

EMC Strategic Evaluation System																			
		Strategic Points of Focus	Team-X	CEO-O	(1-4)	5	6	7	8+	Suggested Action Required To Improve Score to the 8+ Range	Discovery Questions	Continuous Improvement Scope of Work							
1.0		Organization Strategy	5.0	7.4	Team Score Distribution														
	1.1	Mission, Vision, Competitive Advantage	4.6	6.6	(1-4)	5	6	7	8+										
		1.1.1 Focused Purpose	6.0	7.8			X		O	Management team to review suggested improvement by strategic consultant.	Our Mission Statement provides us with a clearly written near term perspective and Strategic differential.	Implementing EMC Strategic Planning System.							
		1.1.2 Future Perspective	4.6	7.8	X				O	Management team to review suggested improvement by strategic consultant.	Our vision statement clearly defines our view of the future for our company.	Implementing EMC Strategic Planning System.							
		1.1.3 Strategic Advantage	3.0	5.3	X	O				Understanding the strategic advantage and operationalizing it through strategic initiatives.	Each employee understands his role in accomplishing the company's competitive advantage.	Implementing EMC Performance Management System.							
		1.1.4 Strategic Integration	4.6	5.6	X	O				All departments are involved in operationalizing and tracking their progress in achieving the company's strategic initiatives.	Everyone in our company is on the same page about the company's strategic intent.	Implementing EMC Performance Management System.							
1.2		External Assessment	4.7	7.9	(1-4)	5	6	7	8+										
		1.2.1 Customer Profile	4.2	7.4	X				O	Strategic Marketing Plan should be developed working with CEO and presented to management team.	We have a clear understanding of our customer's needs.	Implementing EMC Business Development System.							
		1.2.2 Industry & Competitive Analysis	4.2	7.7	X				O	Strategic Marketing Plan should be developed working with CEO and presented to management team.	We know and understanding the competitive drivers within our industry.	Implementing EMC Business Development System.							
		1.2.3 Environmental Assessment	5.0	8.5		X			O	Strategic Marketing Plan should be developed working with CEO and presented to management team.	We know and understand the critical environmental conditions facing our industry.	Implementing EMC Business Development System.							
		1.2.4 Key Success Factors	5.2	8.0		X			O	Strategic Marketing Plan should be developed working with CEO and presented to management team.	We know the key success factors driving our industry?	Implementing EMC Business Development System.							
1.3		Internal Assessment	5.7	7.1	(1-4)	5	6	7	8+										
		1.3.1 Market Position	5.3	7.3		X			O	Strategic Marketing Plan should be developed working with CEO and presented to management team.	We understand our market position and know our outlook for an increasing customer base.	Implementing EMC Business Development System.							
		1.3.2 Finance	5.9	6.5		X	O			Accounting department personnel must be aligned to support strategic initiatives with financial planning, reporting, budgeting and scenario analysis.	We have incorporated management accounting into our financial planning system and have aligned our financial resources to properly support our strategic intent.	Implementing EMC Strategic Management System.							

EMC Strategic Evaluation System																		
		Strategic Points of Focus	Team-X	CEO-O	(1-4)	5	6	7	8+	Suggested Action Required To Improve Score to the 8+ Range	Discovery Questions	Continuous Improvement Scope of Work						
		1.3.3 R & D	6.7	8.0			X		O	A comprehensive project management system needs to be implemented to support the strategic initiatives.	Aggressive attitude towards discovery, creativity and innovation.	Implementing Project Management System.						
		1.3.4 Production	5.4	7.2		X		O		A comprehensive project management system needs to be implemented to support the strategic initiatives.	Are we demonstrating operating efficiency, speed, flexibility and capacity for continuous improvement?	Implementing Project Management System.						
		1.3.5 Marketing	5.0	6.3		X	O			Strategic Marketing Plan includes utilization of a web site and impact movie dedicated to communicating the high performance paradigm of the company.	Awareness of branding and competitive advantage in all business development activities with attention to the return on investment.	EMC Business Development System.						
