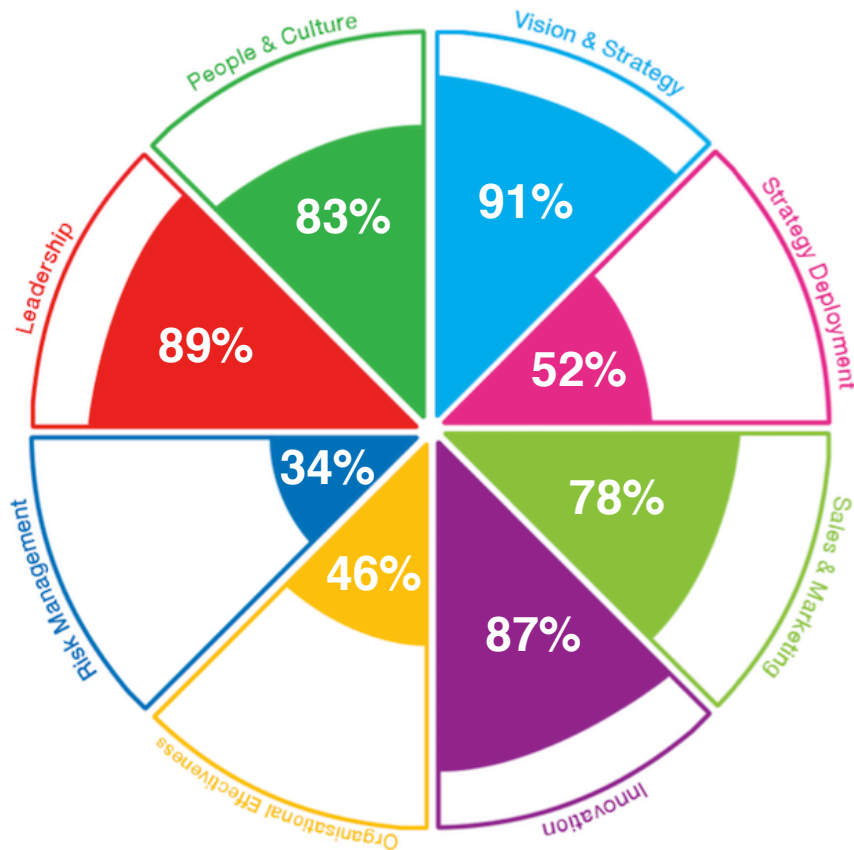


FOOTPRINT BUSINESS DIAGNOSTIC

TEAM REPORT – SAMPLE CLIENT

NUMBER OF PARTICIPANTS: 10

DATE: XX/XX/2015



SUMMARY RESULTS

Vision & Strategy **91%**

Strategy Deployment **52%**

Sales & Marketing **78%**

Innovation **87%**

Organisational Effectiveness **46%**

Risk Management **34%**

Leadership **89%**

People & Culture **83%**

DIAGNOSTIC OVERVIEW

Your results clearly indicate a strong passion and drive within your organisation. It appears that your organisation is a fantastic place to work for all of your employees. Your scores in several key areas are commendable. Even within the areas in which you have strong potential for improvement you are functioning at an acceptable level.

The impressive results yielded in the 'Leadership' and 'People & Culture' areas of your diagnostic demonstrate that this passion runs through the entire organisation, being present at every level and across departments. These outstanding results are compounded by your impressive results in 'Vision and Strategy' and 'Innovation'.

The areas in which you have the most significant potential for improvement are 'Organisational Effectiveness', 'Strategy Deployment' and 'Risk Management'. An improvement in 'Organisational Effectiveness' will allow you to achieve greater results with the same resources, human and financial, which are currently at your disposal. Risk Management is an area in which it is easy to become complacent, as it will not present you with a problem until one actually arises. Improving your risk management will mean that your organisation is better insulated against any potential threats, be they internal or external. The discrepancy between the 'Vision & Strategy' and 'Strategy Deployment' scores implies a need to focus on 'Strategy Deployment' in order to fully utilise your convincing established vision and strategy.

Your scores in 'Sales and Marketing' remain within the higher end of the results spectrum. There are still specific points for improvement and change within this area that will make a remarkable difference to your results.

Overall your best scores were in crucial areas, which form the foundation of your organisation. Having such fantastic organisational leadership and workplace culture will provide immense support in improving your weaker areas.

