Organizational Integrity Survey® Interpretation Guidelines

The *Organizational Integrity® Survey* reflects the degree that your organization demonstrates these drivers of effective, engaging and ethical cultures:

Identity: Organizations with a strong identity have a clear, meaningful purpose and explicit values that define who they are. Their vision, goals and strategy for achieving them are clear. There is also an accurate sense in these organizations of their strengths and of their limitations.

Authenticity: Authentic organizations are true to their purpose and values, cultivate truth-telling cultures and demonstrate transparency. They have a firm grasp on realities of their markets and environment, and empower members to act in the interest of stakeholders.

Alignment: Organization systems, structure and behaviors are aligned with goals and values; there are no mixed messages about what matters. Aligned organizations stay attuned with changes in their markets and environment and adapt effectively.

Accountability: Accountable organizations do what they say they will do; they deliver on their brand promise and commitments to stakeholders. They measure what matters and demonstrate excellent stewardship.

When you see your *Organizational Integrity Survey*® results:

- Look at the **Overall** results for *Identity, Authenticity, Alignment* and *Accountability*. Are the results on the higher (4 *Very Characteristic* and better) or lower (less then *Very Characteristic*) side?
- Scan responses to individual questions. Do they provide clues about what might be driving higher or lower overall results?
- What do the distribution of results show? Are responses clustered tightly or is there a wide range of responses to certain questions? What might that mean?
- If this report includes responses to open-ended questions, what do those responses suggest are driving higher or lower responses?
- If this report shows different levels or groups of respondents, how similar or dissimilar are groups' responses, and how do you interpret that?

Ideally, survey results reinforce things that you are already doing well to drive effective, engaging and ethical cultures; in that case keep doing what you are doing. Where results are not as satisfactory, you might already have enough information to determine appropriate responses. For example it might be apparent that better communication of your organization's *mission* or *core values* is in order. Perhaps *Accountability* results suggest that you should formulate and implement better performance measures. Sometimes survey results provide only general indicators of what gaps need to be addressed; in those cases you will need to gather additional information to determine appropriate responses. Give some thought to how you can learn more about what adjustments to make. Also, give some thought to how you will communicate results of this survey and engage others in conversation about the implications and desirable action.

Sample Report Organizational Integrity Survey

XYZ Corporation Pat Sample

(With this report option, Pat Sample's individual responses are compared with others' responses.)

[This sample report shows only half of the 10 questions asked for each of the four organizational integrity dimensions.)

		*Aver	age Re	sponse	Graph		Avg.	•	Resp	onse I	Distrib	ution	
Scales/Items	0	1	2	3	4	5	Resp.	1	2	3	4	5	DK
IDENTITY (Overall)													
All Respondents							3.98	17	49	102	162	239	118
Self					_		3.68	0	0	0	4	6	0
Group 1					_		3.92	2	9	20	25	37	27
Group 2							4.12	1	3	6	11	20	9
Group 3							4.25	1	6	37	61	104	49
This organization has a strong	sen	se of n	urnose										
All Respondents			uipooc	,.			4.42	0	0	9	15	33	12
Self					=		4.25	0	0	0	0	1	0
Group 1							4.33	0	0	2	4	6	0
Group 2	_						4.50	0	0	0	2	2	1
Group 3							4.58	0	0	3	2	14	7
555	_										_		
5. This organization has clear goa	ıls.	and str	ategies	s for ho	w to ac	hiev	e those	goals.					
All Respondents							3.92	0	9	11	21	24	4
Self							3.67	0	0	0	1	0	0
Group 1							3.75	0	3	1	4	4	0
Group 2							4.20	0	0	1	2	2	0
Group 3							4.23	0	1	3	8	10	4
25. People in this organization bel	liev	e in its	missio	n.									
All Respondents		3 111 110	111100101				3.73	2	7	12	17	17	14
							3.38	0	0	0	0	1	0
Group 1				_			3.57	0	1	3	1	2	5
Group 2					_		4.00	0	0	1	2	1	1
Group 3							4.10	0	0	5	8	7	6
	_												
31. This organization openly exan	nine	s its w	eaknes	sses a	nd vulne	erabi	lities so	thev c	an be	addre	essed		
All Respondents							3.40	4	7	21	22	9	6
Self				- 3			3.06	0	0	0	1	0	0
Group 1	_						3.20	1	1	4	3	1	2
Group 2							3.60	0	1	2	0	2	0
Group 3							3.64	0	1	9	9	3	4

