



## Business Performance 360° Profile

### DNA Business Performance Report for Acme Corporation

Providing in-depth feedback to assist in identifying the business engagement strengths and struggles of the company for identifying areas to improve performance.

**Date of Completion: 1-August-2009**

# Business Engagement 360° Profile

Acme Corporation

1-August-2009

## Introduction

The primary objective of this report is to create a heightened awareness of the company's business engagement strengths and struggles to enhance its market position and improve the bottom line. This report uses results gathered from the leaders and employees of the company and then its customers and suppliers who have completed the Business Engagement 360° Profile. This report is designed to focus the company to ultimately improve its business effectiveness by being more customer centric and to develop and grow its relationships with employees, customers and suppliers in a more positive manner. In particular, the report will help the company to more productively apply its strengths and also manage its struggles so they do not become weaknesses and reduce performance.

### Report Format

- **Sections 1-7: Feedback on how the employees and others outside the company perceive performance in the areas of Business Communication, Business Results, Customer Engagement, Supplier Engagement, Business Leadership, Business Values, and Business Operations Competence.**
- **Section 8: Analysis of the company's Business Engagement 360° feedback.**
- **Section 9: Summary of written comments provided by the company's raters.**

### Raters

5 raters participated in the Business Engagement 360° profile for the company. All of the raters responded anonymously and the results in this report will be kept confidential.

### Scoring:

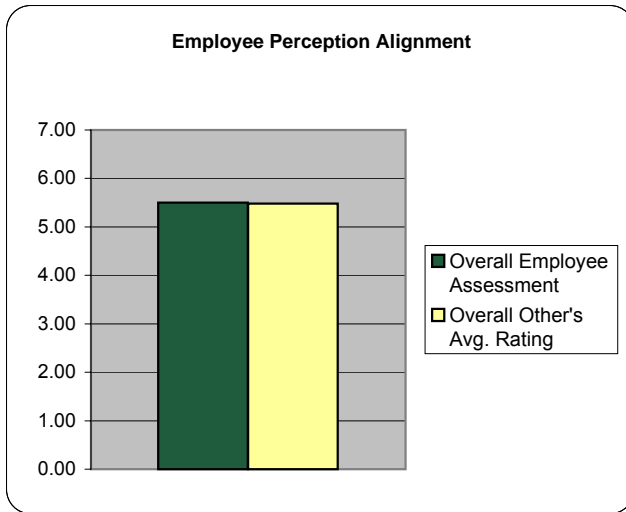
- The company's scores in Sections 1 to 7 are based on the following scales:  
1= Strongly Disagree 2= Disagree 3= Slightly Disagree 4= Neither agree nor disagree  
5= Slightly agree 6= Agree 7= Strongly Agree
- The Overall Average Score is an average of how all raters have assessed the company's performance for the particular item.

### Methodology to Interpreting this Report and Developing the Business Engagement Performance Plan

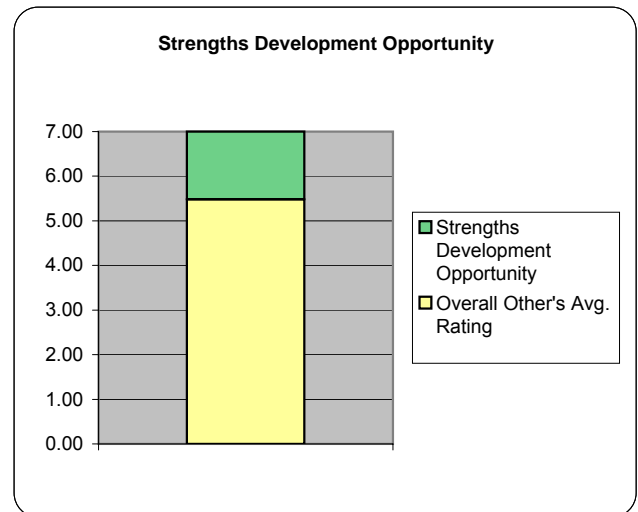
- **Sections 1 to 7 show the employees perception of and how others experience the company's actual performance in 75 Business Engagement attributes across 7 key areas fundamental to providing its products and services.**
- The next area that the report identifies is the level of "Employee Perception Alignment" for each Business Engagement attribute in Sections 1 to 7. The level of Employee Perception Alignment is the difference between how the employees perceive the company's Business Engagement and how others outside the company perceive it. Positive alignment indicates that the employees perceive the company's Business Engagement to be better than how others have rated it. Negative alignment indicates the employees perceive the company's Business Engagement to be worse than how others have rated it. In both cases, where the level of perception alignment is 2 or more then this would be an area to focus on in the company's Business Engagement Performance Plan. These scores are highlighted in red.
- In addition, the report identifies the company's "Business Strengths Development Opportunity" for each Business Engagement attribute in Sections 1 to 7. A Business Strengths Development Opportunity is the difference between how others experience the company's business performance and the maximum score of 7. Where the gap is 2 or more this would be a strengths development area that needs to be addressed in the Business Engagement Performance Plan.
- In Section 8, we provide in summary format a Business Engagement Performance Plan based on the Business Engagement 360 profile feedback. This will help assimilate the key areas that need to be considered in the company's performance development.
- The company will also find the written comments in Section 9 very helpful in identifying its rater's thoughts in assessing the company's performance.
- A key to becoming a successful company is its business leadership accepting constructive feedback. This is the goal of the report. There will be some areas that the business leaders may be surprised by or even frustrated with. This is natural. Please remember there are no perfect companies or leaders, and therefore growth is a constant journey.

