PGI Pulse

Performance Gap Indicator - Follow-Up Analysis

Report For: Sample Report

Start Date: 03/15/2018

End Date: 03/15/2018

Participants: 11

Your Company LOGO Appears Here

PGI Report Contents

Company Name Here - 1-206-400-6647 - Support@Assessments.ws

The Performance Gap Indicator identifies the GAPS of the Non-Financial Key Performance Indicators utilizing the IDEAL RESPONSE scoring method. Statements are presented across three scales for participants to respond with their level of agreement.

- How TRUE are the following statements about your organization today?
- How IMPORTANT are the following statements for your organization's overall success?
- How EFFECTIVE is your organization regarding the following statements?

The Ideal Response method focuses on the desired, positive statement responses of Extremely or Very across the respective scales.

Several **Control Questions**, designed with inverse ideal responses, have been included to ensure accurate results.

All Ideal Responses are indicated by shaded cells on your Statement by Statement Report.

True Scale	Important Scale	Effective Scale
1. Extremely True	1. Extremely Important	1. Extremely Effective
2. Very True	2. Very Important	2. Very Effective
3. Somewhat True	3. Somewhat Important	3. Somewhat Effective
4. Not Very True	4. Not Very Important	4. Not Very Effective
5. Never True	5. Never Important	5. Never Effective
6. I don't know	6. I don't know	6. I don't know

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NON-FINANCIAL KPI IDEAL RESPONSE GAPS

CULTURE	OPERATIONS	LEADERSHIP	TRAINING	SERVICE
GAP 42%	GAP 49%	GAP 44%	GAP 41%	GAP 39%
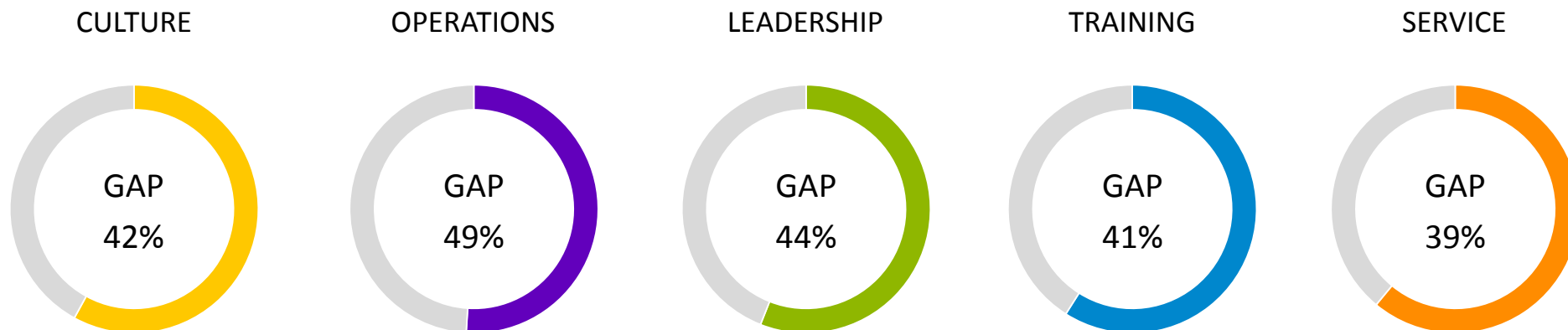
TOP 3 PERFORMANCE STRENGTHS

IDEAL RESP.	STATEMENT	SCALE	NF-KPI	PRIORITY
No Performance Strengths				

TOP 3 PERFORMANCE CONCERNS

IDEAL RESP.	STATEMENT	SCALE	NF-KPI	PRIORITY
27%	8. At work, my opinions seem to count.	True	Culture	H M L
36%	22. Ongoing training to enhance service skills.	Important	Training	H M L
36%	34. Ongoing training to enhance service skills.	Effective	Training	H M L

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Demographics
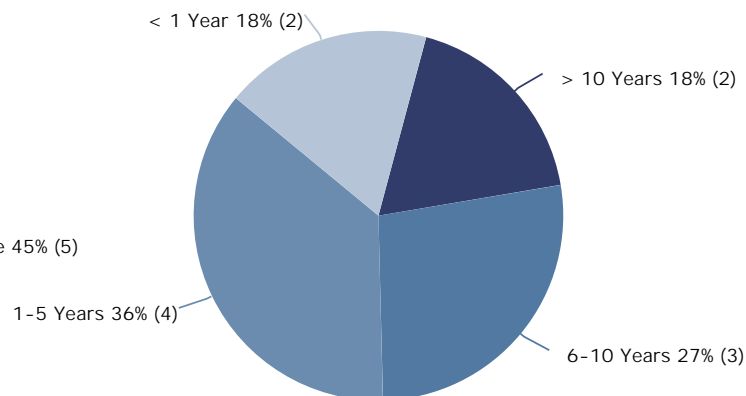
DEMOGRAPHIC SUMMARY

1. Gender
   Male
   Female
   Other

2. Tenure
   Less than 1 Year
   1-5 Years
   6-10 Years
   Greater than 10 Years

3. Level of Customer Interaction
   Direct
   Indirect

4. Role
   Management
   Non-Management

GENDER

Male 55% (6)
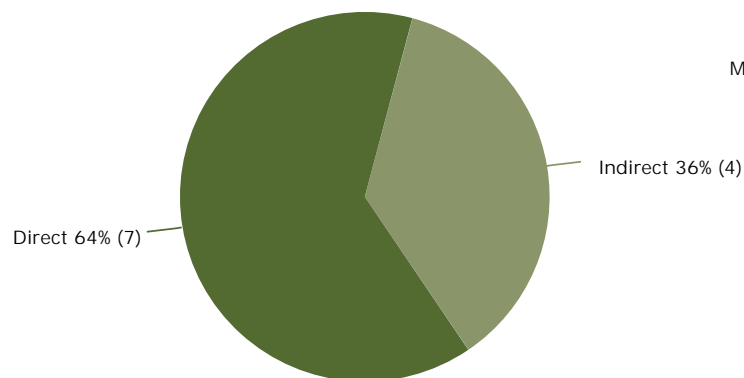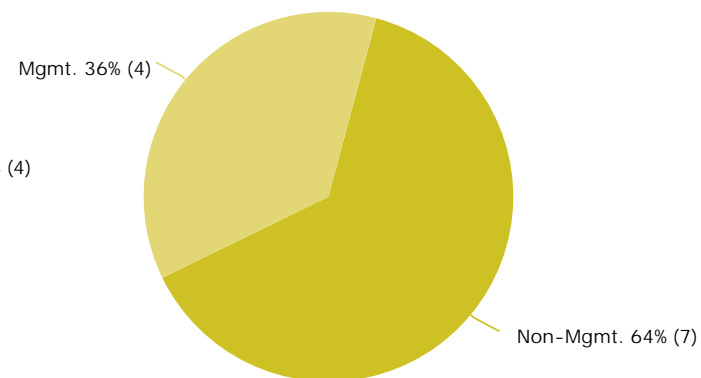Female 45% (5)

TENURE

< 1 Year 18% (2)
> 10 Years 18% (2)
1-5 Years 36% (4)
6-10 Years 27% (3)

LEVEL OF CUSTOMER INTERACTION

Indirect 36% (4)
Direct 64% (7)

