

The D.I.A.L.O.G Organizational Evaluation Instrument

D IAGNOSTIC DATA
I NDICATING
ALIGNMENT OF
O RGANIZATIONAL
G OALS

Summary Report:
Client Company Name
Day, Month Date, Year

Presented by:
Affiliate Name/Affiliate Company Name
An Affiliate of
Resource Associates Corporation

EXECUTIVE SUMMARY

PURPOSE: The purpose of this instrument is to provide an organization's leadership with hard data as to where there are "disconnects" within the organization affecting results. The source of the data is the people within the organization. The data provides a tool for identifying specific issues that may need to be addressed in addition to areas of strength which should be capitalized on.

OVERVIEW AND METHODOLOGY

The D.I.AL.O.G. Organization Evaluation Instrument was administered to 118 individuals within (Client Company Name) during the period of (start date) through (finish date). The instrument, which is included at the end of this report, consisted of 71 statements. The following data is a summary of the responses delineated for the organization, for 3 Levels within the organization.

Each individual was requested to check one of the response boxes for each statement. These response options were:

- Strongly Agree
- Somewhat Agree
- Neutral (Neither agree or disagree)
- Somewhat Disagree
- Strongly Disagree
- I Don't Know

The Level was identified as:

- Senior Management (14 respondents)
- Faculty (76 respondents)
- Administrative Staff (28 respondents)

Each individual was told that his or her individual response would be kept confidential and that all data would be reported by group. There was no way of identifying the identity of any single respondent.

This instrument is divided into seven (7) categories. These categories are a proven theoretical model developed by the National Institute of Standards and Technology, U.S. Department of Commerce. They are the categories employed in the Malcolm Baldrige National Quality Award. The seven categories are:

Leadership: Senior management's leadership and involvement in creating and sustaining values, organizational direction, performance expectations and a customer focus that promotes performance excellence.

Strategic Planning: How the organization sets strategic direction and how plans are put into action.

Customer and Market Focus: How the organization determines requirements and expectations of customers and how the organization strengthens relationships with customers and determines their level of satisfaction.

Measurement, Analysis, and Knowledge Management: The use of data and information in the organization to better understand areas for improvement and how the organization is performing.

Human Resource Focus: How employees are encouraged to develop and utilize their potential and the organization's efforts to build and maintain an environment conducive to performance excellence, full participation, and personal and organizational growth.

Process Management: This category addresses the key aspects of process management to include how key processes are designed, managed and improved.

Business Results: The organization's performance and improvement in key business areas and how effectively these results are communicated throughout the organization.

The statements consisted of both positive and negative statements. Example:
Positive statement: *“Senior management has defined a clear direction for our organization.”* Negative statement: *“ I have no idea what our goals are from year to year.”*

Prior to tabulation, responses to negative statements were converted so that “Disagreement” responses are reported positive and “Agreement” responses are reported negative. The responses were tabulated and the data summary is reported as follows:





Strongly Agree & Somewhat Agree reported as Positive
Neutral reported as Neutral
Strongly Disagree & Somewhat Disagree reported as Negative
I Don't Know reported as Don't Know

The response for question #71, “How likely are you to recommend our organization’s goods or services to a Friend?” is as follows:





Loyal Customer reported as Positive
Neutralizer reported as Neutral
Diminisher reported as Negative

Summary of all Responses (Overall and Category)





Overall Responses

+		46.69%
0		17.20%
-		27.36%
?		8.74%





Leadership

+		51.36%
0		17.88%
-		24.24%
?		6.53%





Strategic Planning

+		48.22%
0		17.37%
-		28.14%
?		6.27%





Students, Stakeholders and Market Focus

+		42.88%
0		17.80%
-		23.98%
?		15.34%





Measurement, Analysis, and Knowledge Management

+		43.31%
0		15.59%
-		37.71%
?		3.39%





Faculty and Staff Focus

+		45.76%
0		16.61%
-		30.93%
?		6.69%

Process Management

+		45.76%
0		17.46%
-		25.42%
?		11.36%

Results

+		49.58%
0		17.71%
-		21.10%
?		11.61%





Overall Responses for Recommend a Friend

+		75.42%
0		15.26%
-		9.32%

Summary of Leadership Responses

(Sorted by Negative + Don't Know)

