

Performance Gap Indicator - Follow Up Analysis

Report For: Sample

Start Date: **10/26/2017**

End Date: 11/02/2017

Participants: 1,352



Performance Gap Indicator Reporting



PGI Pulse

The PGI Pulse report is your periodic company-wide assessment to measure and track ongoing performance.

Ideally, the PGI Pulse is implemented within an organization at regular intervals, be it quarterly, annually, or as needed.

Reissue the Pulse after implementing a performance improvement solution as the ideal ROI assurance tool. Provide your clients with quantified evidence of your impact.



PGI Diagnostic

The PGI Diagnostic report is an essential first step for any consultant's discovery process. It is your foot in the door for new consulting business.

Provide your clients with performance analysis using anonymous feedback from your client's employees. Identify company-wide performance gaps ensuring subsequent coaching and training investments are administered with laser-guided accuracy that provides demonstrable results.

The diagnostic report establishes a benchmark for performance improvements.



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Performance Gap Indicator Method

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 focusses on the desired, positive statement responses of **Extremely** or **Very** across the respective scales.

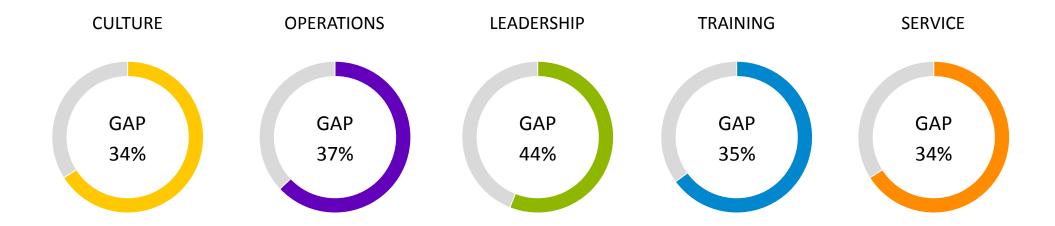
Several Control Questions, designed with inverse ideal responses, have been included to ensure accurate results.

