

LEADERSHIP ALIGNMENT AGGREGATE REPORT



Client XYZ



Authentic Leaders. Aligned Organizations.



Contents

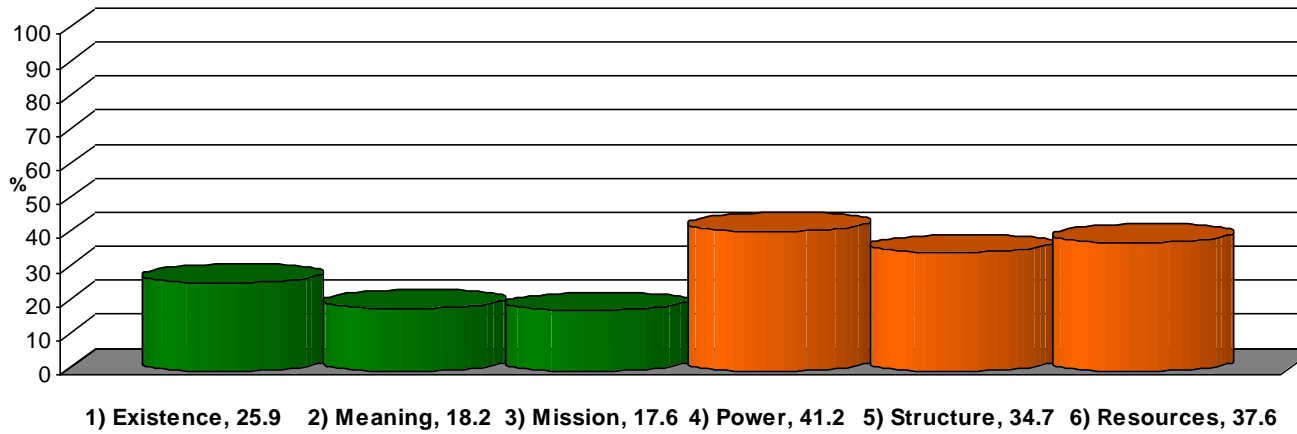
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1 Aggregate Results

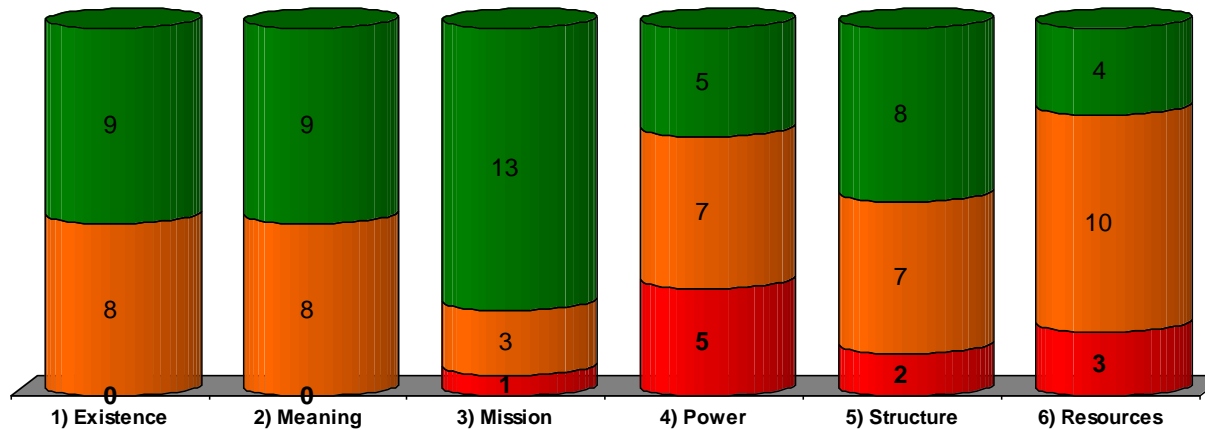
1.1 Group's Element Average and Distribution