ROLE

Mgmt. 36% (4)
Non-Mgmt. 64% (7)
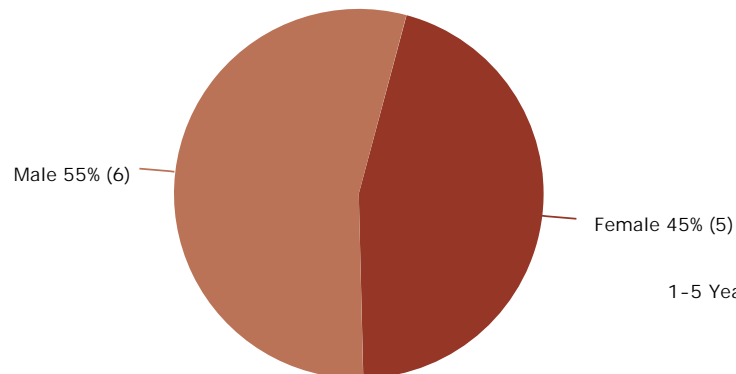
Total Responses Received: 11
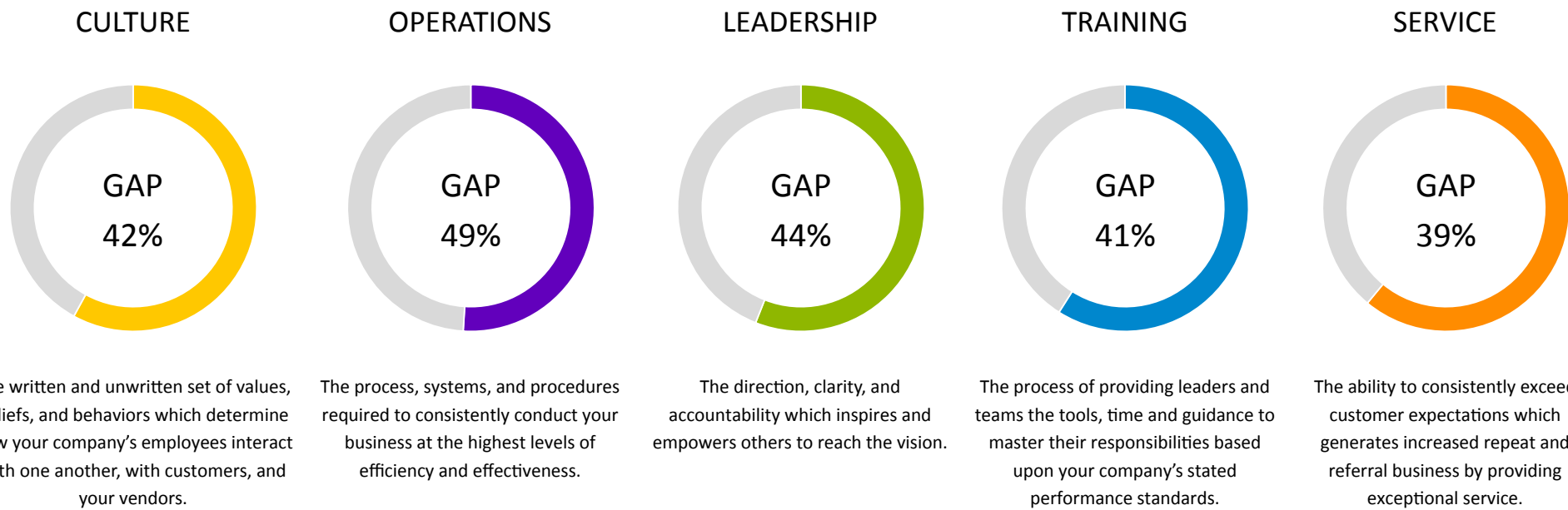
Non-Financial KPI Ideal Response GAPs

Non-Financial KPIs are leading indicators of business success. Lead indicators are in-process measures and are predictive in nature. A lag indicator (past financial performance) without a lead indicator will give no indication as to how a result will be achieved and provide no early warnings about tracking towards a strategic goal. Conversely, a lead indicator without a lag indicator may make you feel good about keeping busy with a lot of activities but it will not provide confirmation that a business result has been achieved. There is a cause and effect relationship between lead and lag indicators, both are important when selecting measures to track toward your business goals.

Berkana's Performance Indicator's measurement of NF-KPIs provides unique insight enabling

- Leaders to measure the consequences of their actions. Periodic NF-KPI evaluation allows for leaders to strategically apply behavior modification. Monitor, adjust and improve their leadership with laser precision.
- Success for long-term organizational strategies by presenting indirect, leading indicators of a business's assets. NF-KPI's, as leading indicators, add a predictive quality for future financial performance. Financial, or lagging indicators may not capture long-term benefits from current decisions.
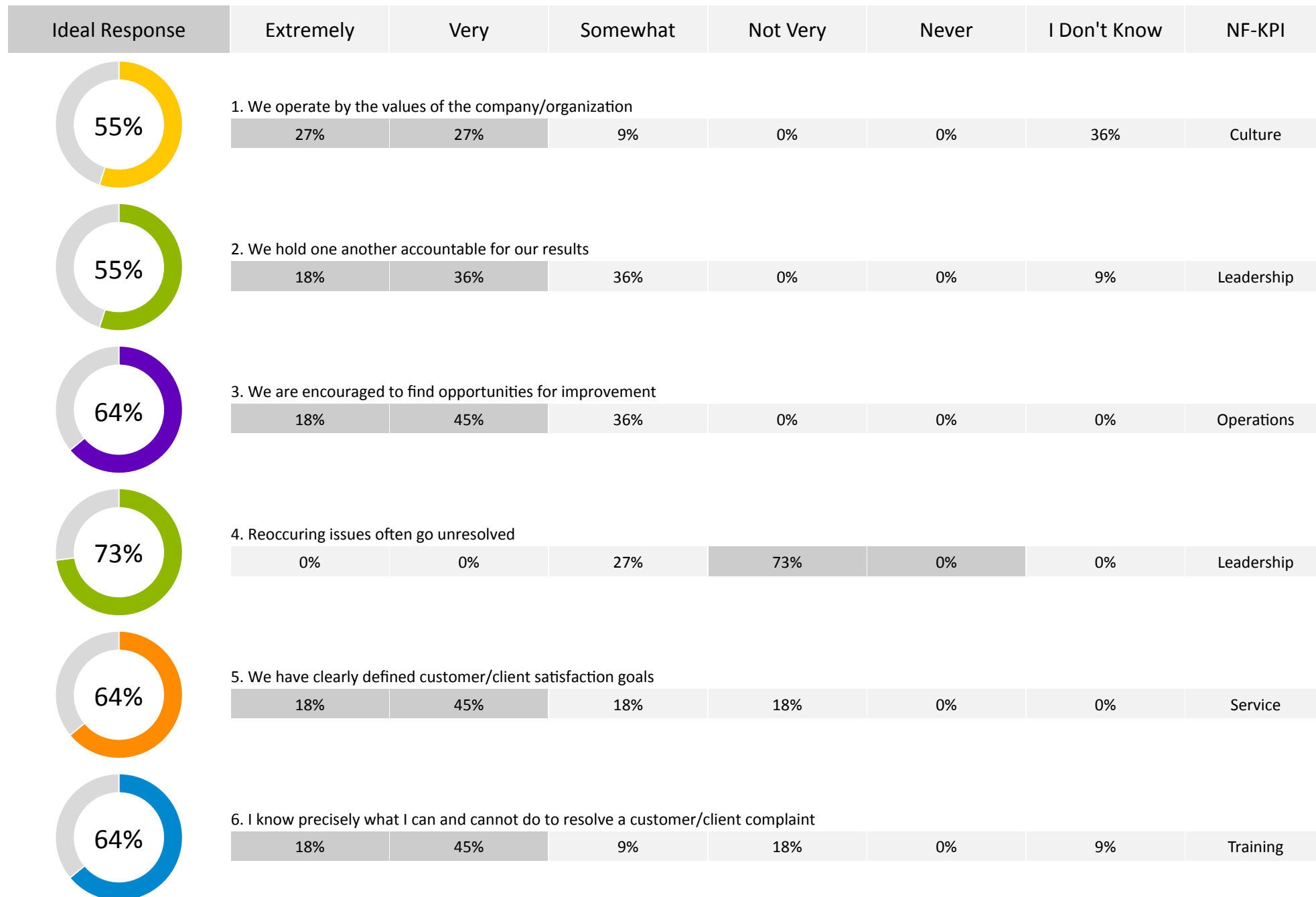
Your NF-KPI results represent the percentage of Ideal Responses across the 5 NF-KPIs. Percentages represent the combined Ideal Responses in the True, Important, and Effective Scales.