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

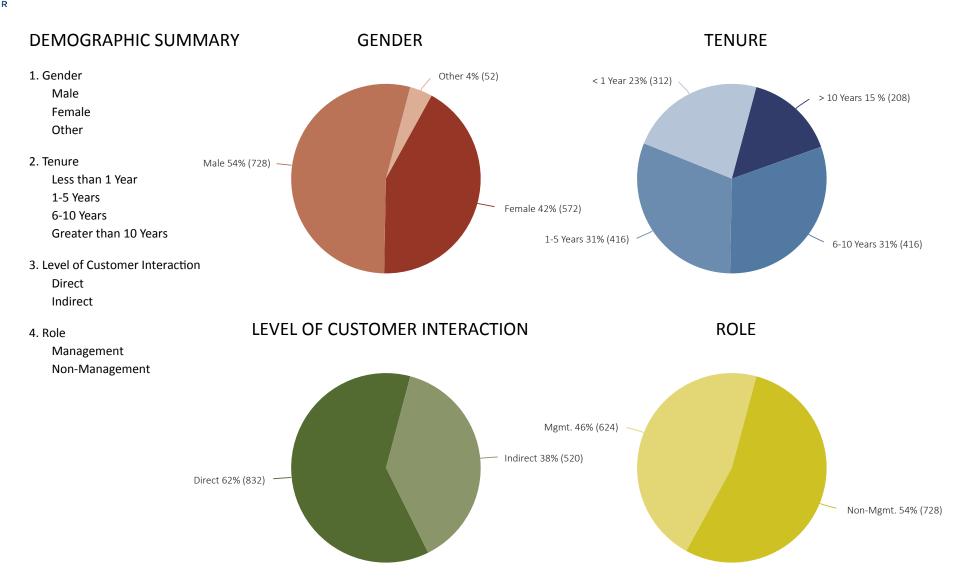


NON-FINANCIAL KPI IDEAL RESPONSE GAPS



	TOP 3 PERFORMANCE STREN	IGTHS		TOP 3 PERFORMANCE CONCERNS						
IDEAL RESP.	STATEMENT	SCALE	NF-KPI	PRIORITY		IDEAL RESP.	STATEMENT	SCALE	NF-KPI	PRIORITY
81%	5. We have clearly defined customer satisfaction goals.	True	Service	H M L		23%	11. Most upset customers will tell us their complaints.	True	Service	H M L
81%	20. We are trained to deliver customer service at a high standard.	True	Training	H M L		27%	16. Management would be surprised to learn what it takes to get the job done due to our processes.	True	Operations	H M L
						38%	9. Company communications are often unclear.	True	Operations	H M L

Demographics



Total Responses Received: 1,352



Non-Financial KPI Ideal Response GAPs

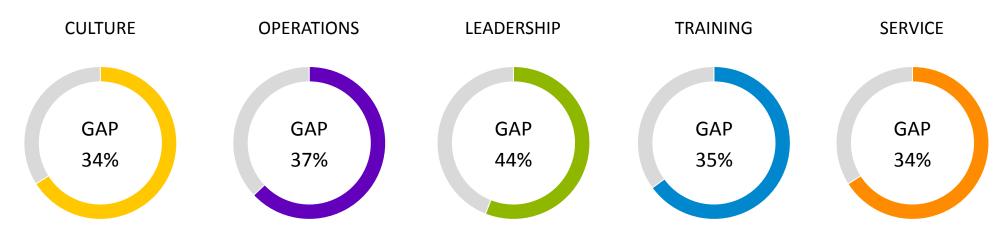
Non-Financial KPIs are leading indicators of business success. Lead indicators are in-process measures and are predictive in nature. A lag indicator (past financial performance) without a lead indicator will give no indication as to how a result will be achieved and provide no early warnings about tracking 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



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.

Statement by Statement - True Scale

	aca responses are shaded aur	3 3 7					
Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
	1. We operate by the val	ues of the organizatio	n				
73%	42%	31%	4%	0%	12%	12%	Culture
69%	2. We hold one another a						
03/0	31%	38%	15%	4%	4%	8%	Leadership
	3. We are encouraged to	find opportunities for	r improvement				
69%	38%	31%	12%	8%	8%	4%	Operations
F 00/	4. Reoccuring issues ofte						
58%	4%	12%	19%	27%	31%	8%	Leadership
	5. We have clearly define	od customor satisfacti	an goals				
81%	38%	42%	4%	4%	12%	0%	Service
	30/0	1270	170	170	12/0	070	Scivice
	6. I know precisely what	I can and cannot do to	o resolve a customer o	complaint			
65%	31%	35%	15%	4%	12%	4%	Training

Statement by Statement -True Scale

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
	7. When someone says th	າey will do something	g, you can count on it h	appening			
69%	31%	38%	12%	8%	12%	0%	Culture
	8. At work, my opinions s	seem to count					
73%	35%	38%	15%	0%	4%	8%	Culture
	33/1	5575		-,-			
2004	9. Company communicat	ions are often unclea	r				
38%	27%	15%	15%	31%	8%	4%	Operation
	10. We have a procedure	for listening and resu	nonding to customer fe	edhack			
69%	31%	38%	12%	12%	4%	4%	Operation
2224	11. Most upset customer		·				
11110/	15%	23%	27%	12%	12%	12%	Service
23%	1370		=7,70				
23%	1370						
23%	13%		_,,,				
23%	12. Training is linked to a						

Statement by Statement - True Scale

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
720/	13. We have clear expect	ations about perform	nance				
73%	35%	38%	15%	4%	8%	0%	Leadership
	14. We know the financia	al value of a satisfied	customer				
65%	27%	38%	23%	8%	0%	4%	Training
73%	15. The work I do impact			00/	450/	00/	6 h
7370	35%	38%	12%	0%	15%	0%	Culture
270/	16. Management would	pe surprised to learn	what it takes to get the	job done due to our p	rocesses		
27%	19%	31%	19%	15%	12%	4%	Operations
	17. Leadership provides t	he direction I need to	a excel at my joh				
69%	31%	38%	19%	4%	8%	0%	Leadership
	18. We have clear proces	s flows for important	procedures				
77%	27%	50%	8%				Operation