Leadership





+		51.36%
0		17.88%
-		24.24%
?		6.53%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Leadership Statements</i>
49	12	56	1	8	Our Senior Leadership understands the importance of employee morale and motivation in satisfying the expectations of students and stakeholders.
47	19	52	0	7	Our Senior Leadership continually asks for our input in identifying areas for improvement.
38	30	39	11	6	Our Senior Leadership believes that cost savings is the most important thing.
56	19	41	2	9	Senior Leadership believes that everyone in the organization has the capability to contribute.
56	21	6	35	4	Senior Leadership directs that our suppliers be treated honestly.
57	22	38	1	3	All in all, I trust Senior Leadership.
65	26	20	7	2	Our Strategic Plan is realistic and focuses on quality and performance excellence.
67	28	10	13	10	Senior Leadership is concerned about the safety of faculty, students, and staff.
85	17	15	1	1	Senior Leadership has defined a clear direction for our organization.
86	17	9	6	5	Senior Leadership directs that our students and stakeholders be treated honestly.

Summary of Leadership Responses for Senior Management

(Sorted by Negative + Don't Know)

Leadership

+		69.29%
0		12.86%
-		13.57%
?		4.29%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Leadership Statements</i>
9	1	3	1	6	Our Senior Leadership believes that cost savings is the most important thing.
5	5	4	0	7	Our Senior Leadership continually asks for our input in identifying areas for improvement.
7	3	4	0	9	Senior Leadership believes that everyone in the organization has the capability to contribute.
10	1	3	0	8	Our Senior Leadership understands the importance of employee morale and motivation in satisfying the expectations of students and stakeholders.
10	2	2	0	2	Our Strategic Plan is realistic and focuses on quality and performance excellence.
11	1	2	0	3	All in all, I trust Senior Leadership.
11	1	0	2	4	Senior Leadership directs that our suppliers be treated honestly.
10	2	0	2	10	Senior Leadership is concerned about the safety of faculty, students, and staff.
11	2	1	0	1	Senior Leadership has defined a clear direction for our organization.
13	0	0	1	5	Senior Leadership directs that our students and stakeholders be treated honestly.

Summary of Leadership Responses for Faculty

(Sorted by Negative + Don't Know)

Leadership





+	51.32%
0	14.87%
-	25.79%
?	8.03%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Leadership Statements</i>
29	5	41	1	8	Our Senior Leadership understands the importance of employee morale and motivation in satisfying the expectations of students and stakeholders.
32	7	37	0	7	Our Senior Leadership continually asks for our input in identifying areas for improvement.
30	11	4	31	4	Senior Leadership directs that our suppliers be treated honestly.
24	18	26	8	6	Our Senior Leadership believes that cost savings is the most important thing.
37	9	28	2	9	Senior Leadership believes that everyone in the organization has the capability to contribute.
36	14	25	1	3	All in all, I trust Senior Leadership.
42	17	7	10	10	Senior Leadership is concerned about the safety of faculty, students, and staff.
44	16	12	4	2	Our Strategic Plan is realistic and focuses on quality and performance excellence.
56	7	9	4	5	Senior Leadership directs that our students and stakeholders be treated honestly.
60	9	7	0	1	Senior Leadership has defined a clear direction for our organization.

Summary of Leadership Responses for Administrative Staff

(Sorted by Negative + Don't Know)




Leadership

+		42.50%
0		28.57%
-		25.36%
?		3.57%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Leadership Statements</i>
5	11	10	2	6	Our Senior Leadership believes that cost savings is the most important thing.
10	6	12	0	8	Our Senior Leadership understands the importance of employee morale and motivation in satisfying the expectations of students and stakeholders.
10	7	11	0	3	All in all, I trust Senior Leadership.
10	7	11	0	7	Our Senior Leadership continually asks for our input in identifying areas for improvement.
11	8	6	3	2	Our Strategic Plan is realistic and focuses on quality and performance excellence.
12	7	9	0	9	Senior Leadership believes that everyone in the organization has the capability to contribute.
14	6	7	1	1	Senior Leadership has defined a clear direction for our organization.
15	9	2	2	4	Senior Leadership directs that our suppliers be treated honestly.
15	9	3	1	10	Senior Leadership is concerned about the safety of faculty, students, and staff.
17	10	0	1	5	Senior Leadership directs that our students and stakeholders be treated honestly.