## Section 1: Business Communication

Foundational to a company's ability to build trust with employees, customers and suppliers will be communication. Being a successful company requires continuous clear communication to reinforce the corporate message, manage expectations with employees, customers and suppliers, and keep them on track. Sound corporate relationships cannot be built without effective communication.



**Overall Employee Assessment 5.5**  
**- Overall Other's Avg. Rating 5.48**  
**Overall Employee Perception Alignment: 0.02**

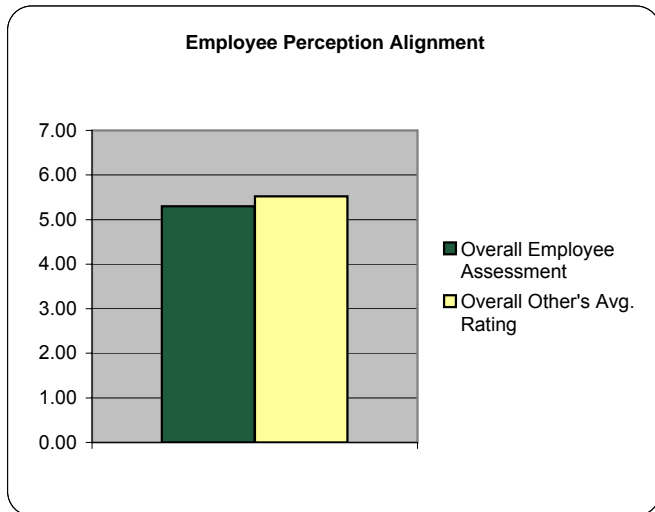


**Total Maximum Rating: 7**  
**- Overall Other's Avg. Rating 5.48**  
**Overall Strengths Development Opportunity: 1.52**

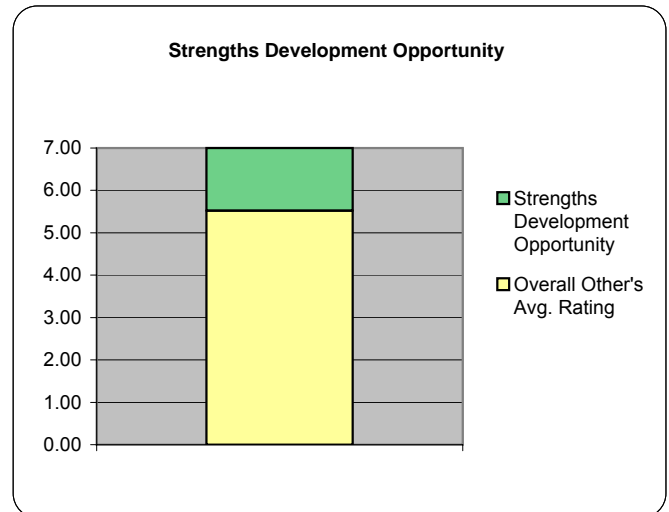
Business Communication Attributes	Employee Assessment (A)	Other's Avg. Rating (B)	Employee Perception Alignment (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
1. The vision and goals of the company are clear and regularly communicated	6.0	5.60	0.40	1.40
2. Open inter company communication is sustained between all areas	5.0	4.80	0.20	2.20
3. There is clear communication of the value of products/services	6.0	6.00	0.00	1.00
4. Internal meetings are positive and constructive	4.0	5.60	-1.60	1.40
5. Great ability to understand and adapt communication for different people/situations	5.0	5.60	-0.60	1.40
6. Adept at providing appropriate levels of information	5.0	5.80	-0.80	1.20
7. The company prides itself in communicating the truth transparently	6.0	5.00	1.00	2.00
8. The open communication of ideas is fostered	6.0	4.80	1.20	2.20
9. Expectations are positively managed to align ourselves with others	6.0	5.80	0.20	1.20
10. Calm communication is demonstrated in situations of potential conflict	6.0	5.80	0.20	1.20

## Section 2: Business Results

Paramount to continuous success in building a business is achieving satisfactory results. Results driven behaviors of a company are reflected in clarity of business planning, aligning the company for success, creating sound plans for delivering financial performance and an appropriate focus on returns. A true Business Results driven company will make the tough calls, set high standards, and follow through on goals.