Statement by Statement - True Scale

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
	40.0						
77%	19. Our actions equal of	our words when it come					
1170	38%	38%	4%	8%	12%	0%	Service
81%	20. We are trained to d	leliver customer service 50%	e at a high standard 4%	8%	4%	4%	Training
81%	31%	50%	4%		4%	4%	Training
73%		50%	4%		4%	4%	Training

Statement by Statement - Important Scale

	real responses are shaded daily	- 0 - 7					
Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
500/	22. Ongoing training to en	nhance service skills					
69%	38%	31%	8%	15%	8%	0%	Training
73%	23. Developing new, inno			***	***	201	
7370	38%	35%	19%	4%	4%	0%	Service
	24. Our work is guided by	the values of the org	ganization				
65%	38%	27%	19%	8%	8%	0%	Culture
770/	25. Knowing what the cus	stomer wants and exp	pects				
77%	38%	38%	8%	8%	8%	0%	Training
	00 7 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1						
69%	26. Taking individual initia				00/	00/	Camiaa
0370	38%	31%	19%	4%	8%	0%	Service
	27. Receiving frequent fe	edback on a regular h	oasis				
73%	35%	38%	12%	8%	8%	0%	Training
							J

Statement by Statement - Important Scale

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
620/	28. Doing the job right th	e first time					
62%	31%	31%	12%	19%	4%	4%	Culture
	29. Product and industry	knowledge					
69%	35%	35%	19%	4%	4%	4%	Training
77%	30. Managing customer i			420/	00/	40/	
7770	35%	42%	8%	12%	0%	4%	Service
500/	31. Dealing effectively wi	th customer complai	nts				
69%	35%	35%	15%	12%	4%	0%	Training
	32. Listening to custome	r wants and noods					
69%	35%	35%	8%	15%	8%	0%	Service
	5575	55/3	2/1		-,-		
60%	33. Leadership holds eve						
69%	35%	35%	19%	8%	4%	0%	Leadership

Statement by Statement - Effective Scale

Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
	34. Ongoing training to	enhance service skills					
58%	23%	35%	19%	15%	4%	4%	Training
54%	35. Developing new, inn	ovative strategies for s 19%	serving customers 23%	4%	8%	12%	Service
	33/0	1970	23/0	470	870	12/0	Service
700/	36. Our work is guided b	y the values of the org	ganization				
50%	31%	19%	27%	8%	8%	8%	Culture
	37. Knowing what the cu	istomer wants and evi	nects				
58%	35%	23%	23%	8%	4%	8%	Training
							- 0
62%	38. Taking individual init						
02%	19%	42%	27%	0%	0%	12%	Service
	39. Receiving frequent for	eedback on a regular b	oasis				
50%	19%	31%	27%	12%	4%	8%	Leadership

Statement by Statement - Effective Scale

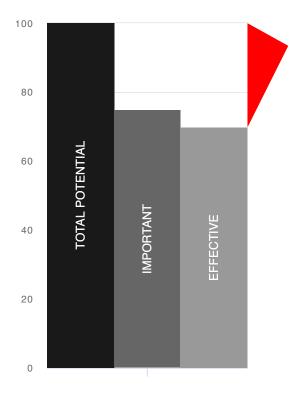
Ideal Response	Extremely	Very	Somewhat	Not Very	Never	I Don't Know	NF-KPI
F 90/	40. Doing the job right th						
58%	15%	42%	31%	0%	8%	4%	Training
	41. Product and industry	knowledge					
62%	15%	46%	23%	4%	12%	0%	Training
	42. Managing customer i	mpressions of our co	mpany				
69%	27%	42%	15%	4%	8%	4%	Service
	43. Dealing effectively wi	th customer complai	nts				
58%	23%	35%	23%	12%	8%	0%	Service
58%	44. Listening to customer 23%	wants and needs	31%	0%	8%	4%	Service
	2370	33/0	31/0	070	370	470	Jei vice
50%	45. Leadership holds eve		_				
30/0	27%	23%	35%	12%	4%	0%	Leadership



