



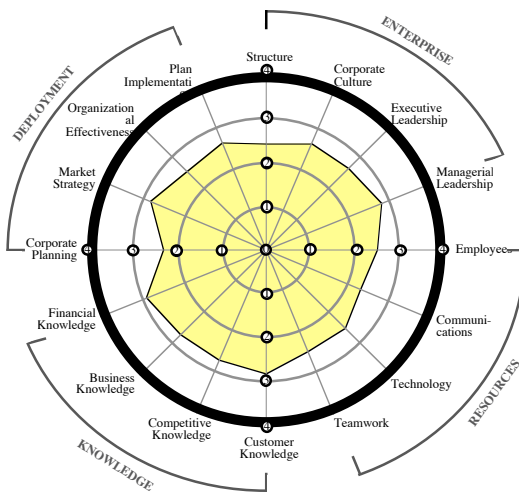
The Strategic Planning Group's
ORGANIZATION VITALITY INDEX (OVI)
 Self Assessment of Your Organization's Culture

The OVI is a simple **web-based** survey used to assess the current state of the culture, as perceived by the employees.

There are three major components to the output from the Organization Vitality Index. The "spider web" diagram quickly illustrates the strengths and weaknesses as seen by employees. The detailed results are provided so that an analysis of the major contributory causes for the assessment can easily be conducted. Finally, the verbatim responses for each section provides insight into the emotional opinions of the respondents.

The results are used to identify priority improvement areas so that action can be taken to close the gaps and improve performance in areas of greatest importance. Results across business units can also be compared.

Organization Vitality Diagram



Graphical Representation of the Culture of the Organization

Resources Component of Overall Score

Employees		Avg.	n
• Customer-focused and responsive		3.0	24
• Rewards and pay based on performance		2.3	24
• Measure employee efficiency and effectiveness		2.4	24
• Training to support individual development		1.8	24
• Employees involved in decisions		2.5	24
• Strong support of management		2.8	24
• Strong belief/loyalty to company		2.7	24
Overall Score		2.5	

Communications		Avg.	n
• Information flows top down		2.1	24
• Information flows bottom up		2.6	24
• Information flows quickly, freely, accurately		2.0	24
• Clear communications systems/methods		1.8	24
• Staff informed about important issues		2.5	24
• Teams share information		2.3	24
• High participatory climate		2.5	24
Overall Score		2.3	

Technology		Avg.	n
• Understand technology changes in industry		2.8	24
• Understand today's technology needs		2.9	23
• Understand future technology needs		2.7	23
• Regularly review & prioritize technology needs		2.5	24
• Have replacement plans for key technologies		2.3	24
• Make timely investments in technologies		1.9	24
• Use tech. as a strategic lever & differentiator		2.2	24
Overall Score		2.5	

Teamwork		Avg.	n
• Strong interdepartmental teamwork		2.4	23
• Sales & mktg efforts linked to overall objectives		2.9	23
• Head office efforts linked to overall objectives		2.5	22
• R&D/engineering linked to overall objectives		2.3	23
• Head Office staff supports organizational needs		2.6	21
• Support & temp. staff feel like part of the team		2.6	22
• Functional synergy achieves company results		2.4	23
Overall Score		2.5	

Enterprise Verbatim Responses

Corporate Culture	
How would you characterize the corporate culture? (Any particular strengths and weaknesses?)	
<ul style="list-style-type: none"> <input type="checkbox"/> Supportive, profit-oriented (NIAT), try to make it fun, opportunistic, lack of strategic vision, very tactical, long-term vision left to management initiation. <input type="checkbox"/> High degree of respect, empowerment and entrepreneurship. <input type="checkbox"/> Short term thinking – current plan and results only focus. Issues tend to be avoided vs. dealt with. <input type="checkbox"/> Acquiring culture very sales focused. This results in entrepreneurial approach which has benefited business. Occasionally held back by larger bank issues/constraints. <input type="checkbox"/> The environment in our group is not too level conscious. People at all levels are encouraged to express their opinions and take an active part in the "management" of their own area of responsibility. <input type="checkbox"/> Negative politics is certainly not addressed. It hinders effectiveness of all areas. <input type="checkbox"/> We respond well to the tight situations. Reactive mode is strong. Sometimes we focus too much on short term gains at the expense of longer term benefits and thinking. Strong egos and politics can thwart forward progress sometimes. <input type="checkbox"/> Great culture and great place to work, but Team Spirit seems to be eroding. 	<ul style="list-style-type: none"> <input type="checkbox"/> Politeness layered over a general skepticism of each area's contribution, importance, competence, etc. Acquiring culture is less political, more open and accepting of differences. <input type="checkbox"/> Somewhat conservative and reactive. e.g., we know we will be launching new products but don't proactively manage resource requirements. <input type="checkbox"/> Needs to consistently challenge the status quo and work towards continual business improvement. There is a definite reliance on sitting back and waiting for someone else to take the "reins." <input type="checkbox"/> Hierarchy does not get in the way of good ideas. Not political, very supportive, attitude great. All are serving team objectives and are mindful of doing the right thing for the Division. <input type="checkbox"/> Good, but viewed as a renegade for a Bank environment. Tries to cultivate environment of an insular line of Business as if it were a monoline entity, which creates frustration on both parts when interface with Big Bank. <input type="checkbox"/> Culture overall is very strong within CPD. Negative politics are more prevalent in dealing with organization outside the division. Sometimes it seems we don't have a choice in certain projects. We need to have more measures that track and thus reward long-term thinking. A lot of focus is on the current year's plan vs. next few years.

Detailed Data of Components for Each Major Segment of the Survey

- Enterprise
- Knowledge
- Resources
- Deployment

Open-ended, Verbatim Comments for Each of the Strategic Facets of the Organization Vitality Index

The strengths and weakness highlighted in the Organization Vitality Index output will form the basis of the improvement plans. The resulting action plans should be focused on those areas of greatest weakness as well as leveraging key strengths.