**Overall Employee Assessment 5.3**  
**- Overall Other's Avg. Rating 5.52**  
**Overall Employee Perception Alignment: -0.22**

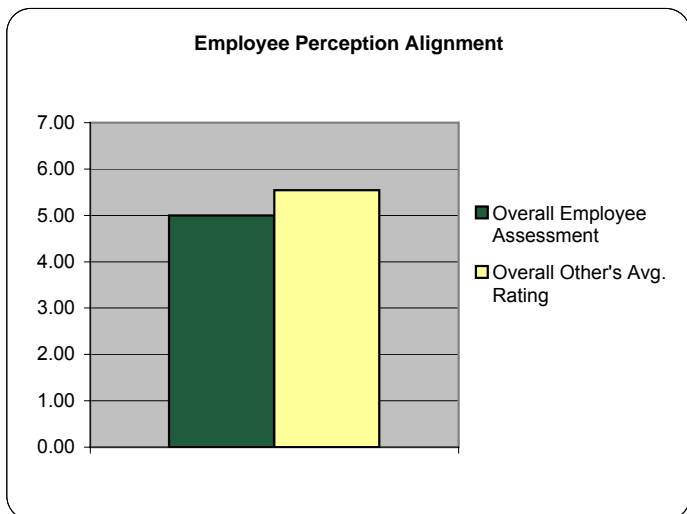


**Total Maximum Rating: 7**  
**- Overall Other's Avg. Rating 5.52**  
**Overall Strengths Development Opportunity: 1.48**

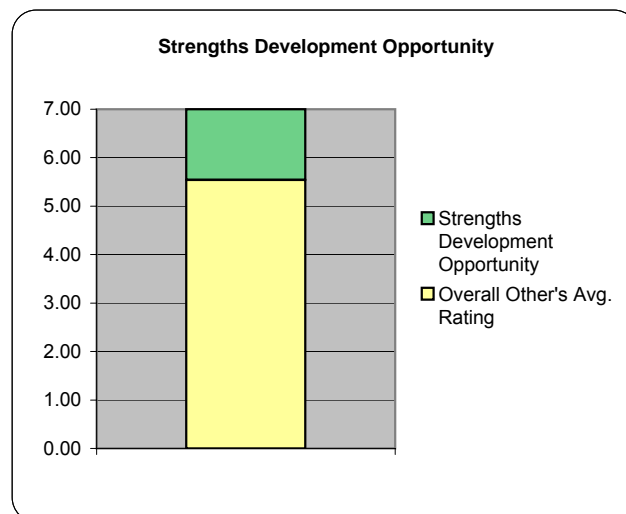
Business Results Attributes	Employee Assessment (A)	Other's Avg. Rating (B)	Employee Perception Alignment (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
11. The organizational structure is aligned to support delivery of products/services	5.0	6.00	-1.00	1.00
12. The company has a strong strategic plan that addresses revenue growth	6.0	5.60	0.40	1.40
13. There are aligned priorities to meet key corporate objectives	6.0	5.80	0.20	1.20
14. The value proposition is clearly articulated which is appreciated	6.0	5.20	0.80	1.80
15. The company operates with a business framework that supports excellence across the business	5.0	5.60	-0.60	1.40
16. The company has a detailed understanding of its customer base	6.0	5.00	1.00	2.00
17. A holistic view of performance is taken with a focus on the bottom line	6.0	5.60	0.40	1.40
18. The company has a strong focus on planned outcomes for customers	3.0	5.40	-2.40	1.60
19. An ability to confront challenges in a timely and effective manner is demonstrated	4.0	5.60	-1.60	1.40
20. Accountability to company goals is monitored while simultaneously building strong relationships	6.0	5.40	0.60	1.60

## Section 3: Customer Engagement

A dominating factor determining the success of any company is its ability to create lasting relationships with external and internal customers. A company which engages its customers to a high level is focused on investing time and energy in their development. This will require constantly interacting with the customers, understanding their concerns and delivering a warm experience.



**Overall Employee Assessment 5**  
**- Overall Other's Avg. Rating 5.54**  
**Overall Employee Perception Alignment: -0.54**