CALCULATION SUMMARY

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

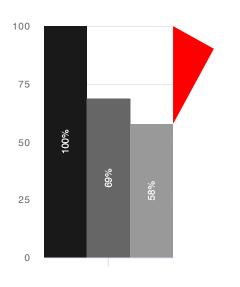
Your GAP Score is the difference between your Total Potential and your Effective score.



GAP SCORE %

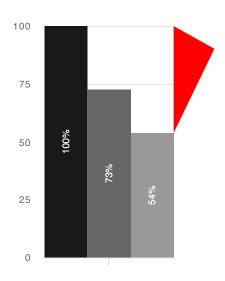
The specific statement asked on the Important and Effective scales.

[Statement Numbers]



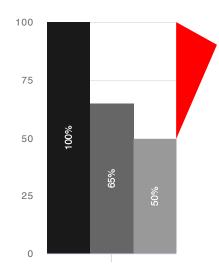
GAP 42%

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



GAP 46%

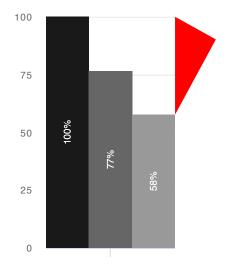
Developing new, innovative strategies for serving customers [#23 & #35]



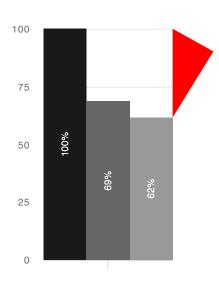
GAP 50%

Living by the values of the organization while at work [#24 & #36]

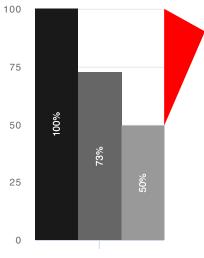
GAP Scores



GAP 42% Knowing what the customer wants and expects [#25 & #37]

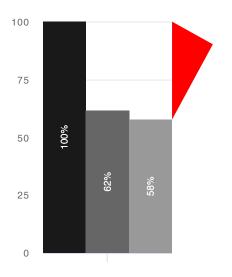


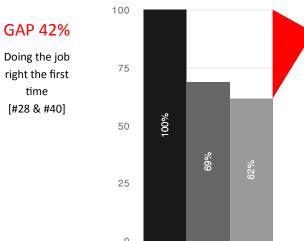
GAP 38% Taking individual 75 initiative to identify and meet customer needs [#26 & #38] 50 25

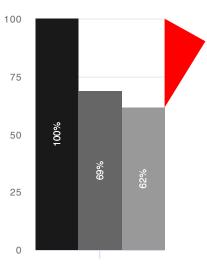


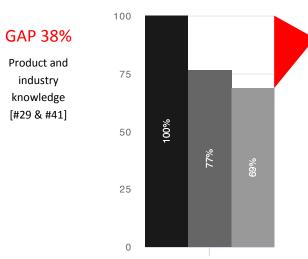
GAP 50%

Receiving frequent, regular feedback [#27 & #39]







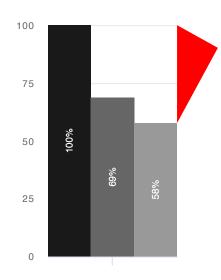


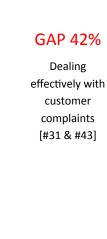
GAP 31% Managing customer impressions of our organization [#30 & #42]