NON-FINANCIAL KPIs

CULTURE	OPERATIONS	LEADERSHIP	TRAINING	SERVICE
GAP 42%	GAP 49%	GAP 44%	GAP 41%	GAP 39%
The written and unwritten set of values, beliefs, and behaviors which determine how your company's employees interact with one another, with customers, and your vendors.	The process, systems, and procedures required to consistently conduct your business at the highest levels of efficiency and effectiveness.	The direction, clarity, and accountability which inspires and empowers others to reach the vision.	The process of providing leaders and teams the tools, time and guidance to master their responsibilities based upon your company's stated performance standards.	The ability to consistently exceed customer expectations which generates increased repeat and referral business by providing exceptional service.

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Statement by Statement - True Scale

Statement ideal responses are shaded darker grey.

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
55% — 1. We operate by the values of the company/organization	27%	27%	9%	0%	0%	36%	Culture
55% — 2. We hold one another accountable for our results	18%	36%	36%	0%	0%	9%	Leadership
64% — 3. We are encouraged to find opportunities for improvement	18%	45%	36%	0%	0%	0%	Operations
73% — 4. Reoccuring issues often go unresolved	0%	0%	27%	73%	0%	0%	Leadership
64% — 5. We have clearly defined customer/client satisfaction goals	18%	45%	18%	18%	0%	0%	Service
64% — 6. I know precisely what I can and cannot do to resolve a customer/client complaint	18%	45%	9%	18%	0%	9%	Training

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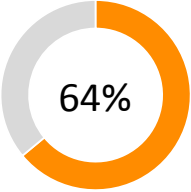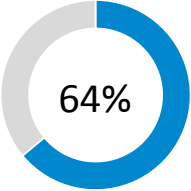
Statement by Statement -True Scale

Statement ideal responses are shaded darker grey.

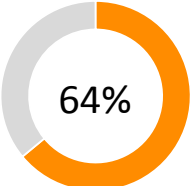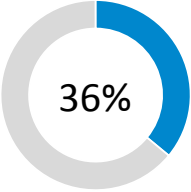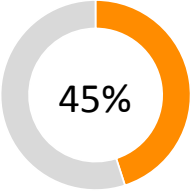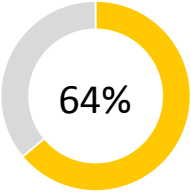| Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
55%	**7. When someone says they will do something, you can count on it happening**						
	9%	45%	36%	0%	0%	9%	Culture
27%	**8. At work, my opinions seem to count**						
	9%	18%	27%	9%	0%	36%	Culture
55%	**9. Company/Organization communications are often unclear**						
	0%	9%	36%	45%	9%	0%	Operations
55%	**10. We have a procedure for listening and responding to customer/client feedback**						
	18%	36%	36%	9%	0%	0%	Operations
55%	**11. My company respects people's differences.**						
	9%	45%	36%	0%	0%	9%	Culture
73%	**12. Training is linked to achieving important company/organization results**						
	0%	73%	9%	9%	0%	9%	Training

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Statement by Statement - True Scale
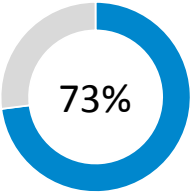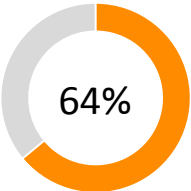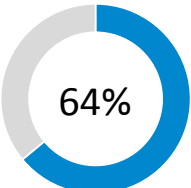
Statement ideal responses are shaded darker grey.

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
55%	**13. We have clear expectations about performance**						
	18%	36%	27%	9%	9%	0%	Leadership
64%	**14. We know the financial value of a satisfied customer/client**						
	27%	36%	18%	9%	0%	9%	Training
73%	**15. The work I do impacts the customer/client experience**						
	27%	45%	9%	18%	0%	0%	Culture
55%	**16. Management would be surprised to learn what it takes to get the job done due to our processes**						
	9%	0%	0%	18%	36%	36%	Operations
45%	**17. Leadership provides the direction I need to excel at my job**						
	27%	18%	36%	0%	18%	0%	Leadership
55%	**18. We have clear process flows for important procedures**						
	27%	27%	27%	9%	9%	0%	Operations