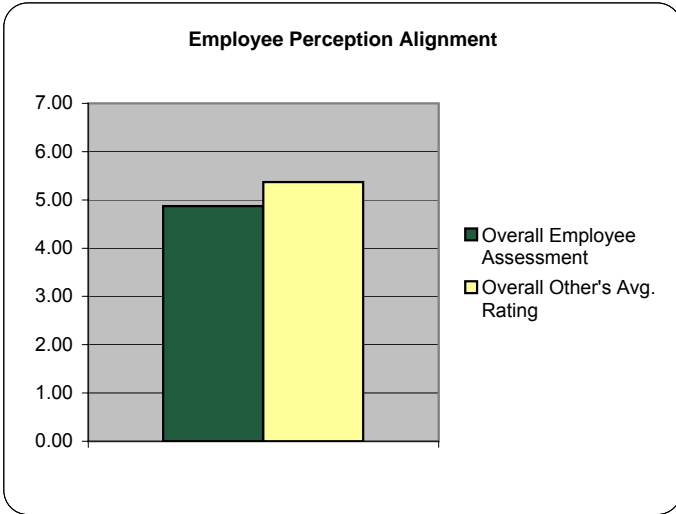


**Total Maximum Rating: 7**  
**- Overall Other's Avg. Rating 5.54**  
**Overall Strengths Development Opportunity: 1.46**

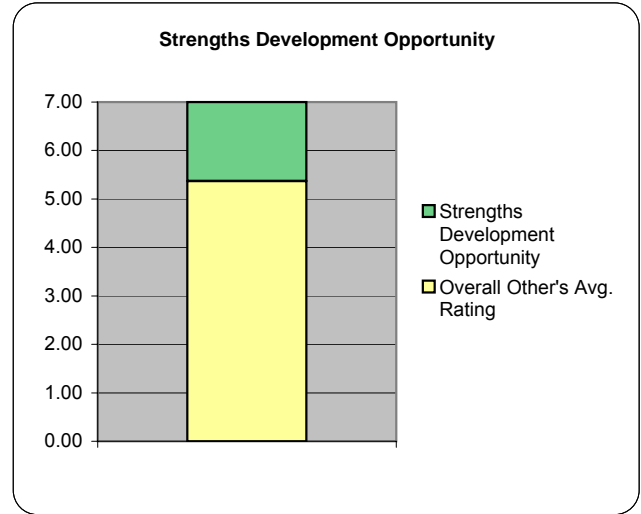
Customer Engagement Attributes	Employee Assessment (A)	Other's Avg. Rating (B)	Employee Perception Alignment (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
21. The company's customers are highly engaged	5.0	5.20	-0.20	1.80
22. Customers refer business and speak passionately about the company	4.0	6.00	-2.00	1.00
23. The company is brilliant at resolving customer's concerns	6.0	5.60	0.40	1.40
24. The company is approachable for customers to ask questions and raise problems	5.0	5.40	-0.40	1.60
25. Customer differences are respected and accepted	6.0	5.20	0.80	1.80
26. There is clear demonstration of engagement in customer feedback	4.0	5.40	-1.40	1.60
27. Employees speak passionately about the company	5.0	5.80	-0.80	1.20
28. There is pride in assisting customers develop their business	5.0	5.80	-0.80	1.20
29. We are the best at providing regular communications to our customers	6.0	5.60	0.40	1.40
30. Regular meetings are arranged based on customers communication preferences	4.0	5.40	-1.40	1.60

## Section 4: Business Leadership

Strong and respected business leadership which engages all stakeholders is critical to the long term success of the company. The business leadership must be able to make sound decisions which are aligned to company values, develop a people centered culture and be able to lead the company through change.



**Overall Employee Assessment 4.87**  
**- Overall Other's Avg. Rating 5.37**  
**Overall Employee Perception Alignment: -0.51**

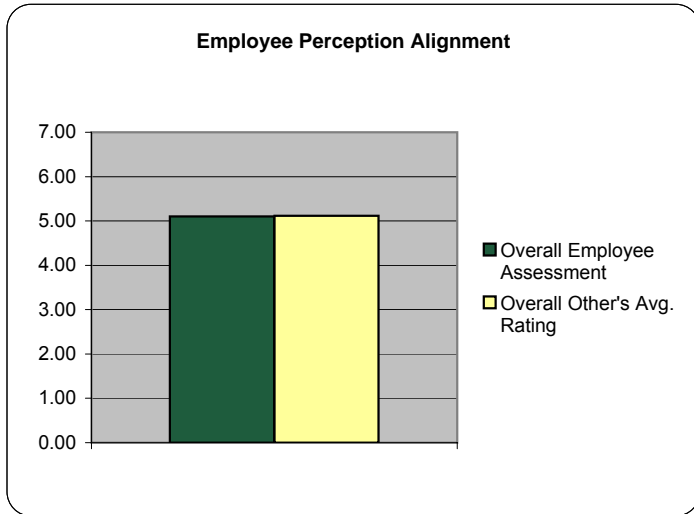


**Total Maximum Rating: 7**  
**- Overall Other's Avg. Rating 5.37**  
**Overall Strengths Development Opportunity: 1.63**