Summary of Recommend a Friend Responses

Recommend a Friend

+		75.42%
0		15.26%
-		9.32%

Loyal Customer	Neutralizer	Diminisher	Statement Number	<i>Recommend a Friend Statements</i>
89	18	11	71	How likely are you to recommend our organization's goods or services to a friend?

Summary of Recommend a Friend Responses for Senior Management



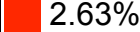
Recommend a Friend

+		85.71%
0		14.29%
-		0.00%

Loyal Customer	Neutralizer	Diminisher	Statement Number	<i>Recommend a Friend Statements</i>
12	2	0	71	How likely are you to recommend our organization's goods or services to a friend?

Summary of Recommend a Friend Responses for Faculty




Recommend a Friend

+		81.58%
0		15.79%
-		2.63%

Loyal Customer	Neutralizer	Diminisher	Statement Number	<i>Recommend a Friend Statements</i>
62	12	2	71	How likely are you to recommend our organization's goods or services to a friend?

Summary of Recommend a Friend Responses for Administrative Staff





Recommend a Friend

+		53.57%
0		14.29%
-		32.14%

Loyal Customer	Neutralizer	Diminisher	Statement Number	<i>Recommend a Friend Statements</i>
15	4	9	71	How likely are you to recommend our organization's goods or services to a friend?

Overall Responses

(Sorted by Negative + Don't Know)

+		46.69%
0		17.20%
-		27.36%
?		8.74%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>All Statements</i>
8	18	85	7	34	Every month I am given data that shows how my department/classroom is contributing to the organization's results.
25	19	72	2	49	Employee morale in this organization is high.
23	22	65	8	22	Students and stakeholders find that dealing with this organization is a complicated hassle.
28	18	63	9	58	No department or level of this organization is considered more important than another.
29	18	58	13	33	When recommendations for improvement are submitted to supervisors, we always get feedback as to what was done with them.
32	15	69	2	35	Decisions affecting me or my department are often made without my input.
32	17	45	24	42	Our performance evaluation addresses team skills and team participation.
28	23	24	43	29	We have a good system of tracking student and stakeholder complaints.
18	35	9	56	60	Our suppliers are treated as partners and we openly communicate our needs to them.
30	26	22	40	63	Our suppliers continuously provide us with materials, service, and students whose preparation and quality meets our expectations.
37	20	59	2	15	I have a part in developing the organization's plan, budget, and objectives.
37	20	60	1	18	The way our organization is structured, it is tough to get things done.
27	31	55	5	59	All departments and levels of this organization work together to provide high quality and keep the

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>All Statements</i>
					operations flowing smoothly.
38	21	49	10	27	People are recognized/rewarded when they contribute to improving student and stakeholder satisfaction.
49	12	56	1	8	Our Senior Leadership understands the importance of employee morale and motivation in satisfying the expectations of students and stakeholders.
37	24	54	3	44	Recognition and rewarding individuals for doing a good job is not something that is done in the organization.
36	26	38	18	20	Our strategic plan is based on student and stakeholder goals.
44	18	53	3	32	Everyone is kept informed with data to show how well the organization is meeting its budgetary goals.
33	30	23	32	24	Significant improvement has taken place in the organization as a direct result of student and stakeholder input.
47	17	30	24	23	Our major measure of student and stakeholder satisfaction is based on complaints.
40	24	40	14	64	We are constantly searching for ways to reduce the time it takes to get things done.
45	20	36	17	54	When we work on developing a new program, service, or offering, we include potential students and stakeholders in the process.
47	19	52	0	7	Our Senior Leadership continually asks for our input in identifying areas for improvement.
40	26	39	13	46	Very seldom do we hear of one department or level within our organization pointing fingers at another department or level.
43	23	47	5	62	I regularly see the data that shows our level of quality and excellence.
45	22	50	1	36	I feel "in on things."
38	30	39	11	6	Our Senior Leadership believes that cost savings is the most important thing.
41	27	21	29	66	I know on an achievement basis where we stand versus our projected performance results.
48	21	31	18	65	When organizational results fall short, supervisors "search for the guilty."
59	13	40	6	16	Senior Leadership just wants us to do our jobs and not ask any questions.
55	18	26	19	28	When students and stakeholders complain, they usually get the "run-around."