Castas (tarres		*Average Response Graph Avg. *Response Distribution										
Scales/Items	0	1 2	2 3	4	5	Resp.	1	2	3	4	5	DK
AUTHENTICITY (Overall)												
All Respondents						3.75	28	65	127	221	187	56
Self						3.33	0	0	1	3	6	0
Group 1						3.93	3	11	17	43	40	6
Group 2						3.93	1	2	13	12	17	4
Group 3						4.03	1	6	52	91	73	33
. This organization is one where	peo	ple freely s	hare thou	ghts an	id o	pinions.						
All Respondents	•	,				3.75	1	7	15	26	16	4
Self				_		3.24	0	0	0	0	1	(
Group 1				1		3.67	0	1	5	3	3	(
Group 2	_		11			3.50	0	1	1	1	1	
Group 3						4.13	0	0	5	11	8	2
0. It is easy for people to be true	to t	hemselves	in this or	anizati	on.							
All Respondents						3.72	5	3	14	25	17	
Self	_			_		2.94	0	0	0	0	1	(
Group 1						3.83	1	0	1	8	2	(
Group 2						4.20	0	0	1	2	2	(
Group 3	_					4.09	0	0	7	7	9	3
5. Top leadership models this org		zation's m	ission and	values		0.00		_		40	00	
All Respondents	_					3.93	1	5	11	19	20	13
Self	_					3.45	0	0	0	0	1	(
Group 1	_			=		4.08	1	0	1	5	5	(
Group 2 Group 3						4.00 4.25	0	0	2	1 9	2	(
Group 3						4.23	U	U	3	9	0	6
35. People can trust information a	nd c	data that th	is organiz	ation or	rovi	des.						
All Respondents			3			3.74	4	5	12	27	17	4
Self						3.29	0	0	0	1	0	(
Group 1						4.08	0	2	0	5	5	(
Group 2						3.40	0	0	3	2	0	(
Group 3						4.04	0	0	6	10	7	3
0. There are not many secrets in	this	organizati	ion: inform	ation is	s on	enly sha	ared.					
All Respondents			011, 11110111	1	, op	3.65	3	8	13	26	15	3
Self	_					3.39	0	0	0	0	1	(
Group 1						4.00	0	2	1	4	5	(
Group 2						4.00	0	0	1	2	1	
Group 3	_			_		3.70	1	1	7	9	5	2
				To d								
		*Average	Response	Graph		Avg.		*Resp	onse l	Distrib	ution	
Scales/Items	0	1 2	2 3	4	5	Resp.	1	2	3	4	5	DI
ALIGNMENT (Overall)												
All Respondents						4.00	7	56	104	209	239	6
Self				_		3.77	0	0	1	1	7	1
Group 1						4.07	3	9	12	36	47	1
Group 2						4.15	0	2	6	17	16	
Group 3						4.24	0	4	37	81	97	37
 This organization pulls together aligned around shared goals. 	pe	ople are n	ot working	at cros	ss-p	ourposes	s, and	they	are all			
All Respondents						3.98	1	5	12	24	24	
Self				_		3.78	0	0	0	0	1	(
Group 1				_		4.17	0	1	1	5	5	(
Group 2						3.80	0	0	2	2	1	(
Group 3						4.26	0	0	5	7		2
C. oup o						0	-		-			