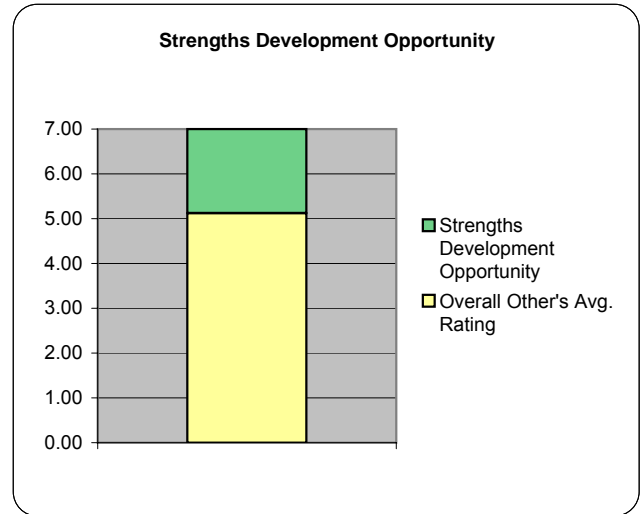
Business Leadership Attributes	Employee Assessment (A)	Other's Avg. Rating (B)	Employee Perception Alignment (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
31. The leadership are a great role model in behaviors for employees	6.0	5.00	1.00	2.00
32. Leaders in this organization are authentic - (Walks the Talk - Vision and Values)	4.0	5.60	-1.60	1.40
33. The leadership displays sound judgement	4.0	5.20	-1.20	1.80
34. Independent advice is sought by the leadership team when needed	6.0	5.40	0.60	1.60
35. A client/customer centered people culture is fostered by the leadership	5.0	4.60	0.40	2.40
36. The leadership actively develop people across the organization	5.0	5.20	-0.20	1.80
37. Trust in the leadership team is high	4.0	5.20	-1.20	1.80
38. A foundation is provided by the leadership for retaining great employees	5.0	5.00	0.00	2.00
39. An environment is set for making the workplace a place of purpose and fun	6.0	6.00	0.00	1.00
40. Insight and wisdom is displayed in encouraging work life balance while maximizing talent	5.0	5.60	-0.60	1.40
41. The leadership is active in engaging employees and having their contributions recognized	4.0	5.80	-1.80	1.20
42. Through the leadership's example, employees are focused on creating value	4.0	5.20	-1.20	1.80
43. Innovation is a core part of this company's leadership	6.0	5.20	0.80	1.80
44. An environment is created where people are engaged in the journey of change and growth	4.0	5.80	-1.80	1.20
45. The leadership fosters an environment where knowledge is shared and talents are released	5.0	5.80	-0.80	1.20

## Section 5: Supplier Engagement

A company must have strong trusted relationships with its suppliers as this is critical to being able to achieve operational success. Suppliers should be treated as a partner whereby appropriate levels of information are mutually shared about goals and objectives that will assist each other, where feedback is accepted, and there are realistic expectations.



**Overall Employee Assessment 5.1**  
**- Overall Other's Avg. Rating 5.12**  
**Overall Employee Perception Alignment: -0.02**

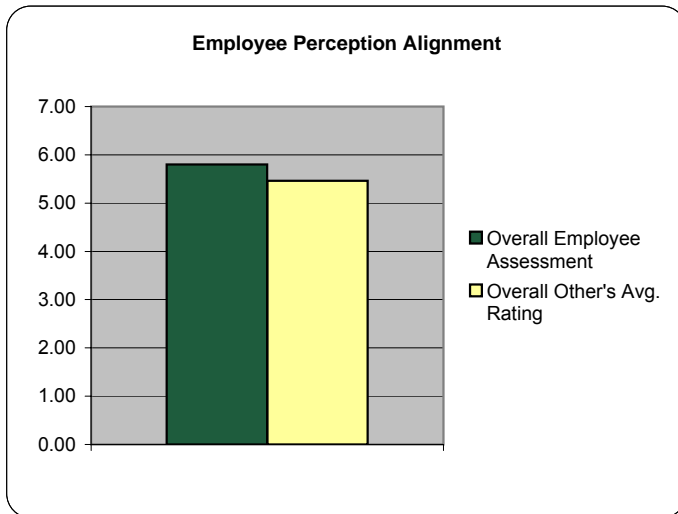


**Total Maximum Rating: 7**  
**- Overall Other's Avg. Rating 5.12**  
**Overall Strengths Development Opportunity: 1.88**

