



Strategic Smarts Profile

Report and Analytics for Action

Prioritizing the critical issues facing your business and organization.

Business/Organization Name: **Sample Strategy Company Group**

Date of Administration: **October 18, 2017**

Number Completed Surveys: **5**

Business Characteristics:

Business Age:	11-20 years
Dollar Turnover:	10 Million - 50 Million
Number of Employees:	Size class 6 (100 to 249 employees)
Industry Sector:	99 Unclassified

Introduction

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

Strategic Information	Sharing information on industry trends, tracking customer behavior, measuring demand for products and services
Strategic Intentions	Promoting an innovative environment, rewarding performance, encouraging the development of future capacity, facilitating new ideas and suggestions, gaining strategic alignment
Strategic Tactics	Clarifying roles as aligned with mission, balancing short and long term needs, working across boundaries, promoting a global perspective
Strategic-Minded Culture	Encouraging risk-taking, fostering mutual respect, promoting a stakeholder mindset, facilitating creativity, communicating positive perspectives
Strategic Thinking	Encouraging new ideas, engaging in scenario planning, promoting a non-judgmental work setting, promoting best practices
Strategic Assets	Understanding competitive advantage of products and services, developing new products and services, strengthening market penetration

Reading Your Report

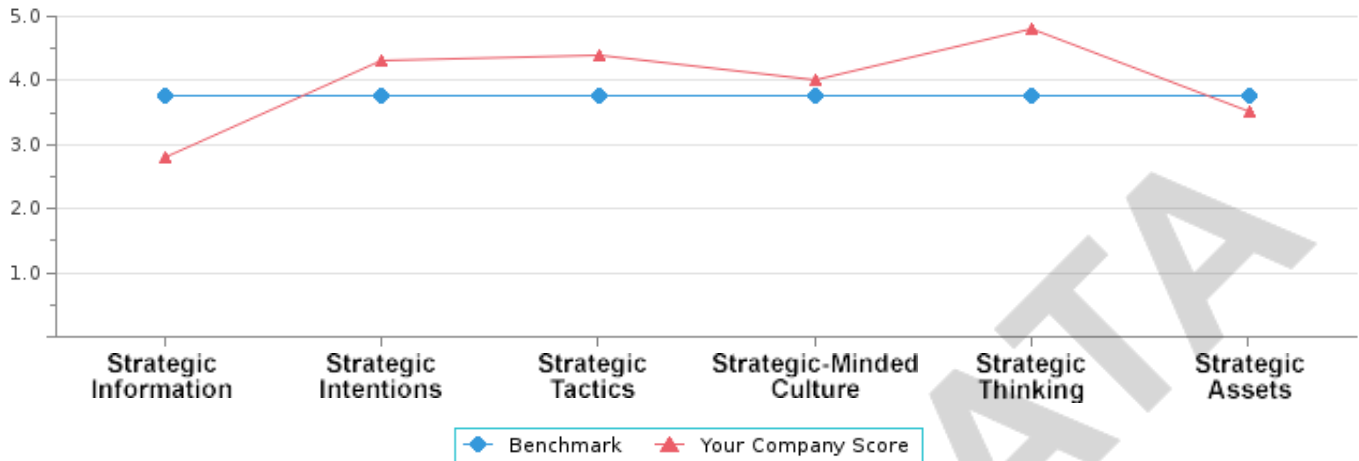
Your Business Smarts Profile™ gives you an overall picture of results across all dimensions and data on each statement within each dimension so that you can understand the "big picture" and the individual data points that can drive future decisions. Your report provides means, ranges, frequencies, rater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

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 Strategic Smarts



Dimensions Above Benchmarks

- Strategic Intentions
- Strategic Tactics
- Strategic-Minded Culture
- Strategic Thinking