		1.3.6 Sales/Distribution	5.3	6.0		X	O			Track the company's progress in identifying and opening new business as a goal in the strategic marketing plan.	Are we tracking the sales management process? Do we know where we stand with new prospects?	Implementing EMC Performance Management System.						
		1.3.7 Customer Service	6.0	8.3			X		O	Track the strategic initiatives score on every project and initiate the customer's feedback on every project as well as team members evaluating their teams.	Defining service standards and tracking our success in delivering them.	Implementing EMC Performance Management System.						
		<b>1.4 Objectives, Initiatives, &amp; Goals</b>	<b>5.2</b>	<b>7.9</b>	<b>(1-4)</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8+</b>									
		1.4.1 Vital Direction	6.0	8.0			X		O	Develop and Implement a Strategic Plan.	Are we effectively converting our strategic intent into clearly defined actionable activities?	Implementing EMC Strategic Management System.						
		1.4.2 Resource Alignment	6.3	8.0			X		O	Continue to utilize the team capacity evaluation system.	Knowing our organizational capacity and aligning our resources according to our key strategic objectives.	Implementing EMC Strategic Management System.						
		1.4.3 Organization Accountabilities	4.0	8.0	X				O	All associates and management have detailed positional descriptions and are receiving bi-annual evaluations and all management personnel have been trained in the proper use of their human resource system.	Knowing our roles in accomplishing critical objectives and tracking our progress in accomplishing them.	Implementing EMC Human Resource System.						
		1.4.4 Measurements	4.6	7.4	X			O		Every core function of the company is being tracked according to its performance in accomplishing its strategic initiatives and its ROI.	Are we tracking and reporting financial, project and third party performance, and operating standards?	Implementing EMC Performance Management System.						
		<b>2.0 Organization Design</b>	<b>5.9</b>	<b>7.7</b>														
		<b>2.1 Basic Structure</b>	<b>7.2</b>	<b>8.1</b>	<b>(1-4)</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8+</b>									

EMC Strategic Evaluation System																		
		Strategic Points of Focus	Team-X	CEO-O	(1-4)	5	6	7	8+	Suggested Action Required To Improve Score to the 8+ Range	Discovery Questions	Continuous Improvement Scope of Work						
		2.1.1 Strategic "Demand Criteria"	8.0	9.0					XO	Evaluate the Organizational alignment to be as client centric as possible and in support of accomplishing the strategic plan and strategic marketing plan.	Is our organizational structure organized to accomplish our strategic intent?	Implementing EMC Performance Management System.						
		2.1.2 Formal Structure	6.8	7.7			X	O		Review the organizational structure in accordance with the best practices to accomplish maximum efficiency with a minimum of bureaucracy.	Is our organizational structure designed around effective reporting relationships and lines of authority?	Implementing EMC Performance Management System.						
		2.1.3 Structure Evolution	6.8	7.7			X	O		Organize around key customers and market opportunities.	Is our organizational structure flexible to changing market opportunities?	Implementing EMC Performance Management System.						
2.2 Core Competence			6.3	8.7	(1-4)	5	6	7	8+									
		2.2.1 Identification of Core Competence	6.0	8.3			X	O		Articulate our core competencies through operationalizing our strategic differentials.	We are aware of company skills and capabilities that are difficult to replicate and we capitalize and market them.	Implementing EMC Performance Management System.						
		2.2.2 Application of Core Competence	6.0	9.0			X	O		Build our core competencies into our positional descriptions as objectives to be accomplished thus creating outrageous customer service.	We create customer value and expand our competitive advantage by our awareness of and application of our core competencies.	Implementing EMC Performance Management System.						
		2.2.3 Leveraging Core Competence	7.0	8.7				X	O	Those associates possessing our core competencies are expected to mentor and coach other associates in acquiring those competencies.	We implement programs and processes to develop, strengthen, and expand our core competencies.	Implementing EMC Performance Management System.						
2.3 Information, Systems, & Technology			6.1	7.5	(1-4)	5	6	7	8+									
		2.3.1 Organization Communication	6.8	7.8			X	O		Financial and operational information must be established to accomplish a high performance organization.	Our primary stakeholders are well informed about company performance in regard to critical activities.	Implementing EMC Performance Management System.						