■ Good
 ■ Not Good
 ■ Trouble

Element Aggregate Scores



Element Score Distributions



1.2 Participant Responses for each Element

	1) Existence	2) Meaning	3) Mission	4) Power	5) Structure	6) Resources
Participant #1:	60	40	50	50	80	70
Participant #2:	10	10	0	0	10	30
Participant #3:	20	50	70	50	60	40
Participant #4:	20	30	10	70	20	10
Participant #5:	10	0	0	20	20	50
Participant #6:	30	40	20	80	40	40
Participant #7:	30	0	0	60	30	50
Participant #8:	30	30	10	50	40	40
Participant #9:	60	30	30	70	60	70
Participant #10:	0	0	0	0	0	0
Participant #11:	20	0	10	10	10	40
Participant #12:	30	0	20	30	40	60
Participant #13:	20	30	60	80	100	40
Participant #14:	20	0	10	30	10	0
Participant #15:	50	10	0	30	10	30
Participant #16:	0	10	10	0	10	0
Participant #17:	30	30	0	70	50	70

■ Good
 ■ Not Good
 ■ Trouble

1.3 Summary of Assessment Data

Top Three Elements

Power:		41.2%
Resources:		37.6%
Structure:		34.7%

Elements in Top 25%

Power:	5	Existence:	1
Resources:	5	Meaning:	1
Structure:	3	Mission:	0

Top 15 Questions (Top 25%)

Element	Sub-Area	Percentage	Average	Question	Description
Existence	Strength of Culture	76.5%	2.94		The problems we face are not overwhelming us.
Structure	Organization	76.5%	2.76		We need more coordination in this organization.
Power	Cooperation	64.7%	2.82		Differences are discussed openly in our organization.
Existence	Strength of Culture	64.7%	2.71		People here are primarily concerned about survival.
Resources	Money	64.7%	2.71		A shortage of revenue limits our effectiveness.
Structure	Systems, Processes and Procedures	58.8%	2.71		We communicate well with each other.
Resources	People	58.8%	2.59		Sometimes we waste people's ideas and skills around here.
Power	Control	58.8%	2.53		There is too much sneakiness in this organization.
Meaning	Clarity of Purpose	52.9%	2.53		When we have a problem with a project, we often don't agree on why we are doing it.
Power	Engagement	52.9%	2.47		As an organization, we seem to be only reactive (putting out brush fires), not proactive (taking control).
Resources	Training	52.9%	2.47		Good training for our members is one of our organization's assets.
Resources	Money	52.9%	2.47		In our organization, money and other support are adequate.
Power	Engagement	52.9%	2.24		People in this organization are apathetic.
Structure	Organization	47.1%	2.53		Membership tasks are clearly defined.
Power	Engagement	41.2%	2.35		There is a lot of energy and excitement in our organization.
Resources	Time	41.2%	2.35		We often do not have adequate time to complete our work.

2 Element Results

2.1 Element (1) Existence:

Score %	Answer Average	Question Text	1	2	3	4	Distribution:
							 Answer 1 Answer 2 Answer 3 Answer 4

2.1.1 History/Identity- Data:

5.9%	1.82	The history of our organization does not limit our present action.	Strongly Agree	Agree	Disagree	Strongly Disagree	
35.3%	2.47	We've always done it this way, is heard a lot around here.	Strongly Disagree	Disagree	Agree	Strongly Agree	
11.8%	1.82	Things are the way they are and can't be changed.	Strongly Disagree	Disagree	Agree	Strongly Agree	
11.8%	2.00	People in our organization feel trapped by the past	Strongly Disagree	Disagree	Agree	Strongly Agree	
11.8%	1.94	People in this organization are stuck in the past with few or no future possibilities.	Strongly Disagree	Disagree	Agree	Strongly Agree	
0.0%	1.76	We have a rich tradition from which to draw.	Strongly Agree	Agree	Disagree	Strongly Disagree	

2.1.2 Strength of Culture - Data:

64.7%	2.71	People here are primarily concerned about survival.	Strongly Disagree	Disagree	Agree	Strongly Agree	
76.5%	2.94	The problems we face are not overwhelming us.	Strongly Agree	Agree	Disagree	Strongly Disagree	
11.8%	1.59	Sometimes I wonder if this organization will die.	Strongly Disagree	Disagree	Agree	Strongly Agree	
29.4%	2.24	This organization is overwhelmed by forces beyond our control.	Strongly Disagree	Disagree	Agree	Strongly Agree	