Dimensions Below Benchmarks

- Strategic Information
- Strategic Assets

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		
Strategic Thinking	4.80	1-5	0	0	8	9	108	3.75	1.05
Strategic Tactics	4.40	1-5	4	4	12	23	82	3.75	0.65
Strategic Intentions	4.32	1-5	4	6	14	23	78	3.75	0.57
Strategic-Minded Culture	4.00	1-5	4	6	31	29	55	3.75	0.25
Strategic Assets	3.52	1-5	11	13	18	66	17	3.75	-0.23
Strategic Information	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		
Strategic Thinking	4.80	1-5	4	9	17	34	61	3.75	1.05

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
33	Leaders encourage the ability to deal with ambiguity	4.12	1-5	1	1	1	13	9
38	Leaders encourage operational excellence in the market	4.0	2-5	0	1	6	10	8
40	Leaders harness efforts to create a well defined value stream.	3.8	1-5	1	3	3	11	7
36	Leaders encourage a non-judgmental attitude in checking out new ideas and possibilities	3.92	1-5	1	0	4	15	5
34	Leaders facilitate flexible strategic planning.	3.64	1-5	1	4	3	12	5
39	Leaders seek "best practices" for all parts of the operation.	3.64	1-5	1	4	3	12	5
35	Leaders use people outside the organization to renew plans	3.64	1-5	1	4	3	12	5
37	Leaders actively facilitate scenario planning.	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.

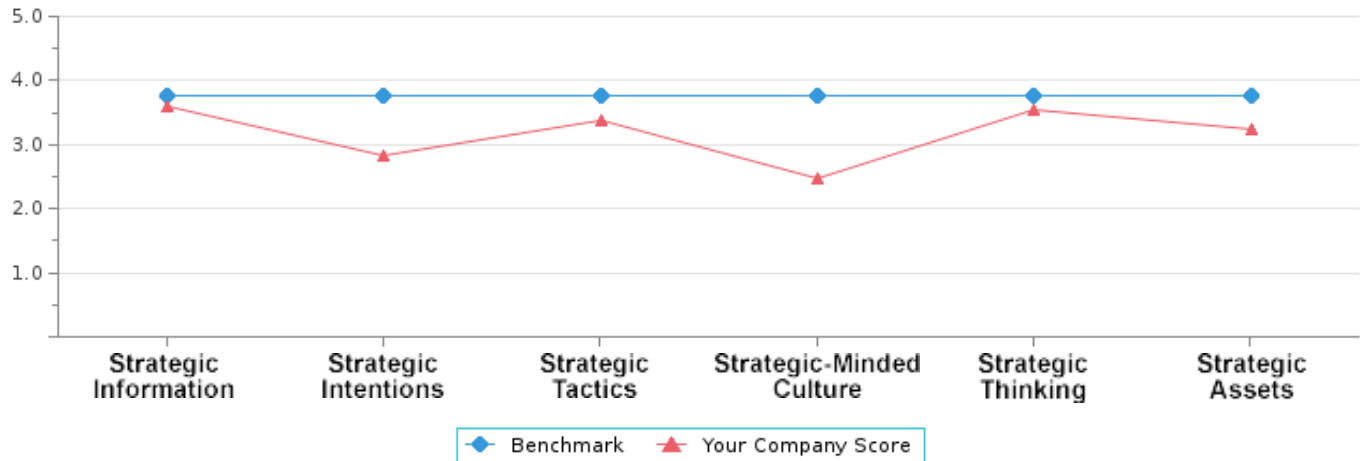
Frequency — the frequencies with which raters select a specific number. How many individuals rated a behavior as 1, 2, 3, 4 or 5? Do raters "cluster" in their ratings? Are there several clusters (e.g. lots of 2s and 5s)? If most raters in a group rate the same score, it is reasonable to conclude the 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 Strategic Smarts for Sample Strategy Company Group



