

quantifying Culture™

An organization-wide human capital audit prepared for

Sample Report

AZ Tech, Inc.

April 1, 2014

Organizational Development Applications

- **Strategic Planning**

Integrate quantitative human capital data into your strategic planning process

- **Leadership Development**

Teach managers new human capital leadership skills and knowledge

- **Performance Management**

Make quantified performance accountability the job of every employee

- **Human Resource System**

Create metrics-driven approach to develop and manage human resources

- **Training & Team Building**

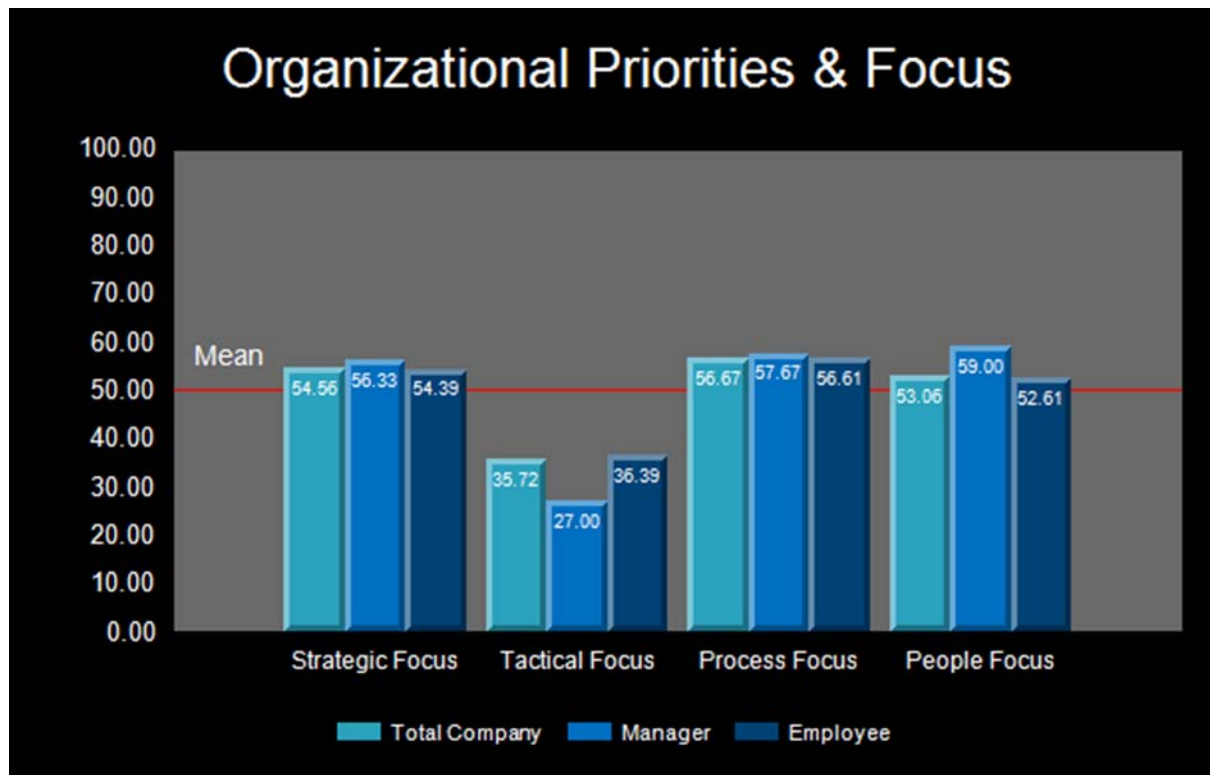
Improve trust and collaboration through increased self and interpersonal awareness

Introduction

This report is based on the aggregate responses of your managers and employees to the Personal Strengths Inventory (PSI) Survey. PSI provides highly reliable insight into the perceptions, interests, initiative and behavior of your workforce. When used as a composite organizational assessment, PSI offers a unique view into your business culture, human biases, decision-making process and performance strengths. It reflects your fundamental human capabilities which determine your success.

Use this information to define your performance expectations in order to best leverage the strengths and talents of your organization. Further, manage any potential performance deficiencies through more accurately targeted training and coaching programs. Then use this human capital audit to focus your organizational development strategies in ways that maximize your HR allocations.

Residual ROI. After this initial organizational audit, utilize your accumulated PSI database of both individual and team reports for ongoing training and development, new employee orientation, team building, individual performance coaching, future comparative organization audits, and other human resource management initiatives.