20. This organization manages co								
All Respondents		3.92	0	8	9	27	20	4
Self		3.61	0	0	0	1	0	0
Group 1		4.00	0	2	0	6	4	0
Group 2		4.00	0	0	1	1	1	1
Group 3		4.17	0	0	5	9	9	3
04 This are also the second								
21. This organization sends consis				_		00	00	
All Respondents		3.98	1	5	11	22	23	4
Self		3.89	0	0	0	0	1	0
Group 1		3.82	0	2	2	3	4	0
Group 2		4.33	0	0	0	2	1	1
Group 3		4.18	0	1	3	9	9	3
24. This organization spends mon	ev and allocates resources in w	vavs that are	cons	istent	with			
its stated values and priorities.	o, and anocates resources in the	rajo inai aro	000					
All Respondents		4.56	0	0	5	14	35	15
Self		4.53	0	0	1	0	0	0
Group 1		4.78	0	0	0	2	7	3
Group 2		4.80	0	0	0	1	4	0
Group 3		4.47	0	0	1	7	9	9
Group		1. 17	•		100	1	•	
27. This organization recognizes p	eople and pays in a way that re	eflects what	t savs	s is im	portar	nt.		
All Respondents		3.78	1	10	12	21	21	4
Self		3.61	0	0	0	0	1	0
Group 1		3.30	1	1	4	2	2	2
Group 2		3.80	o	1	0	3	1	0
Group 3		4.29	0	0	5	7	12	2
Group 5		4.23	U	U	9	,	12	_
Scalor/Itams	*Average Response Graph	Avg.				Distrib		DK
Scales/Items	*Average Response Graph 0 1 2 3 4	Avg. 5 Resp.	1	Respo	onse E	Distrib 4	ution 5	DK
								DK
Scales/Items ACCOUNTABILITY (Overall) All Respondents	0 1 2 3 4						5	DK 118
ACCOUNTABILITY (Overall)	0 1 2 3 4	5 Resp.	1	2	3	4	5	
ACCOUNTABILITY (Overall) All Respondents	0 1 2 3 4	5 Resp.	10	44	81	175	263	118
ACCOUNTABILITY (Overall) All Respondents Self	0 1 2 3 4	5 Resp. 4.11 3.86	10 0	44 0	81 0	175 2	263 6	118
ACCOUNTABILITY (Overall) All Respondents Self Group 1	0 1 2 3 4	5 Resp. 4.11 3.86 4.21	10 0 3	44 0 7	81 0 11	175 2 29 9	263 6 57	118 2 13
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2	0 1 2 3 4	5 Resp. 4.11 3.86 4.21 4.24	10 0 3 0	44 0 7 1	81 0 11 7	175 2 29 9	263 6 57 17	118 2 13 14
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2	0 1 2 3 4	5 Resp. 4.11 3.86 4.21 4.24 4.29	10 0 3 0	2 44 0 7 1 5	81 0 11 7 28	175 2 29 9 72	263 6 57 17	118 2 13 14
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3	0 1 2 3 4	5 Resp. 4.11 3.86 4.21 4.24 4.29	10 0 3 0 1	2 44 0 7 1 5	81 0 11 7 28	175 2 29 9 72	263 6 57 17	118 2 13 14
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance	0 1 2 3 4	5 Resp. 4.11 3.86 4.21 4.24 4.29	10 0 3 0 1	2 44 0 7 1 5	81 0 11 7 28	175 2 29 9 72	263 6 57 17	118 2 13 14
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure	o 1 2 3 4	4.11 3.86 4.21 4.24 4.29 how it is doin	10 0 3 0 1	2 44 0 7 1 5	81 0 11 7 28	175 2 29 9 72	263 6 57 17 101	118 2 13 14 56
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents	o 1 2 3 4	4.11 3.86 4.21 4.24 4.29 how it is doin 3.58	10 0 3 0 1	44 0 7 1 5 t just t	81 0 11 7 28 finance	175 2 29 9 72	263 6 57 17 101	118 2 13 14 56
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self	o 1 2 3 4	4.11 3.86 4.21 4.24 4.29 how it is doin 3.58 3.22	1 0 3 0 1 1 gno	2 44 0 7 1 5 t just t	3 81 0 11 7 28 finance	175 2 29 9 72	263 6 57 17 101	118 2 13 14 56
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1	o 1 2 3 4	4.11 3.86 4.21 4.24 4.29 how it is doin 3.58 3.22 3.55	1 0 3 0 1 1 gno	2 44 0 7 1 5 t just t	3 81 0 11 7 28 finance	175 2 29 9 72 sial	263 6 57 17 101	118 2 13 14 56
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balanc performance, but other measur All Respondents Self Group 1 Group 2	o 1 2 3 4	4.11 3.86 4.21 4.24 4.29 how it is doin 3.58 3.22 3.55 4.25	1 0 3 0 1 1 0 -no	2 44 0 7 1 5 t just t	3 81 0 11 7 28 finance 12 0 3 0	175 2 29 9 72 sial	263 6 57 17 101	118 2 13 14 56