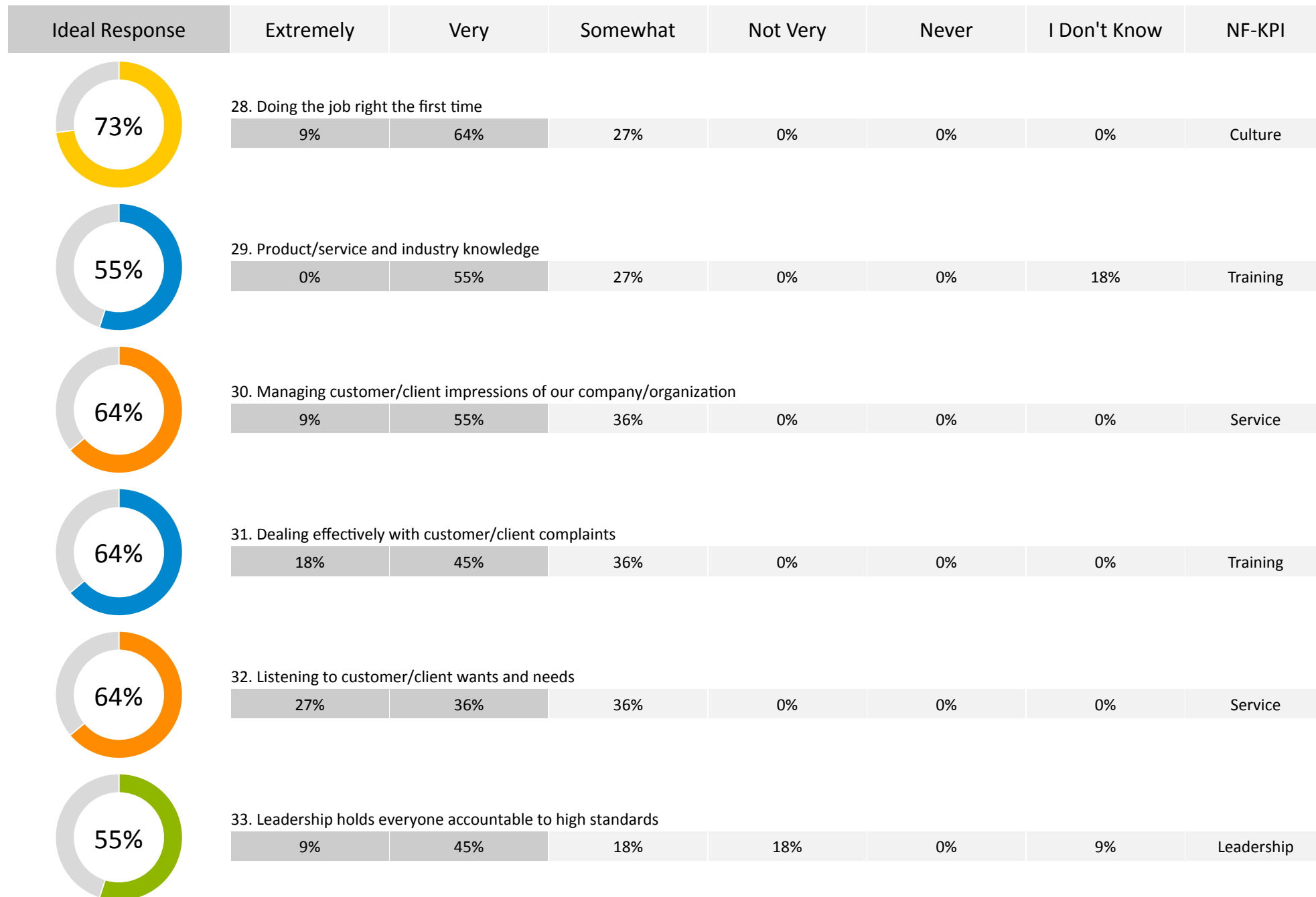Company Name Here - 1-206-400-6647 - Support@Assessments.ws

Statement by Statement - True Scale

Statement ideal responses are shaded darker grey.

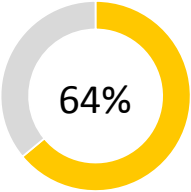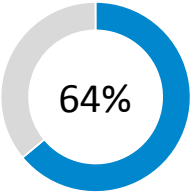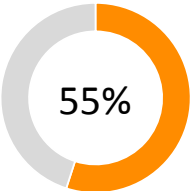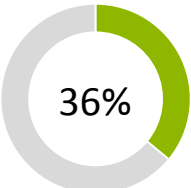| Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
64%	**19. Our actions equal our words when it comes to customer/client satisfaction**						
	36%	27%	18%	0%	0%	18%	Service
64%	**20. We are trained to deliver customer/client service at a high standard**						
	36%	27%	18%	18%	0%	0%	Training
64%	**21. We have a clear definition of what 'exceptional' service means in our company/organization**						
	36%	27%	18%	9%	9%	0%	Service

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Statement by Statement - Important Scale
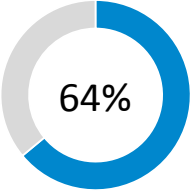
Statement ideal responses are shaded darker grey.

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
36%	9%	27%	36%	18%	0%	9%	Training

22. Ongoing training to enhance service skills

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
45%	9%	36%	45%	9%	0%	0%	Service

23. Developing new, innovative strategies for serving customers/clients

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
64%	9%	55%	9%	18%	0%	9%	Culture

24. Our work is guided by the values of the company/organization

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
73%	18%	55%	27%	0%	0%	0%	Training

25. Knowing what the customer/client wants and expects

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
64%	18%	45%	9%	18%	0%	9%	Service

26. Taking individual initiative to identify and exceed customer/client needs

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
64%	0%	64%	9%	9%	9%	9%	Training

27. Receiving frequent feedback on a regular basis

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Statement by Statement - Important Scale
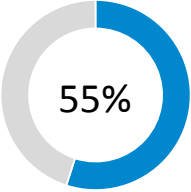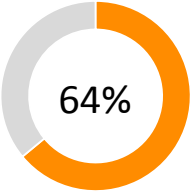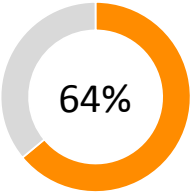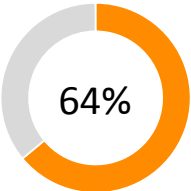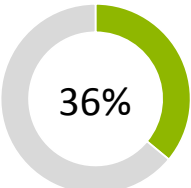
Statement ideal responses are shaded darker grey.

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
73%			28. Doing the job right the first time				
	9%	64%	27%	0%	0%	0%	Culture
55%			29. Product/service and industry knowledge				
	0%	55%	27%	0%	0%	18%	Training
64%			30. Managing customer/client impressions of our company/organization				
	9%	55%	36%	0%	0%	0%	Service
64%			31. Dealing effectively with customer/client complaints				
	18%	45%	36%	0%	0%	0%	Training
64%			32. Listening to customer/client wants and needs				
	27%	36%	36%	0%	0%	0%	Service
55%			33. Leadership holds everyone accountable to high standards				
	9%	45%	18%	18%	0%	9%	Leadership

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Statement by Statement - Effective Scale

Statement ideal responses are shaded darker grey.

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
36%	34. Ongoing training to enhance service skills						
	0%	36%	36%	18%	0%	9%	Training
55%	35. Developing new, innovative strategies for serving customers/clients						
	0%	55%	9%	18%	0%	18%	Service
64%	36. Our work is guided by the values of the company/organization						
	9%	55%	18%	9%	9%	0%	Culture
64%	37. Knowing what the customer/client wants and expects						
	0%	64%	36%	0%	0%	0%	Training
55%	38. Taking individual initiative to identify and exceed customer/client needs						
	9%	45%	18%	9%	0%	18%	Service
36%	39. Receiving frequent feedback on a regular basis						
	0%	36%	36%	27%	0%	0%	Leadership

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Statement by Statement - Effective Scale

Statement ideal responses are shaded darker grey.

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
64%	40. Doing the job right the first time						
	0%	64%	36%	0%	0%	0%	Training
55%	41. Product/service and industry knowledge						
	0%	55%	27%	9%	0%	9%	Training
64%	42. Managing customer/client impressions of our company/organization						
	0%	64%	27%	9%	0%	0%	Service
64%	43. Dealing effectively with customer/client complaints						
	0%	64%	36%	0%	0%	0%	Service
64%	44. Listening to customer/client wants and needs						
	9%	55%	18%	9%	0%	9%	Service
36%	45. Leadership holds everyone accountable to high standards						
	0%	36%	45%	18%	0%	0%	Leadership

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GAP Scores

CALCULATION SUMMARY

Graph percentages represent the Total Potential score compared to the weighted Important and Effective Scale scores.

