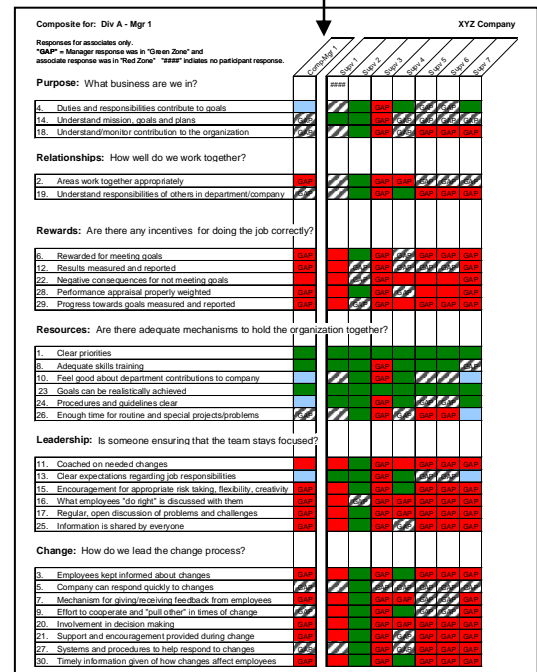
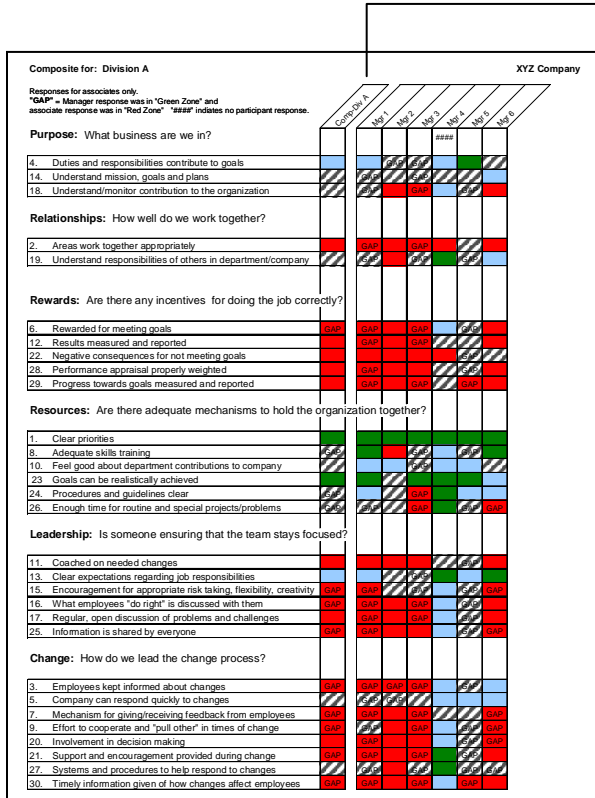


Management Responsibility Survey



Composites of MRS data can be created for various levels, which enables executives to have a high-level look at the results and then be able to “drill down” to the other levels to see variations in the data from subgroup to subgroup. This enables the company to do internal benchmarking and identify its own “best practices” for use throughout the company.

Full-size, color versions of the above two charts can be found on the following pages

Composite for: Division A

XYZ Company

Responses for associates only.

"GAP" = Manager response was in "Green Zone" and associate response was in "Red Zone" "####" indicates no participant response.

Purpose: What business are we in?

	Comp.Div A	Mgr 1	Mgr 2	Mgr 3	Mgr 4	Mgr 5	Mgr 6
4. Duties and responsibilities contribute to goals			GAP	GAP			
14. Understand mission, goals and plans		GAP	GAP				
18. Understand/monitor contribution to the organization		GAP	GAP				

Relationships: How well do we work together?

2. Areas work together appropriately		GAP	GAP				
19. Understand responsibilities of others in department/company		GAP	GAP				

Rewards: Are there any incentives for doing the job correctly?

6. Rewarded for meeting goals	GAP	GAP	GAP				
12. Results measured and reported		GAP	GAP				
22. Negative consequences for not meeting goals							
28. Performance appraisal properly weighted							
29. Progress towards goals measured and reported		GAP	GAP				

Resources: Are there adequate mechanisms to hold the organization together?

1. Clear priorities							
8. Adequate skills training	GAP		GAP				
10. Feel good about department contributions to company			GAP				
23. Goals can be realistically achieved							
24. Procedures and guidelines clear	GAP		GAP				
26. Enough time for routine and special projects/problems	GAP		GAP				

Leadership: Is someone ensuring that the team stays focused?

11. Coached on needed changes							
13. Clear expectations regarding job responsibilities			GAP				
15. Encouragement for appropriate risk taking, flexibility, creativity	GAP		GAP				
16. What employees "do right" is discussed with them	GAP		GAP				
17. Regular, open discussion of problems and challenges			GAP				
25. Information is shared by everyone	GAP						

Change: How do we lead the change process?

3. Employees kept informed about changes	GAP	GAP	GAP				
5. Company can respond quickly to changes		GAP	GAP				
7. Mechanism for giving/receiving feedback from employees	GAP		GAP				
9. Effort to cooperate and "pull together" in times of change	GAP		GAP				
20. Involvement in decision making							
21. Support and encouragement provided during change	GAP		GAP				
27. Systems and procedures to help respond to changes			GAP				
30. Timely information given of how changes affect employees	GAP		GAP				

- = Sum of Not Sure/Negative responses <=20%
- = Sum of Not Sure/Negative responses >20%<30%
- = Sum of Not Sure/Negative responses >=30% (but with Negative responses alone <30%)
- = Sum of Negative responses >=30%