2.2 Element (2) Meaning:

Score %	Answer Average	Question Text	1	2	3	4	Distribution:
			1	2	3	4	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #008000; width: 15px; height: 15px; display: inline-block;"></div> Answer 1 <div style="background-color: #008080; width: 15px; height: 15px; display: inline-block;"></div> Answer 2 <div style="background-color: #ff0000; width: 15px; height: 15px; display: inline-block;"></div> Answer 3 <div style="background-color: #800000; width: 15px; height: 15px; display: inline-block;"></div> Answer 4 </div>

2.2.1 Clarity of Purpose - Data:

11.8%	1.65	Members in our organization know why the organization exists.	Strongly Agree	Agree	Disagree	Strongly Disagree	
52.9%	2.53	When we have a problem with a project, we often don't agree on why we are doing it.	Strongly Disagree	Disagree	Agree	Strongly Agree	
23.5%	1.82	I'm not always sure why I'm here	Strongly Disagree	Disagree	Agree	Strongly Agree	
0.0%	1.41	The larger community in which we exist feels our work is important.	Strongly Agree	Agree	Disagree	Strongly Disagree	
5.9%	1.82	Our organization knows why we are doing what we are doing.	Strongly Agree	Agree	Disagree	Strongly Disagree	

2.2.2 Core Values Align - Data:

11.8%	1.65	Members in our organization know why the organization exists.	Strongly Agree	Agree	Disagree	Strongly Disagree	
52.9%	2.53	When we have a problem with a project, we often don't agree on why we are doing it.	Strongly Disagree	Disagree	Agree	Strongly Agree	
23.5%	1.82	I'm not always sure why I'm here	Strongly Disagree	Disagree	Agree	Strongly Agree	
0.0%	1.41	The larger community in which we exist feels our work is important.	Strongly Agree	Agree	Disagree	Strongly Disagree	
5.9%	1.82	Our organization knows why we are doing what we are doing.	Strongly Agree	Agree	Disagree	Strongly Disagree	

Element (3) Mission:

Score %	Answer Average	Question Text	1	2	3	4	Distribution:				
								Answer 1	Answer 2	Answer 3	Answer 4

2.2.3 Clarity of Goals - Data:

17.6%	2.00	This organization has a clear goal.	Strongly Agree	Agree	Disagree	Strongly Disagree	
17.6%	2.00	We don't have a clear focus in this organization; we just carry on with the same activities year after year.	Strongly Disagree	Disagree	Agree	Strongly Agree	
29.4%	2.06	I have trouble understanding where we are headed.	Strongly Disagree	Disagree	Agree	Strongly Agree	
29.4%	2.18	There seems to be a lot of confusion among our members on where this organization is headed.	Strongly Disagree	Disagree	Agree	Strongly Agree	
17.6%	2.06	We have trouble making decisions because we have no overall goals to guide us.	Strongly Disagree	Disagree	Agree	Strongly Agree	

2.2.4 Goals are shared and committed to - Data:

35.3%	2.29	We don't have a single direction; we seem to have a number of purposes.	Strongly Disagree	Disagree	Agree	Strongly Agree	
5.9%	1.76	I feel that I clearly understand our organizational mission.	Strongly Agree	Agree	Disagree	Strongly Disagree	
5.9%	1.82	Most members have a good grasp of our organization's goals.	Strongly Agree	Agree	Disagree	Strongly Disagree	
17.6%	2.00	There are great differences among our members on exactly where we should be headed.	Strongly Disagree	Disagree	Agree	Strongly Agree	
0.0%	1.88	There is wide agreement on our mission.	Strongly Agree	Agree	Disagree	Strongly Disagree	

2.3 Element (4) Power:

Score %	Answer Average	Question Text	1	2	3	4	Distribution:
			1	2	3	4	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #008000; width: 15px; height: 15px; display: inline-block;"></div> Answer 1 <div style="background-color: #008080; width: 15px; height: 15px; display: inline-block;"></div> Answer 2 <div style="background-color: #ff0000; width: 15px; height: 15px; display: inline-block;"></div> Answer 3 <div style="background-color: #800000; width: 15px; height: 15px; display: inline-block;"></div> Answer 4 </div>