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measur All Respondents Self Group 1 Group 2 Group 3	ed set of measures to assess hes that are important.	4.11 3.86 4.21 4.24 4.29 how it is doin 3.58 3.22 3.55 4.25	1 0 3 0 1 1 0 -no	2 44 0 7 1 5 t just t	3 81 0 11 7 28 finance 12 0 3 0	175 2 29 9 72 sial	263 6 57 17 101	118 2 13 14 56
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the	o 1 2 3 4	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83	10 0 3 0 1 1 9no 4 0 1 0 0 0	44 0 7 1 5 t just t	81 0 111 7 28 finance 12 0 3 0 4	175 2 29 9 72 iial 24 0 3 3 3 10	263 6 57 17 101 15 1 3 1 6	118 2 13 14 56
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents	o 1 2 3 4	4.11 3.86 4.21 4.29 now it is doin 3.58 3.22 3.55 4.25 3.83	10 0 3 0 1 1 1 9no 4 0 1 0 0 1	44 0 7 1 5 t just t 9 0 1 0 3	81 0 11 7 28 12 0 3 0 4	175 2 29 9 72 iial 24 0 3 3 10	263 6 57 17 101 15 1 3 1 6	118 2 13 14 56
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self	ed set of measures to assess hes that are important.	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83	10 0 3 0 1 1 9no 4 0 1 0 0	44 0 7 1 5 5 t just t 9 0 1 0 3 3	81 0 11 7 28 12 0 3 0 4	175 2 29 9 72 iial 24 0 3 3 10	263 6 57 17 101 15 1 3 1 6	118 2 13 14 56 6 0 1 1 4
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 1 Group 2	ed set of measures to assess hes that are important.	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10	10 0 3 0 1 1 0 0 1 0 0 1 0 0 1 0 0 0 0 1 0	44 0 7 1 5 t just 1 9 0 1 0 3	3 81 0 11 7 28 finance 12 0 3 0 4	175 2 29 9 72 iial 24 0 3 3 10 10 0 2	263 6 57 17 101 15 1 3 1 6	118 2 13 14 56 6 0 1 1 4
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 2 Group 3	ed set of measures to assess hes that are important.	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00	10 0 3 0 1 1 0 0 1 0 0 1 0 0 1 0 0 0 0 0	44 0 7 1 5 t just 1 0 3 3	3 81 0 11 7 28 financ 12 0 3 0 4	175 2 29 9 72 iial 24 0 3 3 10 10 0 2 0	263 6 57 101 15 1 3 1 6	118 2 13 14 56 6 0 1 1 1 4
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 1 Group 2	ed set of measures to assess hes that are important.	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10	10 0 3 0 1 1 0 0 1 0 0 1 0 0 1 0 0 0 0 1 0	44 0 7 1 5 t just 1 9 0 1 0 3	3 81 0 11 7 28 finance 12 0 3 0 4	175 2 29 9 72 iial 24 0 3 3 10 10 0 2	263 6 57 17 101 15 1 3 1 6	118 2 13 14 56 6 0 1 1 4
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 3 7	ed set of measures to assess hes that are important.	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00 4.19	1 10 0 3 0 1 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	44 0 7 1 5 5 t just 1 0 3 3 1 0 0 0	3 81 0 11 7 28 finance 12 0 3 0 4	175 2 29 9 72 24 0 3 3 10 10 0 2 0 3 3	263 6 57 101 15 1 3 1 6	118 2 13 14 56 6 0 1 1 1 4
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 3 17. This organization considers the	ed set of measures to assess hes that are important. goals it sets.	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00 4.19 ns will have	10 0 3 0 1 1 9no 4 0 0 0 0 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0	44 0 7 1 5 5 t just 1 0 0 1 0 0 0 0 oner sta	3 81 0 11 7 28 6 12 0 3 0 4 13 0 2 2 3 3 akeho	175 2 29 9 72 24 0 3 3 10 10 0 2 0 3 lders.	263 6 57 17 101 15 1 3 1 6 27 1 5 2 9	118 2 13 14 556 6 0 1 1 1 4 17 0 2 1 11
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 3 17. This organization considers the All Respondents	ed set of measures to assess hes that are important. goals it sets.	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00 4.19 ns will have 4.39	10 0 3 0 1 1 0 0 0 1 0 0 0 0 0 1 0 0 0 0	44 0 7 1 5 5 t just t just t 1 0 0 0 0 oner sta 2	3 81 0 11 7 28 12 0 3 0 4 13 0 2 2 3 3 8 4	175 2 29 9 72 isial 24 0 3 3 3 10 10 2 0 3 3 idders. 13	263 6 57 17 101 15 1 3 1 6 27 1 5 2 9	118 2 13 14 56 6 0 1 1 1 4 17 0 2 1 1 11 11 16