Four Areas of Focus

- **Strategic Focus**

Innovative prepare-for-the-future performance with “big picture” conceptual outcomes

- **Tactical Focus**

Hands-on here-and-now performance with tangible outcomes

- **Process Focus**

Systems precedent-based performance with quantifiable and measurable outcomes

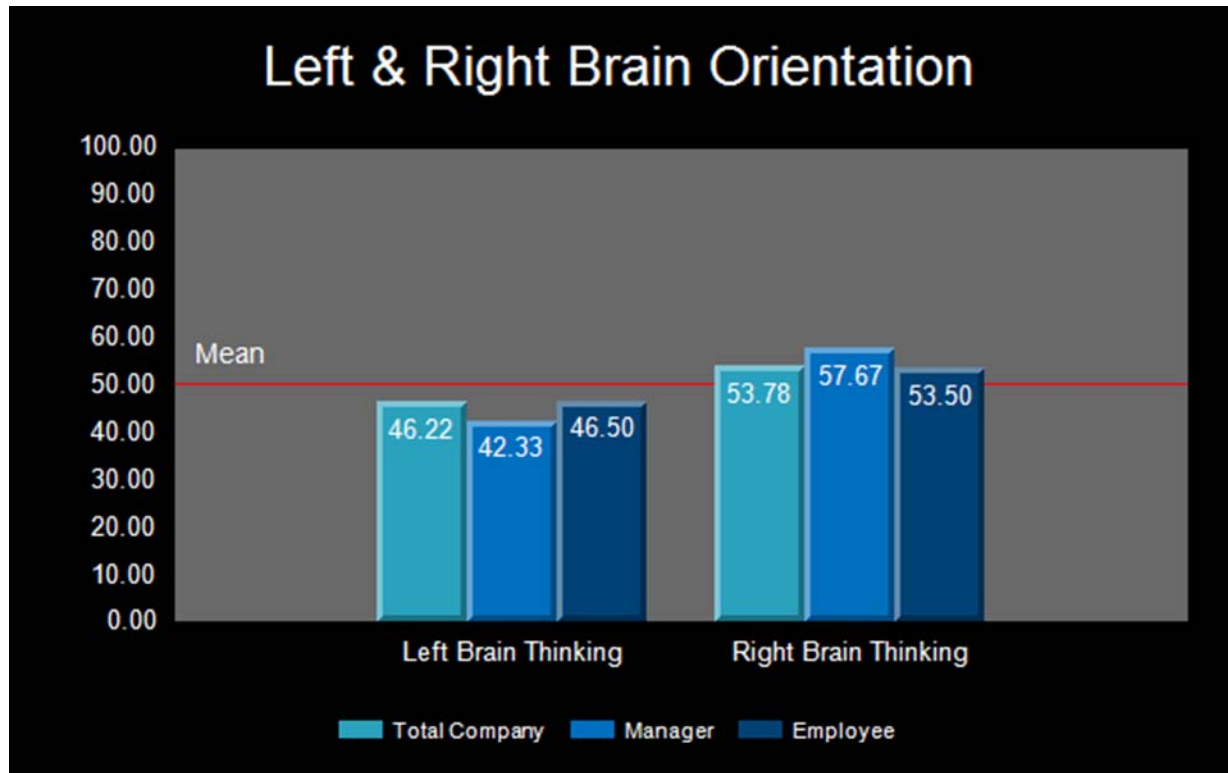
- **People Focus**

Relational here-and-now performance with human influence and impact outcomes

Organizational Priorities & Focus

Individual managers and employees make decisions and then take action based on their perceptions of what is MOST important. People believe their intuition and thinking usually reflects what most other people think. Aggregately, organizations manifest these biases in the process of establishing their overall priorities and action plans.

Use these benchmarks to determine your competitive advantages (or disadvantages). Then build awareness about where greater or less focus should be placed on your strategic, tactical, process or people focus for achieving your overall business objectives.