Dimensions Above Benchmarks

Dimensions Below Benchmarks

Strategic Information

Strategic Intentions

Strategic Tactics

Strategic-Minded Culture

Strategic Thinking

Strategic Assets

Overall Data Results

Overall Data Results for Sample Strategy Company Group

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Strategic Information	3.6	2-5	0	7	9	17	7	3.75	-0.15
Strategic Thinking	3.53	1-5	1	9	9	10	11	3.75	-0.22
Strategic Tactics	3.38	2-5	0	13	7	12	8	3.75	-0.37
Strategic Assets	3.23	1-5	2	11	11	8	8	3.75	-0.52
Strategic Intentions	2.83	1-5	3	13	15	6	3	3.75	-0.92
Strategic-Minded Culture	2.48	1-5	11	12	7	7	3	3.75	-1.27

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

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
Discovery Assessment may include the Business Smarts Suite, interviews with key stakeholders, customer focus groups, and key trend analysis.	Analytics Analyzing all data sets, testing hypotheses, and report generation. Post assessment follow-up.	Development Creation of a detailed growth plan, inclusive of a strategic retreat, establishment of KPIs, key actions, and detailed action plan.	Execution Action matrix for plan execution, deployment sessions, talent alignment, and organizational communication.	Results 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.

Check our blog for tips and suggestions: www.b-smarts.blogspot.com

Dimension Results

Strategic Information Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Strategic Information	3.6	2-5	0	7	9	17	7	3.75	-0.15

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
3	Leaders have identified target markets.	4.2	3-5	0	0	1	2	2
4	Leaders routinely ask the organization's customers if they are satisfied with its products/services.	4.2	3-5	0	0	1	2	2
8	Leaders over see ways to measure the organization's market share.	3.8	2-5	0	1	0	3	1
2	Leaders measure market potential/demand for products/services.	3.6	2-5	0	1	1	2	1
1	Leaders gather information about current industry trends.	3.4	2-5	0	2	0	2	1
7	Leaders make sure there are processes for knowing why prospects don't buy from the organization.	3.4	2-4	0	1	1	3	0
6	Leaders monitor competitors' actions.	3.2	3-4	0	0	4	1	0
5	Leaders make sure that the organization tracks customer complaints.	3	2-4	0	2	1	2	0

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

Dimension Results

Strategic Thinking Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Strategic Thinking	3.53	1-5	1	9	9	10	11	3.75	-0.22

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
35	Leaders use people outside the organization to renew plans.	4.6	4-5	0	0	0	2	3
36	Leaders encourage a non-judgmental attitude in checking out new ideas and possibilities	4.2	2-5	0	1	0	1	3
34	Leaders facilitate flexible strategic planning.	3.8	3-5	0	0	2	2	1
40	Leaders harness efforts to create a well defined value stream.	3.2	2-5	0	2	1	1	1
33	Leaders encourage the ability to deal with ambiguity	3.2	2-5	0	2	1	1	1
39	Leaders seek "best practices" for all parts of the operation.	3.2	1-5	1	0	2	1	1
37	Leaders actively facilitate scenario planning.	3	2-5	0	2	2	0	1
38	Leaders encourage operational excellence in the market.	3	2-4	0	2	1	2	0

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

Dimension Results

Strategic Tactics Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Strategic Tactics	3.38	2-5	0	13	7	12	8	3.75	-0.37

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
20	Leaders make sure that all staff understand how their roles support the organizational mission and strategy.	4	2-5	0	1	0	2	2
23	Leaders demonstrate a balance between near-term and long-term needs.	3.8	2-5	0	1	1	1	2
18	Leaders demonstrate an understanding of the threats and opportunities in the external environment.	3.4	2-5	0	1	2	1	1
21	Leaders keep abreast of long term trends.	3.4	2-5	0	2	0	2	1
24	Leaders work across boundaries/departments to facilitate finding solutions to customer problems.	3.2	2-5	0	2	1	1	1
19	Leaders demonstrate a shared vision of the organization's future.	3.2	2-5	0	2	1	1	1
22	Leaders think globally about the organization and expect others to do the same.	3.2	2-4	0	1	2	2	0
17	Leaders regularly assess the organization's strengths and weaknesses.	2.8	2-4	0	3	0	2	0