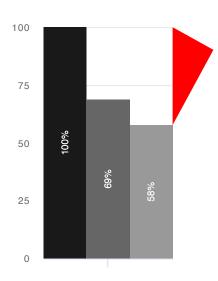
Total Potential

Important

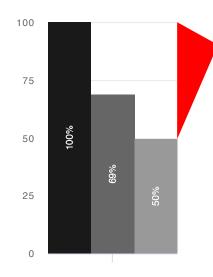
GAP Scores







GAP 42%
Listening to customer wants and needs
[#32 & #44]



GAP 50%

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

Total Potential

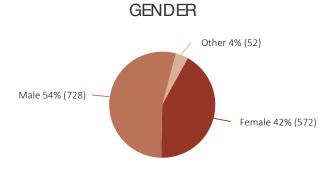
Important

Effective

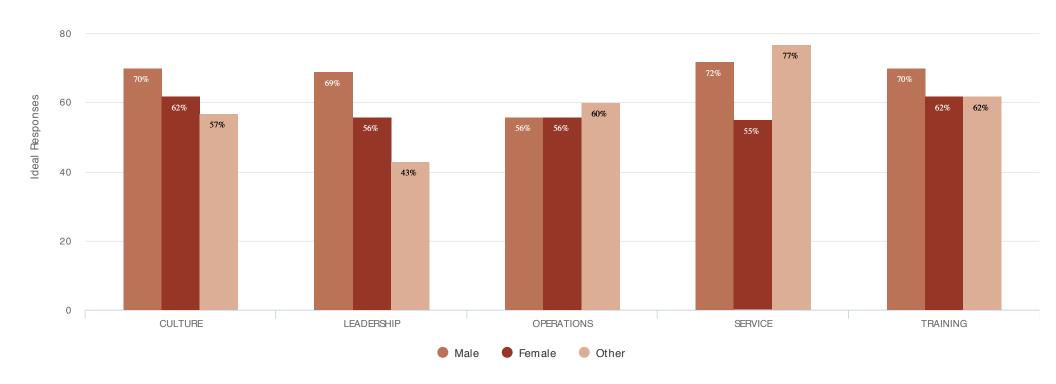
Ideal Responses by NF-KPI and Gender

CALCULATION SUMMARY

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





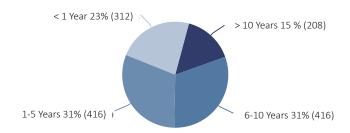


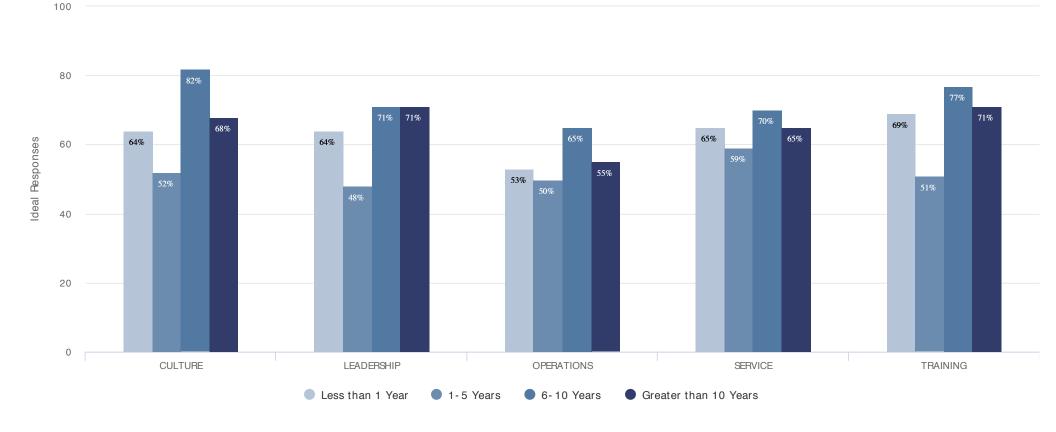
Ideal Responses by NF-KPI and Tenure

CALCULATION SUMMARY

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

TENURE



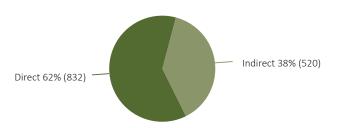


Ideal Responses by NF-KPI and Level of Customer Interaction

CALCULATION SUMMARY

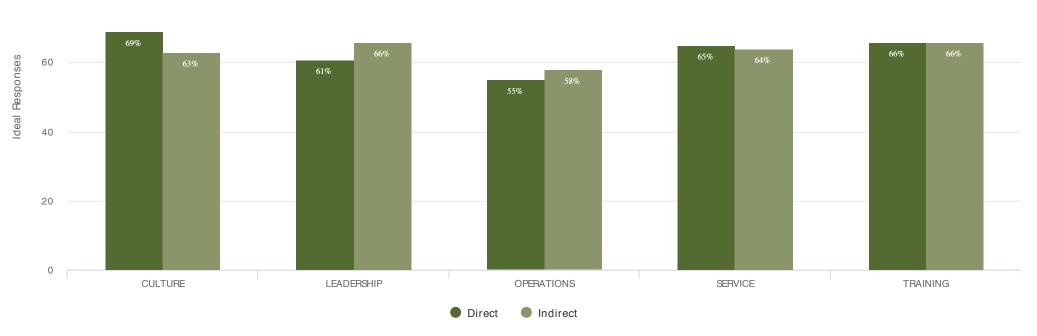
LEVEL OF CUSTOMER INTERACTION