Left & Right Brain Orientation

Preferred Thinking

- **Left Brain Preferences**

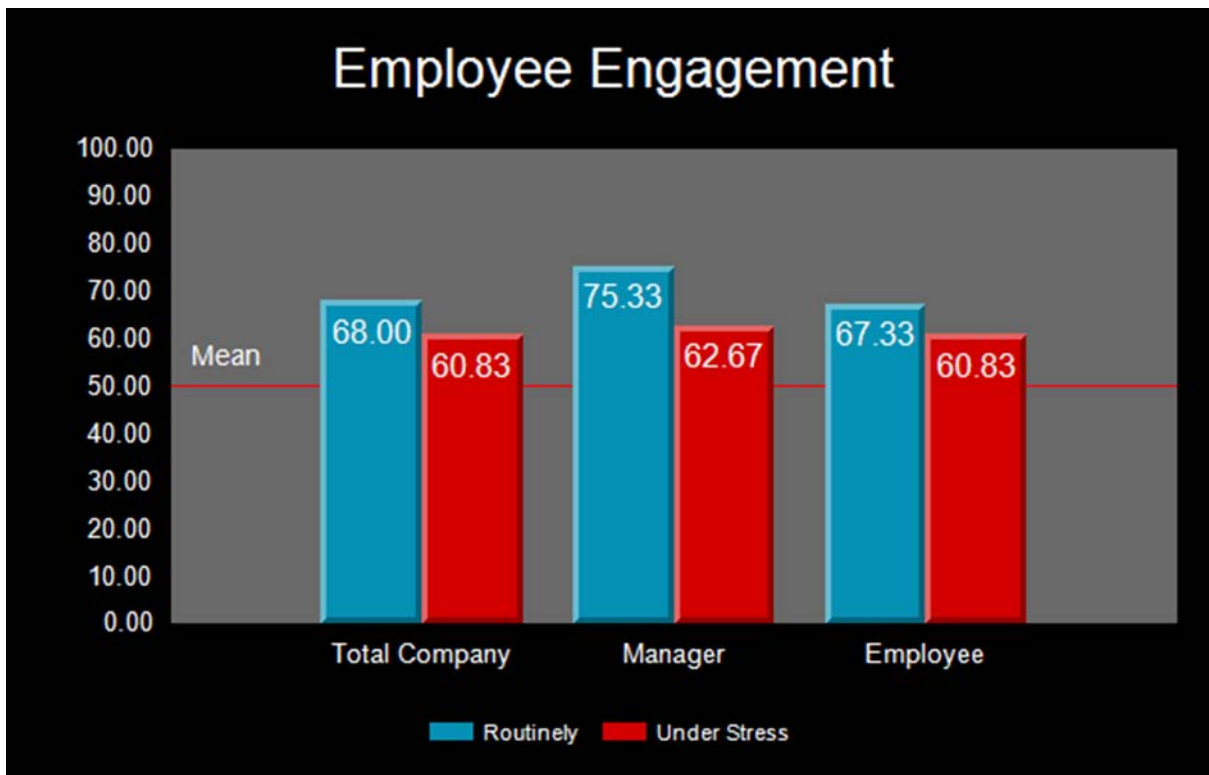
Logical
Analytical
Objective
Numbers

- **Right Brain Preferences**

Intuitive
Thoughtful
Subjective
Ideas

According to accepted left-brain right-brain theory, each side of the brain controls different types of thinking. Individuals as well as organizations demonstrate preferences for one type of thinking over another. This has important overall impact on performance by influencing *what*, *how* and *when* your organization chooses to get its work done. It further defines your individual and organizational biases.

Understanding how left-brain and right-brain thinking impact performance is helpful in more effectively managing your organizational achievements. Use this benchmark to bring about a more productive balance to your business planning and operations.