		2.3.2 Targeted Information	4.8	7.0	X			O		Business unit feedback is essential to create a high performance environment.	We provide our management teams with current performance data such as business unit performance, project performance, customer performance and initiative performance.	Implementing EMC Performance Management System.						

EMC Strategic Evaluation System											
	Strategic Points of Focus	Team-X	CEO-O	(1-4)	5	6	7	8+	Suggested Action Required To Improve Score to the 8+ Range	Discovery Questions	Continuous Improvement Scope of Work
	2.3.3 Enterprising Systems	4.7	6.0	X		O			Team specific operational reports on project status are required to accomplish the strategic initiatives and enhance problem solving opportunities.	We provide synthesized information across departmental lines to enlist harmonic cooperative interdependent team problem solving and opportunity enhancement.	Implementing EMC Performance Management System.
	2.3.4 Applied Technology	8.0	9.0					XO	We must assure that the knowledge and use of technology is a major determiner of the company's strategic differential.	We utilize technology to emphasize our strategic differential. (Competitive advantage)	Company personnel require training in MS Office and MS Project.
2.4 Organization Efficiency		4.2	6.7	(1-4)	5	6	7	8+			
	2.4.1 Balanced Oversight & Direction	3.8	5.3	X	O				Financial and operational reporting is reviewed weekly by top management to determine that the company is on track to attain its stated goals and objectives contained in the strategic plan.	We monitor compliance with company policy and procedure without overbearing and restrictive policies.	Implementing EMC Performance Management System.
	2.4.2 Synthesized Roles & Responsibilities	3.7	6.7	X		O			All the functional requirements of operating the business have been properly delegated through careful development of positional descriptions keeping in mind that each new stage of growth requires that the positional descriptions need to be re-engineered.	We ensure that all managers and employees understand their roles through clearly written and agreed to positional descriptions.	EMC Human Resource System includes a procedure on the development of positional descriptions.
	2.4.3 Managed Outsource & Strategic Alliances	5.0	8.0		X			O	A strategic alliance expectations manual and orientation presentation along with a performance tracking system is in place.	We hold our strategic partners to the same standards as we expect of our company employees.	Implementing EMC Performance Management System.
3.0 Organization Culture		6.9	7.6								
3.1 Values & Beliefs		5.9	6.7	(1-4)	5	6	7	8+			
	3.1.1 Values Integration	4.3	6.7	X		O			Testing the level of integration through the application of E-Val Plus.	We realize that aligning our company's systems and practices with our core values will have a direct impact on the bottom line.	Implementing EMC Performance Management System.
	3.1.2 Values Communication	5.5	6.0		X	O			The employee manual, web site and internal communications must by in synchronicity concerning our commitment to maintaining and defending our values.	We realize that company values need to be treated with a sense of reverence and durability in order to be adopted by and applied consistently by employees.	Implementing EMC Performance Management System.

EMC Strategic Evaluation System											
	Strategic Points of Focus	Team-X	CEO-O	(1-4)	5	6	7	8+	Suggested Action Required To Improve Score to the 8+ Range	Discovery Questions	Continuous Improvement Scope of Work
	3.1.3 Values Durability	7.8	7.5				XO		Our strategic initiatives are based on our values and help us focus on accomplishing them on every project.	We know that our values are only as good as our adherence to them so they need to be tracked on an operational level.	Implementing EMC Performance Management System.
3.2 Leadership		7.1	7.6	(1-4)	5	6	7	8+			
	3.2.1 Management Modeling	7.5	7.3				XO		Training in IQM will help every manager become aware of the awesome role that they play in helping the company become a high performance organization.	Management exemplifies the company's values and beliefs through their personal behavior.	Inner Quality Management System Training.
	3.2.2 Strategic/Tactical Balance	5.3	6.5		X	O			All management needs to understand the broader implication of their tactical decisions by empowering them through inclusion in periodic financial and operational updates.	Our managers see the big picture and make tactical decisions based on the company's strategic direction.	Inner Quality Management System Training.
