the specific behavior being rated by raters. There are 90 specific behaviors that are rated, with ten manager behaviors within each dimension.

**Average** — the mathematical average of all raters on a specific item or question and the sum of all ratings within a dimension. Any item rated with "Don't Know or Does Not Apply" is noted but NOT used in the calculation.

**Range** — the range of ratings given by a group of raters, which could be any part of the rating system such as 1 to 3, 2 to 5, 3 to 4, etc. This shows the broad degree of fluctuation in rater perceptions. If this is a broad range, this may mean that some raters are not adequately engaged with associates in the business to see the behavior. If the range is narrow, it is reasonable to conclude a stable perception of the behavior exists.

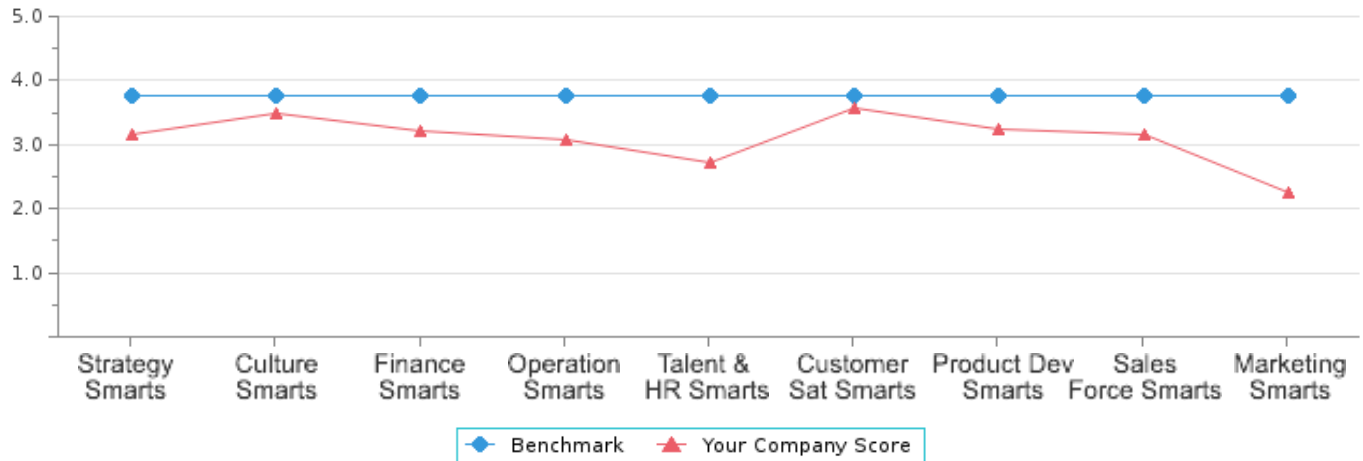
**Frequency** — the frequencies with which raters select a specific number. How many individuals rated a behavior as 1, 2, 3, 4 or 5? Do raters "cluster" in their ratings? Are there several clusters (e.g. lots of 2s and 5s)? If most raters in a group rate the same score, it is reasonable to conclude the behavior is viewed the same. If there are multiple clusters, it is important to explore why some people see the behavior so much more than others.

**Benchmarks** — using industry averages of scores, benchmarks are established for each dimension and for each item of the inventory.

**Variance** — the difference of your company score from the industry benchmark. Significant statistical evidence reveals that averages with a .35 variance with the benchmark are mission critical leading indicators.

# Overall Scale Results

## Overall Business Smarts for Sample Business Smarts Company



### Dimensions Above Benchmarks

### Dimensions Below Benchmarks

Strategy Smarts

Culture Smarts

Finance Smarts

Operation Smarts

Talent & Human Resources Smarts

Product Development Smarts

Customer Satisfaction Smarts

Sales Force Smarts

Marketing Smarts



# Overall Data Results

## Overall Data Results for Sample Business Smarts Company

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Product Development Smarts	3.56	2-5	0	5	7	7	6	3.75	-0.19
Culture Smarts	3.48	1-5	1	6	4	8	6	3.75	-0.27
Customer Satisfaction Smarts	3.24	1-5	5	4	4	4	8	3.75	-0.51
Finance Smarts	3.2	1-5	2	7	5	6	5	3.75	-0.55
Sales Force Smarts	3.16	1-5	2	6	6	8	3	3.75	-0.59
Strategy Smarts	3.16	1-5	4	5	4	7	5	3.75	-0.59
Operation Smarts	3.08	1-5	5	6	3	4	7	3.75	-0.67
Talent & Human Resources Smarts	2.72	1-5	4	7	7	6	1	3.75	-1.03
Marketing Smarts	2.24	1-5	6	11	5	2	1	3.75	-1.51

BLUE highlights indicate top two dimensions and YELLOW highlights indicate bottom two dimensions.