Employee Engagement

Under Stress

When Higher than Routine

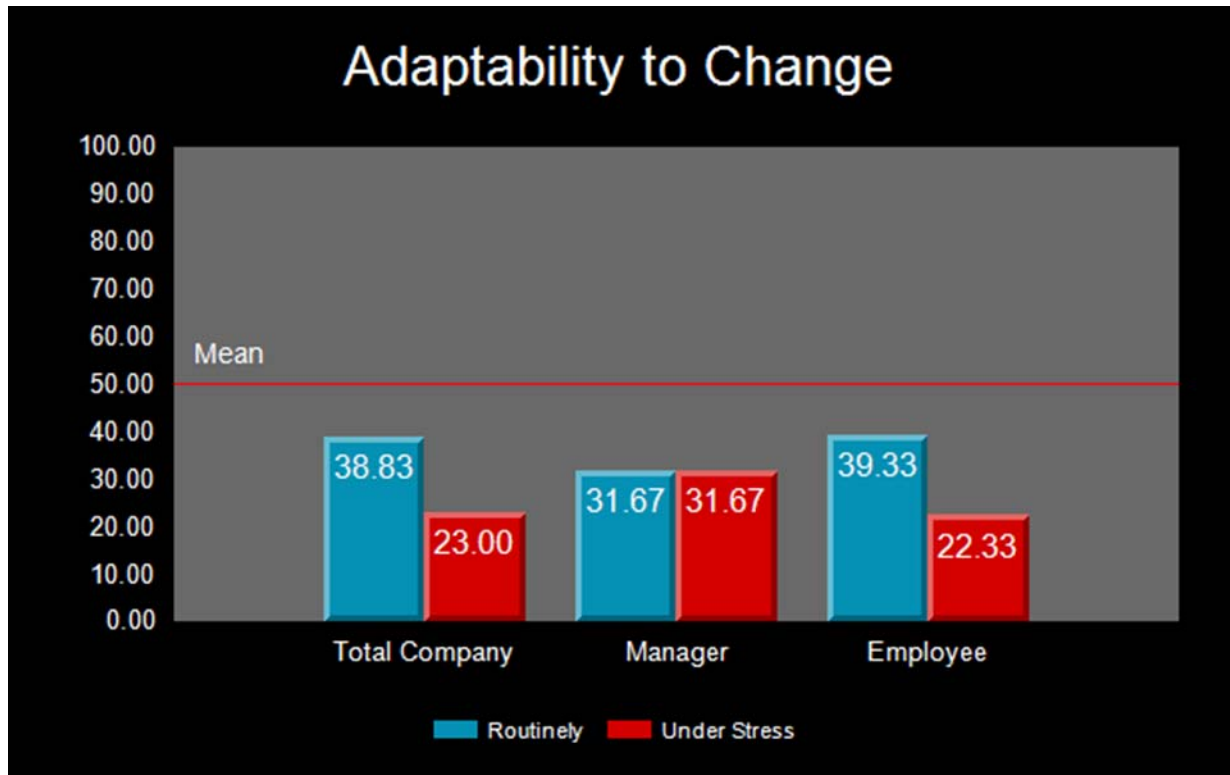
Typically becomes more insistent, pushy, sometimes demanding, Can become domineering or overbearing.

When Lower than Routine

Typically becomes less engaging and further withdrawn. Can become too subdued and will communicate less.

The degree to which managers and employees are inclined to engage with one another, as well as with your customers, through interpersonally considerate behavior and performance. Engagement involves friendly, outgoing and personally sensitive behavior that expresses a sincere interest and concern for other people. Prefers getting things done through groups or teams. Thrives on giving and receiving individual and team recognition and respect.

Use this benchmark to sustain existing employee engagement or encourage greater employee engagement in order to improve both internal and external customer service.



Adaptability to Change

Under Stress

When Higher than Routine

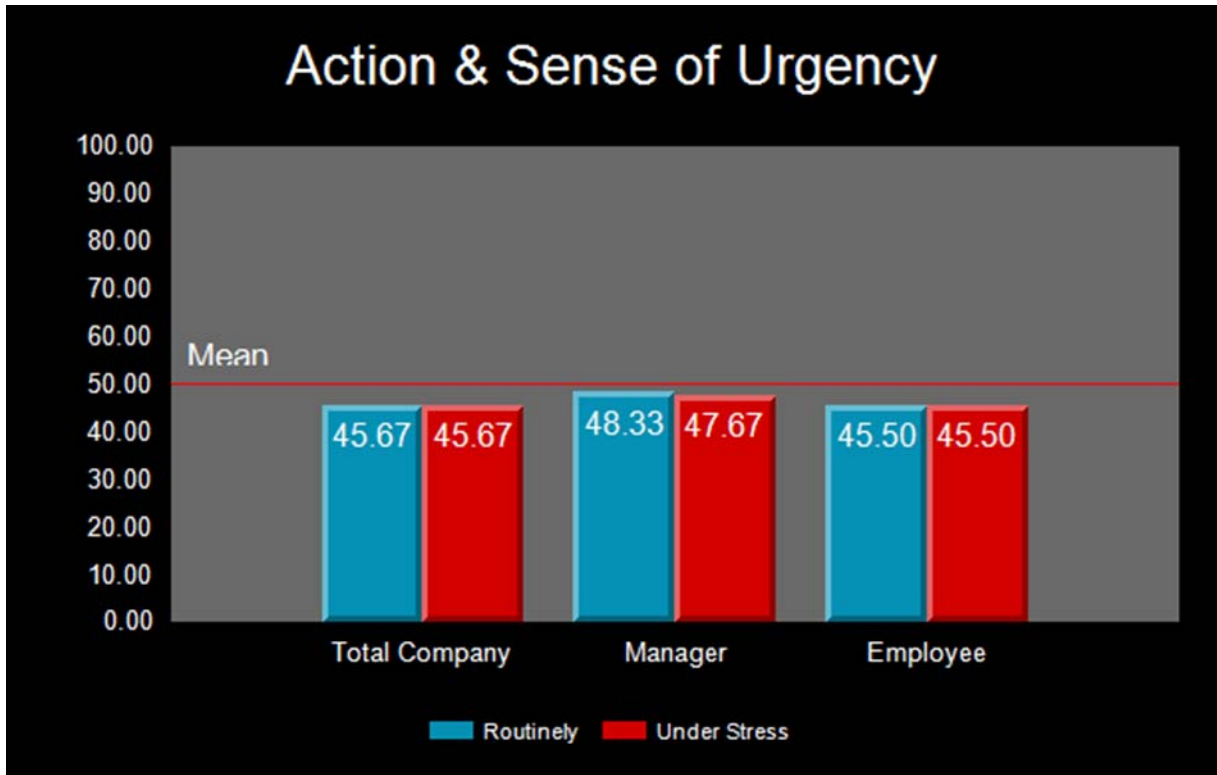
Typically becomes less organized trying too many things at once. Can become unfocused or scattered.