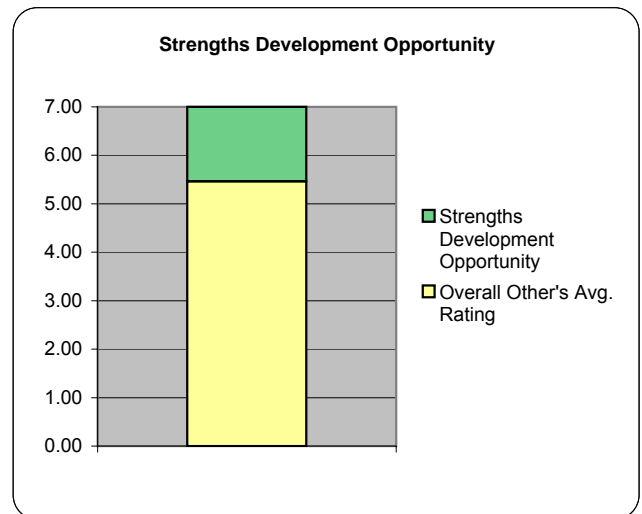
Supplier Engagement Attributes	Employee Assessment (A)	Other's Avg. Rating (B)	Employee Perception Alignment (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
46. Suppliers understand and feel connected to company goals	6.0	5.40	0.60	1.60
47. The company is great at building mutual relationships with suppliers	4.0	5.20	-1.20	1.80
48. The company is committed to their suppliers success	4.0	4.80	-0.80	2.20
49. Suppliers are regularly engaged by the company to keep abreast of their business	5.0	4.60	0.40	2.40
50. The company is open and shares new ideas and information	5.0	5.20	-0.20	1.80
51. The intent of a suppliers actions are looked at when dealing with incidents	5.0	5.20	-0.20	1.80
52. An open environment is created for suppliers to comfortably ask questions and raise problems	6.0	4.80	1.20	2.20
53. The company agrees to realistic deadlines for suppliers	4.0	4.80	-0.80	2.20
54. The suppliers of this company are treated with respect and dignity	6.0	5.60	0.40	1.40
55. The company regularly seeks and engages in supplier feedback	6.0	5.60	0.40	1.40

## Section 6: Business Values

The core of who the company is and what it represents should be its business values. The business values should be foundational to all decisions of the business. Without demonstrating strong values a company will not obtain a sufficient level of commitment from employees, customers and suppliers and will run the risk of making short term decisions which impact its long term sustainability.



**Overall Employee Assessment 5.8**  
**- Overall Other's Avg. Rating 5.46**  
**Overall Employee Perception Alignment: 0.34**

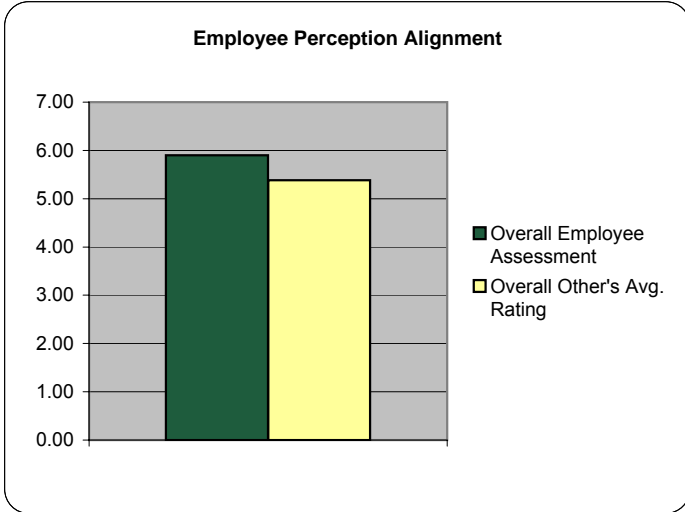


**Total Maximum Rating: 7**  
**- Overall Other's Avg. Rating 5.46**  
**Overall Strengths Development Opportunity: 1.54**

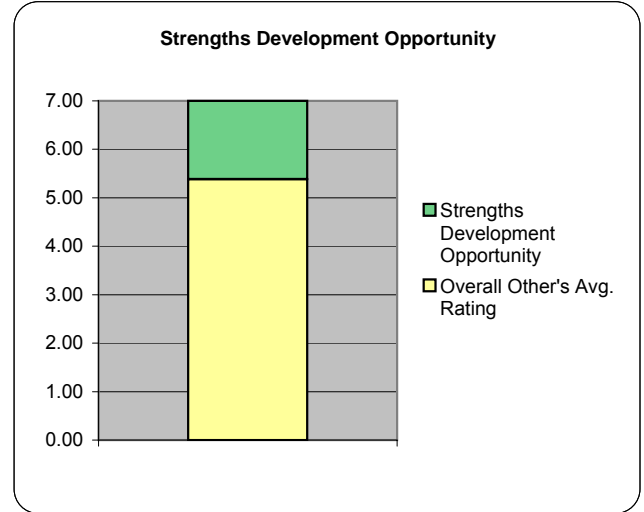
Business Values Attributes	Employee Assessment (A)	Other's Avg. Rating (B)	Employee Perception Alignment (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
56. The corporate values are clearly defined and communicated	5.0	5.80	-0.80	1.20
57. The company's walk matches its talk as experienced by all stakeholders	6.0	5.20	0.80	1.80
58. The staff demonstrates honest and integral business practices	6.0	5.40	0.60	1.60
59. Corporate governance is well established - policies and procedures are followed	6.0	5.40	0.60	1.60
60. A high priority is placed on customer goals before company goals	6.0	5.20	0.80	1.80
61. The products and services we provide represent value for money	6.0	5.60	0.40	1.40
62. Customers communicate they feel they are treated with equity	6.0	5.60	0.40	1.40
63. When a potential or real conflict of interest arises it is managed openly and transparently	6.0	5.20	0.80	1.80
64. The value proposition of products and services align with customer perceived benefits	6.0	5.60	0.40	1.40
65. The company is transparent with pricing and services delivered	5.0	5.60	-0.60	1.40