KEY ORGANISATIONAL STRENGTHS

VISION AND STRATEGY

Vision and strategy is a crucial area in which to achieve strong results. Well-defined and integrated vision and strategy allows for all business areas to work effectively in unison. Your results in this section are extremely high which indicates that your senior management team perceives the vision and strategy as meeting these criteria. It can be deduced that the business has a strong grasp of its direction and the vision has been extremely well received by all management. The results also display confidence in your ability to continuously re-consider and adjust the strategy, to maintain an appropriate position against your changing environment.

All responses within this section were aligned to one another and there were no significant outliers. This signifies that all participants are experiencing the same outcomes and there are no issues arising within this area.

LEADERSHIP

The responses to the entire leadership section were extremely impressive. In addition to a high average across the entire area you had no outlying results, indicating consistency in excellence. The leaders in your organisation are inspiring, passionate, team oriented and are deeply committed to the overall good of the organisation.

In addition the responses indicate that leaders have a strong commitment to developing all team members and understand the benefits of encouraging participation from all levels.

There are some significant differences in the participant answers for a couple of questions.

- Great performance, measured in terms of both behavior and results, is rewarded and poor performance is managed adequately in a timely manner
- In the face of adversity our leaders remain positive, confident that in the end we will prevail

It could be beneficial to understand why a few managers are facing slightly different experiences with leadership.

PEOPLE AND CULTURE

Your results in the 'People and Culture' section are commendable. You should be especially proud of this, as it is the end result of consistently good practices and priorities across the organisation. In addition to a high average across the entire area you had no outlying results, indicating consistency in excellence. The participants had coherent results throughout the section.

Achieving such an impressive score in this section indicates that you have the optimal leadership, you have recruited the right people and you provide an environment in which employees can reach their full potential. Your organisation and your employees have a symbiotic relationship based on trust, appreciation and commitment.

Your workplace culture encourages people to strive for excellence, always aiming to improve current practices. By creating an environment that allows for maximum individual participation you award your employees with a real sense of ownership of, and therefore commitment to, the company. Support and encouragement are the norm, which allows for maximum openness and trust.

INNOVATION

Essentially your innovation practices are strong and are likely to carry your organisation through whatever market conditions and opportunities should present themselves. Your scores across this area were consistent, indicating that there are no specific points to be addressed. It is extremely important that you ensure that innovation continues to be a high priority for your organisation

SALES AND MARKETING

The responses to the entire 'Sales and Marketing' section were notable. The overall high results display a strong "Marketing and Sales" approach.

There are large variances between the responses of some of the participants. This indicates that the 'Sales and Marketing' strategy and deployment is not well received by all managers. This is an important issue to assess within the organisation and it could lead to valuable insight.

The questions that raised this issue are:

- We have an exceptional ability to identify new market opportunities
- We understand and keep up to date with our competitor's strategies and actions

KEY AREAS FOR IMPROVEMENT

ORGANISATIONAL EFFECTIVENESS

Organisational Effectiveness involves fully capitalising on your organisation's resources. If two similar organisations have the same level of resources then the one with better organisational effectiveness will inevitably yield better results.

Your ability to expand your resources may be limited, however it is always within your capacity to improve your organisational effectiveness. This will be a key contributor to improving your profitability.

A major issue lies with your business processes, which are not documented or consistently followed. Your responses also indicate that your organisation makes minimal efforts to eliminate waste and inefficiencies, which could be a massive hindrance to your performance.

It also appears that your organisation does not employ analytic insight when assessing situations. Root cause analysis is not commonplace, which may lead to reoccurring problems in the long term. You have difficulty implementing changes, which may lead to missed opportunities or, even worse, remaining static in a time that requires flexibility and change. Finally, it is important for you to consider the reasons why your suppliers are not best in class.

Your results in this area included several problematic outliers, indicating specific issues within your organisational effectiveness. These are outlined below:

- There is strong disagreement with the statement 'We critically analyse the data and facts available to us in order to assess situations. There is a common understanding that opinions should be based on insight and intelligence whenever possible'
- The responses indicate that root cause analysis of problems is not currently common company practice. This will seriously be limiting your organisational effectiveness, as problems will unnecessarily reoccur.
- It appears that your main business processes are not consistently documented and followed. Additionally it seems that your main processes lack sufficient inputs from all departments.

It is important to note that the participant responses are dispersed; this highlights conflicting opinions between the respondents, and varying levels of organisational effectiveness throughout the organisations.

STRATEGY DEPLOYMENT

Strategy deployment consists of implementing your strategy across the entire organisation with complete alignment. Your strategy will only influence the organisation's future if it is successfully implemented.