When Lower than Routine

Typically becomes more resistant to change and even less flexible. Can become overly cautious and fear risk.

The degree to which managers and employees are flexible and open to change, and how well they successfully deal with the unexpected. Finds satisfaction in trying new tasks and activities, and may get bored with routine or repetitive approaches to getting work done. Intuitively seeks novelty and variety in work processes, and enjoys the challenge of doing new things.

Use this benchmark to encourage greater flexibility and enthusiasm for change, or encourage greater thoroughness and attention to detail when needed.



Action & Sense of Urgency

Under Stress

When Higher than Routine

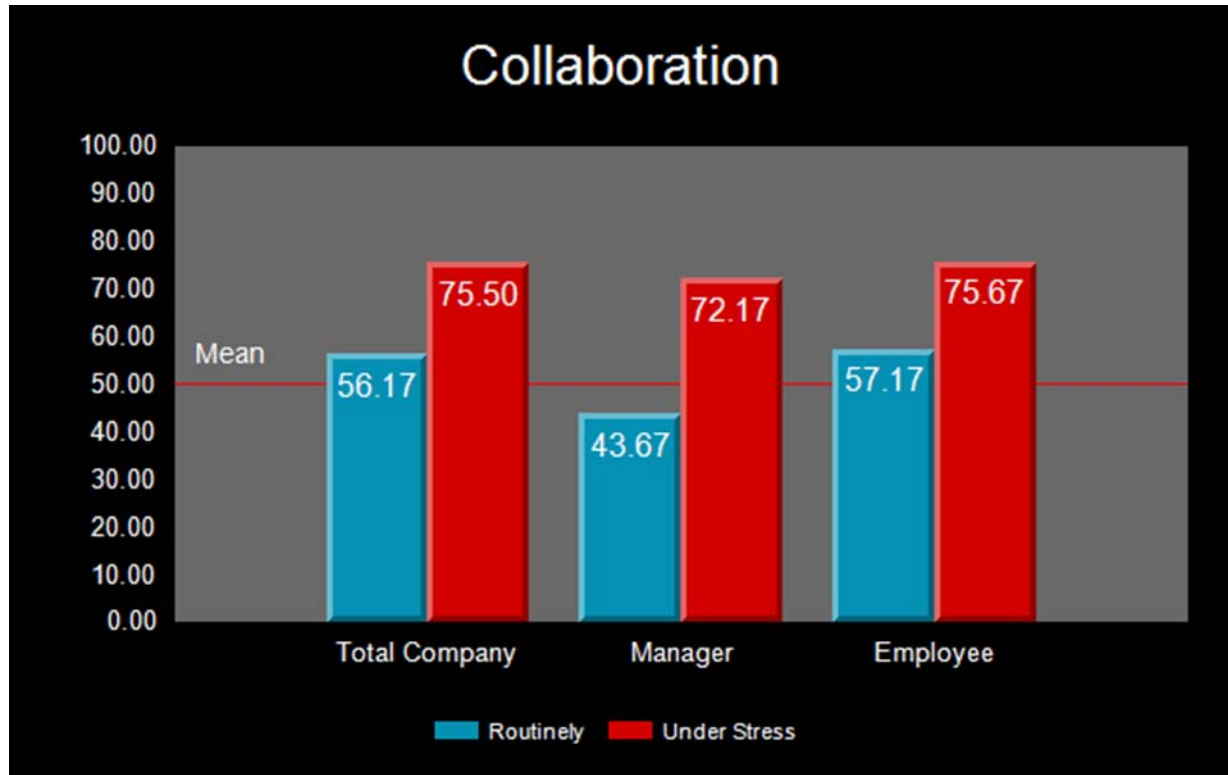
Typically becomes impatient and will have nervous energy. Can demonstrate reckless behavior.