## Section 7: Business Operations Competence

Integral to providing high quality products and services on a consistent and profitable basis is the competency of the business operations. Business Operations Competence refers to the company's ability to execute on the timely delivery of its products and services to a high standard and be able to do it cost efficiently.



**Overall Employee Assessment 5.9**  
**- Overall Other's Avg. Rating 5.38**  
**Overall Employee Perception Alignment: 0.52**



**Total Maximum Rating: 7**  
**- Overall Other's Avg. Rating 5.38**  
**Overall Strengths Development Opportunity: 1.62**

Business Operations Competence Attributes	Employee Assessment (A)	Other's Avg. Rating (B)	Employee Perception Alignment (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
66. The staff across the organization demonstrate high knowledge of products/services	6.0	5.60	0.40	1.40
67. Staff pride themselves in the disciplined and timely delivery of products and services	6.0	5.40	0.60	1.60
68. There is evidence of strong quality control procedures across the business	6.0	5.20	0.80	1.80
69. Appropriate technical skills and people development education	6.0	5.00	1.00	2.00
70. Keeps high standards of service relating to accuracy and availability of products and services	6.0	5.40	0.60	1.60
71. There are the skills and competencies to solve problems resourcefully	6.0	5.40	0.60	1.60
72. The company's systems and processes support the customer value proposition	6.0	5.60	0.40	1.40
73. All customer queries are responded to with empathy and dealt with in a timely manner	6.0	5.00	1.00	2.00
74. Staff mobilize people and resources effectively	6.0	5.40	0.60	1.60
75. The company's technology and systems base supports its operational needs well	5.0	5.80	-0.80	1.20

## Section 9: Your Business Engagement Performance Plan

The company's Business Engagement Development Plan has been developed to highlight specific strength and struggle areas of the company's performance. We recommend that the company's business engagement development be focused on Parts A and B first. After items in parts A and B have been addressed, additional insights on the company's Business Engagement Performance can be found on the following page, parts C and D of the Business Engagement Performance Plan.

### A. The Company's Business Engagement Strengths:

The Business Engagement Strengths are the 10 items in which the company scored highest on out of 75 total items based on the "Other's Avg. Rating". The development focus on these items is to encourage the company to maintain its current level of performance in these areas.

	Business Engagement Attribute	Category	Employee Assessment	Other's Avg. Rating
1	39. An environment is set for making the workplace a place of purpose and fun	Business Leadership	6	6.0
2	11. The organizational structure is aligned to support delivery of products/services	Business Results	5	6.0
3	3. There is clear communication of the value of products/services	Business Communication	6	6.0
4	22. Customers refer business and speak passionately about the company	Customer Engagement (External and Internal)	4	6.0
5	56. The corporate values are clearly defined and communicated	Business Values	5	5.8
6	28. There is pride in assisting customers develop their business	Customer Engagement (External and Internal)	5	5.8
7	27. Employees speak passionately about the company	Customer Engagement (External and Internal)	5	5.8
8	6. Adept at providing appropriate levels of information	Business Communication	5	5.8
9	45. The leadership fosters an environment where knowledge is shared and talents are released	Business Leadership	5	5.8
10	75. The company's technology and systems base supports its operational needs well	Business Operations Competence	5	5.8

### B. The Company's Business Engagement Performance Opportunities:

The Business Engagement Performance Opportunities are the 7 Business Engagement Categories (scored in sections 1 to 7) ranked using the "Overall Other's Avg. Rating". These Business Engagement Categories are ranked based on the amount of time that should be allocated towards developing the company's performance in these areas. A rank of 1 indicates this category will require the most attention in the company's Business Engagement Performance Plan and a score of 7 indicates that this category would need the least amount of time for development. The time the company allocates towards the lowest ranking items will promote positive corporate performance development.

	Business Engagement Category	Employee Assessment	Overall Other's Avg. Rating
1	Supplier Engagement	5.1	5.12
2	Business Leadership	4.87	5.37
3	Business Operations Competence	5.9	5.38
4	Business Values	5.8	5.46
5	Business Communication	5.5	5.48
6	Business Results	5.3	5.52
7	Customer Engagement (External and Internal)	5	5.54

### C. The Company's Business Engagement Self Perception Alignment:

The Company's Business Engagement Self Perception Alignment table shows the top 10 items in which the company could further develop its Business Engagement Strengths based on the level of "Employee Perception Alignment". The Employee Perception Alignment is the difference between how the leaders and employees perceive the company's performance and how others outside the company perceive it. A positive level of perception alignment indicates that the company perceives its performance to be better than how others have rated it. A negative level of perception alignment indicates that the company perceives its performance to be worse than how others have rated it. In both cases, where the perception gap is 2 or more then this would be an area to focus on in the Business Engagement Performance Plan. These scores are highlighted in red.