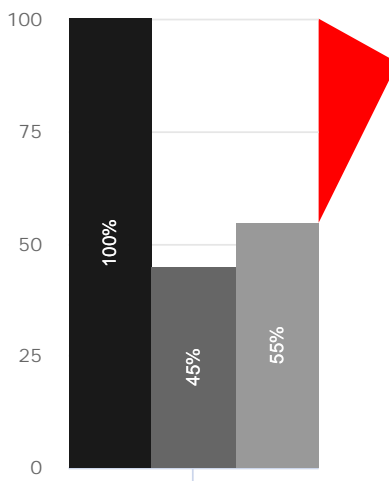Your GAP Score is the difference between your Total Potential and your Effective score.
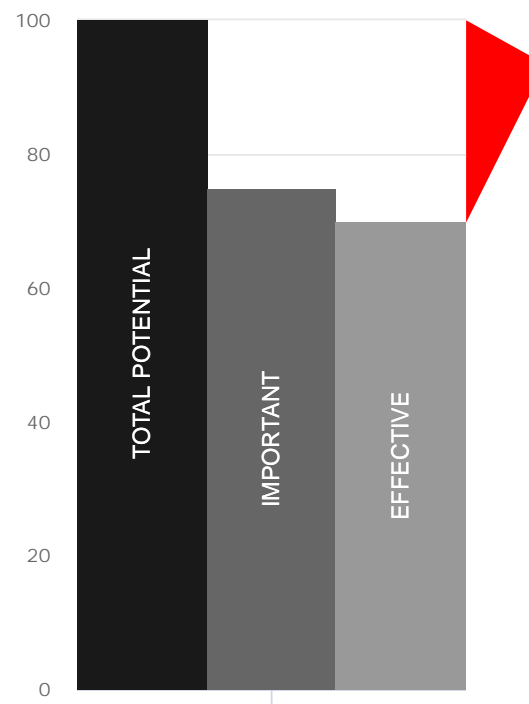
GAP SCORE %

The specific statement asked on the Important and Effective scales.
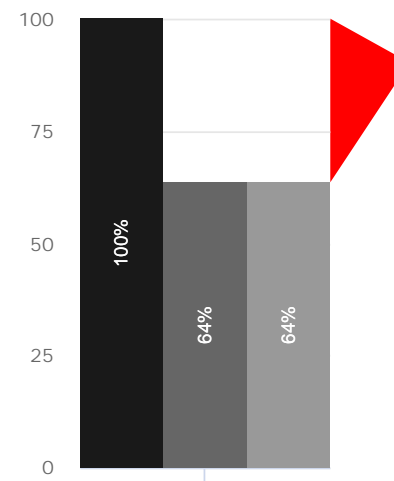[Statement Numbers]
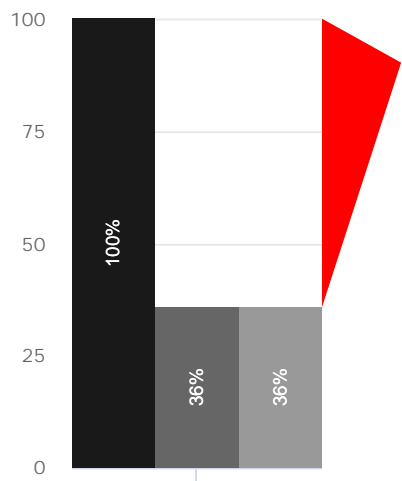
GAP 64%

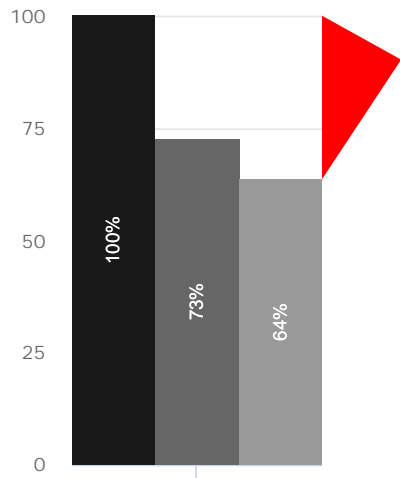Ongoing training to enhance service skills
[#22 & #34]

GAP 45%

Developing new, innovative strategies for serving customers
[#23 & #35]

GAP 36%

Our work is guided by the values of the organization
[#24 & #36]

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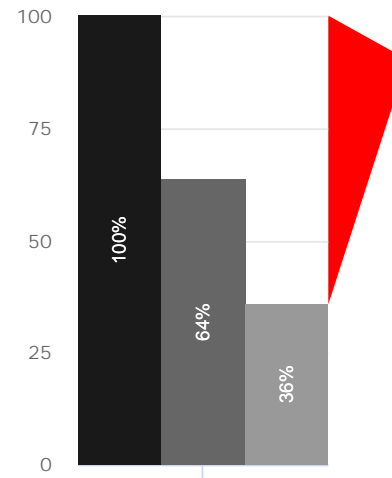
GAP 36%

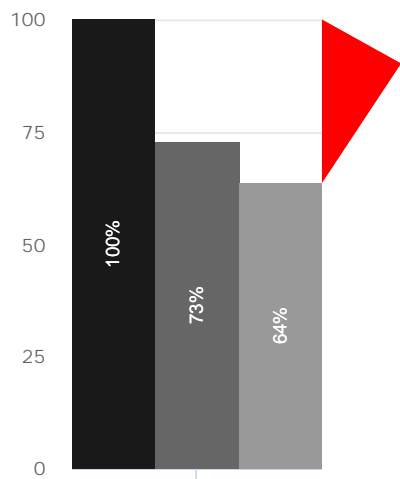Knowing what the customer wants and expects
[#25 & #37]
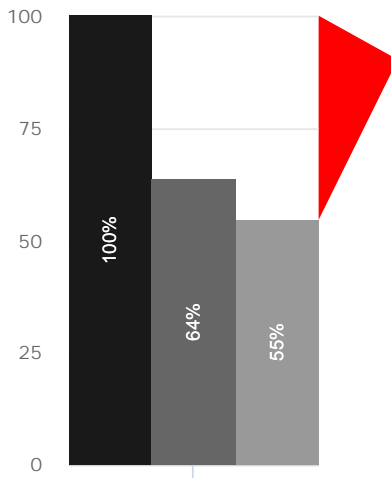
GAP 45%

Taking individual initiative to identify and exceed customer needs
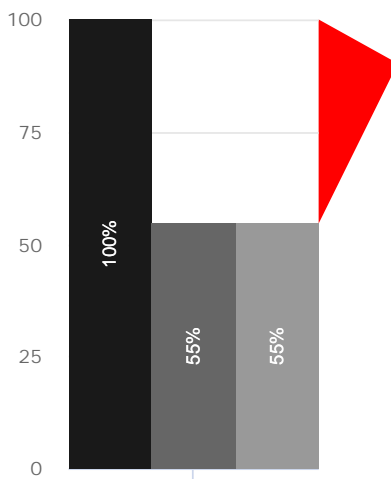[#26 & #38]