When Lower than Routine

Typically becomes less energetic or tired with physical stress and fatigue. Can become indecisive and procrastinate.

The degree to which managers and employees have high energy and a sense of urgency to get things done. Will also demonstrate physical stamina and endurance. Typically make expedient decisions and take quick action toward implementation. Prefers to finish projects and not stop until the work is completed.

Use this benchmark to manage the pace at which your organization approaches its work. Step on the accelerator or apply the brakes when needed and appropriate.



Collaboration

Under Stress

When Higher than Routine

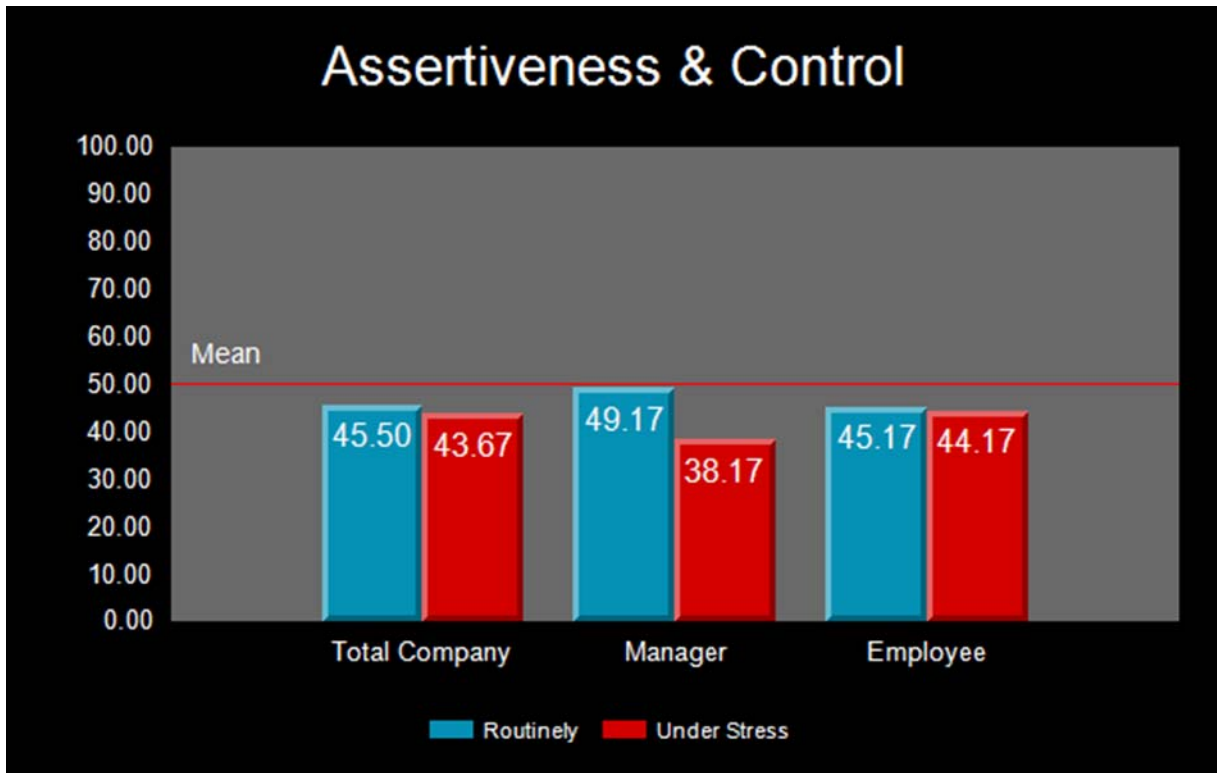
Typically becomes less cooperative and needs to prove a point of view. Can become stubborn or obstinate.