# Dimension Results

## Product Development Smarts Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Product Development Smarts	3.56	2-5	0	5	7	7	6	3.75	-0.19

### Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
27	Leaders measure the potential demand for products/services.	4.4	3-5	0	0	1	1	3
26	Leaders use a process for developing new products/services.	3.6	3-5	0	0	3	1	1
29	Leaders gather information about current industry trends.	3.6	2-4	0	1	0	4	0
28	Leaders look for opportunities to innovate.	3.4	2-5	0	1	2	1	1
30	Leaders ensure that products provide competitive advantages.	2.8	2-5	0	3	1	0	1

## Culture Smarts Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Culture Smarts	3.48	1-5	1	6	4	8	6	3.75	-0.27

### Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
7	Leaders' behaviors reflect the core values of the company.	4	3-5	0	0	2	1	2
6	Leaders inspire a culture which reflects honesty, integrity, respect for others and ethical conduct.	3.8	2-5	0	1	0	3	1
9	Leaders encourage different opinions.	3.6	2-5	0	1	2	0	2
10	Leaders create a work climate that encourages innovation and new ideas.	3.2	1-5	1	1	0	2	1
8	Leaders communicate regularly with employees.	2.8	2-4	0	3	0	2	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

# Dimension Results

## Customer Satisfaction Smarts Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Customer Satisfaction Smarts	3.24	1-5	5	4	4	4	8	3.75	-0.51

### Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
31	Leaders ask if customers are satisfied with the business' products/services.	3.6	2-5	0	2	0	1	2
33	Leaders ensure that product and service descriptions are online.	3.4	1-5	1	0	1	2	1
32	Leaders respond to customer complaints promptly.	3.2	1-5	1	1	1	0	2
34	Leaders identify target markets.	3.2	1-5	1	1	1	0	2
35	Leaders monitor competitor's actions.	2.8	1-5	2	0	1	1	1

## Finance Smarts Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Finance Smarts	3.2	1-5	2	7	5	6	5	3.75	-0.55

### Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
15	Leaders ensure that the financial performance of the business is meeting or exceeding goals.	3.4	2-5	0	1	2	1	1
14	Leaders review cash flow projections.	3.4	2-5	0	1	2	1	1
13	Leaders analyze financial statements.	3.2	2-5	0	3	0	0	2
12	Leaders benchmark financial performance to industry norms.	3	1-5	2	0	0	2	1
11	Leaders communicate financial targets.	3	2-4	0	2	1	2	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

# Dimension Results

## Strategy Smarts Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Strategy Smarts	3.16	1-5	4	5	4	7	5	3.75	-0.59

### Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
4	Leaders clearly articulate the company's value proposition.	3.8	1-5	1	0	0	2	2
3	Leaders link the company's mission and vision to goals and objectives.	3.4	2-4	0	1	1	3	0
5	Leaders demonstrate awareness of long term trends.	3	1-5	1	2	0	0	2
2	Leaders have a process for strategic planning.	3	2-4	0	1	3	1	0
1	Leaders communicate the vision and mission of the company.	2.6	1-5	2	1	0	1	1

## Sales Force Smarts Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Sales Force Smarts	3.16	1-5	2	6	6	8	3	3.75	-0.59

### Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
36	Leaders ensure that the sales teams track their sales criteria (e.g. identified prospects, quotes, closure rates, orders and sales).	3.4	2-5	0	2	1	0	2
38	Leaders make it a priority for our sales teams to be better than our competition.	3.2	2-5	0	2	1	1	1
37	Leaders ensure that the sales teams regularly meet or exceed our sales targets.	3.2	2-4	0	1	2	2	0
40	Leaders ensure that compensation for the sales force is aligned with the strategy of the business.	3	1-4	1	0	2	2	0
39	Leaders train our sales teams to articulate the company's value proposition.	3	1-4	1	1	0	3	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

# Dimension Results

## Operation Smarts Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Operation Smarts	3.08	1-5	5	6	3	4	7	3.75	-0.67

### Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
16	Leaders communicate operational measures and targets.	3.6	2-5	0	2	0	1	2
18	Leaders ensure that systems and processes control costs.	3.2	1-5	2	0	0	1	2
20	Leaders ensure that the operational performance of the business is meeting or exceeding goals.	3	2-4	0	2	1	2	0
19	Leaders utilize specific measurable standards.	2.8	1-5	1	1	2	0	1
17	Leaders empower staff to achieve continuous improvement.	2.8	1-5	2	1	0	0	2