GAP 64%

Receiving frequent feedback on a regular basis
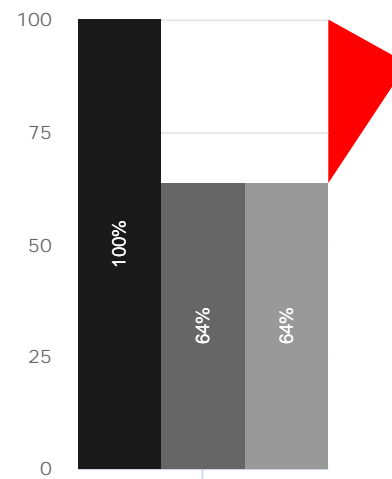[#27 & #39]

GAP 36%

Doing the job right the first time
[#28 & #40]

GAP 45%

Product and industry knowledge
[#29 & #41]

GAP 36%

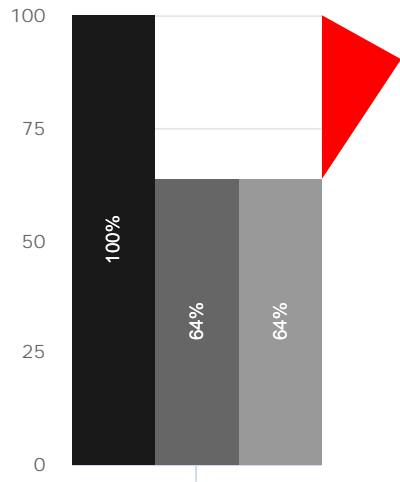Managing customer impressions of our company
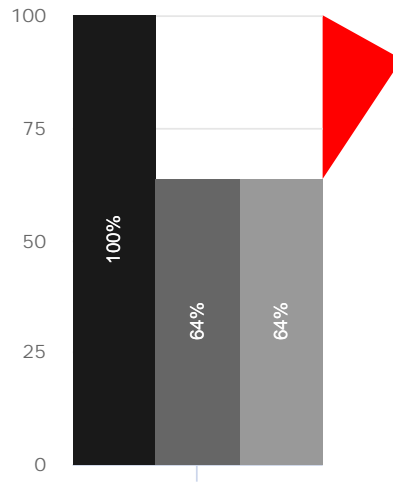[#30 & #42]

Total Potential | Important | Effective

Company Name Here - 1-206-400-6647 - Support@Assessments.ws
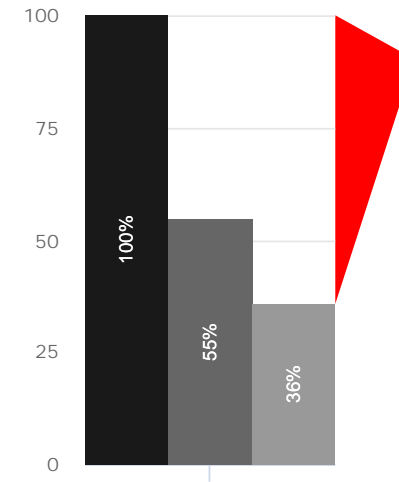
GAP Scores

GAP 36%

Dealing effectively with customer complaints [#31 & #43]

100% | 64% | 64%

GAP 36%

Listening to customer wants and needs [#32 & #44]

100% | 64% | 64%

GAP 64%

Leadership holds everyone accountable to high standards [#33 & #45]

100% | 55% | 36%

Total Potential | Important | Effective

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Ideal Responses by NF-KPI and Gender

CALCULATION SUMMARY

Percentages below represent the Ideal Responses of Non-Financial Key Performance Indicators by Gender.

GENDER

Male 55% (6)

Female 45% (5)