The responses have indicated that your current performance indicators are robust. They also indicate that while your organisation excels in vertical strategy deployment, it is lagging in horizontal deployment across all operational and functional areas. The fact that your strategy is not deployed across the main business processes reaffirms (as in Organisational Effectiveness) that your business processes are not a priority. Based on your responses it seems that every employee may not have had the opportunity to contribute to the deployment of the strategy. This could have contributed to the lack of momentum throughout your organisation. Finally, it appears that your resources and capabilities are insufficient to successfully roll out your strategy.

RISK MANAGEMENT

It is impossible to conduct business without risk, and in many situations risk is necessary for growth. It is however within your control to determine what constitutes an acceptable level of risk for your organisation. Through appropriate Risk Management you can identify, assess and mitigate these risks, thereby ensuring that you do not exceed your acceptable risk level.

The responses within this area were relatively consistent, with no significant outliers. It appears that you do not have a risk management system in place that has an integrated and holistic focus upon all of the potential risks that the organisation may encounter. It is advisable for you to have a robust system in place for identifying, monitoring and responding to all potential risks.

CROSS-AREA DEPENDENCIES AND INFLUENCES

Your organisation's strong leadership puts you in an extremely advantageous position to tackle every other business area. The outstanding characteristics of your leadership team have been a fundamental enabler of your other top performing areas, in particular your noteworthy score in People & Culture. At this stage, having excelled in these two areas, you are in the ideal situation to stimulate innovation beyond the already impressive point at which it is.

Additionally having exceptional Leadership and People & Culture means that you have the necessary foundation to tackle two of your key areas for improvement: Organisational Effectiveness and Risk Management. These areas may require some specialist knowledge and/or tools, in order for your organisation to reach its full potential.

Within the areas of Vision & Strategy you scored extremely well, however the results in Strategy Deployment were significantly lower. Your lower Strategy Deployment score is currently somewhat undermining the impact your impressive Vision & Strategy score. However the groundwork required to achieving a complete strategic alignment across all departments and functions is in place.

EXTRACT OF TEAM RESULTS REPORT

Please find below two sample questions (out of 10) for each area.

AREA OF BUSINESS	TEAM RESULTS	
Vision & Strategy	AVERAGE (Out of 5)	STDV
1. Our vision clearly outlines what we strive to create for our clients, employees, shareholders and other key stakeholders	4.6	0.5
2. Our vision is based on a healthy balance of what we are passionate about, what we do best and what delivers financial returns	4.3	0.9

AREA OF BUSINESS	TEAM RESULTS	
Strategy Deployment	AVERAGE (Out of 5)	STDV
1. Our strategy is deployed in complete alignment from the executive team to the shop floor and the transformations are visible on the shop floor	2.8	0.9
2. Our organisational capabilities and resources are sufficient to allow us to successfully roll out the strategy	3.3	1.1

AREA OF BUSINESS	TEAM RESULTS	
Sales and Marketing	AVERAGE (Out of 5)	STDV
1. We know the size of our market, which segments are growing the fastest and where we are gaining or losing market share	3.9	0.7
2. We have a clear understanding of which of our products and/or services are profitable and why. We always act on this information in a timely manner	2.9	1.4

AREA OF BUSINESS	TEAM RESULTS	
Innovation	AVERAGE (Out of 5)	STDV
1. There is a budget and staff specifically dedicated to innovation and the expectations for financial returns have appropriate timeframes	3.5	1.1
2. We continuously develop and manage a pipeline of potential new initiatives	3.1	0.7

AREA OF BUSINESS	TEAM RESULTS	
Organisational Effectiveness	AVERAGE (Out of 5)	STDV
1. Our main business processes are well documented and the processes are consistently followed	2.7	1.7
2. When issues arise it is common practice to seek the root causes rather than finding someone to blame. Preventative action plans are then put in place to prevent the problems from reoccurring	3.1	1.7

AREA OF BUSINESS	TEAM RESULTS	
Risk Management	AVERAGE (Out of 5)	STDV
1. There is a risk management system in place that has an integrated focus on all of the risks that our organisation may encounter. Employees fully understand the importance of this	3.8	1.0
2. When it is necessary to reduce the level of risk contingency plans are developed collaboratively and risk levels are then re-assessed	3.8	0.8

AREA OF BUSINESS	TEAM RESULTS	
Leadership	AVERAGE (Out of 5)	STDV
1. Our leaders inspire employees and consistently exhibit passion, excellence and integrity in the workplace	4.1	0.6
2. Our leaders are committed to developing their team members	4.2	0.6

AREA OF BUSINESS	TEAM RESULTS	
People & Culture	AVERAGE (Out of 5)	STDV
1. People are always striving for excellence and seizing any opportunity to improve the current state of the company	3.8	0.9
2. It is common practice to support and encourage one another	4.2	0.8