	3.2.3 Empowerment	7.7	8.0				X	O	Recognizing and organizing around the high performance principle of trust to delegate as much responsibility as possible to each associate to help them realize their potential.	We delegate decision making capability to the most appropriate level helping to create the high performance paradigm.	EMC Human Resource System includes a procedure on preparing and implementing positional descriptions.
	3.2.4 Developmental Coaching	7.2	8.0				X	O	The bi-annual evaluation is a major opportunity to bring out the best in each associate.	We use coaching as a developmental tool to integrate employee's goals with company goals.	EMC Human Resource System includes a procedure on employee evaluations and coaching for improvement.
	3.2.5 Building Effective Teams	7.8	8.3				X	O	Recognizing team accomplishment over individual accomplishment as the highest form of accomplishing a high performance organization.	We generate team enthusiasm through rewarding the positive outcome of cooperation and collaboration.	Inner Quality Management System Training.
3.3 Human Resource Systems		7.2	7.9	(1-4)	5	6	7	8+			
	3.3.1 Selective Recruitment	7.0	8.4				X	O	A detailed positional description should be the basis for recruitment along with a list of the functional skills required to accomplish the position.	We have established a rigorous skills and attributes profile to highlight the candidates that will excel in our culture.	EMC Human Resource System includes a procedure on the entire hiring process.

EMC Strategic Evaluation System																	
		Strategic Points of Focus	Team-X	CEO-O	(1-4)	5	6	7	8+	Suggested Action Required To Improve Score to the 8+ Range	Discovery Questions	Continuous Improvement Scope of Work					
		3.3.2 Employee Orientation	8.3	6.7			O		X	Develop an orientation presentation and procedure and train management in its proper use to maximize each new employee's potential for success in the organization and culture.	We regard orientation as our personal responsibility to launch a new employee's career towards a successful transition in becoming a major contributing factor to our organization.	EMC Human Resource System includes orientation process and procedure.					
		3.3.3 Continuous Learning	7.5	8.0				X	O	Establishing a continuous learning plan and budget for each employee.	Continuous learning is an attitude that is synonymous with continuous improvement.	Implementing EMC Performance Management System.					
		3.3.4 Performance Management	6.6	8.4			X		O	Bi-annual performance review and goal setting session with every associate is recommended and training management to deliver it is essential.	We utilize a performance evaluation system that emphasizes goal setting to track performance and a coaching system to improve it.	Implementing EMC Human Resource Systems.					
		3.3.5 Reward Systems	6.4	8.1			X		O	An incentive reward system geared to accomplishment of strategic initiatives and ROI is highly recommended.	We have enacted a reward system that is fair and commensurate with contribution to the company's objectives.	Implementing EMC Performance Management System.					
		<b>3.4 Organization Character</b>	<b>7.4</b>	<b>8.1</b>	<b>(1-4)</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8+</b>								
		3.4.1 Informal Communication	7.2	8.6				X	O	Harmonic cooperation in all communications through IQM orientation and training.	We have learned how to conduct meaningful one on one and group interactions in an atmosphere of harmonic cooperation.	Inner Quality Management Training and Management training.					
		3.4.2 Organization Feedback	8.0	7.5				O	X	Implement the E-Val Plus survey system semi-annually.	Management employs an anonymous employee feedback system that supports harmonic cooperation.	The EMC survey, E-Val Plus					
		3.4.3 Organizational Credibility	6.6	8.4			X		O	Develop departmental charters signed by all members of the team dedicated to embracing and protecting the values supporting their dedication to high performance.	We respect our core values and beliefs and defend our company from internal violations of our philosophy.	Departmental Charters, Performance reviews, Tracking Strategic Initiatives by team, project and customer.					
		3.4.4 Adaptability to Change	7.6	7.8				X	O	Condition the company to embrace change as a condition of a high performance, fast growing business enterprise, through orientation and training.	Our teams have conditioned themselves to believe that change is part of the transformational process that evolves a good company into a great one.	Orientation, Inner Quality Management Training and Management training					