Ideal Responses

	CULTURE	LEADERSHIP	OPERATIONS	SERVICE	TRAINING
Male	31%	36%	30%	31%	36%
Female	90%	69%	88%	97%	88%

● Male ● Female
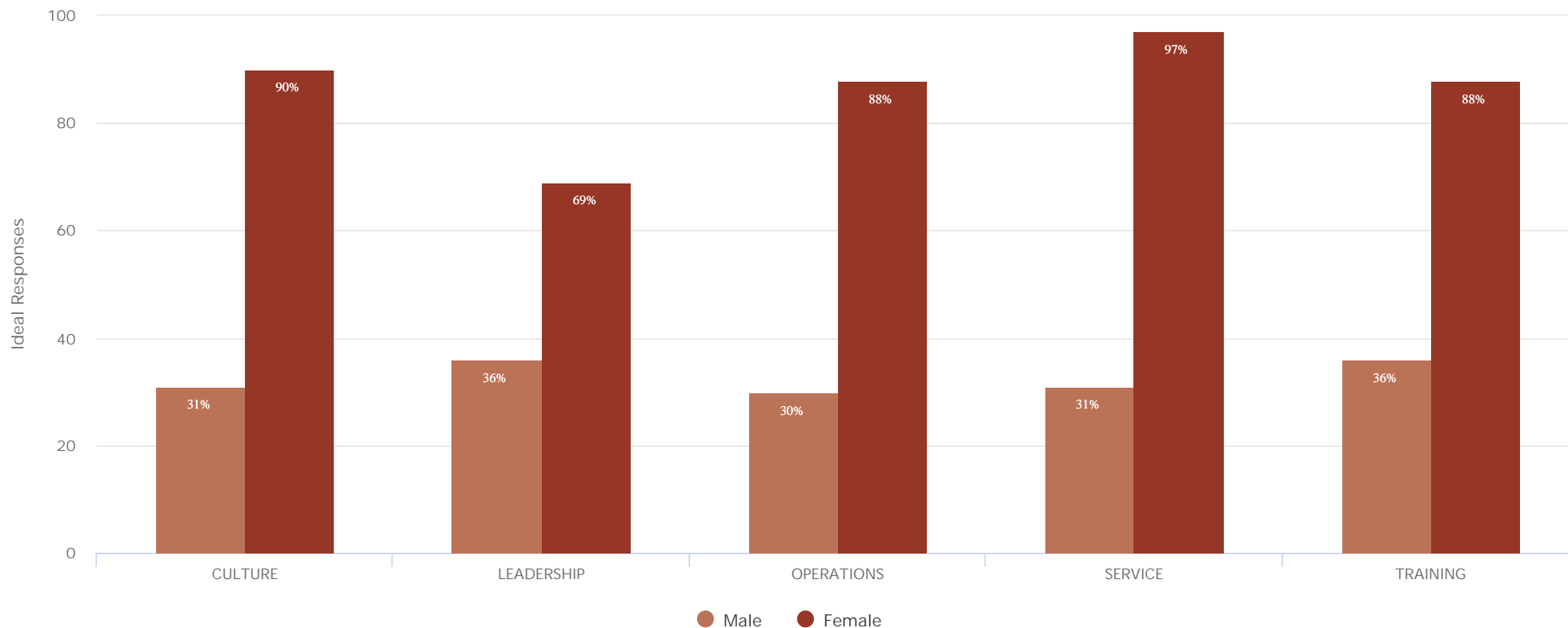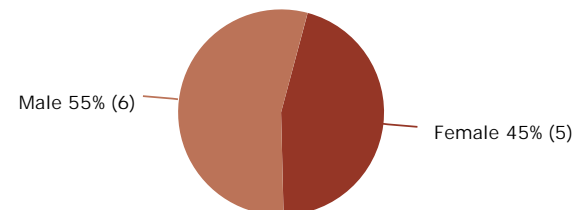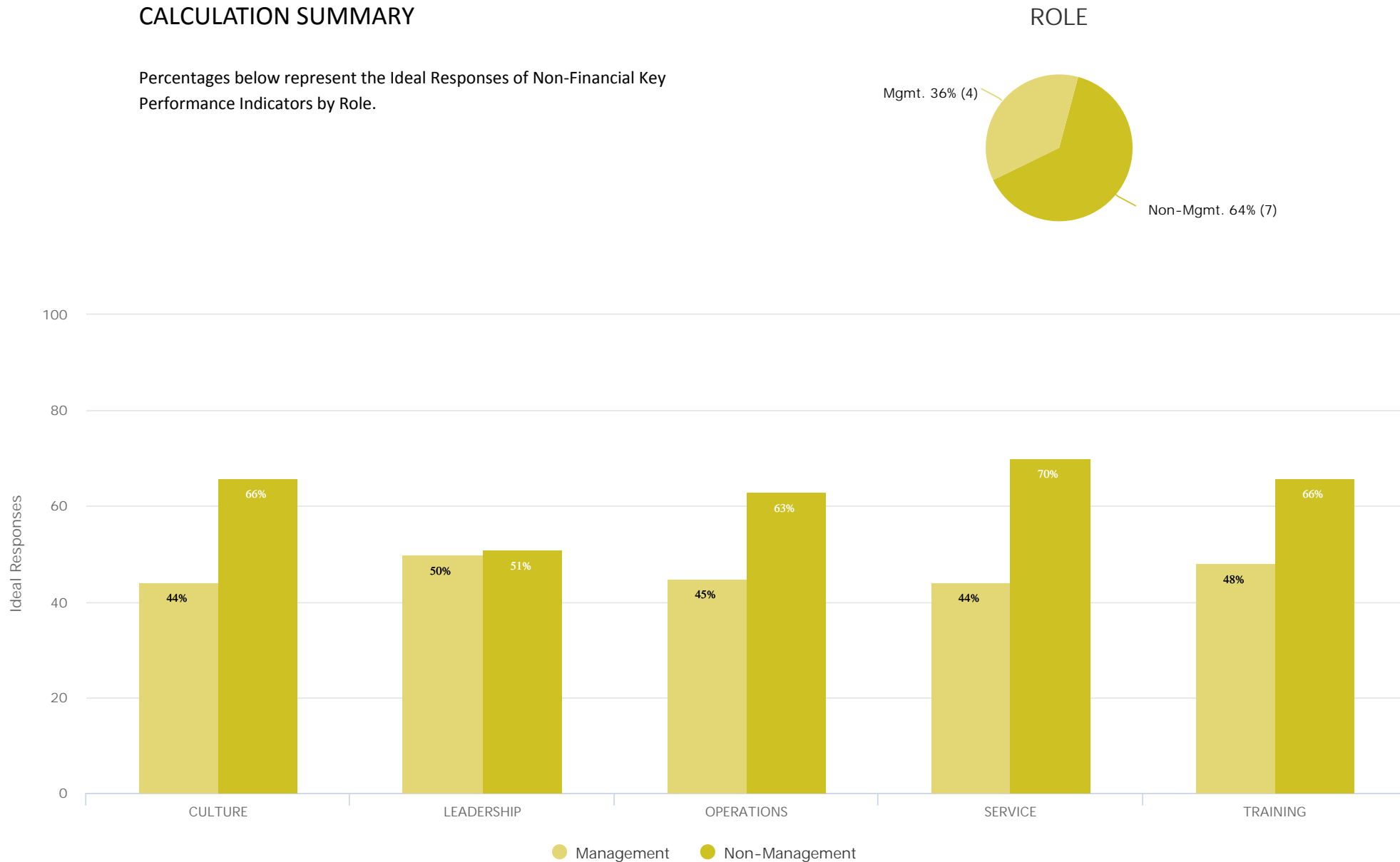
Company Name Here - 1-206-400-6647 - Support@Assessments.ws

Ideal Responses by NF-KPI and Role

CALCULATION SUMMARY

Percentages below represent the Ideal Responses of Non-Financial Key Performance Indicators by Role.

ROLE

Mgmt. 36% (4)

Non-Mgmt. 64% (7)

	CULTURE	LEADERSHIP	OPERATIONS	SERVICE	TRAINING
Management	44%	50%	45%	44%	48%
Non-Management	66%	51%	63%	70%	66%

Ideal Responses

● Management   ● Non-Management

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CALCULATION SUMMARY

Percentages below represent the Ideal Responses of Non-Financial Key Performance Indicators by Tenure.

TENURE

< 1 Year 18% (2)

> 10 Years 18% (2)

1-5 Years 36% (4)

6-10 Years 27% (3)

Ideal Responses

	Less than 1 Year	1-5 Years	6-10 Years	Greater than 10 Years
CULTURE	38%	72%	67%	38%
LEADERSHIP	7%	68%	57%	50%
OPERATIONS	50%	60%	67%	40%
SERVICE	50%	73%	64%	42%
TRAINING	42%	73%	62%	46%

● Less than 1 Year   ● 1-5 Years   ● 6-10 Years   ● Greater than 10 Years

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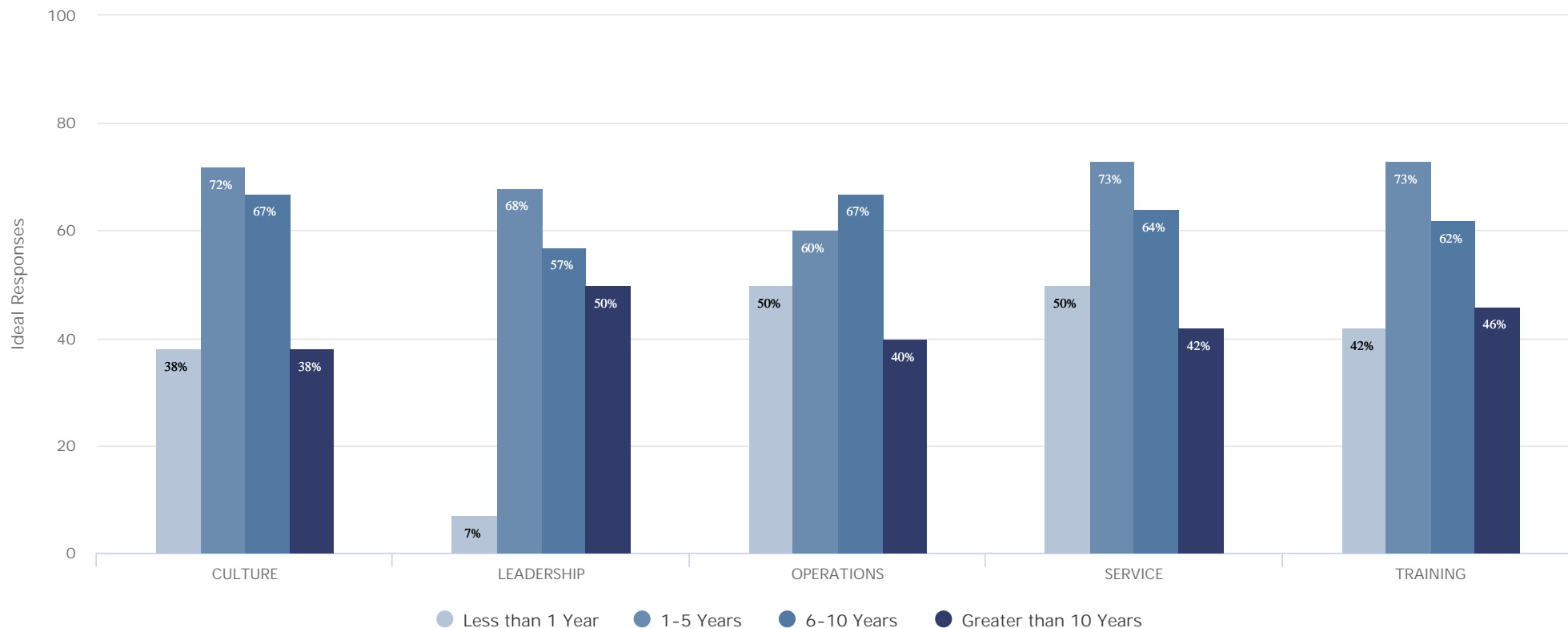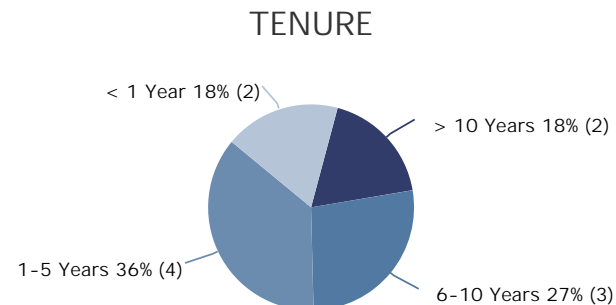
Ideal Responses by NF-KPI and Level of Customer Interaction