	Business Engagement Attribute	Category	Employee Perception Alignment
1	18. The company has a strong focus on planned outcomes for customers	Business Results	-2.4
2	22. Customers refer business and speak passionately about the company	Customer Engagement (External and Internal)	-2.0
3	41. The leadership is active in engaging employees and having their contributions recognized	Business Leadership	-1.8
4	44. An environment is created where people are engaged in the journey of change and growth	Business Leadership	-1.8
5	4. Internal meetings are positive and constructive	Business Communication	-1.6
6	19. An ability to confront challenges in a timely and effective manner is demonstrated	Business Results	-1.6
7	32. Leaders in this organization are authentic - (Walks the Talk - Vision and Values)	Business Leadership	-1.6
8	30. Regular meetings are arranged based on customers communication preferences	Customer Engagement (External and Internal)	-1.4
9	26. There is clear demonstration of engagement in customer feedback	Customer Engagement (External and Internal)	-1.4
10	52. An open environment is created for suppliers to comfortably ask questions and raise problems	Supplier Engagement	1.2

### D. Business Engagement Development Opportunities:

The Business Engagement Development Opportunities table shows the top 10 items in which the company could further develop its Business Engagement Strengths, based on the "Other's Avg. Rating". A Business Engagement Strengths Development Opportunity is the difference between how others experience the company's performance and the maximum score of 7. Where the gap is 2 or more this would be a strengths development area that needs to be addressed in the Business Engagement Performance Plan.

	Business Engagement Attribute	Category	Business Engagement Strengths Development Gap
1	49. Suppliers are regularly engaged by the company to keep abreast of their business	Supplier Engagement	2.4
2	35. A client/customer centered people culture is fostered by the leadership	Business Leadership	2.4
3	52. An open environment is created for suppliers to comfortably ask questions and raise problems	Supplier Engagement	2.2
4	2. Open inter company communication is sustained between all areas	Business Communication	2.2
5	53. The company agrees to realistic deadlines for suppliers	Supplier Engagement	2.2
6	48. The company is committed to their suppliers success	Supplier Engagement	2.2
7	8. The open communication of ideas is fostered	Business Communication	2.2
8	69. Appropriate technical skills and people development education	Business Operations Competence	2.0
9	7. The company prides itself in communicating the truth transparently	Business Communication	2.0
10	16. The company has a detailed understanding of its customer base	Business Results	2.0

Following the assessment of the company's performance using the 75 Business Engagement attributes, raters were prompted to provide anonymous written feedback on the company's Business Engagement Strengths, Areas for Development and on its overall performance. The rater's comments are below.

### Comments on the company's Business Engagement Strengths:

Employee Comments: Building/ Maintaining External Relationships, Collaboration efforts with suppliers, and utilizing modern technologies

Other's Comments:

Provides excellent products and services  
Great at delivering results on time  
Makes customers feel like they are apart  
Always delivers services on a timely basis  
Realistic with proposals/ projects

Utilizes Technologies proficiently  
always manages expectations  
Responds to customer's needs / desires  
Gives reasonable estimates quickly  
Always delivers

The vision is consistent  
competent  
Encourages feedback  
Optimistic

### Comments on Areas of Development for the company:

Employee Comments: Always focus on maintaining our customer centric vision

Other's Comments:

Be readily available to clients

Inform clients of any sudden changes in service

Be willing to compromise on items that customers feel are important

Allow others to be open about frustrations without becoming defensive

Customer's needs always come first.

### Comments on the company:

Employee Comments: Always remember the end user (our customers).

Other's Comments:

Remember that customer service is critical to business success in this industry.

Remember to make decisions on behalf of your customers and their goals.

Regular contact with customers is a necessity. Remember to set expectations and follow through when communicating with customers.

Remember that all criticism from customers is constructive, addressing all concerns will only make you a better organization.

Work closer with customers

### Further Education

We have a number of education and facilitation programs available to improve performance in the business from the inside out. All of these programs involve use of the Business DNA profiles to provide behavioral insights to identify and better use the talents of the company's people for increased results and improved relationships. Please contact us at [inquiries@businessdnaresources.com](mailto:inquiries@businessdnaresources.com) for more information and access to the following programs:

- Executive Coaching
- Personal Development
- Business Succession
- Business Risk Management
- Team Development
- Hiring
- Sales Coaching
- Business Planning