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>All Statements</i>
56	19	41	2	9	Senior Leadership believes that everyone in the organization has the capability to contribute.
64	12	41	1	48	I feel as though all I have is a job, not a future.
57	19	35	7	53	New programs, services, and offerings are carefully planned before they are introduced.
56	21	6	35	4	Senior Leadership directs that our suppliers be treated honestly.
53	25	21	19	25	When students and stakeholders complain, we become defensive.
50	28	32	8	69	Our results are communicated to me, so that I can make immediate corrections as needed.
57	22	38	1	3	All in all, I trust Senior Leadership.
60	19	21	18	55	No matter how big a problem may be, our attitude is, "Fix it fast and forget it."
52	29	22	15	13	Our strategic planning process evaluates our competitive strengths and limitations.
64	17	29	8	57	There is a broad level of support for continuous improvement in this organization.
66	17	20	15	61	The unwritten philosophy of this organization is, "If it isn't broken, don't fix it."
66	18	30	4	11	I have a clear vision of what our organization will look like at some point in the future.
65	19	20	14	12	I know who my stakeholders are.
64	20	29	5	38	The information I receive is timely and relevant to what I need to do my job effectively.
68	17	25	8	19	The personal rewards/recognition in this organization are based on the attainment of measurable results.
64	21	10	23	41	My performance review is a negative experience.
58	27	27	6	43	I have been provided with training to allow me to continually improve my skills and abilities.
66	19	30	3	45	My supervisor asks me for my input to find better ways to do my job.
54	32	32	0	39	I am encouraged to analyze data and make recommendations which will improve our organization.
68	19	25	6	56	All employees are encouraged to go out of their way to make sure that students and stakeholders are satisfied.
78	11	26	3	31	I have no idea how our programs, offerings, or services compare to other educational providers.
65	26	20	7	2	Our Strategic Plan is realistic and focuses on quality and performance excellence.

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>All Statements</i>
67	24	17	10	21	We keep our commitments to students and stakeholders.
78	14	22	4	37	The person to whom I report keeps me in the dark most of the time regarding things affecting my job.
77	15	25	1	47	My supervisor never asks me to do something without telling me why.
73	20	22	3	14	I have no idea what our goals are from year to year.
77	16	22	3	50	My immediate supervisor is genuinely concerned about my welfare and well being.
78	16	18	6	30	I meet with the person or department who supplies me with work, materials, information, etc., and keep them informed of what I need to do my job.
67	28	10	13	10	Senior Leadership is concerned about the safety of faculty, students, and staff.
79	16	21	2	40	I receive a formal review of my performance at least once a year.
78	17	18	5	52	I know how satisfied those who receive the output of my work are with it.
84	14	10	10	26	I am personally aware of what students and stakeholders think about our programs, offerings, and services.
81	17	17	3	68	This organization does not think that it's important to find better ways to do things.
76	23	16	3	17	I have written goals and objectives which support the organization's overall objectives.
85	17	15	1	1	Senior Leadership has defined a clear direction for our organization.
86	17	9	6	5	Senior Leadership directs that our students and stakeholders be treated honestly.
90	15	10	3	67	I feel as though I have personal responsibility toward the achievement of organizational results.
95	11	9	3	51	I have no idea who receives the output of my work.
96	11	9	2	70	I am proud of the programs and services we provide.