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 3 17. This organization considers the All Respondents Self All Respondents Self Self Self Self Self Self Self Self	ed set of measures to assess hes that are important. goals it sets.	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00 4.19 how will have 4.39 4.31	10 0 3 0 1 1 9no 4 0 0 0 0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0	44 0 7 1 5 5 t just t 9 0 1 0 3 3 1 0 0 0 mer sta 2 0	3 81 0 11 7 28 finance 12 0 3 0 4 13 0 2 2 3 3 akeho 7 0	175 2 29 9 72 101111 24 0 3 3 10 10 0 2 0 3 3 10 10 10 13 10 10 10 10 10 10 10 10 10 10 10 10 10	263 6 57 101 15 1 3 1 6 27 1 5 2 9	118 2 13 14 566 6 0 1 1 1 4 4 17 0 2 1 1 11 11 16 0
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 3 17. This organization considers the All Respondents Self Group 3	ed set of measures to assess hes that are important. goals it sets.	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00 4.10 4.00 4.19 ans will have 4.39 4.31 4.70	10 0 3 0 1 1 1 9no 4 0 0 0 0 0 1 0 0 0 0 1 0 0 0 0 0 0 0 0	44 0 7 1 5 5 t just 1 9 0 1 0 0 3 3 1 0 0 0 oner sta 2 0 0 0	3 81 0 11 7 28 finance 12 0 3 0 4 1 13 0 2 2 3 3 akeho 7 0 1	175 2 29 9 72 isial 24 0 3 3 10 10 2 0 3 3 ldders. 13 0 1	263 6 57 101 15 1 3 1 6 27 1 5 2 9	118 2 13 14 566 6 0 1 1 1 4 4 17 0 2 1 1 11 11 16 0 2
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 3 17. This organization considers the All Respondents Self Group 2 Group 3	ed set of measures to assess hes that are important. goals it sets.	4.11 3.86 4.21 4.24 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00 4.19 ns will have 4.39 4.31 4.70 4.33	10 0 3 0 1 1 9no 4 0 0 0 0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0	44 0 7 1 5 5 t just t 9 0 0 1 0 0 3	3 81 0 11 7 28 finance 12 0 3 0 4 13 0 2 2 3 3 8 8 8 8 9 9 9 9 9 9 9 9 9 9 9 9 9 9	24 0 3 3 10 10 10 2 0 3 3 10 10 10 10 10 10 10 10 10 10 10 10 10	263 6 57 17 101 15 1 3 1 6 27 1 5 2 9 32 1 8 2	118 2 13 14 556 6 0 1 1 1 4 1 1 1 1 1 1 1 1 6 0 2 2 2
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 3 17. This organization considers the All Respondents Self Group 3	ed set of measures to assess hes that are important. goals it sets.	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00 4.10 4.00 4.19 ans will have 4.39 4.31 4.70	10 0 3 0 1 1 1 9no 4 0 0 0 0 0 1 0 0 0 0 1 0 0 0 0 0 0 0 0	44 0 7 1 5 5 t just 1 9 0 1 0 0 3 3 1 0 0 0 oner sta 2 0 0 0	3 81 0 11 7 28 finance 12 0 3 0 4 1 13 0 2 2 3 3 akeho 7 0 1	175 2 29 9 72 isial 24 0 3 3 10 10 2 0 3 3 ldders. 13 0 1	263 6 57 101 15 1 3 1 6 27 1 5 2 9	118 2 13 14 566 6 0 1 1 1 4 4 17 0 2 1 1 11 11 16 0 2
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 3 17. This organization considers the All Respondents Self Group 1 Group 2 Group 3 17. This organization considers the All Respondents Self Group 3	ed set of measures to assess hes that are important. goals it sets.	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00 4.19 ns will have 4.39 4.31 4.70 4.33 4.55	10 0 3 0 1 1 9no 4 0 0 0 0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0	44 0 7 1 5 5 t just t 9 0 0 1 0 0 3	3 81 0 11 7 28 finance 12 0 3 0 4 13 0 2 2 3 3 8 8 8 8 9 9 9 9 9 9 9 9 9 9 9 9 9 9	24 0 3 3 10 10 10 2 0 3 3 10 10 10 10 10 10 10 10 10 10 10 10 10	263 6 57 17 101 15 1 3 1 6 27 1 5 2 9 32 1 8 2	118 2 13 14 556 6 0 1 1 1 4 1 1 1 1 1 1 1 1 6 0 2 2 2