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

Dimension Results

Strategic Assets Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Strategic Assets	3.23	1-5	2	11	11	8	8	3.75	-0.52

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
45	Leaders identify ways the organization's product/service quality beat our competitors'.	3.6	3-5	0	0	3	1	1
46	Leaders make sure everyone understands the competitive advantage of the organization's products/services.	3.4	2-5	0	2	1	0	2
44	Leaders encourage all associates to seek ways to satisfy the organization's customer needs.	3.4	1-5	1	0	1	2	1
43	Leaders use a process for developing new products/services.	3.4	2-5	0	2	0	2	1
42	Leaders communicate which products/services produce the most profit.	3.2	2-5	0	1	3	0	1
48	Leaders are eager to find new ways to strengthen market penetration (e.g. web sites, brokers, etc.).	3	1-5	1	2	0	0	2
47	Leaders evaluate and communicate the effectiveness of the organization's distribution channels.	3	2-4	0	2	1	2	0
41	Leaders communicate which products/services produce the most revenue.	2.8	2-4	0	2	2	1	0

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

Dimension Results

Strategic Intentions Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Strategic Intentions	2.83	1-5	3	13	15	6	3	3.75	-0.92

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
9	Leaders easily describe the core values of the organization.	3.6	2-5	0	1	1	2	1
11	Leaders seek to create an, innovative learning environment.	3.2	2-5	0	2	1	1	1
10	Leaders reward performance as aligned with goals.	3.2	2-4	0	1	2	2	0
16	Leaders routinely examine alignment of goals, processes, talent, and outcomes.	2.8	2-5	0	3	1	0	1
14	Leaders encourage staff development to build future capacity.	2.6	1-3	1	0	4	0	0
15	Leaders create a work climate that encourages staff to provide ideas and suggestions.	2.6	2-4	0	3	1	1	0
12	Leaders regularly look for opportunities to innovate.	2.4	1-3	1	1	3	0	0
13	Leaders discuss strategic direction and alignment with staff.	2.2	1-3	1	2	2	0	0

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

Dimension Results

Strategic-Minded Culture Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Strategic-Minded Culture	2.48	1-5	11	12	7	7	3	3.75	-1.27

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
30	Leaders communicate positive energy about the organization.	3.4	2-5	0	2	0	2	1
28	Leaders promote opportunities for creativity.	2.8	1-5	1	2	0	1	1
26	Leaders encourage risk-taking.	2.6	1-4	1	1	2	1	0
29	Leaders foster collaboration among departments and individuals.	2.4	1-4	2	1	0	2	0
25	Leaders encourage an attitude that different opinions are welcomed.	2.4	1-4	2	0	2	1	0
27	Leaders create a climate where there are no "non-discussables".	2.2	1-5	2	2	0	0	1
31	Leaders foster mutual respect for others' contributions.	2.2	1-3	2	0	3	0	0
32	Leaders invite an attitude that everyone is a stakeholder in the organization.	1.8	1-2	1	4	0	0	0

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

Open Responses for each Dimension

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

Dimension	Written Comment or Suggestion
Strategic Information	<ul style="list-style-type: none">• We need more tracking information.
Strategic Thinking	<ul style="list-style-type: none">• We are judgmental culture and that drains our motivation.
Strategic Tactics	<ul style="list-style-type: none">• Not sure everyone can state the vision and is clear about how each part of the organization needs to work collaboratively.
Strategic Assets	<ul style="list-style-type: none">• Would be nice to hear more about our market position.
Strategic Intentions	<ul style="list-style-type: none">• We need to expect leaders to share more and facilitate more connection with our goals and purpose.
Strategic-Minded Culture	<ul style="list-style-type: none">• Most of our leaders are so busy making the numbers they don't take the time to listen or show interest in others.

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
Strategic Assets	
Strategic Information	
Strategic Intentions	
Strategic-Minded Culture	
Strategic Tactics	
Strategic Thinking	