## Talent & Human Resources Smarts Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Talent & Human Resources Smarts	2.72	1-5	4	7	7	6	1	3.75	-1.03

### Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
21	Leaders develop internal talent as a management priority.	3.4	1-5	1	0	1	2	1
22	Leaders make employee training and development a company priority.	3	2-4	0	1	3	1	0
24	Leaders provide feedback to employees on their performance.	2.6	1-4	1	2	0	2	0
23	Leaders achieve employee retention through engagement.	2.6	2-3	0	2	3	0	0
25	Leaders align talent with the organization's strategic direction.	2	1-4	2	2	0	1	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

# Dimension Results

## Marketing Smarts Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Marketing Smarts	2.24	1-5	6	11	5	2	1	3.75	-1.51

## Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
41	Leaders have developed a "story line" everyone can share.	2.8	2-4	0	2	2	1	0
42	Leaders have established a recognizable brand for the business.	2.6	1-4	1	1	2	1	0
44	Leaders direct that social networking tools are part of its advertising.	2.2	1-5	2	2	0	0	1
43	Leaders make sure that marketing materials reflect the business' brand.	2.2	2-3	0	4	1	0	0
45	Leaders have adopted an E-commerce philosophy.	1.4	1-2	3	2	0	0	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

The Business Smarts Suite includes three assessments developed to provide you with important business information on the overall activities in the business (Business Smarts Profile), in marketing initiatives (Marketing Smarts Profile), and in building a growth orientation (Strategic Smarts Profile). These assessments are one aspect of our overall Business Smarts Consulting services.

Business Smarts Consulting covers the following services:

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
<b>Discovery</b> Assessment may include the Business Smarts Suite, interviews with key stakeholders, customer focus groups, and key trend analysis.	<b>Analytics</b> Analyzing all data sets, testing hypotheses, and report generation. Post assessment follow-up.	<b>Development</b> Creation of a detailed growth plan, inclusive of a strategic retreat, establishment of KPIs, key actions, and detailed action plan.	<b>Execution</b> Action matrix for plan execution, deployment sessions, talent alignment, and organizational communication.	<b>Results</b> Monitoring KPIs, evaluation of goal achievement, plan adjustments, and plan renewal.

For more details and information, please contact us at 336-774-0330 or [info@business-smarts.biz](mailto:info@business-smarts.biz).

Check our blog for tips and suggestions: [www.b-smarts.blogspot.com](http://www.b-smarts.blogspot.com)

# Open Responses for each Dimension

Comments are verbatim without adjustment or correction. Each bullet represents an individual comment.

Dimension	Written Comment or Suggestion
Product Development Smarts	<ul style="list-style-type: none"><li>• We really follow what is happening in the market.</li><li>• We create new ideas but don't really test the market viability of initiatives.</li></ul>
Culture Smarts	<ul style="list-style-type: none"><li>• We could share more, and do so more frequently.</li><li>• We treat communication as a four letter word.</li></ul>
Customer Satisfaction Smarts	<ul style="list-style-type: none"><li>• We monitor everything about customers' behavior.</li><li>• If we are paying attention to our market status, it is news to me.</li></ul>
Finance Smarts	<ul style="list-style-type: none"><li>• We are very attuned to our numbers.</li><li>• We need to share KPIs more broadly.</li></ul>
Sales Force Smarts	
Strategy Smarts	<ul style="list-style-type: none"><li>• This is a real strength of our leaders.</li><li>• Not sure we use all of the ways we need to communicate and inspire others around our vision and mission.</li></ul>
Operation Smarts	<ul style="list-style-type: none"><li>• Everyone knows exactly how we are performing.</li></ul>
Talent & Human Resources Smarts	<ul style="list-style-type: none"><li>• We need to pay more attention to talent management.</li><li>• Not sure everyone understands that we create customer value by working through others effectively.</li></ul>
Marketing Smarts	<ul style="list-style-type: none"><li>• We need a brand plan for social media.</li><li>• If we don't develop a web strategy soon, we will be left behind.</li></ul>

# Action from Your Discussion of the Data

Given the ratings and observations of raters, what actions or follow-up do you plan to take.

Dimension	Action to Enhance
Finance Smarts	
Culture Smarts	
Operation Smarts	
Strategy Smarts	
Sales Force Smarts	
Talent & Human Resources Smarts	
Marketing Smarts	
Customer Satisfaction Smarts	
Product Development Smarts	