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









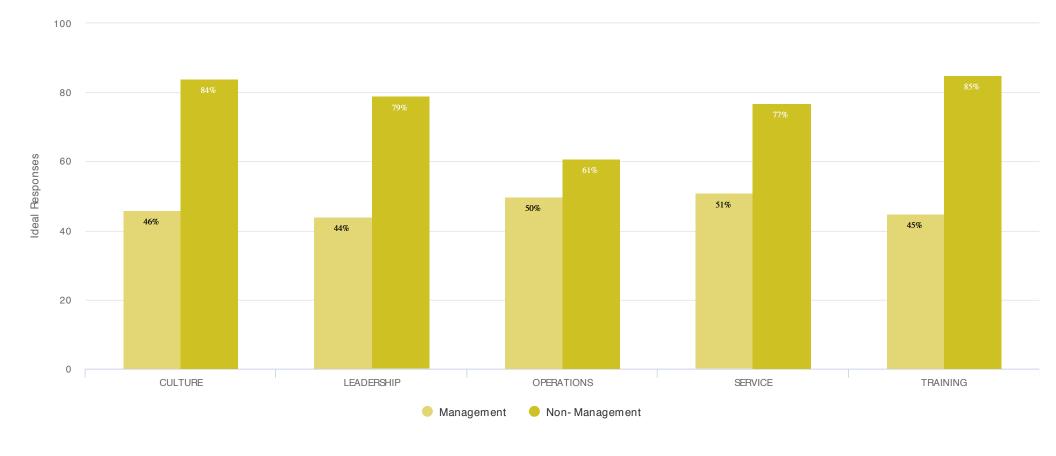
Ideal Responses by NF-KPI and Role

CALCULATION SUMMARY

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

ROLE Mgmt. 46% (624)

Non-Mgmt. 54% (728)





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

PERFORMANCE CONCERNS

IDEAL RESP.	STATEMENT	Scale	NF-KPI	PRIORITY	IDEAL RESP.	STATEMENT	Scale	NF-KPI	PRIORITY
81%	5. We have clearly defined customer satisfaction goals.	True	Service	H M L	23%	11. Most upset customers will tell us their complaints.	True	Service	H M L
81%	20. We are trained to deliver customer service at a high standard.	True	Training	H M L	27%	16. Management would be surprised to learn what it takes to get the job done due to our processes.	True	Operations	HML
					38%	9. Company communications are often unclear.	True	Operations	H M L