CALCULATION SUMMARY
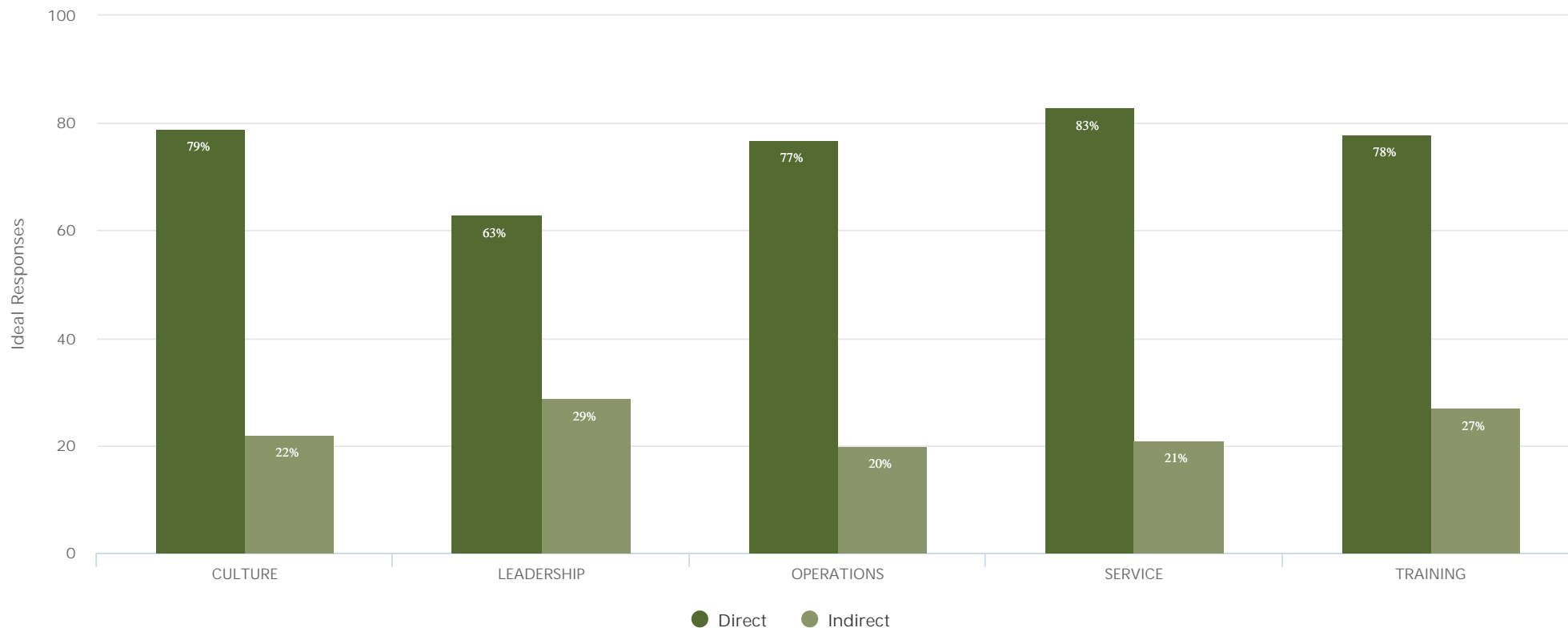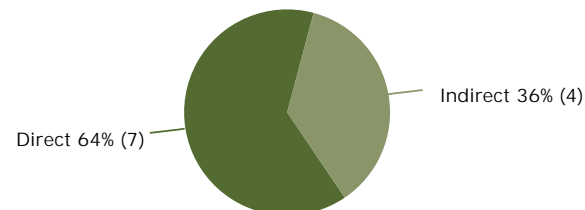
Percentages below represent the Ideal Responses of Non-Financial Key Performance Indicators by Level of Customer Interaction.

LEVEL OF CUSTOMER INTERACTION

Direct 64% (7)
Indirect 36% (4)

	CULTURE	LEADERSHIP	OPERATIONS	SERVICE	TRAINING
Direct	79%	63%	77%	83%	78%
Indirect	22%	29%	20%	21%	27%

Ideal Responses

● Direct   ● Indirect

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Performance Strengths & Concerns

PERFORMANCE STRENGTHS - Participant ideal response percentages greater than 80%

PERFORMANCE CONCERNS - Participant ideal response percentages less than 50%

Your goal for Performance Strengths is to maintain and support these positive behaviors and beliefs. Conversely, your goal for Performance Concerns is to prioritize your top concerns and determine the appropriate actions to close those gaps.

PERFORMANCE STRENGTHS

IDEAL RESP.	STATEMENT	SCALE	NF-KPI	PRIORITY
No Performance Strengths				

PERFORMANCE CONCERNS

IDEAL RESP.	STATEMENT	SCALE	NF-KPI	PRIORITY
27%	8. At work, my opinions seem to count.	True	Culture	H M L
36%	22. Ongoing training to enhance service skills.	Important	Training	H M L
36%	34. Ongoing training to enhance service skills.	Effective	Training	H M L
36%	39. Receiving frequent feedback on a regular basis.	Effective	Leadership	H M L
36%	45. Leadership holds everyone accountable to high standards.	Effective	Leadership	H M L
45%	17. Leadership provides the direction I need to excel at my job.	True	Leadership	H M L
45%	23. Developing new, innovative strategies for serving customers/clients.	Important	Service	H M L

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