When Lower than Routine

Typically becomes too compliant and "gives in" to peer pressure. Will not speak up with differing points of view.

The degree to which managers and employees intuitively want to collaborate and use an inclusive approach to getting work done together. Typically open to the ideas and suggestions of others and inclined to build consensus and group support. Likes to take a team approach to work and share both the recognition and reward for success.

Use this benchmark to encourage greater collaboration when needed, or point out the value and importance of exploring differing points of view when they are needed.



Assertiveness & Control

Under Stress

When Higher than Routine

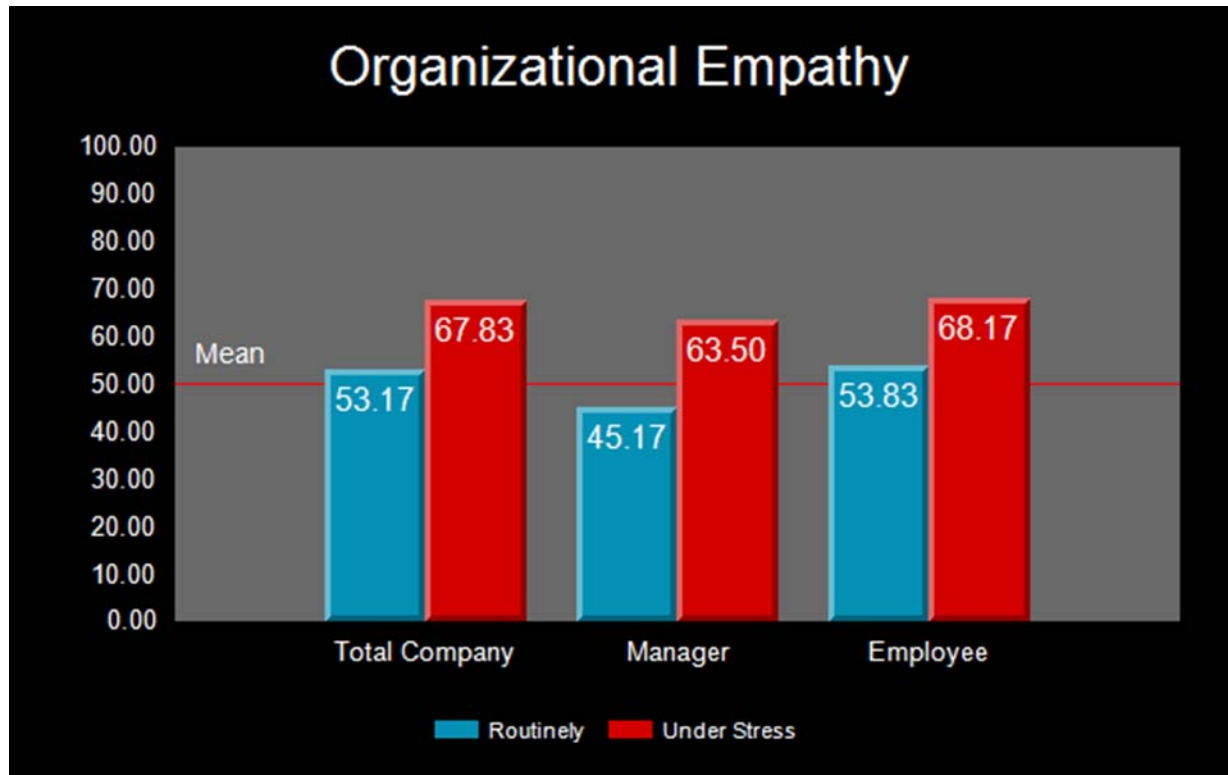
Typically becomes more assertive, possibly temperamental or angry. Can become adamant and less trusting.

When Lower than Routine

Typically becomes less direct, more disengaged and avoids conflict. Can "put off" problems until they do become a crisis.

The degree to which managers and employees take a direct and assertive approach to communicating and working with others. Typically has a very take-charge attitude and does not shy away from conflict — believing conflict is only resolved when it is dealt with and confronted head on. Tends to trust others after they demonstrate they can be trusted.

Use this benchmark to manage tolerance and conflict resolution, or encourage low-key employees to address problems early before they become a crisis.