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 3 17. This organization considers the All Respondents Self Group 1 Group 2 Group 3 18. This organization considers the All Respondents Self Group 1 Group 2 Group 3 19. This organization is a good steep 3	ed set of measures to assess hes that are important. goals it sets. impact its decisions and action ward of the resources it control	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00 4.10 4.00 4.19 ns will have 4.39 4.31 4.70 4.33 4.55	10 0 3 3 0 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	44 0 7 1 5 5 t just 1 0 0 3 3 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 81 0 11 7 28 finance 12 0 3 0 4 13 0 2 2 2 3 3 akeho 7 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	175 2 29 9 72 24 0 3 3 10 10 10 0 2 0 3 10 10 10 7	263 6 57 17 101 15 1 3 1 6 27 1 5 2 9 32 1 8 2 12	118 2 13 14 556 6 0 0 1 1 1 4 11 11 11 16 0 2 2 2 7
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 3 17. This organization considers the All Respondents Self Group 1 Group 2 Group 3 18. This organization considers the All Respondents Self Group 1 Group 2 Group 3 19. This organization considers the All Respondents Self Group 1 Group 2 Group 3	ed set of measures to assess hes that are important. goals it sets. impact its decisions and action ward of the resources it control	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00 4.10 4.00 4.19 how will have 4.39 4.31 4.70 4.33 4.55 ls. 4.11	10 0 3 0 1 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0	44 0 7 1 5 5 t just t 0 3 3 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 81 0 11 7 28 finance 12 0 3 0 4 13 0 2 2 2 3 3 akeho 7 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	175 2 29 9 72 24 10 0 0 2 0 3 10 10 0 1 1 0 0 7 7 24	263 6 57 17 101 15 1 3 1 6 27 1 5 2 9 32 1 8 2 12 25	118 2 13 14 56 6 0 1 1 1 4 17 0 2 2 1 11 11 16 0 2 2 7 5
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ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 3 17. This organization considers the All Respondents Self Group 1 Group 2 Group 3 34. This organization is a good ste All Respondents Self Group 1 Group 2 Group 3	ed set of measures to assess he sthat are important. goals it sets. impact its decisions and action ward of the resources it control	4.11 3.86 4.21 4.24 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00 4.19 https://doi.org/10.400 4.31 4.70 4.33 4.55 Is. 4.11 3.82 4.33 4.50	10 0 3 0 1 1 9gno 4 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	44 0 7 1 5 5 t just t 9 0 0 1 1 0 0 3 3 1 0 0 0 0 0 0 0 0 0 0 1	3 81 0 11 7 28 finance 12 0 3 0 4 13 0 2 2 3 3 akeho 7 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	175 2 29 9 72 iial 24 0 3 3 10 10 0 2 0 3 3 10 1 0 7 7 24 0 0 5 2	263 6 57 17 101 15 1 3 1 6 27 1 5 2 9 32 1 8 2 12 25 1 6 2	118 2 13 14 566 6 0 1 1 1 4 4 17 0 2 1 1 11 11 16 0 2 2 7 7 5 0 0 0 0 0
ACCOUNTABILITY (Overall) All Respondents Self Group 1 Group 2 Group 3 4. This organization uses a balance performance, but other measure All Respondents Self Group 1 Group 2 Group 3 16. This organization achieves the All Respondents Self Group 1 Group 2 Group 3 17. This organization considers the All Respondents Self Group 1 Group 2 Group 3 34. This organization is a good ste All Respondents Self Group 1 Group 2 Group 3	ed set of measures to assess he sthat are important. goals it sets. impact its decisions and action ward of the resources it control	4.11 3.86 4.21 4.29 how it is doin 3.58 3.22 3.55 4.25 3.83 4.11 4.00 4.10 4.00 4.19 hos will have 4.39 4.31 4.70 4.33 4.55 Is. 4.11 3.82 4.33	10 0 3 0 1 1 9no 4 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	44 0 7 1 5 5 t just t 9 0 1 0 3 3 1 0 0 0 0 0 0 0 0 0 1 0 0 1 0 0 0 0	3 81 0 11 7 28 6 finance 12 0 3 0 4 1 3 0 2 2 3 3 8 8 8 8 8 8 9 8 9 1 1 1 1 1 1 1 1 1 1 1	175 2 29 9 72 isial 24 0 3 3 3 10 10 2 0 3 3 10 1 0 7 7 24 0 5	263 6 57 17 101 15 1 5 2 9 32 1 8 2 12	118 2 13 14 566 6 0 1 1 1 4 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1