2.3.1 Engagement - Data:

52.9%	2.24	People in this organization are apathetic.	Strongly Disagree	Disagree	Agree	Strongly Agree	
11.8%	2.06	Most people in our organization are motivated to action.	Strongly Agree	Agree	Disagree	Strongly Disagree	
41.2%	2.35	There is a lot of energy and excitement in our organization.	Strongly Agree	Agree	Disagree	Strongly Disagree	
52.9%	2.47	As an organization, we seem to be only reactive (putting out brush fires), not proactive (taking control).	Strongly Disagree	Disagree	Agree	Strongly Agree	

2.3.2 Control - Data:

58.8%	2.53	There is too much sneakiness in this organization.	Strongly Disagree	Disagree	Agree	Strongly Agree	
29.4%	2.24	In our organization, deals are often cut by only a few powerful individuals.	Strongly Disagree	Disagree	Agree	Strongly Agree	
35.3%	2.29	Struggles for control are common in this organization.	Strongly Disagree	Disagree	Agree	Strongly Agree	

2.3.3 Cooperation - Data:

35.3%	2.35	People cooperate well in our organization.	Strongly Agree	Agree	Disagree	Strongly Disagree	
29.4%	2.24	People fight a lot in this organization.	Strongly Disagree	Disagree	Agree	Strongly Agree	
64.7%	2.82	Differences are discussed openly in our organization.	Strongly Agree	Agree	Disagree	Strongly Disagree	

2.4 Element (5) Structure:

Score %	Answer Average	Question Number	Question Text	1	2	3	4	Distribution:						
								■ Answer 1	■ Answer 2	■ Answer 3	■ Answer 4			

2.4.1 Organization - Data:

76.5%	2.76		We need more coordination in this organization.	Strongly Disagree	Disagree	Agree	Strongly Agree	
47.1%	2.53		Membership tasks are clearly defined.	Strongly Agree	Agree	Disagree	Strongly Disagree	
23.5%	2.29		We can't seem to get things done because we're poorly organized.	Strongly Disagree	Disagree	Agree	Strongly Agree	
29.4%	2.24		Our people are too often assigned to the wrong tasks.	Strongly Disagree	Disagree	Agree	Strongly Agree	

2.4.2 Systems, Processes, and Procedures- Data:

17.6%	2.24		We have developed effective procedures to run our organization.	Strongly Agree	Agree	Disagree	Strongly Disagree	
29.4%	2.18		We set up procedures, but they just don't work.	Strongly Disagree	Disagree	Agree	Strongly Agree	
23.5%	2.18		The system just isn't right.	Strongly Disagree	Disagree	Agree	Strongly Agree	

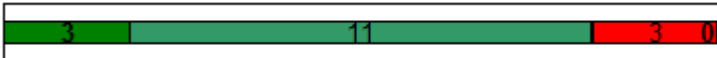
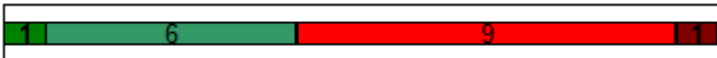
2.4.3 Communications Data:

17.6%	2.12		There is no procedure for me to voice my opinions in this organization.	Strongly Disagree	Disagree	Agree	Strongly Agree	
58.8%	2.71		We communicate well with each other.	Strongly Agree	Agree	Disagree	Strongly Disagree	
23.5%	2.29		We have a system for effective communication.	Strongly Agree	Agree	Disagree	Strongly Disagree	


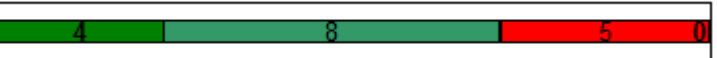
2.5 Element (6) Resources:

Score %	Answer Average	Question Text	1	2	3	4	Distribution:
			1	2	3	4	 Answer 1 Answer 2 Answer 3 Answer 4