Organizational Empathy

Under Stress

When Higher than Routine

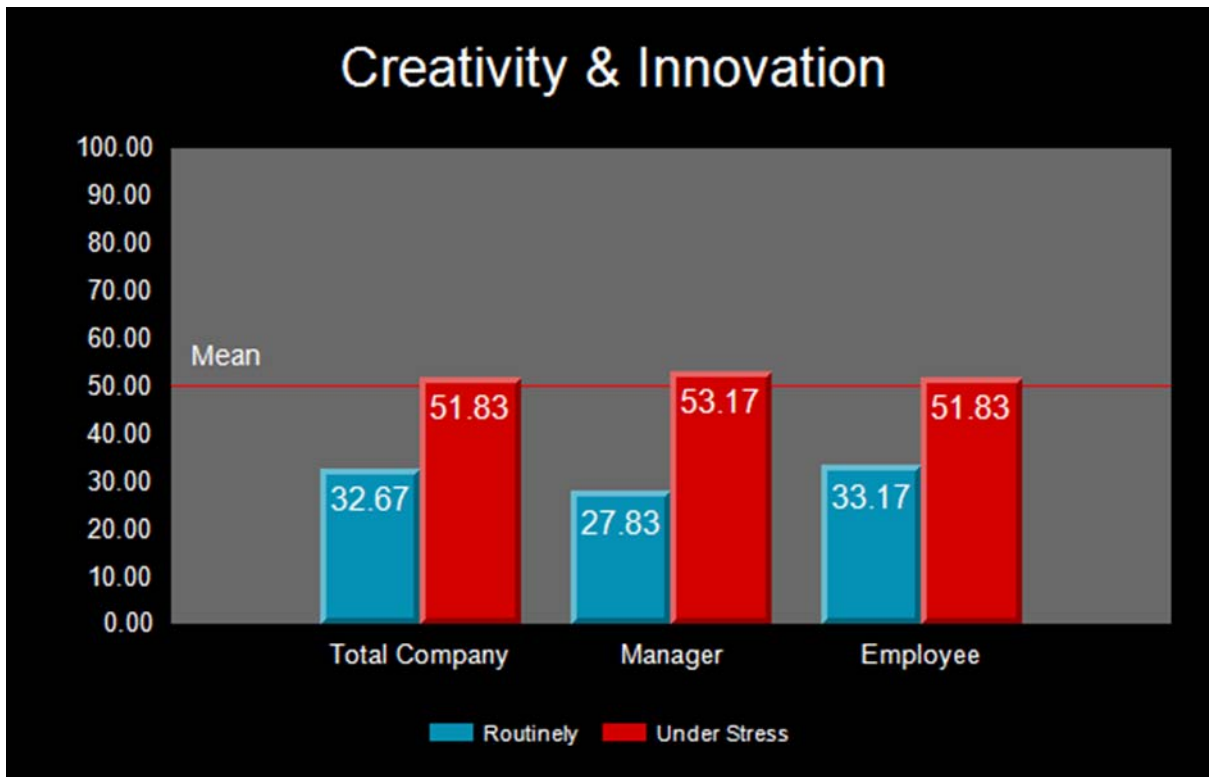
Typically becomes more expressive with feelings which can become emotional. Can lose sense of logic.

When Lower than Routine

Typically becomes more stoic and less empathetic with others. Can use logic to justify inconsiderate behavior and a perception of not caring.

The degree to which managers and employees express a very sincere and genuine concern for others and their individual wellbeing. Typically comfortable sharing personal feelings and showing interest in the feelings of other people. Builds trust and confidence more easily because people know there is sincere personal interest in everyone's success and satisfaction with work and relationships.

Use this benchmark to achieve the right balance between logical and empathetic approaches to problem-solving, performance and working relationships.



Creativity & Innovation

Under Stress

When Higher than Routine

Typically results in trying too many different things. Can lose focus and not know what is most important to do.

When Lower than Routine

Typically results in more conservative, fear-of-failure, or “play-it-safe” approach. Will rely heavily on past-proven approaches.

The degree to which managers and employees are willing and comfortable being imaginative and trying new ideas and approaches. Willing to take risks and experiment. Uses a “broad brush” approach to structure, detail and organization. Intuitively good at multi-tasking and open to the ideas and suggestions of others.

Use this benchmark to promote and ignite creativity and imagination about the future, or manage a more stable here-and-now focus when needed.