38.	People in this organization are	held accountable for their pe	erformance.						
	All Respondents		3.92	0	8	9	27	20	4
	Self		3.61	0	0	0	1	0	0
	Group 1		4.00	0	2	0	6	4	0
	Group 2		4.00	0	0	1	1	1	1
	Group 3		4.17	0	0	5	9	9	3

[The following are 3 of 6 supplemental questions that the client opted for, in this case to assess perceptions that its stated values are characteristic of the organization.]

. TRUSTvaluing honesty to candidly and respectful All Respond Gro Gro		*Avera	ge Res	ponse	Graph		Avg.	*	Respo	onse D	istrib	ution	
Scales/Items	0	1	2	3	4	5	Resp.	1	2	3	4	5	DI
CORE VALUES	value	staten	nents p	ostea		orpo	based or ration. T						
41. TRUSTvaluing honesty to candidly and respectfo	•				ving the	cor	nfidence i	n eac	h oth	er's m	otivati	ons	
All Respon	ndents						3.98	1	5	11	22	23	
	Self				=		3.89	0	0	0	0	1	(
Gr	roup 1				=		3.82	0	2	2	3	4	
Gr	roup 2						4.33	0	0	0	2	1	
Gr	roup 3						4.18	0	1	3	9	9	
42. EXCELLENCEconstan	ntly seeking	impro	veme	nt in th	ne qualit	tv of	our work	and	servic	e to cl	ients.		
		, ,				•	3.79	0	9	14	21	19	
	Self I				_		3.59	0	0	0	0	1	
Gr	roup 1						4.09	0	1	2	3	5	
	roup 2						4.25	0	0	0	3	1	
	roup 3						3.91	0	2	4	11	6	
 DIVERSITYrecognizing to affording opportunities and lifestyles, to share the 	s, not only	for wo	men a	nd mir									
All Respon		•					4.56	0	0	5	14	35	1
	Self				4		4.53	0	0	1	0	0	
Gr	roup 1						4.78	0	0	0	2	7	
						=	4.80	0	0	0	1	4	
Gr	roup 2						4.00	U	U	U		4	