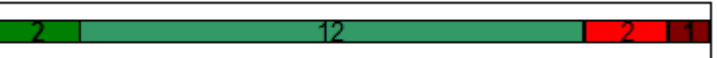
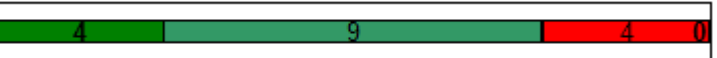
2.5.1 People - Data:

17.6%	2.00	We have the right talent to accomplish things.	Strongly Agree	Agree	Disagree	Strongly Disagree	
58.8%	2.59	Sometimes we waste people's ideas and skills around here.	Strongly Disagree	Disagree	Agree	Strongly Agree	

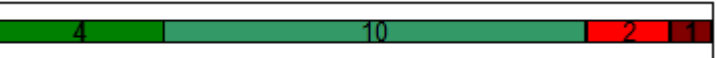

2.5.2 Time - Data:

41.2%	2.35	We often do not have adequate time to complete our work.	Strongly Disagree	Disagree	Agree	Strongly Agree	
29.4%	2.06	A lot of time is wasted around here.	Strongly Disagree	Disagree	Agree	Strongly Agree	

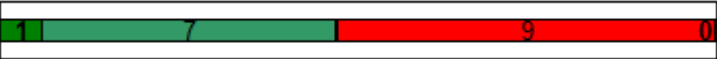

2.5.3 Tools/Equipment/Facilities Data:

17.6%	2.12	We have the necessary tools and/or equipment to get our job done.	Strongly Agree	Agree	Disagree	Strongly Disagree	
23.5%	2.00	Adequate facilities and space are available to carry out our work.	Strongly Agree	Agree	Disagree	Strongly Disagree	

2.5.4 Training – Data

17.6%	2.00	People here don't have the necessary skills or knowledge.	Strongly Agree	Agree	Disagree	Strongly Disagree	
52.9%	2.47	Good training for our members is one of our organization's assets.	Strongly Agree	Agree	Disagree	Strongly Disagree	

2.5.5 Money - Data:

52.9%	2.47	In our organization, money and other support are adequate.	Strongly Agree	Agree	Disagree	Strongly Disagree	
64.7%	2.71	A shortage of revenue limits our effectiveness.	Strongly Disagree	Disagree	Agree	Strongly Agree	

3 About the Instrument

The Action Wheel Assessment (AWA) evaluates organizational health along six dimensions of leadership. The underlying Action Wheel model for Leadership Action and its accompanying AWA diagnostic have been validated by over 20 years of applied use in organizations large and small. This history and experience has shown that **achieving and maintaining healthy scores** in each of the six dimensions is critical to **sustaining employee engagement, improving organizational performance**, and ensuring the organization's ability to **adapt and thrive to changing circumstances**, both internal and external.

The aggregate scores in each of the six dimensions give the leadership team's *perception* of the organization's – and therefore the leadership's – performance in each of these areas. It is important to understand that any issues highlighted in one area are *perceived* to originate within that area. Sometimes this perception is the reality; that is, an issue's root cause can indeed be found within the dimension it is perceived. However, more often (90% or more), the root cause(s) of issues can be found in earlier elements of the wheel. A key strength of the Action Wheel Model is its ability to help leaders frame the *real causes* underlying the perceived issues. The Action Wheel model then also supports a leader or leadership team's process for systematically and effectively resolving the *real issues*.

It is important for leaders to accept the divergent perceptions of other team members as the reality through which each of the others currently views the organization. The **perception of each team member – is the reality** through which he or she approaches their work. Very often the top leader – CEO or other – may have an **idealized view** of the organization's current well-being. The Aggregate Report data allows leadership teams to view the organization through the varying perceptions of its members. The accompanying Workshop and Issue Resolution processes provide an avenue for the leadership team to openly discuss, diagnose, and address the underlying issues.

In many – perhaps most - organizations, enormous amounts of time, energy, and resources are spent – and wasted – in solving the symptom's of issues, rather than the real root causes. Ultimately, expending employee efforts against the wrong objectives further erodes employee engagement, and damages leadership credibility. Proper use of the Action Wheel process ensures that leaders and teams are identifying and resolving the **real issues**. This allows leaders to consistently and effectively tap into and release the full energy, enthusiasm, and potential of the organization.